

**AGENDA**  
Cascade Charter Township  
Downtown Development Authority Board of Directors  
September 17, 2024  
5:30 p.m.  
Cascade Library Wisner Center  
2870 Jacksmith Ave. SE

Public may access the meeting via video conference software Zoom

<https://us02web.zoom.us/j/85632463498>

Meeting ID: 856 3246 3498

By Phone: 1 309 205 3325

- ARTICLE 1.** Call the Meeting to Order
- Record the Attendance
- ARTICLE 2.** Approval of the Agenda
- ARTICLE 3.** Approval of the August 20, 2024 Meeting Minutes
- ARTICLE 4.** Acknowledge visitors wishing to speak regarding any agenda or non-agenda items (*Comments are limited to five minutes per speaker*)
- ARTICLE 5.** Approve Site Improvement Grant Application- Danielle Bouchard
- ARTICLE 6.** Ada DDA Training Recap -Michelle Kleyla
- ARTICLE 7.** Christmas Tree Lighting Subcommittee
- ARTICLE 8.** Staff Updates
- Heritage Festival Recap
  - Pedestrian Bridge
  - Tuffy Site
  - OHM
  - Thornapple Plaza Halloween Event
- ARTICLE 9.** Any Other Business
- ARTICLE 10.** Adjournment

## **Minutes**

Cascade Charter Township  
Downtown Development Authority Board of Directors  
August 20, 2024  
5:30 p.m.  
2870 Jacksmith Ave. SE

- ARTICLE 1.** Chair Kleyla called the meeting to order at 5:33 P.M.  
Members Present: Vogel, Carlson, Stephan, Kleyla, Lesperance, Bingham, Makkar  
Members Absent: Growney, Preston  
Others Present: Township Manager Jade Smith, Executive Assistant Jessica Stine, and those listed on the sign-in sheet.
- ARTICLE 2. Approval of the Agenda**  
**Motion was made by Member Makkar to approve the current agenda. Supported by Member Stephan. Motion carried 7 to 0.**
- ARTICLE 3. Approval of the Minutes of the June 18, 2024 Meeting**  
**Motion was made by Member Vogel to approve the minutes of the June 18, 2024 meeting as written. Supported by Member Stephan. Motion carried 7 to 0.**
- ARTICLE 4. Acknowledge visitors wishing to speak**  
There wasn't anyone who wished to speak at that time.
- ARTICLE 5. Sheriff's Office Presentation-Deputy Chase**  
Deputy Chase explained that the primary type of crime in the district is property crime. DDA members asked about traffic speed and learned that busses used to slow traffic so that isn't a consideration anymore. Manager Smith talked about their progress with the hotel ordinance, that they hand delivered a copy of the ordinance and all the requirements to each hotel the previous week. They then held a webinar with the hotel owners to answer any questions.
- ARTICLE 6. Elect New DDA Secretary**  
Member Growney resigned from the DDA and was previously the secretary, so a new one needed to be elected.  
**Motion was made by Member Makkar to nominate Member Vogel as Secretary. Supported by Member Stephan. Motion carried 7 to 0.**
- ARTICLE 7. Consider Site Improvement Grant Application- Danielle Bouchard**

Danielle Bouchard presented the site improvement grant application and highlighted the items that had been added since the last meeting. They made sure to note that a disclaimer, regarding scoring criteria, was included. Since the grant criteria is a policy set by the DDA, not a law. Member Stephan emphasized that giving points for 'not' meeting certain criteria was interesting and innovative. They liked that the evaluation was a sliding scale of funding based on the number of points and applicants would score on the evaluation. Bouchard made sure it was included that members of the DDA are eligible for the grant but would need to recuse themselves from the evaluation. They will also make decisions as to which businesses receive the grant at public meetings to provide transparency.

Member Bingham wondered if the business being on the Thornapple River should be worth fewer points because there aren't many businesses along the river. Other members agreed that that is a positive way to encourage growth and enhancement along the river. Bouchard will add that only non-residential properties in the DDA district will be eligible for the grant. The program will be rolled out in 2025.

#### **ARTICLE 8. Consider Approval of DDA 2025 Budget**

Manager Smith presented the draft DDA 2025 budget. The budget, as written, assumes all items budgeted in 2024 will pay out before 2025, which is highly unlikely. He suggested they may discuss debt financing in the future. He has had discussions with Harder & Warner and Native Edge regarding tying the DDA together with landscaping, so that line item was increased. The line item for the site development/redevelopment grants is under 'Special Projects' and is currently set for \$100,000. The DDA previously had a director on staff but the position was vacated and never filled; the 2025 budget proposes hiring a staff member with a modified position description. The Township is currently conducting a compensation and benefits study but Manager Smith doesn't think compensation and benefits for Township staff is competitive.

The contracted services line item includes OHM and McKenna. The transportation line item includes the Township's contributions to Ridelink and Hope Network, services for the elderly and disabled. The refund of property taxes line item comes into play if property owners fight the amount they are charged in taxes and, if they win the settlement, the money from that goes back to the property owner. The flowers and plants line item has been changed to landscaping and maintenance that takes place in the DDA area. The Township only has 3.5 buildings and grounds workers and that is not enough to cover all the Township owned properties. Additional funding may need to be added for planters if they are to translate through the whole DDA. The transfer to general fund line item was new for 2024; it used to be called out by line item but it contains shared services.

The pedestrian bridge falls under capital outlay. Demolition of the Tuffy property is still expected to take place in 2024. Asbestos is the only item that

was noted on the environmental thus far. Streetlights were budgeted for \$230,000 in 2025, which is the same as budgeted in 2024. This would cover all lights on 28<sup>th</sup> St and in Centennial Park. In the future, the Township Board may set an amount they want the DDA to always have in their account, but that hasn't been determined as of now.

**Motion was made by Member Stephan to accept the 2025 proposed DDA budget with a zero-dollar balance. Supported by Member Vogel. Motion carried 7 to 0.**

**ARTICLE 9. Consider DDA Bylaw Adoption**

**Motion was made by Supervisor Lesperance to approve the DDA Bylaws as written. Supported by Member Stephan. Motion carried 7 to 0.**

**ARTICLE 10. Staff Updates**

- The Township is currently without a Parks Director but are looking to hire a new one.
- Information from OHM will likely be available at the September meeting. There may be a joint meeting with the Township Board in the meantime.
- Native Edge and Harder & Warner are working on the landscaping at the museum.
- The contractor for the pedestrian bridge stopped responding to the Township so the timeline is now in flux.

**ARTICLE 11. Any Other Business**

There wasn't any other business to discuss at that time.

**ARTICLE 12. Adjournment**

**Motion was made by Member Makkar to adjourn the meeting. Supported by Member Vogel. Motion carried 7 to 0. The meeting adjourned at 7:40 P.M.**

Respectfully submitted,

Scott Vogel, Secretary

# The Importance of Tax Increment Financing

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ASSOCIATION**



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248.838.9711

## Why does Michigan Need Tax Increment Financing?

After 40 years of hard work and investment, downtowns across the state are stronger, more resilient, and more vibrant than ever! This would have never happened if it were not for the diligent downtown management and ongoing programs of Downtown Development Authorities (DDAs).

While downtowns are on the rise in popularity, our work is never done! DDA management teams today are striving to ensure the long-term prosperity of our historic downtowns and shopping districts as market conditions continue to evolve.

Since 1975, the State of Michigan has enabled DDAs to utilize Tax Increment Financing (TIF) to invest in infrastructure improvements, redevelopment of blighted areas, job creation, and events and promotions that make downtowns relevant, exciting and a key reason why people choose to live in a community.

## Why were Downtown Development Authorities Important in the Past?

Downtown Development Authorities (DDAs) are downtown management organizations that rely on TIF dollars for their operation. DDAs were created to solve a market failure, which was the decline of downtowns across the state that began after World War II due to a failure to proactively respond to changing customer interests and the rise of indoor shopping malls and shopping centers. Stores closed, buildings became chronically vacant, and many became dilapidated. By the early 1970's some entire downtowns were vacant or abandoned.

DDAs were designed to counter this trend, by allowing for public-private investments and establishment of specialized public management expertise for these districts. City planners and downtown managers began rebuilding public areas and investing in projects designed to bring people back to downtowns.

