



*139 S. SAGINAW STREET MONTROSE, MI 48457 / PHONE (810) 639-6168*

**DOWNTOWN DEVELOPMENT AUTHORITY BOARD (D.D.A.)**  
**January 15, 2026 @ 7:30 a.m.**

**CALL TO ORDER**

**ROLL CALL**

**PLEDGE OF ALLEGIANCE**

**APPROVAL OF AGENDA**

**CITIZEN COMMENTS**

The purpose of this agenda item is to allow persons to comment. This is not a forum for debate or for which questions will be answered. The Board will consider all comments and questions and decide if they wish to address those items during board comments. All persons addressing the DDA Board are asked to limit their comments to no more than three (3) minutes.

**CONSENT AGENDA**

1. Approval of November 20, 2025, D.D.A. Meeting Minutes
2. Receive and File Budget Update
3. Approve 2026 DDA Board Meeting Calendar

**PRESENTATION**

**OLD BUSINESS**

1. Discussion Spring Event Date/Time

**NEW BUSINESS**

1. Consider Discussion on Proposed CIP
2. Consider Review of By-Laws
3. Consider Discussion of Veterans Banners
4. Consider Discussion on Community Garden

**BID AWARD/PURCHASE**

**ORDINANCES**

**APPOINTMENTS**

1. Consider Resolution Appointment of Committee and Committee Members

**CITIZEN COMMENTS**

The purpose of this agenda item is to allow persons to comment. This is not a forum for debate or for which questions will be answered. The Board will consider all comments and questions and decide if they wish to address those items during board comments. All persons addressing the DDA Board are asked to limit their comments to no more than three (3) minutes.

**DDA COMMITTEE REPORTS****CITY MANAGER / DDA BOARD MEMBER COMMENTS****ADJOURNMENT**

**Next DDA Meeting – February 19, 2026 @ 7:30 a.m.**



139 S. SAGINAW STREET MONTROSE, MI 48457 / PHONE (810) 639-6168

**DOWNTOWN DEVELOPMENT AUTHORITY BOARD (D.D.A.)**  
**November 20, 2025 @ 7:30 a.m.**

**CALL TO ORDER – meeting called to order at 7:33 a.m.**

**ROLL CALL – Present – Mike Burkhart, Scott Webster, Coetta Adams (arrived late), Jerry Mears, Eric Reed, Deborah Gross, Chairwoman Machuk, Mayor Tom Banks.**

**PLEDGE OF ALLEGIANCE – Pledge led by Chairwoman Machuk**

**APPROVAL OF AGENDA**

**ACTION:**

**Motion: Mayor Banks to approve agenda**

**Second: Mrs. Adams**

**A – YES**

**CITIZEN COMMENTS**

The purpose of this agenda item is to allow persons to comment. This is not a forum for debate or for which questions will be answered. The Board will consider all comments and questions and decide if they wish to address those items during board comments. All persons addressing the DDA Board are asked to limit their comments to no more than three (3) minutes.

No Comments

**CONSENT AGENDA**

1. Approval of August 21, 2025, D.D.A. Meeting Minutes
2. Approval of October 16, 2025, D.D.A. Meeting Minutes

**ACTION:**

**Motion: Mr. Webster to approve consent agenda**

**Second: Mrs. Gross**

**A – YES**

**PRESENTATION**

Samantha Mariuz, EDPP Fleis & Vanderbrink – Alignment Report

**Presentation to DDA Board, Q/A ensued, CIP Planning and working with Montrose Philanthropic Organization, Businesses, Clergy and Schools. DDA undertaking more assertive role.**

**OLD BUSINESS**

1. Update from Board Member Coetta Adams on Street Lighting

**NO Action: Report provided by Mrs. Adams.**

2. Handicap Grant Update – 295 East State Street

**NO Action: Report provided by City Manager.**

## **NEW BUSINESS**

1. Consider DDA Function, MCL Act, Community & Marketing Development

**ACTION: No Action. Report given by City Manager.**

**Motion:**

**Second:**

2. Consider M-57 Communications with MDOT

**ACTION: No Action. Report given by City Manager.**

**Motion:**

**Second:**

3. Consider DDA Community/Marketing Events

**ACTION:**

**Motion: Mr. Webster motion to approve 2026 DDA Sponsored Events**

**Second: Mrs. Gross**

**A – YES**

## **BID AWARD/PURCHASE**

1. Consider Winter Decorations for Central Business District (CBD)

**ACTION:**

**Motion: Mayor Banks to Approve Purchase**

**Second: Mr. Webster**

**Roll Call Vote: Burkhart, No, Webster, Yes, Adams, No, Mears, Yes, Reed, No, Gross, No, Machuk, Yes, Mayor Banks, Yes. – Motion Failed**

## **ORDINANCES**

## **APPOINTMENTS**

## **CITIZEN COMMENTS**

The purpose of this agenda item is to allow persons to comment. This is not a forum for debate or for which questions will be answered. The Board will consider all comments and questions and decide if they wish to address those items during board comments. All persons addressing the DDA Board are asked to limit their comments to no more than three (3) minutes.

**No Comments**

## **DDA COMMITTEE REPORTS**

**NO Reports**

## **CITY MANAGER / DDA BOARD MEMBER COMMENTS**

**No Reports**

**ADJOURNMENT – Meeting Adjourned 9:00 a.m.**

**Next DDA Meeting – December 18, 2025 – 7:30 A.M.**

12/09/2025 02:18 PM  
User: MARCY  
DB: Montrose

REVENUE AND EXPENDITURE REPORT FOR CITY OF MONTROSE  
PERIOD ENDING 11/30/2025  
% Fiscal Year Completed: 41.92

Page: 6/14

GL NUMBER	DESCRIPTION	2025-26	YTD BALANCE 11/30/2025	AVAILABLE BALANCE (ABNORMAL)	% BDGT USED	
		AMENDED BUDGET	ORMAL (ABNORMAL)	ORMAL (ABNORMAL)		
<b>Fund 248 - DOWNTOWN DEVELOPMENT AUTHORITY</b>						
<b>Revenues</b>						
248-000-403	PROPERTY TAXES - OPERATING LEVY	115,000.00	13,495.68	101,504.32	11.74	
248-000-509	JENNINGS MEMORIAL GRANT	0.00	5,750.00	(5,750.00)	100.00	
248-000-572	STATE OF MICHIGAN - ACT 86 - PPT REPLACE	0.00	429.23	(429.23)	100.00	
248-000-665	INTEREST EARNED	0.00	1,046.91	(1,046.91)	100.00	
248-000-675	PUBLIC CONTRIBUTIONS	1,200.00	0.00	1,200.00	0.00	
248-806-509	JENNINGS MEMORIAL GRANT	0.00	(5,000.00)	5,000.00	100.00	
248-806-653	DEPOT RENTAL	3,500.00	2,480.00	1,020.00	70.86	
<b>TOTAL REVENUES</b>		<b>119,700.00</b>	<b>18,201.82</b>	<b>101,498.18</b>	<b>15.21</b>	
<b>Expenditures</b>						
472	WINTER MAINTENANCE	4,841.00	504.90	4,336.10	10.43	
515	ADMINISTRATION	1,400.00	528.51	871.49	37.75	
528	RUBBISH COLLECTION/DISPOSAL	2,000.00	642.72	1,357.28	32.14	
703	DDA ACTIVITIES	26,086.00	15,488.88	10,597.12	59.38	
729	COMMUNITY GARDEN	1,400.00	358.42	1,041.58	25.60	
806	THE DEPOT	5,687.50	6,778.13	(1,090.63)	119.18	
<b>TOTAL EXPENDITURES</b>		<b>41,414.50</b>	<b>24,301.56</b>	<b>17,112.94</b>	<b>58.68</b>	
<b>Fund 248 - DOWNTOWN DEVELOPMENT AUTHORITY:</b>						
<b>TOTAL REVENUES</b>		<b>119,700.00</b>	<b>18,201.82</b>	<b>101,498.18</b>	<b>15.21</b>	
<b>TOTAL EXPENDITURES</b>		<b>41,414.50</b>	<b>24,301.56</b>	<b>17,112.94</b>	<b>58.68</b>	
<b>NET OF REVENUES &amp; EXPENDITURES</b>		<b>78,285.50</b>	<b>(6,099.74)</b>	<b>84,385.24</b>	<b>7.79</b>	

