

MONROE
DOWNTOWN
DEVELOPMENT AUTHORITY
RULES OF THE CHAMBER

Any person wishing to address the Board shall step up to the podium/front of room, state their name and address in an audible tone of voice for the record, and unless further time is granted by the Board, shall limit their address to three (3) minutes. A person may not give up or relinquish all or a portion of their time to the person having the floor or another person in order to extend a person's time limit in addressing the Board.

Any person who does not wish to address Board from the podium/front of room, may print their name, address and comment/question which he/she would like brought before Board on a card provided by a staff member and return the card to a staff member before the meeting begins. The staff member will address the presiding officer at the start of Public Comments on the Agenda, notifying him of the card comment, and read the card into the record for response.

The City of Monroe will provide necessary reasonable auxiliary aids and services to individuals with disabilities at the meeting upon one weeks' notice to the City Clerk/Treasurer. Individuals with disabilities requiring auxiliary aids or services should contact the City of Monroe by writing or calling: City of Monroe, City Clerk/Treasurer, 120 E. First St., Monroe, MI 48161, (734) 384-9136.

AGENDA
REGULAR MEETING
Wednesday, October 20, 2021, 8:30 A.M.
CITY HALL, COUNCIL CHAMBER, 120 E. FIRST ST.

1. Roll Call

2. Vision Statement (2 minutes)

3. Additions/Deletions to the Meeting Agenda (1 minute)

4. Public Comment (2 minutes per individual)

5. Consent Agenda (2 minutes)

Action Requested

- A. Approval of Agenda
- B. Approval of Minutes
 - i. Wednesday, September 15, 2021 Regular Meeting
- C. Financial Reports
 - i. September, DDA Preliminary Revenue and Expenditure Report FY 2021-2022
 - ii. September, DDA Preliminary Itemized Expenditure Report FY 2021-2022

6. New Business

- A. Proposed Amended Fiscal Year 2021-22 Budget
- B. Proposal for Professional Services for 2022-2027 Strategic Plan
- C.** Proposal for Professional Services for Site-Specific Market Analysis
- D. Work Plan Process for Fiscal Year 2022-2023 - Phase I

Action Requested
Action Requested
Action Requested
Discussion Only

7. Other Business

- A. Work Plan Updates (10 min)

8. Communications

9. Board Member and Administrative Comments

10. Adjournment

Action Requested

Vision Statement

In 2027, Downtown Monroe will be a state- and nationally-recognized vibrant and walkable downtown. The storefronts and upper floors are occupied and attract residents to shop and dine locally. It is the preferred downtown in the region for young and successful professionals and retired baby boomers to reside.

The Downtown Monroe retailers and restaurants combine into a lively shopping and entertainment district with an active nightlife. They leverage technology to augment their storefront sales online and to promote their businesses to the community and others in the region.

All historic downtown buildings have made improvements from facade renovations, new signage, and outdoor seating. Empty lots and underused properties are revitalized with productive real estate contributing to the tax base and creating jobs and places to live.

The downtown is connected by an attractive, functional streetscape that is welcoming to pedestrians and non-motorized modes of transportation. The downtown has created greater connection to major employers, education institute and other attractions in the area such as the River Raisin, National and State Parks, and the Center for the Arts.

Minutes

**Monroe Downtown Development Authority
Annual Meeting
Wednesday, September 15, 2021
Council Chambers, Monroe City Hall**

Chairperson Tony Trujillo called the meeting to order at 8:32a.m.