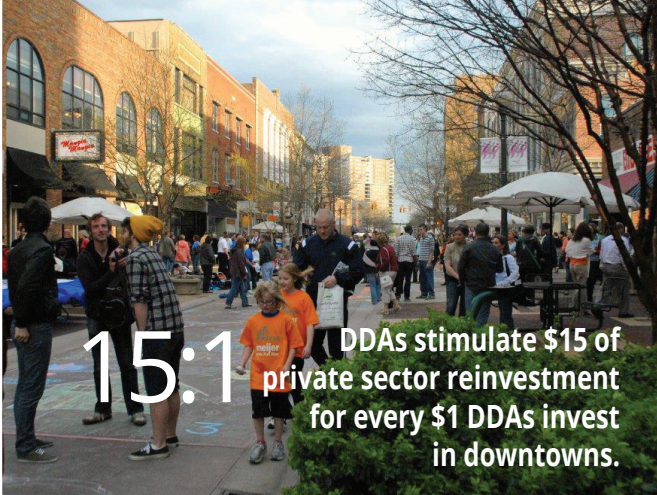
## What is Tax Increment Financing or TIF?

TIF is the annual capture of the year-to-year growth in property values in a defined district. The power of TIF is that it allows municipalities to direct funds to engage in specific, critical economic development activities without raising local property taxes. DDAs that use TIF are self-sustaining, because as a DDA invests in the district, property values increase above the baseline value (typically the value at the time the district was established). As property values increase, the DDA captures more funding and is able to do more projects.

## Why are DDAs even more relevant today?

DDAs comprehensively manage downtowns to maximize the local economy. In communities large and small, DDAs help fund significant projects and on-going economic development activities to improve the quality of life, retain residents, attract talent and encourage and support private reinvestment, including:

- Infrastructure improvements to streets, sidewalks, lighting, sewer and water;
- Design of public gathering and parks;
- Revitalization of vacant and underutilized properties;
- Rehabilitation of historic buildings, assets and facades;
- Mixed-use and middle-housing infill developments;
- Business recruitment and retention programs;
- Safety, security and maintenance programs; and
- Marketing, special events and promotions.



# Tax Increment Financing Act- Act 57 of 2018 Reporting Requirements and Timeline

## TIMELINE

January 1, 2019: 2018 PA 57 takes effect.

## WEBSITE/WEBPAGE

Post on a municipal or authority website, (or if no website, maintained in a physical location within the municipality that is open to the public) all items listed in SECTION 125.4910 See column to the right.

## ANNUAL REPORT

### SUBMIT BY 180 DAYS AFTER AUTHORITY'S FISCAL YEAR ENDS

Submit to the Department of Treasury, the governing body of the municipality, and the governing body of a taxing unit whose taxes are capture by the authority a report including all items listed in SECTION 125.4911. See page 2 of this document.

### HOLD 2 INFORMATIONAL MEETINGS A CALENDAR YEAR

Authorities must hold two "informational meetings." Informational meetings are meetings for the purpose of informing the public of the goals and direction of the authority, including projects to be undertaken in the coming year. They are not for the purpose of voting on policy, budgets or other operational matters. Please reference

[www.michigan.gov/TIF](http://www.michigan.gov/TIF) for guidelines regarding public meeting requirements.



## DETAILS

Visit [www.michigan.gov/TIF](http://www.michigan.gov/TIF) for more information.

### SECTION 125.4910 WEBSITE/WEBPAGE INFORMATION

- Minutes of all board meetings
- Annual budget, including encumbered and unencumbered fund balances
- Annual audits
- Currently adopted development plan, if not included in a tax increment financing plan
- Currently adopted tax increment finance plan, if currently capturing tax increment revenues
- Current authority staff contact information
- A listing of current contracts with a description of those contracts and other documents related to management of the authority and services provided to the authority
- An updated annual synopsis of activities of the authority
  - For any tax increment revenues described in the annual audit that are not expended within 5 years of their receipt, a description that provides:
    - The reasons for accumulating those funds & uses for which those funds will be expended
    - A time frame when the fund will be expended
  - If any funds have not been expended within 10 years of their receipt:
    - The amount of those funds
    - A written explanation of why those funds have not been expended
  - List of authority accomplishments, including progress made on development plan and tax increment finance plan goals and objectives for the immediately preceding fiscal year.
  - List of authority projects and investments, including active and completed projects for the immediately preceding fiscal year
  - List of authority events and promotional campaigns for the immediately preceding fiscal year

\*Records and documents must be posted for the most recent 5 years. PA 57 is less than 5 years old therefore every year since 2019 including 2019 must be posted. Websites must be updated no less than 180 days after the end of the authority's fiscal year.

## Michigan Downtown Association

P.O. Box 3591 • North Branch • MI 48461

[www.michigandowntowns.com](http://www.michigandowntowns.com)

248-838-9711

[director@michigandowntowns.com](mailto:director@michigandowntowns.com)

# Tax Increment Financing Act- Act 57 of 2018 Reporting Requirements and Timeline

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## DETAILS

### SECTION 125.4911. ANNUAL REPORT.

Annually, an authority that is capturing tax increment revenues must submit to Treasury the form Treasury provides. The authority must also submit to the governing body of the municipality and the governing body of a taxing unit levying taxes subject to capture by an authority, Treasury's form, found at [www.Michigan.gov/TIF](http://www.Michigan.gov/TIF), OR electronically may submit a report that includes all of the following:

- Name of authority
- Date authority was formed, date tax increment financing (TIF) plan is set to expire or terminate, and whether the TIF plan expired during the immediately preceding fiscal year
- Date authority began capturing tax increment revenues
- Current base year taxable value of the TIF district
- Unencumbered fund balance for the immediately preceding fiscal year
- Encumbered fund balance for the immediately preceding fiscal year
- Amount and source of revenue in the account, including the amount of revenue from each taxing jurisdiction
- Amount in any bond reserve account
- Amount and purpose of expenditures from account
- Amount of principal and interest on any outstanding bonded indebtedness
- Initial assessed value of the development area or authority district by property tax classification
- Captured assessed value retained by the authority by property tax classification
- Tax increment revenues received for the immediately preceding fiscal year
- Whether the authority amended its development plan or TIF plan within the immediately preceding fiscal year and if the authority amended either plan, a link to the current development plan or TIF plan that was amended

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# Strengthening Michigan Downtown Development Authorities

**Dana Walker**  
Michigan Downtown Association



# Goals of Session

## Goals of Today

1. What is a DDA?
  - a. Purpose
  - b. Importance
2. What is TIF?
3. Importance of a DDA
4. What can a DDA do? Not do?
5. Other DDA Information
  - a. Funding Sources
  - b. Reporting Requirements
  - c. Updating TIF
6. Relationships
  - a. To Municipality
  - b. Director Roles & Responsibilities
  - C. Board Member Roles & Responsibilities
7. Q & A



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# Introductions

Who I am:

Dana Walker, Director, Michigan Downtown Association, 248-838-9711,  
[director@michigandowntowns.com](mailto:director@michigandowntowns.com)

What is the [Michigan Downtown Association \(MDA\)](#)?

- Non-profit, state-wide organization
- 44<sup>th</sup> year
- 225+ members
- Downtown organizations, cities, counties, economic development agencies, businesses, individuals
- Advocacy, education, networking



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# Introductions



Who Are You?

Name

Role in DDA

Role in Community



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# Downtown Development Authorities (DDAs)



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# What is a DDA?

## Why Downtown Development Authority (DDA) Formed

- a. Rise of malls after WWII and decline of downtowns
- b. Failure to proactively respond to change in consumers/ residents
- c. Goal to halt property value deterioration and increase property tax valuation to eliminate the causes of that deterioration, and to promote economic growth

## PA 197 of 1975 Michigan (later PA 57 of 2018)

- a. Created DDAs and Tax Increment Financing (TIF) as economic tool
- b. Reinvest tax dollars into the downtown core
  - i. Infrastructure
  - ii. Public gatherings and parks
  - iii. Revitalization of vacant & underutilized properties
  - iv. Business recruitment and retention
  - v. Safety
  - vi. Rehab of historic buildings, façade, etc.
  - vii. Blight
  - viii. Job creation
  - ix. Events and promotions



## The Importance of DDAs and TIF Document



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# What is a DDA?