User: MARCY  
DB: Montrose

## Fund 248 DOWNTOWN DEVELOPMENT AUTHORITY

GL Number	Description	PERIOD ENDED 11/30/2024	PERIOD ENDED 11/30/2025
<b>*** Assets ***</b>			
248-000-012	CHOICE ONE BANK GENERAL CHECKING	262,748.71	293,809.96
248-000-016	STATE BANK ICS SWEEP ACCT 3130	45,335.55	46,517.94
248-000-018	STATE BANK ICS OPERATING ACCOUNT	745.15	0.00
248-000-020	TAXES RECEIVABLE - REAL - CURRENT LEVY	4,120.96	0.00
248-000-022	DUE TO DDA	4,120.96	0.00
248-000-040	ACCOUNTS RECEIVABLE	2,853.47	0.00
248-000-123	PREPAID EXPENSES	165.16	160.68
<b>Total Assets</b>		<b>320,089.96</b>	<b>340,488.58</b>
<b>*** Liabilities ***</b>			
248-000-202	ACCOUNTS PAYABLE	327.12	2,872.02
248-000-339	UNEARNED REVENUES	0.00	5,000.00
<b>Total Liabilities</b>		<b>327.12</b>	<b>7,872.02</b>
<b>*** Fund Balance ***</b>			
248-000-390	FUND BALANCE	226,177.60	226,177.60
<b>Total Fund Balance</b>		<b>226,177.60</b>	<b>226,177.60</b>
<b>Beginning Fund Balance</b>			
<b>Net of Revenues VS Expenditures - 24-25</b>			115,206.01
<b>*24-25 End FB/25-26 Beg FB</b>		341,383.61	
<b>Net of Revenues VS Expenditures - Current Year</b>		93,585.24	(8,767.05)
<b>Ending Fund Balance</b>		319,762.84	332,616.56
<b>Total Liabilities And Fund Balance</b>		<b>320,089.96</b>	<b>340,488.58</b>

\* Year Not Closed

# **DOWNTOWN DEVELOPMENT AUTHORITY BOARD**

## **2026 MEETING DATES**

THE ANNUAL MEETING SHALL BE HELD IN **FEBRRUARY**.

DDA BOARD WILL MEET MONTHLY ON THE 3<sup>rd</sup> THURSDAY.

<b>DATE</b>	<b>TIME</b>	<b>LOCATION</b>
<b>JANUARY 15</b>	<b>7:30 A.M.</b>	<b>139 S. Saginaw Street</b>
<b>FEBRUARY 19</b>	<b>7:30 A.M.</b>	<b>139 S. Saginaw Street</b>
<b>MARCH 19</b>	<b>7:30 A.M.</b>	<b>139 S. Saginaw Street</b>
<b>APRIL 16</b>	<b>7:30 A.M.</b>	<b>139 S. Saginaw Street</b>
<b>MAY 21</b>	<b>7:30 A.M.</b>	<b>139 S. Saginaw Street</b>
<b>JUNE 18</b>	<b>7:30 A.M.</b>	<b>139 S. Saginaw Street</b>
<b>JULY 16</b>	<b>7:30 A.M.</b>	<b>139 S. Saginaw Street</b>
<b>AUGUST 20</b>	<b>7:30 A.M.</b>	<b>139 S. Saginaw Street</b>
<b>SEPTEMBER 17</b>	<b>7:30 A.M.</b>	<b>139 S. Saginaw Street</b>
<b>OCTOBER 15</b>	<b>7:30 A.M.</b>	<b>139 S. Saginaw Street</b>
<b>NOVEMBER 19</b>	<b>7:30 A.M.</b>	<b>139 S. Saginaw Street</b>
<b>DECEMBER 17</b>	<b>7:30 A.M.</b>	<b>139 S. Saginaw Street</b>

# CITY OF MONTROSE

## MEMORANDUM

**Date:** November 13, 2025

**To:** Chairwoman Machuk and Board Members of the DDA

**From:** Joe Karlichek, City Manager

**Subject:** Consider DDA Community/Marketing Events

---

**Background:** One of the primary roles for the DDA is Community Development and Marketing. These activities promote good-will, opportunity to acknowledge businesses and owners and create an environment of hospitality for the Montrose community. Bringing families and patrons to the community through well-organized, planned and budgeted activities provides consistency to the community and instills stability. These efforts have the opportunity to entice entrepreneurs and a sense of pride that are important characteristics to the culture of Montrose.

Chairwoman Machuk and I have had a number of meetings and discussions with community members and others discussing ways the DDA can fold in with or take a more assertive role in promoting Montrose through Community Development and Marketing. Following those numerous meetings and discussions the activities listed below were conceived for the DDA Board to consider in 2026.

The proposed community events, dates and times are not budgeted, as of yet, and the Board will be asked to consider applying a budget to these events (*assuming they are approved*) at their January 15, 2026 meeting. This will give additional time for administration to convey these activities to various organizers and begin building/laying the foundation going forward.

It is also recommended Chairwoman Machuk appoint a “Sub-Committee” of the DDA where these dedicated people can provide direct involvement in assisting in planning, organizing volunteers, assist in supplies/ordering lists, and other activities. The Sub-Committee can then make further recommendations to the DDA Board facilitating administration and the Board’s decisions.

### Proposed 2026 DDA Community Events

1. Spring Fling – Saturday March 21, 2026 (1 p.m. to 4 p.m.)
2. Blueberry – August 2026. \*Chairwoman Machuk to provide discussion
3. Fall-O-Ween Festival - Saturday October 17, 2026 (5 p.m. to 8 p.m.)
4. Candlewalk – Saturday December 5, 2026 (5 p.m. to 8 p.m.)

**Recommendation:** It is recommended DDA Board Approve these Community Activities for 2026.

# CITY OF MONTROSE MEMORANDUM

**Date:** December 11, 2025

**To:** Chairwoman Machuk and Board Members of the DDA

**From:** Joe Karlichek, City Manager

**Subject:** Consider DDA CIP Planning & Discussion

---

**Background:** Following several months of discussions with DDA Board members, an Alignment Report of the DDA TIF Plan provided by F&V and additional discussions, the following CIP is provided for Board edification.

This proposed CIP planning worksheet is designed to provide city administration a long-term strategic focus and direction while at the same time providing short and mid-term marketing & development planned activities to pursue the mission of the DDA. These activities (marketing & development) will be conducted by the chairperson, members of the board, a planned sub-committee, focused on planning and implementation providing recommendations to the DDA Board.

## **Approved 2026 DDA Community Events**

1. Spring Fling – Saturday March 21, 2026 (1 p.m. to 4 p.m.)
2. Blueberry – August 2026. \*Chairwoman Machuk to provide discussion
3. Fall-O-Ween Festival - Saturday October 17, 2026 (5 p.m. to 8 p.m.)
4. Candlewalk – Saturday December 5, 2026 (5 p.m. to 8 p.m.)

As we discussed and outlined in a legal understanding memorandum at the November Board meeting, one of the primary roles of the DDA is Community Development and Marketing. These activities promote good-will, opportunity to acknowledge businesses and owners and create an environment of hospitality for the Montrose community. Bringing families and patrons to the community through well-organized, planned and budgeted activities provides consistency to the community and instills stability. These efforts have the opportunity to entice entrepreneurs and a sense of pride that are important characteristics to the drive a positive culture of cooperation, inclusion and ownership in the City of Montrose.

In addition to the above, banners, flags, flowers, flower pots, way-finding signs, and seasonal decorations are also in the proposed CIP. Many of these have already been researched and the city manager can provide additional details in that research to the Board.

## **Streetlights/Sidewalks**

In the proposed CIP plan provides a cost estimate for the entire downtown streetlighting and sidewalks along M-57 and Saginaw west to Genesee Street towards to the Depot. Extensive research and discussions have been conducted the past 30 days with Gabe Poletti, Streetlighting - Senior Project Coordinator, Statewide with Consumers Energy. Currently, the city owns sixteen (16) light poles. Many are defective and recently, we had to make emergency repairs to one of the light poles following the DPW attempting to place a simple Christmas decoration on a pole.

The estimated cost replacement in the CIP provides all new streetlighting, new sidewalks/concrete, boring, conduit and other expenses associated with the project.

We are expecting to have Mr. Poletti provide a presentation to the Board at your March 2026 meeting.

**Pocket Park/Property Acquisition**

It has been expressed there is a significant desire to construct a “pocket park” in the downtown between buildings on M-57, south side of the road. Discussions are underway with Chris Hennessy, MS, CPM, Client Services Manager | Community Development FLEIS & VANDENBRINK as well as the MEDC for funding, matching grant opportunities and more.

This proposed CIP is more long-term, perhaps two – three years in the making. However, property acquisition is slated in 2026 to permit/allow the necessary time to work with the State and others on funding. City administration has met with one State Representative and plans to meet with more over the coming months, including federal partners. Grants at the Federal level are drying up while at the same time “direct congressional spending” is becoming more prevalent. This requires time, patience and significant follow-through.