1. Roll Call

Present: Mayor Robert Clark, Deb Staelgraeve, Mackenzie Swanson, William Slicker, Anthony Trujillo

Absent: Tiffany Harper, Mary Hastings, Scott Kegerreis

Staff: Michelle LaVoy, Clerk-Treasurer;
Annette Knowles, Downtown/Economic Development Coordinator

2. Vision Statement – Read by Mackenzie Swanson

3. Additions/Deletions to the Meeting Agenda – None

4. Public Comments – None

5. Consent Agenda

A. Approval of Agenda

B. Approval of Minutes

❖ Wednesday, September 1, 2021 Regular Meeting

C. Financial Reports:

❖ August, DDA Revenue and Expenditure Report FY 2021-2022

❖ August, DDA Itemized Expenditure Report FY 2021-2022

Motion by Staelgraeve, seconded by Clark to approve items on the Consent Agenda. ***Motion carried, all ayes.***

6. New Business

A. Purchase of Holiday Decorations

Motion by Clark, seconded by Staelgraeve to authorize the purchase of holiday decorations at a cost not to exceed \$10,000, funds to be derived from DDA account number 751-65.691-750.075, and to give the committee the authority to make the final selection. ***Motion carried, all ayes.***

B. Downtown Monroe Historical Street Exhibits

Trujillo provided an introduction. Discussion followed.

7. Other Business

A. Purchase of Site Furnishings

Motion by Staelgraeve, seconded by Swanson to authorize the purchase of site furnishings in the following quantities and pricing from the suppliers noted, at a total cost of \$160,780.00;

1. Benches, 25 each at \$1,521 for a total of \$38,025 plus \$1,695 in freight from Penchura
2. Receptacles, 50 each at \$1,380 for a total of \$69,000, from Landscape Forms
3. Bike racks, 20 each at \$450 for a total of \$9,000, from Landscape Forms
4. Planters, 30 each at \$1,280 for a total of \$38,400, from Landscape Forms
5. Freight for Landscape Forms, \$4,660

Ayes: Clark, Slicker, Staelgraeve, Swanson, Trujillo; Nays: None; Motion carried.

B. Review of Riverwalk Connector Specs & Authorization to Seek Bids

Annette Knowles reviewed the final project specifications and discussed the anticipated process to receive bids.

Motion by Staelgraeve, seconded by Swanson, to authorize the acceptance of bids for the riverwalk connector project. *Motion carried, all ayes.*

C. Work Plan Update

Annette Knowles provided a written update.

8. Communications- None

9. Board Member and Administrative Comments

Board Member Swanson stated we are making great progress and today has inspired her to continue with the DDA.

Board Member Staelgraeve stated the DDA is doing a great job. And she stated the Monroe BDC has invited the DDA to the open house for 9 Washington.

Board Member Slicker stated he is excited about the Site Furnishings and has seen other Historical Markers; it is all about taking pride in your Downtown.

Mayor Clark stated there has been conversation about where we are and recognized that there were new businesses that opened Downtown even through COVID. He spoke about the Pitch and Pour and Launch 734, and stated two of the four winners

were from the City of Monroe and both are looking for locations Downtown. The next Pitch and Pour will be in March and everyone is invited.

Board Member Trujillo stated the DDA is going in the right direction and we need to be patient. He stated that the City does their job to manage the City and it is up to us to bring the “wow factor”.

10. Adjournment

Motion to adjourn by Staelgraeve, seconded by Clark. ***Motion carried, all ayes.***