- DDA established by municipality ordinance.
- The DDA becomes the managing organization for the defined area.
- Per law, it is clearly a separate authority.



[PA 57 of 2018](#)



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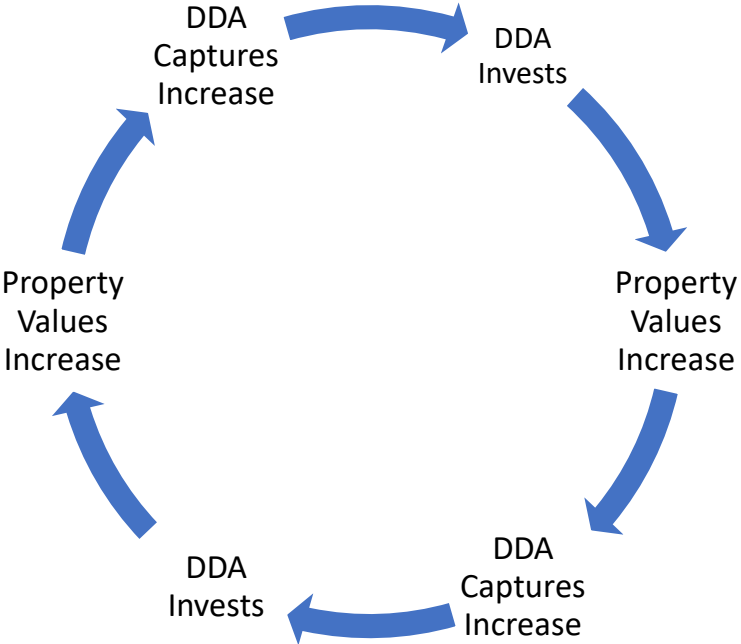
# Purpose of a DDA

**Comprehensively** manage downtowns to maximize the local economy

**Halt** property value deterioration and increase property tax valuation to eliminate the causes of that deterioration, and to promote economic growth



# Purpose of a DDA



# Importance of DDAs

## Why DDAs are important

- a. Management organizations rely on TIF dollars
- b. Management/expertise for a downtown
- c. Bring people back to downtown
- d. Downtown as the core of a community/ region
  - i. Employment
  - ii. Entertainment
  - iii. Necessities
  - iv. Food (restaurants, grocery)
  - v. Government
  - vi. Recreation
  - vii. Cultural Hub
  - viii. Exchange of Ideas
- e. Rather than react, guide the change
- f. The work is never done!



# Importance of DDAs

## The DDA Benefits

- Community- What happens in Downtown affects ALL
- City- DDA provides focused resources & insights



# Tax Increment Financing (TIF)



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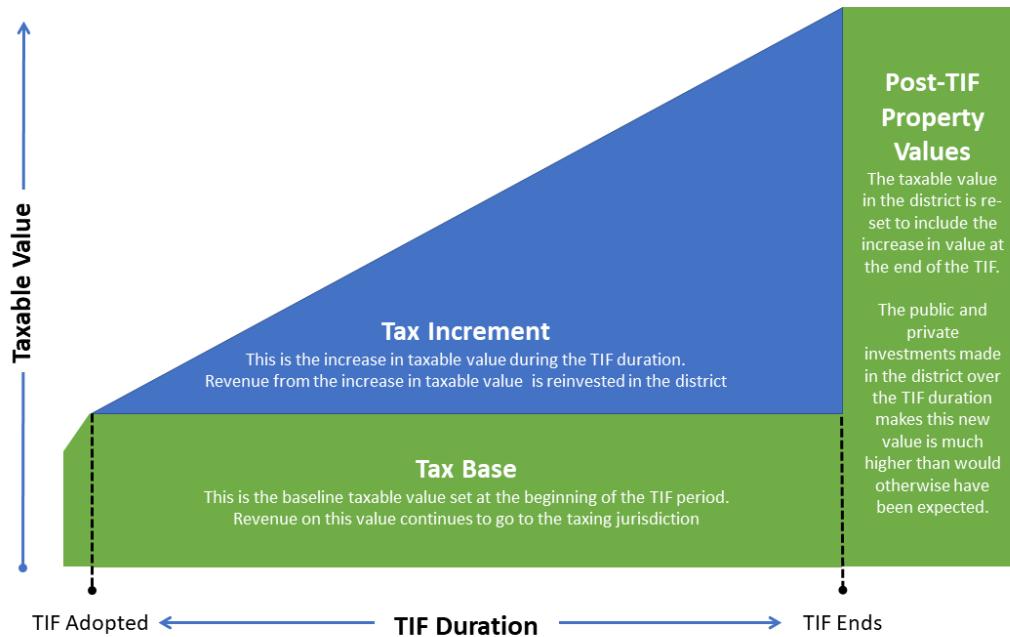
# What is a TIF?

## Tax Increment Financing

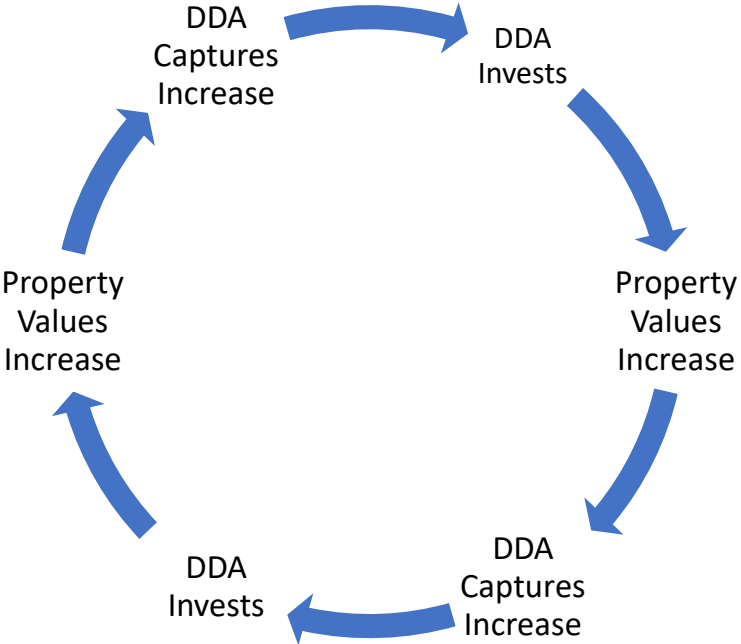
- a. Annual Capture of the year-to-year growth in property values in defined district
- b. **Allows municipality to direct funds to engage in specific economic development w/o raising property taxes**
- c. Captures increase that might otherwise go to other taxing jurisdictions DDA invests in district- property values increase above baseline DDA captures more funding- able to do more projects



# What is TIF?



# Purpose of a DDA



# The Difference is...

DDA is the Authority that administers the economic growth and plans.

TIF is one financing tool available to DDAs and can have its own set of boundaries.

Development Plans and TIF Plans can be adopted simultaneously or separately, and sometimes within same document.



# Questions so far?



# Powers of a DDA



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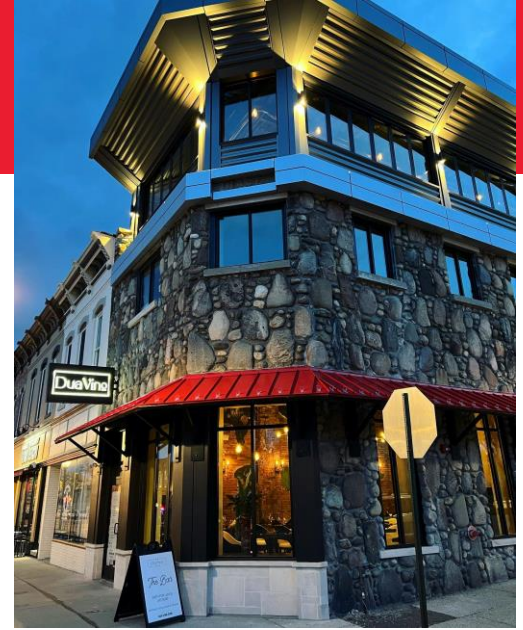
# What Can a DDA Do?