**Recommendation: It is recommended DDA Board discuss the proposed CIP Plan so city administration can prepare a final CIP proposal at the March or April 2026 Board meeting while preparing for city budget.**

**CITY OF MONROSE CAPITAL IMPROVEMENT PLAN SUMMARY WORKSHEET**

<u>Dept.</u>	<u>Project Descriptions</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>Place Holder</u>
DDA	Property Aquisition					\$25,000
DDA	Banners/Flags	\$2,000				
DDA	Community Events/Marketing	\$10,000				
DDA	Decorations	\$5,000				
DDA	Pocket Park	\$150,000				
DDA	Light Posts/Sidewalk	\$185,000				
DDA	Wayfinding Signs	\$10,000				
	<b>Total</b>	<b>\$362,000</b>				

# CITY OF MONTROSE

## MEMORANDUM

**Date:** January 8, 2026

**To:** Chairwoman Machuk and Board Members of the DDA

**From:** Joe Karlichek, City Manager

**Subject:** Consider Review of By-Laws

---

**Background:** Chairwoman Machuk requested a review of the DDA By-Laws prior to the February required annual meeting. Specifically, two areas of focus are the following:

1. Under Article 5 Section 7: Election of Officers – Officers of the Board shall be elected at the Annual Meeting in February. Officers shall be elected by a majority vote of the Board. The term of office shall be for one (1) year and begin at the close of the Annual Meeting at which they are elected. No member shall hold more than one (1) office at a time. If, for any reason, election of Officers should not occur at the annual meeting, the Board shall elect officers at a regular or special meeting within ninety days.
2. Under Article 4 Section 3: Selection of Board Members – The Mayor of the City of Montrose, with the advice and consent of the City Council, shall appoint Board Members. A member of the Authority shall have one of the following qualifications:
  - 1) Resident of the City of Montrose
  - 2) Registered voter in the City of Montrose
  - 3) Have an interest in real property in the DDA district

Not less than a majority of the members shall have an interest in property located in the Authority District. Before assuming the duties of office, a member shall qualify by taking and subscribing to the constitutional Oath of Office.

**Recommendation:** It is recommended DDA Board discuss the By-Laws and decide if any changes are needed.

## **DOWNTOWN DEVELOPMENT AUTHORITY BOARD OF THE CITY OF MONTROSE, MICHIGAN**

### **BY-LAWS**

**Adopted by the Montrose DDA Board: May 12, 2009**  
**Approved by Montrose City Council: May 28, 2009**  
**Approved by Montrose City Council: May 16, 2019**  
**Approved by Montrose City Council: December 19, 2019**  
**Approved by Montrose City Council: March 18, 2021**  
**Approved by Montrose City Council: January 25, 2025**

### **ARTICLE 1**

#### **Name and Principal Office**

Section 1: The name of this Authority is the Downtown Development Authority (DDA) of the City of Montrose. This DDA was established by ordinance of the City of Montrose pursuant to Public Act 57 of the Public Acts of the State of Michigan.

### **ARTICLE 2**

#### **Statement of Mission and Purpose**

Section 1: Mission Statement – The mission of the Montrose DDA is to enhance the quality of life and develop a positive image of Downtown Montrose for residents, businesses and visitors by promoting cultural and economic growth in the designated DDA area.

Section 2: Purpose – The purpose of the Montrose DDA is to act in accordance with the provisions of Act 57 of the Public Acts of 2018 as amended hereinafter referred to as the “Act”. The Authority shall have all the powers, which now or hereafter may be conferred by law on authorities organized under this Act. The overall goal of the Authority is to undertake public improvements and other activities that have the greatest impact in strengthening the downtown area and attracting new private investments in the DDA area.

In addition, the Authority is organized to stimulate downtown revitalization in Montrose through organization (encouraging cooperation and building leadership in the business community); promotion (creating a positive image for downtown by promoting the downtown as an exciting place to live, shop and invest); design (improving the appearance of the downtown); economic restructuring (identifying new market opportunities and stimulate investment); and to receive, administer and distribute funds in connection with any activities related to the above purposes. No part of the net earnings of the Program shall inure to the benefit of any of its members or any other individual.

### **ARTICLE 3**

#### **Program Area**

Section 1: The Program Area shall be that geographic area indicated on the attached map [Exhibit A].

## **ARTICLE 4**

### **Board of Directors**

Section 1: General Powers – The Authority shall operate within the Authority district described in the Ordinance as currently in effect and as it may be amended pursuant to the Ordinance and the Act. The Authority shall be under the supervision and control of the Authority's Board of Directors, hereinafter referred to as the "Board".

Section 2: Size and Tenure – The Board shall consist of the Mayor, Chief Executive Officer of the City of Montrose, and not less than eight (8) members not more than twelve, (12). The members shall be appointed for a term of four (4) years.

Section 3: Selection of Board Members – The Mayor of the City of Montrose, with the advice and consent of the City Council, shall appoint Board Members. A member of the Authority shall have one of the following qualifications:

- 1) Resident of the City of Montrose
- 2) Registered voter in the City of Montrose
- 3) Have an interest in real property in the DDA district

Not less than a majority of the members shall have an interest in property located in the Authority District. Before assuming the duties of office, a member shall qualify by taking and subscribing to the constitutional Oath of Office.

Section 4: Compensation – All members of the Board shall serve without compensation, but shall be reimbursed for actual and necessary expenses while conducting the business of the Board provided prior approval has been authorized by the Board.

Section 5: Vacancies and Expiration of Terms – A member whose term of office has expired shall continue to hold office until the member's successor is appointed and qualified. An appointment to fill a vacancy shall be made in the same manner as the original appointment, but for the unexpired term only. The Mayor of the City of Montrose shall, with the advice and consent of the City Council, appoint a successor within a reasonable period of time after the vacancy was created.

Section 6: Removal of Board Members – Pursuant to proper notice and an opportunity to be heard, a member may be removed from office for cause by the majority vote of the City Council. Sufficient cause for removal includes, but is not limited to, neglect of duty, non-attendance at meetings (A member who is absent from three (3) consecutive meetings of the Board may be removed from the Board by the Mayor with the concurrence of the City Council), or loss of status conferred by an interest in the DDA district.

## **ARTICLE 5**

### **Officers**

Section 1: Officers – The Officers of the Board shall be a Chairperson, Vice-Chairperson, Treasurer and Secretary. All officers shall be members of the Board.

Section 2: Removal of Officers – An officer may be removed by a majority vote of the Board whenever in its judgment the best interest of the Board will be served. An officer may resign from office and still continue to serve as a member of the Board.

Section 3: Chairperson – The Chairperson shall preside at all meetings of the Board and shall discharge the duties as a presiding officer.

Section 4: Vice-Chairperson – In the absence of the Chairperson or the event of inability to serve as Chairperson, the Vice-Chairperson shall perform the duties of the Chairperson and when so acting, shall have all the powers and be subject to the restrictions of the Chairperson.

Section 5: Treasurer – The Treasurer or designee shall prepare a quarterly statement of all revenues and expenses, with the assistance of appropriate City Officials, and an Annual Financial Report covering the fiscal year of the Authority. The fiscal year of the Authority shall be the same as that of the City, July 1 through June 30. The Board will direct an annual audit to be prepared and the results of which shall be forwarded to the Montrose City Council.

Section 6: Secretary – The Secretary or designee shall attend all meetings of the Board and record all votes and the minutes of all proceedings in a book to be kept for that purpose. The Secretary shall give, or cause to be given, notice of all meetings of the Board and shall perform such other duties as may be prescribed by the Board. The Secretary shall, when authorized by the Board, attest by signature to actions of the Board.

Section 7: Election of Officers – Officers of the Board shall be elected at the Annual Meeting in February. Officers shall be elected by a majority vote of the Board. The term of office shall be for one (1) year and begin at the close of the Annual Meeting at which they are elected. No member shall hold more than one (1) office at a time. If, for any reason, election of Officers should not occur at the annual meeting, the Board shall elect officers at a regular or special meeting within ninety days.

## **ARTICLE 6**

### **Employment of Personnel**

Section 1: An Executive Director may be employed and shall serve at the pleasure of the Board. The Board of Directors shall annually set the Executive Director's compensation. The Executive Director shall manage the daily operations of the Authority. The Executive Director shall be responsible for coordinating the implementation of the Authority's policies and projects and such other duties as the Board of Directors may require. The duties, rights and responsibilities of employees of the Authority shall be consistent with the provisions of Act No. 197 of the Public Acts of 1975.

Section 2: The Board may contract with the City of Montrose for any or all administrative, planning and legal services in support of its operations.

## **ARTICLE 7**

### **Meetings**

Section 1: Annual Meeting: An Annual Meeting shall be held the first regular meeting in February at a time and place to be set by the Board.

Section 2: Regular Meetings: Regular meetings of the Board shall be held at a time and place to be set by the Board.

Section 3: Special Meetings: Special meetings of the Board may be called by the Chairperson, Vice-Chairperson in the absence of the Chairperson, or by any three (3) Board members by giving twenty-four (24) hours notice of the meeting, stating the purpose of the meeting and by posting a notice eighteen (18) hours prior to the meeting in the regular notice location in City Hall.

Section 4: Notice of Meetings – Public notice of the time, date and place of the meetings of the Authority shall be given in the manner required by Act No. 267 of the Public Acts of 1976, Michigan Open Meetings Act.

Section 5: Agenda – The Secretary shall prepare the agendas for all meetings and send them to the Board members at least seventy-two (72) hours prior to the meeting. Any member of the Board may request any item to be placed on the agenda.

Section 6: Quorum and Voting – A majority of the members of the Board in office shall constitute a quorum for the transaction of business. A vote of the majority of the members present at a meeting shall constitute the action of the Board unless the vote of a larger number is required by statute, or elsewhere in these by-laws. In the event that effective membership is reduced because of a conflict of interest, a majority of the remaining members eligible to vote shall constitute the action of the Board.