## The DDA is responsible for and represents

- Downtown District (as defined by ordinance)
- Its Businesses, Property Owners, and Residents

## DDAs fund significant projects and ongoing economic programming to improve the quality of life to retain residents, attract talent, and private reinvestment:

- Infrastructure improvements to sidewalks, streets, lighting, water & sewer
- Design of public spaces and parks
- Revitalization of vacant and underutilized properties
- Rehabilitation of historic buildings, assets, and facades
- Mixed-used and middle housing infill developments
- Business recruitment and retention programs
- Safety, security and maintenance programs
- Marketing, special events, and promotions



# What Can a DDA Do?

Prepare an analysis of economic changes AND study the impact of metropolitan growth upon the downtown district.

Plan and propose the construction/repair/renovation of a public facility, an existing building, or a multiple-family dwelling unit.

Plan, propose, and implement an improvement to a public facility within the development area to comply with the barrier free design.

Develop long-range plans designed to halt the deterioration of property values in the downtown district and to promote the economic growth of the downtown district.

Persuade property owners to implement the plans to the fullest extent possible.



# What Can a DDA Do?

Implement any plan of development in the downtown district.

Make and enter into contracts necessary or incidental to the exercise of its powers and the performance of its duties.

Acquire by purchase or lease property.

Improve land/buildings, within the downtown district for the use, in whole or in part, of any public or private person or corporation, or a combination of them.



# What Can a DDA Do?

Fix, charge, and collect fees, rents, and charges for the use of any building or property.

Lease any building or property under its control, or any part of a building or property.

Accept grants and donations of property, labor, or other things of value from a public or private source.

Acquire and construct public facilities.

Create, operate, and fund marketing initiatives that benefit only retail and general marketing of the downtown district.



# What Can a DDA Do?

Contract for broadband service and wireless technology service in the downtown district.

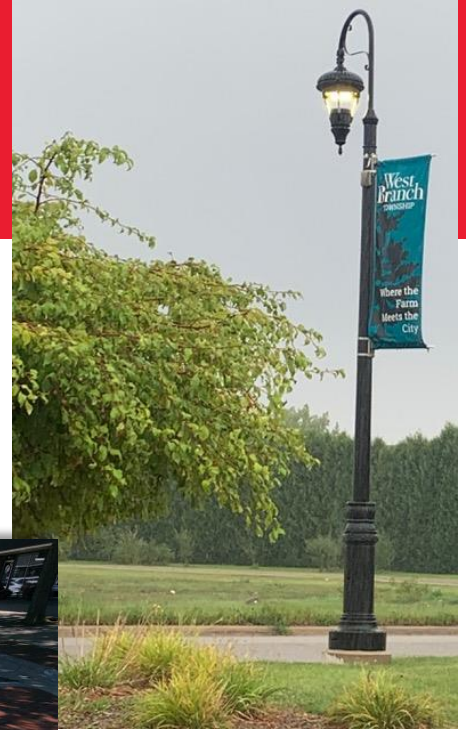
Operate and perform all duties and exercise all responsibilities in a qualified township if the qualified township has entered into an agreement with the municipality.

Create, operate, and fund a loan program to fund improvements for existing buildings located in a downtown district to make them marketable for sale or lease.

Create, operate and fund retail business incubators in the downtown district.



# DDAs as Place Makers



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# Lapeer



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# Lapeer



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# DDAs as Grant Writers



EDWARD PALMER

I Am Inlay City

FOUNDER OF INLAY CITY  
"It's important to be willing to make mistakes. The worst thing that can happen is you become memorable."

Logos: Michigan Arts & Culture Council, Esperanza Today, Inlay City, and others.

## GAPS ROUTES

Creating Active Positive  
Safe Routes to School

*A community collaboration of partnerships*



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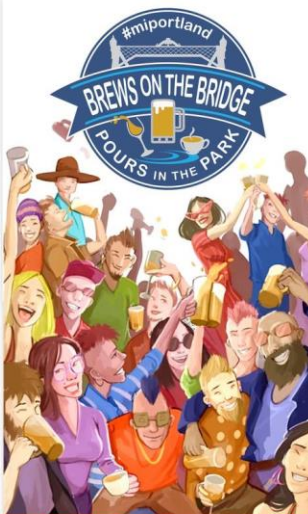


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# DDAs as Event Planners


*1st Thursdays* **DOWNTOWN**  
*Wine Around*  
APRIL 4, 2024  
6PM-9PM

TICKETS ARE STILL AVAILABLE FOR PURCHASE AT THE VILLAGE OFFICE OR BY CALLING THE VILLAGE OFFICE AT 517-486-4347



**SAT**  
**AUG 10**  
**2024**  
**3-8PM**

HYPER-LOCAL  
SMALL-BATCH  
ARTISINAL  
BEER,  
SELTZER,  
WINE,  
COCKTAILS,  
CIDER,  
MOCKTAILS,  
COFFEE,  
TEA



Info and  
Tickets  
**HUMANITY**  
Tickets for good,  
not greed

one-of-a-kind LOCATION surrounding the RIVER on the bridge, boardwalk and park!  
captivating music \* culinary delights \* fun filled activities \* MI makers market

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# DDAs as Historic Preservationist



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# DDAs Attract Volunteers

## VOLUNTEERS HELP MAKE MAIN STREETS

Based on the results of the recent Trends Survey, over the course of 2023:



96%

of Main Street programs had at least 4 volunteers



50%

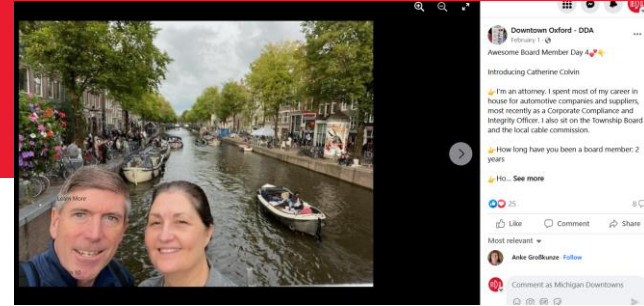
of Main Street programs had 30+ volunteers

52%

of executive directors were involved with Main Street as an employee, volunteer, board member, or other similar role for 5 years or more prior to their directorship



Image: Downtown Sykesville Connection



We   
OUR VOLUNTEERS



2023 value - \$31.80/hour

<https://independentsector.org/resource/value-of-volunteer-time/>



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# DDAs as Promoters & Communicators



**HISTORIC LAPEER**  
*remarkably close.*

Visit, Discover, and Explore why **Historic Lapeer is Remarkably Close**  
Honoring the Lapeer of yesterday, celebrating the Lapeer of today, and envisioning the Lapeer of tomorrow.

2024 EDITION LAPEER MAIN STREET ODA #10-728-6598 downtownlapeer.com

**State of DOWNTOWN**  
17 Blocks  
46 Acres

**Lapeer Main Street is making a real difference.**  
Lapeer Main Street works with local public and private partners to ensure the growth, health, and prosperity of our vibrant downtown. We are creating an inviting community filled with

**REINVESTMENT STATS 2022-2023**

**PRIVATE INVESTMENT \$1,093,950**  
Program to date: \$1,465,865

**8** Façade & Building Improvements  
Program to date: 27

**4** New Businesses  
Program to date: 31

**Community Profile**  
City of Lapeer | 2020

- Population: 9,126
- Households: 3,698
- Median HH Income: \$44,821
- Median Age: 37.4 years
- Housing Units: 2,930
- 85% Housing occupied
- 80% Owner-occupied
- 6% Renters-occupied

**Main Street is Helping Businesses Thrive**

- Building improvement loan
- Sign assistance grant
- Match on Main grants
- Market data
- Community story telling
- Business owner meet-and-greets
- Two-minute Tuesday campaigns
- Small Business Saturday champion
- Lapeer Main Street newsletters

"There are so many people that have been welcoming and helpful. Lapeer Main Street and the DDA, neighboring businesses like Blend, are willing to help and they want us to succeed!"  
-TRICIA HOOSHOLD SMITH, Owner, Hall of Frames