Section 7: Rule of Order – Robert's Rules of Order will govern the conduct of all meetings.

Section 8: Open and Closed Meetings – The Board shall adopt rules consistent with Act No. 267 of the Public Acts of 1976, Michigan Open Meetings Act, governing its procedures and the holding of regular meetings. The public is welcome to attend all open meetings of the Board. Closed meetings of the Board may be called for purposes listed in the Open Meetings Act No. 267 of the Public Acts of 1976, as amended, if approved by the Authority.

## **ARTICLE 8**

### **Committees**

Section 1: The Chairman may, by resolution and with majority vote of the Board, establish one or more committees. The designation and appointment of any such committees and the delegation thereto of authority shall not operate to relieve the Board, or any individual Director, of any responsibility imposed upon them by law.

## **ARTICLE 9**

### **Agreements and Contracts**

Section 1: Only the Board shall enter into any contract or execute and deliver any instrument on behalf of the Authority within the limits authorized by the Act. All agreements and contracts will be reviewed by an attorney. All contracts by or on behalf of the Authority shall be signed by the Chairperson and at least one other Board member.

## **ARTICLE 10**

### **Assets and Liabilities**

Section 1: Funds – All orders for the payment of money, notes or other evidence of indebtedness issued in the name of the Authority shall be signed by the Chairperson and at least one other Board member and forwarded to the City Manager of the City of Montrose for the issuance of payment. The Vice-Chairperson is authorized to execute documents in the absence of the Chairperson. All funds of the Authority shall be placed in such banks, trust companies, or other depositories by the Treasurer of the City of Montrose.

Section 2: Gifts – The Board may accept on behalf of the Authority any contributions, gifts, bequests or devise for the general purposes or for any special purpose of the Authority.

Section 3: Budget – The Board shall set goals and objectives annually in January to develop and approve a budget for the fiscal year beginning July 1st. In April the Board shall submit an annual budget to the City Council of the City of Montrose for final approval.

## **ARTICLE 11**

### **Records**

Section 1: Records – The Authority shall keep correct and complete records of books and accounts and minutes of all regular and special meetings. The records shall be kept at the principal office of the Authority, which will have a record of the names and addresses of the members. All books and records, financial or otherwise, of the Authority shall be made available to the public in compliance with the Michigan Freedom of Information Act, Act No. 442 of the Public Acts of 1976. In addition to the records prescribed herein writing, prepared, owned, used, in the possession of, or retained by the Board in the performance of an official function shall be made available to the public in compliance with Act No. 442 of the Public Acts of 1976. An annual audit by an independent Certified Public Accountant will be conducted.

Section 2: The fiscal year of the Authority shall at all times conform to the fiscal year of the City of Montrose.

## **ARTICLE 12**

### **Conflict of Interest**

Section 1: A Board member who has a conflict of interest regarding any matter before the Authority shall disclose the interest prior to any action by the Authority with respect to the matter. The disclosure shall become part of the record. Any member making such a disclosure shall then refrain from participating in the Authority's discussion and decision making process relative to the matter.

## **ARTICLE 13**

### **Indemnification**

Section 1: Indemnification – Whenever any claim is made or any civil action is commenced against any officer or employee of the Authority, or injuries to persons or property caused by the negligence of the officer or employee while in the course of their employment, and while acting in the scope of their authority, the Board may, but is not required to, pay for legal services and also for any judgment or compromised settlement of the claim, pursuant to Act No. 170, of the Public Acts of 1964, as amended.

Section 2: Reimbursement – Any indemnification under Section 1 shall be made by the Board only as authorized in the specific case upon a determination that indemnification of the employee or officer is proper in circumstances because they have met the applicable standard of conduct set forth in Section 1. Such determination shall be made in either of the following ways:

1. By a majority vote of the members of the Board who were not parties to such action, suit or proceedings; or
2. If such quorum is not obtainable, or even if obtainable, a quorum of disinterested members so directs, supported by the recommendation of legal counsel in a written opinion.

Section 3: Insurance – The Board may purchase and maintain a professional Liability/Errors & Omissions Insurance Policy on behalf of any person who is or was a member or officer of the corporation against any liability asserted against the officer or employee and incurred by them in any such capacity or arising out of their status as such, whether or not the Board would have power to indemnify that person against such liability under Sections 1 and 2 of this article. Any insurance policy purchased and maintained by the Authority shall list the City of Montrose as co-insured.

## **ARTICLE 14**

### **Amendment of By-Laws**

Section 1: These By-Laws may be amended at any meeting of the Board by a majority vote, provided that the amendment has been submitted in writing to each

board member one (1) week prior to the meeting. The By-Laws are subject to approval by the Montrose City Council.

## **ARTICLE 15**

### **Effect of Non-Compliance**

Section 1: Subject to the provisions of law: (1) no meeting or action taken by the Board under procedures substantially in compliance with these By-Laws shall be deemed voidable, as a result of a non-compliance; (2) any action taken under procedures not in compliance with these By-Laws may be ratified and confirmed at any subsequent meeting of the Board, pursuant to these By-Laws, and the validity thereof shall not be affected or influenced by any deficiencies in the original procedures.

# **CITY OF MONTROSE**

## **MEMORANDUM**

**Date:** January 8, 2026

**To:** Chairwoman Machuk and Board Members of the DDA

**From:** Joe Karlichek, City Manager

**Subject:** Consider Discussion of Veterans Banners

---

**Background:** The DDA Board Members have discussed a strong desire to procure Veterans Banners and display those banners throughout the city. Given our Constitutional Republic is celebrating its 250<sup>th</sup> Birthday this year, the DDA Board is asked to consider taking the lead in this endeavor and to help fund the effort.

Funding for this project is permissible.

The Veteran's Bell Memorial is very interested and can also help with funding. Chairwoman Machuk has indicated she is willing to communicate with Mr. James Stewart and discuss this with him and bring it to the board. He is the main contact for the Veteran's Bell Memorial. Mr.. Stewart is also the one who donated the Community Garden property.

**Recommendation:** It is recommended DDA Board propose funding and direct city administration and the DDA Chairwoman to move this project forward.

# **CITY OF MONTROSE MEMORANDUM**

**Date:** January 8, 2026

**To:** Chairwoman Machuk and Board Members of the DDA

**From:** Joe Karlichek, City Manager

**Subject:** Consider Discussion on Community Garden

---

**Background:** The DDA Board Members are being asked to discuss the Community Garden and what, if any, plans it may have on this parcel.

Accompanying this memorandum is a Resolution of 2012 authorizing the city to accept the donation.

The Community Garden is within the DDA Boundaries. (accompanying this memorandum is the DDA Boundary Map.

**Recommendation:** It is recommended DDA discuss and decide what it would like to do with the Community Garden.

**RESOLUTION No. 12-35**  
**ACCEPTING DONATION OF WEST MAPLE STREET PROPERTY PARCELS FOR**  
**COMMUNITY GARDENING**

At a regular meeting of the City Council of the City of Montrose, County of Genesee, State of Michigan, held at City of Montrose Offices Building, 141 Parkway Drive, Montrose, Michigan, on the 11<sup>th</sup> day of October, 2012 at 7:00 o'clock p.m.,

**PRESENT MEMBERS:** Mayor Ray Foust, Mayor Pro-Tem Colleen Brown, Paul Wixson, Robert Arnold, Regina Sturgis-Johnson, Eldon Dunklee, and Gene Powell

**ABSENT MEMBERS:** None

the following resolution was **moved** by Council Member Eldon Dunklee and **seconded** by Council Member Paul Wixson to adopt the following:

**THE CITY COUNCIL OF THE CITY OF MONTROSE, COUNTY OF GENESEE, STATE OF MICHIGAN, HEREBY RESOLVES TO:** to approve accepting the transfer of title via attached warranty deeds by donation from James A. Stewart, Nancy L. Stewart, Joseph S. Stewart II and Shirley L. Stewart the real estate properties described as Parcel I.D. #60-20-528-032 and 60-20-528-033 also known as "West Maple Street" for community gardening public purposes until otherwise determined by the City Council of the City of Montrose, County of Genesee, State of Michigan.

**AYES:** Robert Arnold, Mayor Pro-Tem Colleen Brown, Eldon Dunklee, Gene Powell, Paul Wixson, Regina Sturgis-Johnson, and Mayor Ray Foust

**NAYS:** None

**RESOLUTION DECLARED ADOPTED**

---

Ray Foust, City Mayor

---

Christina M. Rush, City Clerk

STATE OF MICHIGAN      )

Ss:      )

COUNTY OF GENESEE      )

I, the undersigned, the duly qualified and acting Clerk for the City of Montrose, Genesee County, Michigan, do hereby certify that the foregoing is a true and complete copy of a Resolution adopted by the City of Montrose, at a regular meeting of the City of Montrose Council on the 11<sup>th</sup>, day of October, 2012.

---

Christina M. Rush, City Clerk



# CITY OF MONTROSE MEMORANDUM

**Date:** January 8, 2026

**To:** Chairwoman Machuk and Board Members of the DDA

**From:** Joe Karlichek, City Manager

**Subject:** Consider Resolution Appointment of Committee and Committee Members

---

**Background:** The DDA Board Members are being asked by Chairwoman Machuk to appoint the following individuals as members of an “Event Committee” that would be directed by the chairwoman via a Resolution.