**Downtown Drive Time Markets**

	5 Minutes	10 Minutes	20 Minutes
Population	7,731	18,625	80,597
Households	3,330	7,136	31,566
Median HH Income	\$46,817	\$56,416	\$62,643

**In-demand Businesses**

- Food & Drink**
  - Ethnic restaurant
  - Bakery
  - Breakfast/Brunch restaurant
  - Steakhouse
  - Seafood
- Shopping & Retail**
  - Arts, crafts, and hobbies
  - Specialty foods
  - General variety store
  - Women's clothing
  - Bookstore

**THE DOWNTOWN DIARIES**  
with Kelly & Kimberly

**THIS DYNAMIC DUO HAS THE INSIDE SCOOP ON DOWNTOWN OXFORD**

**Oxford DDA**  
*Supporting Local & History*



# DDAs as Space Activators



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# DDAs as Space Activators

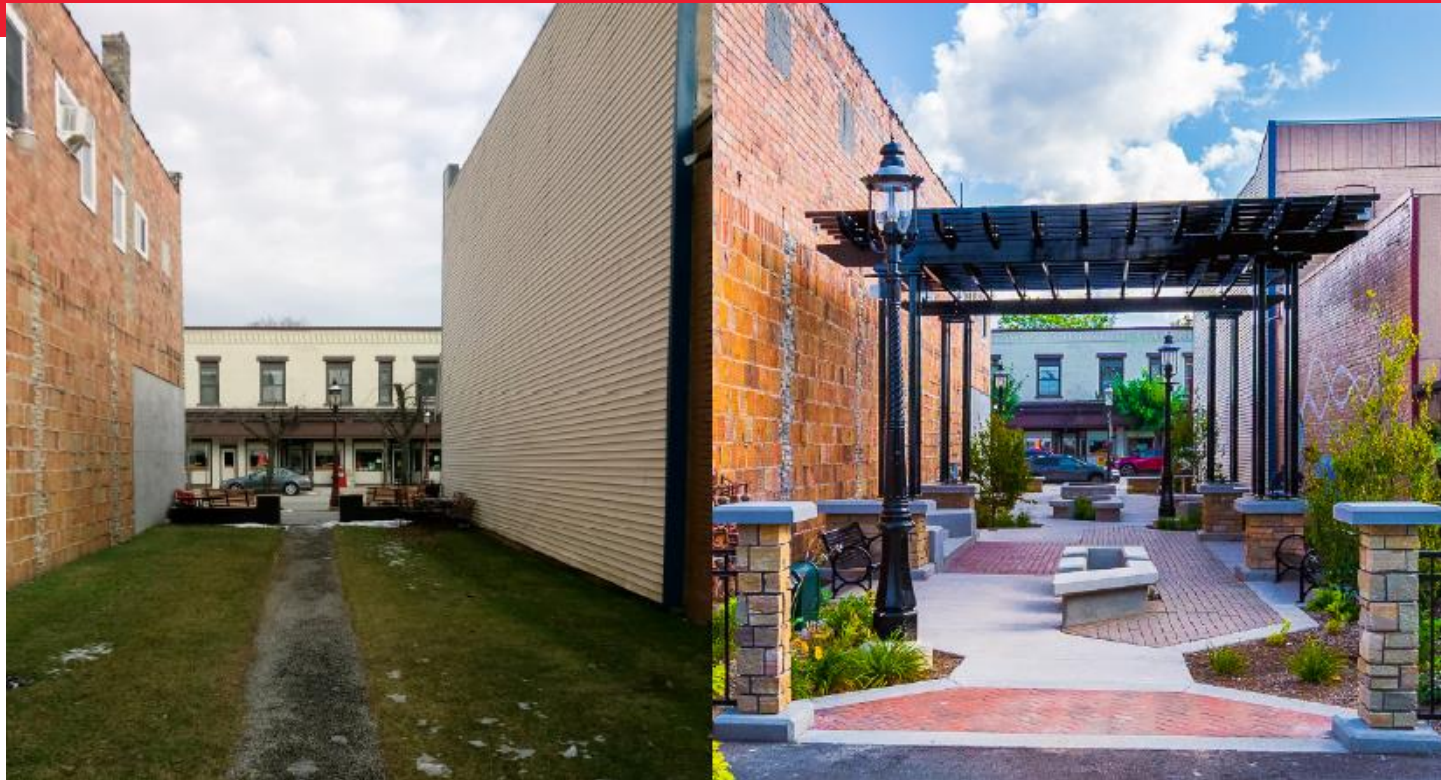


## Pocket Park

State Street – Summer 2020-2021



# DDAs as Space Activators



# DDAs as Space Activators



# DDAs ARE Economic Developers



## Downtown in View

Blissfield, a Michigan Main Street Community, is exploring and pursuing exciting opportunities for the Downtown Blissfield business district.

The Blissfield DDA/Main Street Program, in conjunction with technical services and support provided by Michigan Main Street Center, spearheaded the Downtown Blissfield Market Study and Business Development Strategies project to identify opportunities and establish meaningful direction for current and future economic development and redevelopment strategies. Findings from the study provide a solid, market-driven basis for Downtown Blissfield business development and marketing initiatives based on demographic, socioeconomic and economic conditions and trends.

Stakeholders from a broad cross-section of the Blissfield community participated in the process. The findings and results provide a solid basis upon which local leaders, and stakeholders can make sound business decisions about the future of Downtown Blissfield.

This summary serves to highlight only a small sample of the knowledge and direction synthesized from analysis of data collected during the market study process. The diligent efforts undertaken by Blissfield DDA/Main Street Program leaders and volunteers to gather input, to study the data, and to initiate the development of a market-driven implementation strategy have prepared the organization and the community well by providing a public framework and a strong basis upon which the community can plan and act for the future.

Downtown Blissfield Market Study and Business Development Strategies | Executive Summary | August 2012



## Downtown Blissfield

Blissfield, Michigan

### Market Study

And Business Development Strategies

- EXECUTIVE SUMMARY -

Prepared for  
**Blissfield DDA/Main Street Program**  
[www.BlissfieldMainStreet.com](http://www.BlissfieldMainStreet.com)



Prepared by  
**Downtown Professionals Network**  
Bartlett, Illinois  
[www.downtownpros.com](http://www.downtownpros.com)



In association with  
**Michigan Main Street Center**  
Michigan State Housing Development Authority  
Lansing, Michigan



**COMING SOON!**

**กิน THAI CUISINE**

**450 W. NEPESING ST. LAPEER, MI 48446**



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# What Can't a DDA Do?

Read the law. If it's not in the law, it's not in the law.

Read your TIF and Development plan.



# Questions so far?



# Other DDA Information



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# Funding Options & Sources

- Tax Increment Funding
- Two mill levy
- Private Contributions
- Establishment of PSD or BID
- Parking
- Event revenue
- Sales of merchandise
- Grants
- Sponsorships
- Property sales
- Municipal contributions (partnerships on projects)
- [Crowdfunding](#)



**Ideally, 30% of revenue should be coming from other sources than TIF.**



# Reporting Requirements

## 1. Maintain Webpage or Website

- TIF/Development Plan
- Meeting Minutes
- Audits
- Contact Info
- Budget
- Contracts
- Annual Synopsis

## 2. Two Informational Meetings per Year

- Not a business meeting
- Purpose to show purpose of informing the public of the goals and direction of the authority, including projects to be undertaken in the coming year.

## 1. Yearly Treasury Report

[Reporting Requirements Quick View](#)



# Updating TIF Plan

## Why Update

- Major changes to the Development plan
- Adding parcels or property to the TIF district
- Responding to changing land use(s)
- Changing the nature of or extending the TIF life

## Who's Involved

- Seek participation of a diverse group of DDA stakeholders
- Including taxing jurisdictions

## Process

- Same process as initial plan
- Spelled out in the law



# Updating TIF Plan

## Process:

- DDA prepares and submits amendments to DDA Development and/or TIF Plan(s) to governing body
- Governing body sets date of public hearing
- Notice(s) of Public Hearing
- Governing body holds Public Hearing
- Governing body takes action to determine whether or not plan(s) have a public purpose
- Governing body may approve or reject plan, or approve with modifications.