Under DDA By-Laws the following is permitted through Resolution. (accompanying this memorandum is a Resolution)

## ARTICLE 8

### **Committees**

Section 1: The Chairman may, by resolution and with majority vote of the Board, establish one or more committees. The designation and appointment of any such committees and the delegation thereto of authority shall not operate to relieve the Board, or any individual Director, of any responsibility imposed upon them by law.

#### Proposed Event Committee Members:

Connie Yeaster  
Melissa Hoose  
Lori Machuk  
Allie Green  
Victoria Sargent

**Recommendation: It is recommended the DDA Board Approve Resolution #01-2026**

## **RESOLUTION #01-2026**

**WHEREAS**, the Downtown Development Authority Board is empowered by its bylaws to establish advisory committees;

**NOW, THEREFORE, BE IT RESOLVED** by the City of Montrose Downtown Development Authority Board that the following Event Committee is hereby established:

Connie Yeaster  
Melissa Hoose  
Lori Machuk  
Allie Green  
Victoria Sargent

**BE IT FURTHER RESOLVED** that the Board Chair appoints the following members to these committees, with the following individual \_\_\_\_\_ serving as Chair, subject to Board approval by majority vote, to serve at the pleasure of the Board.

Motion By: \_\_\_\_\_

Second By: \_\_\_\_\_

**Roll Call Vote:**

Yes  
No

January 15, 2026

Date

---

**Loria Machuk  
DDA Chairwoman**

# **CITY OF MONTROSE**

## **MEMORANDUM**

**Date:** January 8, 2026

**To:** Chairwoman Machuk and Board Members of the DDA

**From:** Joe Karlichek, City Manager

**Subject:** City Manager Report

---

**Accompanying this memorandum is a series of documents from the MEDC the city manager will discuss with the DDA Board and to seek a consensus from the Board on its direction for city administration.**

# Successful businesses are vital to a thriving district.

## BUSINESS KEY FOCUS AREAS

Business Retention Strategies | Business Recruitment Strategies | Business Plan Competitions  
Incentive Strategies | Rightsized Retail | Expansion Exploration | Retail Market Data  
Succession Planning | New Business Start Up Package

## business solution scorecard

PERFORMANCE MEASURE	EVOLVING					EXCELLING	
	0	1	2	3	4	5	
1. Business development efforts and the broader scope of district revitalization initiatives are focused on a targeted geographic area that is clearly defined and mapped	<input type="checkbox"/>						
2. A building and business inventory of the district has been completed for all properties and businesses within the district	<input type="checkbox"/>						
3. A map identifying and analyzing the district's business and activity mix on first and upper floors is in place and updated regularly or as changes warrant	<input type="checkbox"/>						
4. The organization has programming and resources in place to actively assist small businesses and entrepreneurs in the district	<input type="checkbox"/>						
5. The organization maintains current market information and a list of targeted business expansion and recruitment opportunities	<input type="checkbox"/>						
6. Business development and recruitment collateral materials are in place and updated regularly or as needed	<input type="checkbox"/>						
7. The organization hosts regular business owner meetings and/or communicates regularly with business owners to determine needs or challenges, and share successes	<input type="checkbox"/>						
BUSINESS TOTAL SCORE							

## SCORING SCALE

**0—1 Starting:** Doesn't exist or we're just getting started (in the early discussion, research or planning stages) — or — underperforming and in need of a re-boot.

**2—3 Evolving:** Getting ready to launch or already in place, operating or programmed — but with opportunities for growth or enhancement.

**4—5 Excelling:** Actively and consistently demonstrated or mastered with a high degree of proficiency and quality — commonly viewed among our greatest strengths.



SCAN ME

Scan the QR code here to go directly to the resource library and download the tools you need to keep your revitalization efforts moving forward!

# Investment in property development and building rehabilitation is the key to growing

REAL  
ESTATE

## REAL ESTATE KEY FOCUS AREAS

Building Inventory | Available Property Listings | Property Owner Brainstorms | Vacancy Treatments |  
Building Rehabilitation | Property Redevelopment | Upper Floor Renovations

### real estate solution scorecard

PERFORMANCE MEASURE	STARTING	EVOLVING			EXCELLING		
		0	1	2	3	4	5
1. A building inventory identifying occupancy status and uses located in each building's ground and upper levels is complete and kept up to date	<input type="checkbox"/>						
2. Organization leaders are familiar with existing plans, market studies, zoning ordinances, and other district planning and development-related documents	<input type="checkbox"/>						
3. Real estate-related projects and programming are aligned with, support and/or leverage existing plans, market studies, land use strategies, etc.	<input type="checkbox"/>						
4. The organization actively assists and provides resources to promote and support real estate development activity in the district	<input type="checkbox"/>						
5. The organization has programming and resources in place to actively assist property owners and to encourage development, building rehabilitation and/or facade improvements	<input type="checkbox"/>						
6. The organization is well-versed in local development processes and has a strong rapport with development partners and officials	<input type="checkbox"/>						

### REAL ESTATE TOTAL SCORE

**SCORING SCALE**  
0—1 **Starting**: Doesn't exist or we're just getting started (in the early discussion, research or planning stages) — or — underperforming and in need of a re-boot.

2—3 **Evolving**: Getting ready to launch or already in place, operating or programmed — but with opportunities for growth or enhancement.

4—5 **Excelling**: Actively and consistently demonstrated or mastered with a high degree of proficiency and quality — commonly viewed among our greatest strengths.



SCAN ME

Scan the QR code here to go directly to the resource library and download the tools you need to keep your revitalization efforts moving forward!

A well designed event strategy creates vibrancy, builds brand equity, and proves market viability.

EVENTS

#### EVENTS KEY FOCUS AREAS

Small, Reoccurring Habit Forming Events | Extended Hours Events  
Streamlined Festivals | Micro-celebrations

#### event solution scorecard

PERFORMANCE MEASURE	EVOLVING					EXCELLING
	STARTING	1	2	3	4	
1. The organization produces, provides assistance and/or supports events that build brand equity for the district	<input type="checkbox"/>					
2. The organization's annual events calendar includes a mix of special events, retail events, and image-building events with specific goals identified	<input type="checkbox"/>					
3. An organized approach or program is in place and working effectively to procure and manage event sponsorships	<input type="checkbox"/>					
4. The organization regularly (e.g. post-event or annually) completes an evaluation of events, including a cost-benefit analysis, and acts accordingly	<input type="checkbox"/>					
						EVENT TOTAL SCORE

#### SCORING SCALE

**0—1 Starting:** Doesn't exist or we're just getting started (in the early discussion, research or planning stages) — or — underperforming and in need of a re-boot.

**2—3 Evolving:** Getting ready to launch or already in place, operating or programmed — but with opportunities for growth or enhancement.

**4—5 Excelling:** Actively and consistently demonstrated or mastered with a high degree of proficiency and quality — commonly viewed among our greatest strengths.



SCAN ME

Scan the QR code here to go directly to the resource library and download the tools you need to keep your revitalization efforts moving forward!



# Telling your story and building your brand is essential to district success

## MARKETING KEY FOCUS AREAS

Storytelling | Social Media Spotlights | Faces of Places Spotlight | Image Building | Promotion and Advertising Strategies

MARKETING

## marketing solution scorecard

### PERFORMANCE MEASURE

1. The organization orchestrates, provides assistance and/or supports place-based marketing programs and activities consistent with the district's brand
2. The organization effectively uses social media, advertising, materials, and/or other medium to tell a story, reach targeted audiences, and highlight district assets
3. A quality branding system for the district is in place and being implemented effectively across all medium to build brand equity
4. The organization has developed a communication plan outlining regular communication efforts with key stakeholders

	STARTING 0	1	2	3	EVOLVING 4	5	EXCELLING 5
1. The organization orchestrates, provides assistance and/or supports place-based marketing programs and activities consistent with the district's brand	<input type="checkbox"/>						
2. The organization effectively uses social media, advertising, materials, and/or other medium to tell a story, reach targeted audiences, and highlight district assets	<input type="checkbox"/>						
3. A quality branding system for the district is in place and being implemented effectively across all medium to build brand equity	<input type="checkbox"/>						
4. The organization has developed a communication plan outlining regular communication efforts with key stakeholders	<input type="checkbox"/>						

### MARKETING TOTAL SCORE

#### SCORING SCALE

**0—1 Starting:** Doesn't exist or we're just getting started (in the early discussion, research or planning stages) — or — underperforming and in need of a re-boot.

**2—3 Evolving:** Getting ready to launch or already in place, operating or programmed — but with opportunities for growth or enhancement.

**4—5 Excelling:** Actively and consistently demonstrated or mastered with a high degree of proficiency and quality — commonly viewed among our greatest strengths.



SCAN ME

Scan the QR code here to go directly to the resource library and download the tools you need to keep your revitalization efforts moving forward!



Our buildings are our character. They make us who we are. We must restore and protect our authenticity and uniqueness.