## Note:

- Before public hearing, taxing jurisdictions may meet with governing body
- DDA must fully inform taxing jurisdictions about fiscal and economic implications



# Questions so far?



# DDA Relationships



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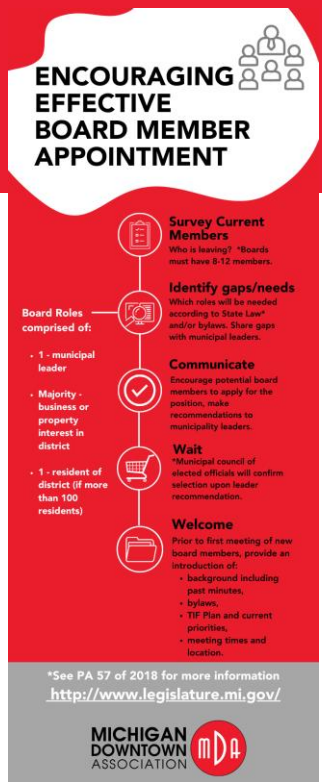
# Authority's Relationship with Municipality

## The Law says:

- DDA board must have the chief executive officer of the municipality or his/her designee from the governing body of the municipality.
- Board members shall be appointed by the chief executive officer of the municipality subject to the approval of by the municipality's governing body.
- The municipality shall approve DDA budget.

## Is the Director of DDA an employee of the municipality?

- DDA can be an employee of municipality.
- Section in law on how to hire director and benefit package info.
- Board can contract with city to provide benefits for employees of DDA.



# Role of Downtown Directors

## Per the Law:

- Supervise, and be responsible for, the preparation of plans and the performance of the functions of the authority
- Attend the meetings of the board
- A regular report to DDA and Governing body activities and finances condition of authority



**Having a person/organization dedicated to  
Downtown allows for comprehensive  
management of Downtown.**



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# Role of Downtown Directors

## Administration of

- Local economic development programs
- Funds
- Personnel
- Contracts
- Other functions of the DDA



**Having a person/organization dedicated to  
Downtown allows for comprehensive  
management of Downtown.**



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# Role of Downtown Directors

## Business Development

- Retain, expand and attract
- Provide programs and services
  - Site selection
  - Reconstruction
  - Renovation
  - Connects business to county and state programs

**Having a person/organization dedicated to Downtown allows for comprehensive management of Downtown.**



**BEST REDEVELOPMENT PROJECT**  
1855 Holdings | The RCA Building | DuoVino  
Downtown South Lyon



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# Role of Downtown Directors

## Other Responsibilities

- Event planning
- Design and physical improvement
- Marketing and promotion
- Whatever else is listed in your Development Plan



**Downtown Management is  
ECONOMIC DEVELOPMENT**



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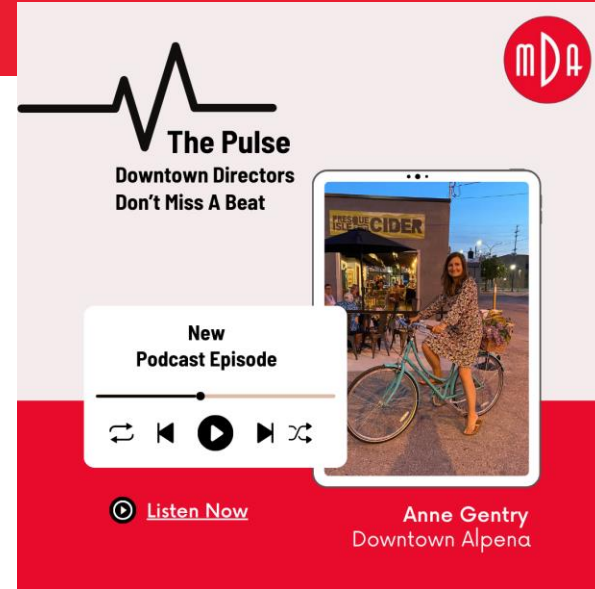
# Role of Downtown Directors

Dedicated individual to CHAMPION downtown initiatives & programs

- Department Head
- ECONOMIC DEVELOPMENT

Return on Investment

**Having a person/organization dedicated to  
Downtown allows for comprehensive  
management of Downtown.**



The image shows a podcast player interface for 'The Pulse' by the Michigan Downtown Association (MDA). At the top right is the MDA logo. Below it is a stylized heartbeat line. The text reads 'The Pulse' and 'Downtown Directors Don't Miss A Beat'. A smartphone screen displays a photo of Anne Gentry, Downtown Alpena, sitting on a bicycle in front of a building with a 'CIDER' sign. Below the phone is a 'New Podcast Episode' notification with a play button and other controls. At the bottom, there is a 'Listen Now' button and the name 'Anne Gentry Downtown Alpena'.

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# Roll of Downtown Directors



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# Role of DDA Board Members

## Three Main Board Functions

1. Setting Direction and Strategy
2. Providing Oversight
3. Ensuring Resources

## Areas of Governance

1. Policy
2. Finance
3. Public Relations
4. Program Direction
5. Personnel
6. Compliance & Legal



# Role of DDA Board Members

## Best Practices

1. Be a unified front as a Board
2. Be confident of your program/organization
3. Be the advocate for YOUR downtown
  - a. Preservation
  - b. Programs & events
  - c. Business Development
  - d. Staff
4. Be engaged, help bring people to the organization via volunteer opportunities, committee members, etc.
5. Have a Conflict of Interest Policy- Do you benefit directly from a policy?
6. Know your Mission & Vision Statements (Don't have one? Get one!)
7. Participate
  - a. Review and understand agenda and board packet
  - b. Serve on a Committee
  - c. Meetings, events, fundraisers, etc.
8. Review policies, events, goals on a regular event



# General Board Info

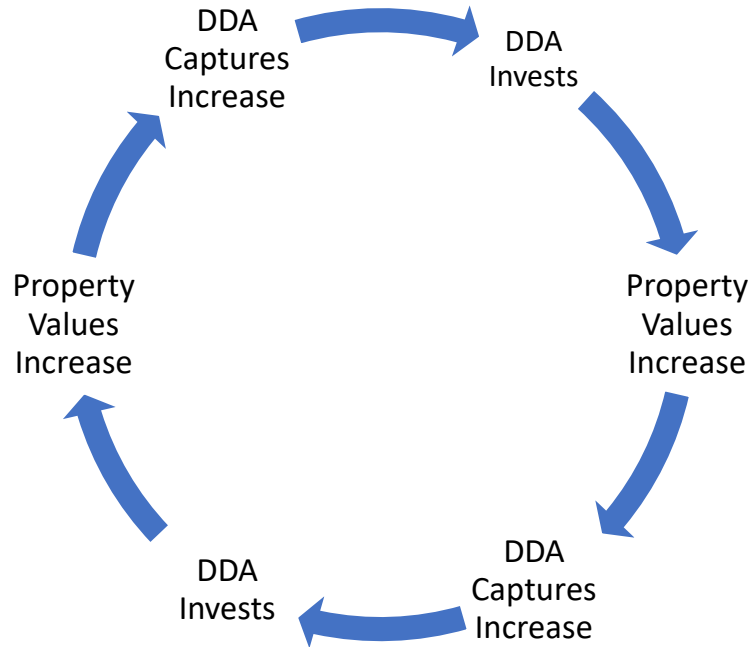
- Have a Vision & Mission Statement
- Have a Board Handbook
- Understand expectations of what is expected of Board member
- Understand and follow Parliamentary Procedure
- Be involved and be responsible for financial stability
- Plan for the future
- Celebrate your success!



# Questions so far?



# Importance of DDA



[Click Here for Video on DDAs and Economic Development](#)



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# Additional Resources

MDA Member Portal

MDA Members

- Other communities
- Board of Directors
- Business Listing

[Main Street Solutions Center](#)

[Michigan Economic Development Corporation](#)

[MI Main Street](#)



[michigandowntowns.com](http://michigandowntowns.com)

# Contact Info

Dana Walker  
Director, Michigan Downtown Association  
248-838-9711  
[director@michigandowntowns.com](mailto:director@michigandowntowns.com)

## Additional Resources for Downtowns

[MDA](#)  
[Downtown Solution Center-MI Main Street](#)



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# Site Improvement Grant Guidelines

The Cascade Township Downtown Development Authority (DDA) has determined that a portion of their revenue should be used to enhance and support building and site improvements for nonresidential properties within the DDA District (see attached for District boundary).