PRESERVATION

#### **PRESERVATION KEY FOCUS AREAS**

Façade and Building Improvement Grants | Community Master Plans and Ordinances  
Component Grants | Roof and Building Stabilization | Historic Preservation Standards  
Property Owner Education | Historic Designation

#### preservation solution scorecard

##### **PERFORMANCE MEASURE**

1. The organization has programming and resources in place to actively encourage appropriate building rehabilitation and façade improvements
2. The organization has strong relationships with local and/or state historic preservation partners and works actively to promote the benefits of preservation

	STARTING	EVOLVING	EXCELLING
0	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

##### **PRESERVATION TOTAL SCORE**

##### **SCORING SCALE**

0—1 **Starting:** Doesn't exist or we're just getting started (in the early discussion, research or planning stages) — or — underperforming and in need of a re-boot.

2—3 **Evolving:** Getting ready to launch or already in place, operating or programmed — but with opportunities for growth or enhancement.

4—5 **Excelling:** Actively and consistently demonstrated or mastered with a high degree of proficiency and quality—commonly viewed among our greatest strengths.



SCAN ME

Scan the QR code here to go directly to the resource library and download the tools you need to keep your revitalization efforts moving forward!

Placemaking binds people to place. That connection drives investment.

## PLACE KEY FOCUS AREAS

Parklets | Banners | Wayfinding Systems | Streetscapes | Parking Systems & Awareness | Public Art

place solution scorecard

## PERFORMANCE MEASURE

1. The organization provides support and assistance for ongoing district cleanliness, maintenance and beautification efforts and projects
2. The organization provides support and assistance for public spaces, public art, or other district placemaking efforts, enhancements and projects

3. Placemaking projects and activities are coordinated with local government, property and business owners, and other partners to maximize resources and results

卷之三

**SCORING SCALE**

**0-1 Starting:** Doesn't exist or we're just getting started (in the early discussion, research or planning stages) — or — underperforming and in need of a re-boot.

**2-3 Evolving:** Getting ready to launch or already in place, operating or programmed — but with opportunities for growth or enhancement.

**4–5 Excelling:** Actively and consistently demonstrated or mastered with a high degree of proficiency and quality—commonly viewed among our greatest strengths.



SCAN ME

A strong, sustainable organization is one that understands and communicates its value to the community.

#### CAPACITY KEY FOCUS AREAS

Single-ask sponsorship Campaigns | Investor Relations | Proactive Communication | Diversifying Revenue | Building Volunteer Support | Spotlighting Volunteers

#### CAPACITY SOLUTION SCORECARD

PERFORMANCE MEASURE	CAPACITY SOLUTION SCORECARD					EXCELLING
	STARTING	EVOLVING	2	3	4	
0	1	2	3	4	5	
1. The organization effectively engages and mobilizes volunteers to implement select projects and programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. The organization has specific protocols, tools, and/or programs in place - and makes an intentional effort - to cultivate a strong volunteer base	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Effective efforts or programs are in place to engage district business owners, property owners and residents and to nurture their buy-in and support of the organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Effective efforts or programs are in place to engage other community organizations and partners, to develop and maintain their buy-in and support of the organization, and to collaborate in pursuit of shared interests	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Effective efforts or programs are in place to engage and communicate with local government leaders, and to maintain their buy-in and support of the organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. The organization is effective at identifying organizational capacity needs and in pursuing and leveraging resources and support, when and where needed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. A budget and budgeting processes to support the organization and its programs and projects are in place and effectively administered	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Line items in the organization's budget align with and support implementation of the organization's strategic plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. The organization has a plan in place and is working effectively to increase and diversify funding through fundraising, annual sponsorships, events, etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
						CAPACITY TOTAL SCORE

CAPACITY



# Grassroots economic development is people-driven.

PEOPLE

## PEOPLE KEY FOCUS AREAS

Mobilizing Leaders and Volunteers | Single-serving Missions | Strategy Driven Focus | Respecting Human Capital  
Celebrating Investments of Time | Measuring Impact | Telling Our Story

## people solution scorecard

PERFORMANCE MEASURE	STARTING					EVOLVING		EXCELLING	
	0	1	2	3	4	5			
1. An organizational chart and clear management structure governing the organization's operations are in place	<input type="checkbox"/>								
2. The composition of the organization's governing board or leadership team is diverse and representative of the district's stakeholders	<input type="checkbox"/>								
3. The organization's day-to-day operations are effectively managed by professional, paid staff	<input type="checkbox"/>								
4. Roles and responsibilities of the organization are well-defined, differentiated, and complementary to the work of other local organizations	<input type="checkbox"/>								
5. The organization has, and works effectively to foster, a vision and goals for the district that are supported by a consensus of key stakeholders	<input type="checkbox"/>								
6. The organization has a strategic plan and/or develops and implements projects and programs to support the vision and goals for the district	<input type="checkbox"/>								
7. The organization annually plans projects and programs and uses a work plan to track progress and measure impacts	<input type="checkbox"/>								

## PEOPLE TOTAL SCORE

### SCORING SCALE

**0—1 Starting:** Doesn't exist or we're just getting started (in the early discussion, research or planning stages) — or — underperforming and in need of a re-boot.

**2—3 Evolving:** Getting ready to launch or already in place, operating or programmed — but with opportunities for growth or enhancement.

**4—5 Excelling:** Actively and consistently demonstrated or mastered with a high degree of proficiency and quality — commonly viewed among our greatest strengths.



Scan the QR code here to go directly to the resource library and download the tools you need to keep your revitalization efforts moving forward!

SCAN ME



# DOWNTOWN AND DISTRICT MANAGEMENT SCORECARD

Record your score for each of the eight categories to see what areas your organization is strong in, and the areas that you might need to dig a little deeper into.

<b>Business</b>	Enter Total Here
<b>Real Estate</b>	Enter Total Here
<b>Events</b>	Enter Total Here
<b>Marketing</b>	Enter Total Here
<b>Preservation</b>	Enter Total Here
<b>Place</b>	Enter Total Here
<b>Capacity</b>	Enter Total Here
<b>People</b>	Enter Total Here

A. Based on your scorecard results, which of the eight core areas represent the organization's greatest strengths? (select up to three)

B. Which of the eight core areas represent areas of greatest need or challenges facing the organization? (select up to three)

C. List or briefly describe five specific actions, projects, or areas of focus representing some of the best opportunities for growth or improvements for your organization and/or the downtown or district?

## Applying the Results EVALUATION AND STRATEGIC PLANNING

- Distribute a copy of the scorecard (and this summary evaluation worksheet) to each of your downtown or district management organization's board or leadership team members, including staff members.
- Set and communicate a deadline for completing and returning the scorecard.
- Compile completed scorecard results, paying special attention to areas of agreement and alignment, and areas of divergence.
- Facilitate a strategic planning session or retreat to review and discuss the compiled results. Discussion might revolve around questions and topics like:
  - What surprised you or stood out?
  - Which core areas or performance measures deserve more dialog or further exploration?
  - Looking deeper, what might be driving the results? (e.g. challenges, issues, timing, external forces, leadership, resources, etc.)
  - Who else—individuals and/or organizations—should be approached for perspective, clarification, or help?
- Build consensus around directions, priorities, actions, and/or next steps. For example:
  - To get started, refer to the list of "Best Opportunities for Growth or Improvements" compiled from this worksheet.
  - Invite each member to offer their own top three (these may come directly from the compiled list or may be new based on discussions and ideas shared at the session).
  - Create the list on chart paper and provide each member a chance to vote on their top 3 from the newly compiled list (the "dot" method works well for this purpose).
  - Tally the votes to identify areas and items of priority consensus. Choose three to five the organization will emphasize as organization development priorities over the next year.
  - Match priorities to Michigan Main Street Solution Center tools and resources for help getting started, elevating your efforts, and staying on track.
- Repeat the process annually to measure progress and re-assess organization development priorities.



# MI Main Street

## Community Interest Form

Any community interested in participating in the Michigan Main Street Program must start by completing and submitting this interest form to Leigh Young at [youngl11@michigan.org](mailto:youngl11@michigan.org). This form will be reviewed by the Main Street Team and used for continued engagement with your community as you pursue participation in the Michigan Main Street Program.

### General Information (Completed by Community)

<b>Community Name:</b>	
<b>Organization Name and Type (DDA, PSD, CIA, BID, non-profit, specify if other):</b>	
<b>Main Point of Contact (Name and Title):</b>	
<b>Main Point of Contact Email:</b>	
<b>What is the community's RRC Designation?</b>	
<b>Is the community actively working on a project with the Community Development Manager for your region?</b>	
<b>Please provide a brief background about your community's historic commercial district or traditional downtown.</b> Include its history, major challenges, and opportunities.	

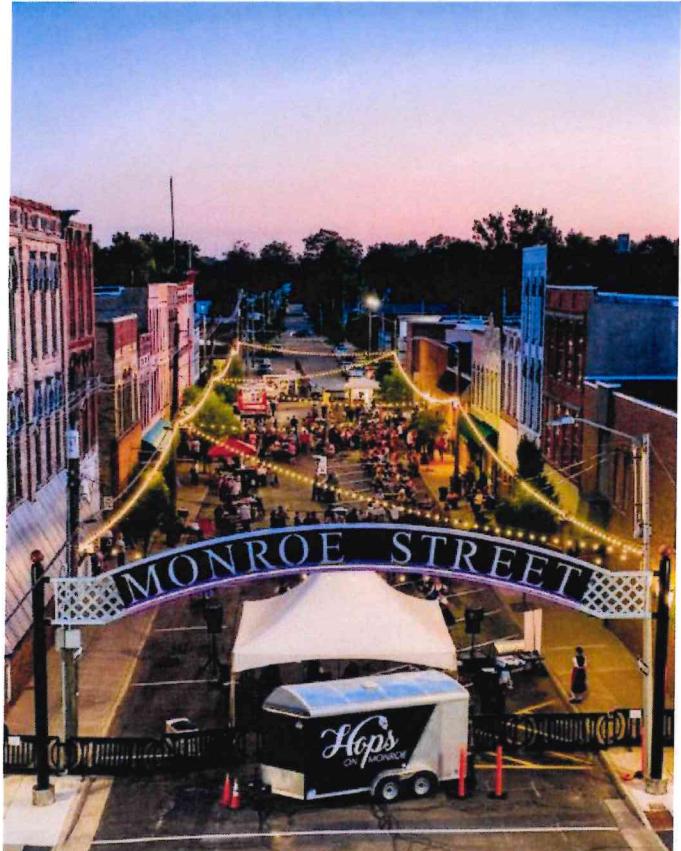
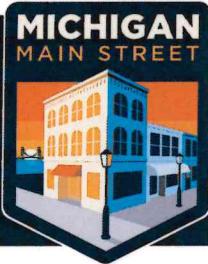
**Please provide a brief background on your prospective Main Street organization.**

*Include when it was established, current programming and major initiatives.*

**Please provide a list of your prospective Main Street organization's board members.**



# PLACE MATTERS





## Michigan Main Street



Main Street, two words that evoke nostalgic feelings and warm memories in many people. That's proof that place matters, and that main streets exist as places of civic pride and community congregation.

They are a reflection of what we love about our towns and our neighbors.

The Michigan Main Street program exists to help communities develop main street districts that attract both residents and businesses, promote commercial investment and spur economic growth.

## HOW CAN WE HELP YOUR COMMUNITY?

Michigan Main Street staff provides technical assistance and services to communities at four levels: **Network, Engaged, Select and Master**. Each level is designed to assist the community in tackling increasingly sophisticated downtown revitalization efforts.



Over the past 20 years, the **Michigan Main Street (MMS)** has facilitated real results in participating communities.

## REAL IMPACT

### The Numbers prove it!



**\$49,135,925**

2023–24

**Total Private Investment**

Program to date: \$473,749,204



**\$5,855,343**

**2023–24 Total Public Investment**

Program to date: \$152,552,988



**30,094**

**2023–24 Volunteer Hours**

Program to date: 922,796



**136**

**2023–24 New Businesses**

Program to date: 2,033



**117**

**2023–24 Façade & Building Improvements**

Program to date: 2,934



## WHY ARE DOWNTOWNS IMPORTANT?

- Downtowns are the heart of communities, typically containing a significant amount of jobs and portion of communities' tax base.
- Downtowns create a network that supports independent businesses and entrepreneurs.
- Downtowns provide identity and cultural value to the region.

# MAIN STREET APPROACH®



The **Main Street Approach®** is a unique, historic preservation based economic development strategy that focuses on leveraging existing social, economic, physical and cultural assets to energize community revitalization efforts and help manage success for the long term. The approach leads to tangible outcomes that benefit the entire community through encouraging communities to enact long-term change while also implementing short-term, inexpensive and place-based activities that attract people to the commercial core and create a sense of enthusiasm about the community.



**The Main Street Approach is a methodology consisting of three integrated components:**

1. The vision provides a foundation for outlining the community's identity, expectations and ideals for future development while being grounded in an understanding of the economic market realities of the district.
2. Transformation strategies identify long-term and short-term actions that provide a clear sense of priorities and direction to help move a community closer to implementing their vision. Work on these strategies should align with the Main Street Four Points® of organization, promotion, design and economic vitality.
3. The Main Street organization must show visible results that can only come from implementing action items and completing projects in the short-term and long-term. Main Street must focus on measuring progress and results in order to justify and demonstrate the wise use of scarce resources.

# MAIN STREET APPROACH®

## MAIN STREET FOUR POINTS®

### ECONOMIC VITALITY

Economic vitality strengthens the existing economic assets while diversifying the economic base of the Main Street District to support and improve profitability. The goal is to build a strong commercial district that creates a supportive environment for small businesses, entrepreneurs and consumers.

**Examples of economic vitality activities include:** analyzing current market forces, providing a balanced commercial mix, supporting and expanding existing businesses, recruiting new businesses, supporting housing options, developing infill space, and converting unused or underused commercial space into economically productive property.

### DESIGN

Design capitalizes on and enhances the visual aspects of a Main Street District to create a safe, appealing and inviting atmosphere for people to shop and spend time. The physical elements such as the storefronts and building architecture, streetscape, public art, street furniture, parking areas, and public spaces are used to convey a positive image for the downtown.

**Examples of design actions include:** improving the physical appearance of the Main Street District, quality maintenance practices, historic building rehabilitation and adaptive use, and design review processes.

### ORGANIZATION

A successful Main Street organization builds consensus between the many vested stakeholders throughout a Main Street District to ensure everyone is mobilized and working toward a shared vision for the future of the district. Organizational structure can take many forms depending on community capacity.

**Examples of organization actions include:** fundraising, volunteer recruitment and development, public relations, fostering collaboration between stakeholders, and developing work plans to guide the organization's work.

### PROMOTION

Effective promotion creates a positive image of the Main Street District to instill community pride and encourage commercial activity and investment in the area. Promotions can be used to communicate the unique characteristics of a Main Street District to spark interest in shopping, dining, living or investing in the community.

**Examples of promotion actions include:** marketing an enticing image, social media campaigns, street festivals, parades, and retail or other special events.

# MICHIGAN MAIN STREET LEVELS

The **first step** for communities interested in participating in the Main Street program is participation in the [online Main Street training](#). The intent of the training series is to provide communities with a basic understanding and knowledge of the Main Street Approach™, as well as strategies that build awareness and participation in future Main Street efforts.

[Online Training >> Click Here](#)

## NETWORK LEVEL No commitment

Network Level communities are communities that are looking for additional resources to bolster their downtown or district revitalization efforts, but may lack capacity and/or desire to fully participate in Michigan Main Street.

## ENGAGED LEVEL 1-3 year commitment

Engaged Level communities are communities that are on-track to full participation in Michigan Main Street. A community will officially be recognized as an Engaged Level Main Street Community once they have completed the online Main Street training series and have submitted their downtown/district management scorecard. At the Engaged Level, communities are working to complete the Select Level application.

## SELECT LEVEL 5 year commitment

Select Level communities are communities that are dedicated to implementing the Main Street Approach to revitalization. The local Main Street program will have an active board of directors, providing oversight and direction, volunteer-driven committees completing projects and a Main Street director assisting with day-to-day needs. Michigan Main Street staff, along with other professionals, work closely with Select Level communities to train their boards and committees, hire a full-time Main Street director, recruit volunteers and get the local program up and running. In addition, at the Select Level, communities receive over \$100,000 worth of specialized technical assistance designed to help revitalize their downtown or traditional neighborhood commercial district.

## MASTER LEVEL 2+ year commitment

The Master Level is the most prestigious of the four levels of the Michigan Main Street program and is available to communities only after they have successfully completed five years in the Select Level and have achieved National Accreditation through Main Street America. The intent of the Master Level is to continue assisting communities that have successfully integrated a full Main Street program into their community. This is achieved by continuing to offer technical assistance, resources, training, and networking opportunities. Master Level communities have the opportunity to act as mentors for other Michigan Main Street communities.

## MICHIGAN MAIN STREET CHECKLIST

Communities should use this checklist as a guide to understand the responsibility of participation at varying levels to build capacity and participate at the level of the Michigan Main Street Program that is most appropriate.