## THE CASCADE TOWNSHIP DDA SITE IMPROVEMENTS GRANT PROGRAM

...is designed to encourage improvements to businesses and nonresidential properties in the DDA boundary. Grants are intended to provide financial incentives for high-quality building and site conditions that go above and beyond regular maintenance and upkeep.

The primary goals for eligible improvement projects within the DDA District are to enhance pedestrian safety through appropriate roadway and traffic modifications that will enhance the shopping experience; support beautification that will enhance the streetscape and create character, identity and attract shoppers and businesses alike; support the growth of existing businesses while new businesses, offices, education, or health care industries will locate in the DDA District.

## GENERAL APPLICATION ELIGIBILITY

Eligible applicants must be one of the following:

- Owners of nonresidential properties or business establishments within the DDA District (tenants need written approval from the property owner).

## REQUIRED CONDITIONS

Site Improvements Grant applications will be considered if the application meets the following base conditions:

- The Site Improvement Grant application has been correctly filled out and submitted to the Township with all required supplemental documentation.
- Property taxes and all other applicable Township fees must be current and paid in full.
- The property cannot have an outstanding, current, or ongoing violation of any Township ordinance.
- Project components should have a useful life of at least 10 years.
- Projects will be evaluated based on merit and funded to the extent that budgeted DDA funds are available.
- The proposal has received site plan and/or special land use approval from the Cascade Township Planning Commission (as applicable).
- All funding is at the discretion of the DDA Board.
- Based on the overall project scoring, project match requirements vary. For higher scoring projects, the DDA may require 0% match. For lower scoring projects, the DDA may require up to a 75% match.



## FUNDING PRIORITIES

Applications containing the following characteristics will receive priority funding based on the attached scoring criteria:

- Projects that are located within the Cascade Village area (see attached map of the Cascade Village).
- Projects that demonstrate a significant impact to promote the following activities:
  - Retail or commercial businesses and retail diversity
  - Entertainment businesses
  - Dining opportunities
  - Walkability, bikeability, and enhanced accessibility
- Projects designed to resolve deteriorated or unsightly conditions that have existed for many years or include long-term or permanent improvement(s) from existing conditions.
- Projects that are consistent with “Priority A” improvements as described in the Cascade Township DDA Development Plan and TIF Plan.
- Projects designed for the removal of visual clutter or inappropriate design elements.

- Projects that include new (or renovated) building frontage(s) that are consistent with the DDA’s preferred aesthetic design and character.
- Projects that restore historical (approximately 50 years and older) or architectural elements of the building.
- Projects that call for the removal of significant nonconforming elements of the building.
- Projects that involve the reoccupation of a currently vacant or underutilized building.
- Projects that include enhanced site design, such as additional landscaping, above and beyond what is required by zoning, or parking lot reallocation to the rear or side of the building.
- Projects that enhance the aesthetic design and character of a building or site with frontage on 28th Street.
- Projects that include collective participation from adjacent property owners, by means of cross-access agreements for parking, or other applicable conditions.

## ELIGIBLE PROJECTS

Site Improvement Grant awards will fund the following activities:

- Repair or replacement of windows, doors, walls, or other appropriate architectural elements
- Exterior lighting
- Decorative landscaping improvements
- Masonry restoration
- Restoration of historical elements
- Patios and other hard scape improvements
- Existing sign structure improvements
- Signage or awning replacement
- Mural art
- Sidewalks
- Removal of non-contributing facades
- Significant façade repair and treatment
- Burying overhead utilities (if applicable)
- Exterior painting or staining
- Parking lot reallocation to the side or rear of a building
- Other site improvements consistent with the DDA Development Plan





## INELIGIBLE PROJECTS

Site Improvement Grant awards cannot be used to fund the following activities:

- Property acquisition
- Mortgage or land contract financing
- Loan fees
- Site plan and permit fees
- Appraiser, attorney, interior decorator, architectural and engineering fees
- Wages paid to applicant, relatives, or friends for work associated with the façade improvements
- Furnishings, trade fixtures, display cases, counters or other internal items
- Reusable or portable items
- Any portion of expenses for which the applicant pays contractor in merchandise or in-kind services
- Fencing and screening
- Routine building or site maintenance
- Roof repair/replacement
- Dumpster enclosures
- Mechanical, heating, cooling systems, or ductwork

## MAXIMUM GRANT AMOUNTS

Applications for Site Improvement Grants are subject to the following maximum award amounts. Eligible projects require varied match amounts depending on the total score of the project evaluation. *See evaluation Criteria.*

The DDA reserves the right, at their discretion, to increase or decrease the amount of funds allocated to an applicant:

- **Front façade improvements** – building and utilities (e.g., redevelopment, second story addition, restoration, etc.): **\$100,000**
- **Other Site Improvements** (e.g., landscaping, signage, sidewalks, lighting, patios, etc.): **\$50,000**
- **Other General Improvements** (e.g., awnings, decorative murals, public art, benches, etc.): **\$25,000**

## ADDITIONAL INFORMATION

Regarding perspective applications, please take into account the following additional requirements and information:

- An applicant may apply for reimbursement of eligible activities if the activity has been completed within the last 12 months. Proof of work and costs paid shall be provided to the DDA.
- A property can be the recipient of a Site Improvement Grant every three (3) years.
- The “front façade” shall include the parts and components of a site that directly faces a public street or public parking lot.
- Site Improvement Grants apply to external improvements only.

## HOW THIS WORKS

The Site Improvement Grant Program functions essentially as a reimbursement process. The process from the time of application to reimbursement is as follows:

- The DDA approves annual budgeted grant funds.
- The Property owner (or designee) completes and submits a Site Improvement Grant application with the required attachments.
- The DDA scores all applications received by using the evaluation criteria checklist during a public meeting.
- An agreement is executed between the property owner (or designee) and the DDA for the selected application(s) to receive funding.
- Project is completed.
- Itemized receipts and proof of payment is provided by the applicant to the DDA.
- Reimbursement issued.

# Site Improvement Grant Application

GENERAL INFORMATION	
Business Name	
Contact Person	
Mailing Address	
Is the business located within the Dda Boundary?	
Project Address	
(If Different)	
Phone Number	
Email	
Building Owner's Name (If Different)	
Owner's Phone Number (If Different)	
Proposed Start Date	
Estimated Completion Date	
How Will the Project Be Financed?	
Description Of the Proposed Site Improvements (additional details to be included in required attachments)	

GENERAL INFORMATION
<p>The Information submitted herein is true and accurate to the best of my (our) knowledge.</p> <ul style="list-style-type: none"> <li>• I (we) have read and understood the conditions of the Cascade Township Site Improvements Grant Program and agree to abide by its conditions and guidelines.</li> <li>• I (we) understand that if this application is approved, any changes, alterations or modifications to the approved design must be approved by the DDA.</li> <li>• If unauthorized changes are made, I (we) understand that the DDA may withdraw its funding commitment.</li> <li>• I (we) understand that if this project is not completed with the 2-year timetable, the DDA can withdraw its funding commitment.</li> <li>• I (we) understand that I (we) can reapply, however, the application will be subject to funding availability at the time of the application.</li> </ul>
<p>Required supplemental documentation to be submitted with this application:</p> <ul style="list-style-type: none"> <li>• A written descriptive narrative of the proposed project</li> <li>• A detailed estimated project cost breakdown</li> <li>• Photos of the existing conditions</li> <li>• A visual rendering of the new project design</li> </ul>

\_\_\_\_\_  
Applicant's Signature

\_\_\_\_\_  
Date





# Site Improvement Grant Application Evaluation Checklist

## SCORING CRITERIA

Each Site Improvement Grant application will be evaluated and weighed equally against specific criteria as determined by the DDA Board. Projects that achieve a higher score will receive higher priority for funding. The Cascade Township DDA reserves the right to amend this scoring criteria at any time. Each evaluation criteria score is based upon the DDA's findings as they pertain to each proposal. It is solely at the discretion of the DDA how each project is scored. The DDA cannot guarantee funding.

### Evaluated Score key:

- 150+ total points = 0% match required
- 80-149 total points = 50% match required
- 79 and below total points = 75% match required

GENERAL IMPACT CRITERIA	MAXIMUM POINT VALUE	EVALUATED SCORE
The project site does <i>not</i> have a clear demonstrated need for improvements.	1 point	
The project site has a <i>nominal</i> need for improvements.	3 points	
The project site has a <i>severe</i> need for improvements.	5 points	
The proposal is consistent with (or achieves) "Priority A" improvements as described in the Cascade Township DDA Development and TIF Plan.	10 points	
The total project investment exceeds the maximum grant reimbursement amount by more than 25%.	10 points	
LOCATION CRITERIA	MAXIMUM POINT VALUE	EVALUATED SCORE
The project is <i>not</i> located within Cascade Village or have frontage of 28 <sup>th</sup> Street.	1 point	
The project site is located within the designated Cascade Village area.	10 points	
The project site is located on 28 <sup>th</sup> Street, outside of the Cascade Village area.	7 points	
The project site has frontage on the Thornapple River.	7 points	
The project site is adjacent to a park, trail, or other similar public space.	3 points	
The project site is located in an office park or shopping center.	3 points	



TRANSPORTATION IMPROVEMENTS & ACCESS CRITERIA	MAXIMUM POINT VALUE	EVALUATED SCORE
The proposal does <i>not</i> significantly enhance walkability or bikeability in the DDA area.	1 point	
The proposal includes infrastructure that will <i>moderately</i> enhance the pedestrian or biking experience (e.g., bike racks, benches)	3 points	
The proposal demonstrates a significant impact to expanding or enhancing walkability, bikeability, or accessibility in the DDA boundary.	10 points	
The proposal includes the collaboration between multiple property/business owners for cross-access agreements.	5 points	
The proposal includes or completes a bike trail connection and a significant addition to the Township's bike path system.	3 points	
The proposal includes the reallocation of parking lots or parking areas to the side or rear of a building, in Cascade Village or 28th Street.	10 points	
BEAUTIFICATION & SUSTAINABILITY CRITERIA	MAXIMUM POINT VALUE	EVALUATED SCORE
The proposal includes sustainable building materials, construction techniques, LEED Design, or other similar sustainable features.	5 points	
The proposal includes elements that will enhance universal design (e.g., ADA, age-friendliness, accessibility).	7 points	
The proposal includes a significant amount of public art and/or tactical urbanism.	3 points	
The proposal includes the reoccupation of a vacant or abandoned building and/or tenant space.	10 points	
The proposal is designed to resolve deteriorated or unsightly conditions that have existed for many years or include long-term or permanent improvement(s) from existing conditions.	10 points	
The proposal calls for the removal of significant nonconforming elements of a building.	7 points	
The proposal is designed for the removal of visual clutter or inappropriate design elements.	7 points	
The proposal includes enhanced site design, such as additional landscaping or signage, above and beyond what is required by zoning.	5 points	
The proposal will restore historic (approximately 50 years or older) or architectural elements of the building.	10 points	
The proposal includes the burial of power lines and/or overhead utility lines.	7 points	
VISITOR EXPERIENCE CRITERIA	MAXIMUM POINT VALUE	EVALUATED SCORE
The proposal demonstrates a significant impact to expanding retail businesses, commercial businesses, or retail diversity in the DDA boundary.	10 points	
The proposal demonstrates a significant impact to expanding entertainment businesses in the DDA boundary.	10 points	
The proposal demonstrates a significant impact to expanding dining opportunities in the DDA boundary.	10 points	



The proposal includes elements for new outdoor seating and/or dining.	7 points	
The proposal will bring a significant number of new jobs to the DDA area.	5 points	
The proposal will bring new housing to the DDA area, within appropriate locations as described in the Cascade Township Master Plan.	5 points	
<b>TOTAL SCORE</b>		

# TOWNSHIP STAFF UPDATE

DDA Meeting  
September 17, 2024

## CASCADE VILLAGE REIMAGINED

- Concept development is ongoing and OHM is slated to present concepts for review in late September.
- We will have OHM attend a future DDA meeting to present these concepts, possibly a joint meeting with the Board of Trustees
- I will continue to send updates as I receive them.

## MEMORIAL PARK

- Harder & Warner performing site preparation work
- Township will purchase the plants and Kent Garden Club and Township volunteers will install most of the plants
- Goal is to do the planting in mid-September
  - Meeting with Harder & Warner later this week.
- Funding from landscaping line item in DDA budget

## PEDESTRIAN BRIDGE

- Bridge completion has been pushed to 2025 due to delays in materials arriving for the company's other projects.
- Please watch for further updates on social media, the website and via email.

## HERITAGE FESTIVAL

- This year's event took place on the grounds of the newly acquired Stone House and adjacent properties/roads.
- The DDA was the major sponsor for this event, drawing attention to the district and village area. Funds for the event were included in the 2024 approved budget.
- People had many questions about the Stonehouse and the Township is looking into creating some informational media on the house's history.
- There was a great turnout; many more families attended than in previous years.
- The event was an overall success and we will be looking for more DDA involvement next year.
- If you are interested in getting involved with next year's event, please let me know. We will be looking for event planners, volunteers, and sponsors, as well as other opportunities to get DDA businesses involved.

**Re: You're Invited! Cascade Trunk or Treat...**

Kristin Root <[marketinggr@yourpetsnaturally.com](mailto:marketinggr@yourpetsnaturally.com)>

Thu 9/12/2024 3:06 PM

To: Jessica Stine <[jstine@cascadetwp.com](mailto:jstine@cascadetwp.com)>

Sounds great Jessica! Do you know if anyone from Cascade Township would like to participate in the event as we'd love that too!

Thank you! :)

Kristin

On Tue, Sep 10, 2024 at 2:36 PM Jessica Stine <[jstine@cascadetwp.com](mailto:jstine@cascadetwp.com)> wrote:

Hello,

Thank you for the information! I will be including this in the packet for next week's DDA meeting packet and we will likely have someone at the event to take pictures.

Best,

Jessica Stine  
Executive Assistant  
Management Office  
Cascade Charter Township

---

**From:** Kristin Root <[marketinggr@yourpetsnaturally.com](mailto:marketinggr@yourpetsnaturally.com)>

**Sent:** Tuesday, August 27, 2024 10:33 AM

**To:** Kristin Root <[marketinggr@yourpetsnaturally.com](mailto:marketinggr@yourpetsnaturally.com)>

**Subject:** You're Invited! Cascade Trunk or Treat...

Hello!

Come support the Cascade community at the \*2nd Annual\* Cascade East Trunk or Treat! We are looking for businesses and organizations to join us for some fall fun at our Cascade East Plaza (6439 28th Street) **Trunk-or-Treat event on SATURDAY, OCTOBER 12, from 11:00-2:00!!**



All that is required of vendors is to bring a table and something to pass out to the kids (candy or swag)! This is a great way to showcase your local business/organization as well! Decorate as much as you want - we will line up tables along the plaza sidewalk as well as have parking spots for decorated cars available this year. We welcomed over 600 visitors last year!

\*\*\*TO REGISTER for this free community event ,simply fill out the form by October 5: <https://forms.gle/H4fheRhr4XpkW8Jy5>

**PET PARADE:** There will also be a Pet Parade and Costume Contest hosted by Your Pets Naturally and Splash & Dash at 12:30. REGISTER PETS HERE: <https://forms.gle/P11VTy7KiaPzM4MZ9>

More info can be found on the **FB EVENT:** <https://www.facebook.com/share/NksAZ9joNhtudsW9/>

Please reach out with any questions and pass this along to anyone who may be interested in joining! We look forward to making this a fun family and pet focused community event!

Thank you!

The Cascade East Plaza Crew

Limitless Chiropractic

KarateBuiltGR

The Wooden Owl

Warhammer

D&W Fresh Market

Splash & Dash Groomerie