	NETWORK	ENGAGED	SELECT	MASTER
Complete community interest form	●	●		
Complete downtown scorecard	●	●		
Submit progress reports due June and December annually	●	●		
Complete online training series		●		
Attend downtown forums annually		●		
Identify or establish a local Main Street organization and district		●		
Complete Main Street application			●	
Hire a full-time executive director			●	●
Maintain an active downtown/district board			●	●
Ensure a dedicated budget for downtown/district transformation			●	●
Submit progress reports due monthly			●	●
Attend MMS workshops and/or national conference			●	●
Meet national accreditation standards set by Main Street America			by year 5	●

## MAIN STREET SOLUTION CENTER

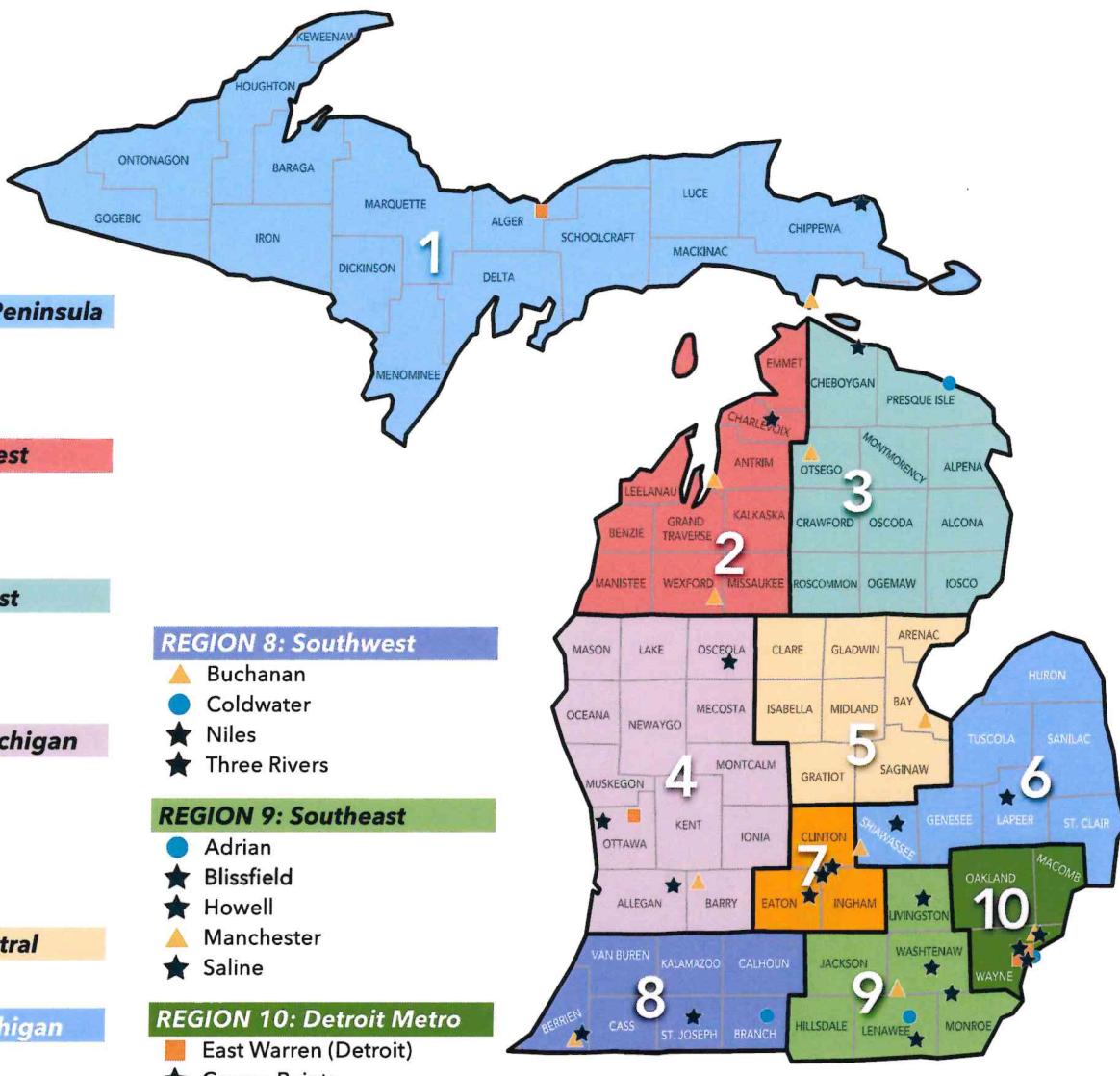
Our [online resource library](#) provides a comprehensive collection of best practices, case studies, guides and videos on the challenges and solutions for downtown and commercial district revitalization and management. The solution center is organized into eight categories: business, preservation, events, place, real estate, capacity, marketing, and people. To learn more, click [here](#).

# MICHIGAN MAIN STREET SUITE OF SERVICES

Michigan Main Street has developed a robust number of resources, training opportunities, and curriculum of technical assistance services. These offerings can be customized and tailored to meet individual community's needs.

MAIN STREET RESOURCES	NETWORK	ENGAGED	SELECT	MASTER
Access to Main Street Solution Center	●	●	★	▲
Reduced MSA membership for two (2) years		●		
Engaged Level toolkit (communication templates and resources)		●		
Annual Impact report			★	▲
MAIN STREET TRAININGS	NETWORK	ENGAGED	SELECT	MASTER
Main Street 101 presentation	●	●		
Downtown forums	●	●		
MMS workshops		1 per year	★	▲
Executive director leadership retreat (held every other year)			★	▲
Yearly variety of webinars			★	▲
National conference registration (one [1] per year)			★	▲
New director orientation/on-boarding			★	▲
Board training			★	▲
Committee chair and volunteer training			★	▲
MAIN STREET TECHNICAL ASSISTANCE SERVICES	NETWORK	ENGAGED	SELECT	MASTER
Virtual technical assistance from MMS staff based on solution center resources	●	●	★	▲
Engaged Level community site visit		●		
Engaged Level virtual check-ins		●		
Pre-application site visit		●		
Asset mapping		●	★	▲
Market data snapshot and subsequent updates			★	▲
Transformation strategy identification and implementation			★	▲
Executive director hiring assistance			★	▲
Executive director support and professional development			★	▲
Main 5 communication plan			★	▲
Branding			★	▲
Business recruitment primer			★	▲
Business recruitment challenge			★	▲
Fund development			★	▲
Visitor data snapshot			★	▲
Property development primer			★	▲
Retail merchandising			★	▲
Storyville Social storytelling basic			★	▲
Strategic planning			★	▲
Annual accreditation visit			★	▲
Downtown futures service				▲
Entrepreneurial ecosystem				▲
Storyville social storytelling blitz				▲
Website development grant				▲
Pilot new technical assistance opportunities				▲
MAIN STREET GRANTS	NETWORK	ENGAGED	SELECT	MASTER
Match on Main			★	▲
Vibrancy Grant: Track one and two			★	▲

# Michigan Main Street Communities 2025



- ★ Master Level
- Network Level
- Select Level
- ▲ Engaged Level

The Michigan Economic Development Corporation is the state's marketing arm and lead advocate for business development, job awareness and community development, with the focus on growing Michigan's economy. Dedicated to shared economic success, MEDC promotes the state's assets and opportunities that support business investment and community vitality. Michigan Main Street is a technical assistance offering of the MEDC working to revitalize and strengthen Michigan's downtowns and traditional commercial districts.



MICHIGAN ECONOMIC  
DEVELOPMENT CORPORATION



**City of Mount Clemens**  
**A Resolution Authorizing the City of Mount Clemens to**  
**Participate in the Michigan Economic Development Corporation (MEDC)**  
**Redevelopment Ready Communities Program**

**Whereas**, the Michigan Economic Development Corporation (MEDC) has established the statewide Redevelopment Ready Communities (RRC) Program to empower communities to shape their future and maximize economic potential; and

**Whereas**, RRC is a program that provides technical assistance to and certifies Michigan communities who actively engage stakeholders and plan deliberate, fair and consistent processes; and

**Whereas**, the City of Mount Clemens recognizes the value of the RRC Program and seeks to improve its redevelopment readiness via a detailed review of existing development processes; and

**Whereas**, the RRC program includes evaluating and strengthening the development-related partnerships between the City Commission and stakeholder organizations such as: the MEDC, Mount Clemens Downtown Development Authority (DDA), Mount Clemens Planning Commission (PC) and Macomb County; and

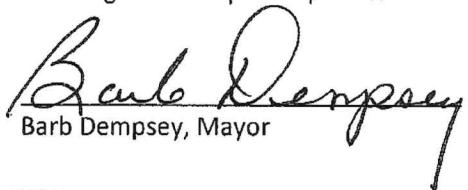
**Whereas**, the City of Mount Clemens has began an update to its Master Plan to incorporate certain elements required for RRC certification; and

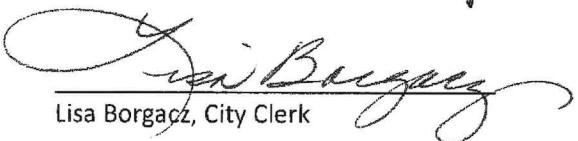
**Now, Therefore, it is Resolved as follows:**

1. The Mount Clemens City Commission is willing to participate in the MEDC Redevelopment Ready Communities Program, including increased interaction and partnership with the MEDC, DDA, PC, Macomb County and other stakeholders in the development review process.
2. It is the intention of the City of Mount Clemens to utilize the RRC Best Practices and evaluation process to improve our processes and communication with stakeholders.
3. City Administration is hereby authorized to proceed toward implementation of the recommendations necessary to receive RRC Certification from the MEDC.

This resolution shall become effective August 3, 2015.

CITY OF MOUNT CLEMENS,  
a Michigan Municipal Corporation

  
Barb Dempsey, Mayor

  
Lisa Borgacz, City Clerk