DRAFT

PERIOD ENDING 09/30/2021

		2021-22	YTD BALANCE	ACTIVITY FOR	AVAILABLE
GL NUMBER	DESCRIPTION	AMENDED BUDGET MAL	09/30/2021 NTH (ABNORMAL) ASE	09/30/2021 (DECREASE) MAL	BALANCE (ABNORMAL)
Fund 751 - DOWNTOWN DEVELOPMENT AUTHORITY					
Revenues					
Dept 80.100 - GENERAL REVENUE					
751-80.100-665.005	INTEREST ON INVESTMENTS	2,000.00	(35.09)	(18.50)	2,035.09
Total Dept 80.100 - GENERAL REVENUE		2,000.00	(35.09)	(18.50)	2,035.09
Dept 80.600 - GENERAL REVENUE					
751-80.600-402.000	REAL PROPERTY TAXES	302,600.00	271,183.13	271,183.13	31,416.87
751-80.600-410.000	PERSONAL PROPERTY TAXES	(32,700.00)	(18,716.86)	(18,716.86)	(13,983.14)
751-80.600-573.000	LCSA APPROPRIATION/PPT EXEMPT RI	16,300.00	0.00	0.00	16,300.00
Total Dept 80.600 - GENERAL REVENUE		286,200.00	252,466.27	252,466.27	33,733.73
TOTAL REVENUES		288,200.00	252,431.18	252,447.77	35,768.82
Expenditures					
Dept 65.691 - DOWNTOWN DEVELOPMENT					
751-65.691-727.000	OFFICE SUPPLIES	500.00	268.98	230.49	231.02
751-65.691-730.000	POSTAGE	500.00	1.53	0.00	498.47
751-65.691-750.015	UNIFORMS/CLOTHING	100.00	0.00	0.00	100.00
751-65.691-750.075	SEASONAL DECORATIONS-DDA	15,000.00	0.00	0.00	15,000.00
751-65.691-818.010	AUDIT SERVICES	1,500.00	0.00	0.00	1,500.00
751-65.691-818.020	GENERAL CONTRACT SERVICES	30,000.00	0.00	0.00	30,000.00
751-65.691-818.020-22R0100000	GENERAL CONTRACT SERVICES	25,000.00	0.00	0.00	25,000.00
751-65.691-818.020-22R0200000	GENERAL CONTRACT SERVICES	25,000.00	0.00	0.00	25,000.00
751-65.691-818.020-22R0300000	GENERAL CONTRACT SERVICES	50,000.00	0.00	0.00	50,000.00
751-65.691-818.080	FACADE IMPROVEMENTS	45,000.00	0.00	0.00	45,000.00
751-65.691-860.000	TRAINING & TRAVEL	1,400.00	190.00	0.00	1,210.00
751-65.691-880.000	COMMUNITY PROMOTION	25,000.00	9,513.34	38.34	15,486.66
751-65.691-905.000	PUBLISHING/ADVERTISING	300.00	0.00	0.00	300.00
751-65.691-910.000	INSURANCE PREMIUM	2,014.00	503.49	167.83	1,510.51
751-65.691-943.000	RENTAL-EQUIPMENT	445.00	445.00	0.00	0.00
751-65.691-955.000	MISCELLANEOUS EXPENSE	1,000.00	0.00	0.00	1,000.00
751-65.691-958.000	MEMBERSHIPS & DUES	600.00	200.00	200.00	400.00
751-65.691-971.000	LAND	300,000.00	0.00	0.00	300,000.00
751-65.691-974.000	LAND IMPROVEMENTS	110,000.00	0.00	0.00	110,000.00
751-65.691-999.101	TRANSFER OUT-GENERAL	10,000.00	0.00	0.00	10,000.00
751-65.691-999.301	TRANSFER OUT-DEBT SERVICE	120,500.00	0.00	0.00	120,500.00
Total Dept 65.691 - DOWNTOWN DEVELOPMENT		763,859.00	11,122.34	636.66	752,736.66
TOTAL EXPENDITURES		763,859.00	11,122.34	636.66	752,736.66
Fund 751 - DOWNTOWN DEVELOPMENT AUTHORITY:					
TOTAL REVENUES		288,200.00	252,431.18	252,447.77	35,768.82
TOTAL EXPENDITURES		763,859.00	11,122.34	636.66	752,736.66
NET OF REVENUES & EXPENDITURES		(475,659.00)	241,308.84	251,811.11	(716,967.84)
BEG. FUND BALANCE		476,139.87	476,139.87		
NET OF REVENUES/EXPENDITURES - 2020-21			90,073.57		90,073.57
END FUND BALANCE		480.87	807,522.28		

Date	JNL	Type	Description	Reference #	Debits	Credits	Balance
Fund 751 DOWNTOWN DEVELOPMENT AUTHORITY							
09/01/2021			751-00.000-005.000 COOP LIQUID ASSET SEC SYS		BEG. BALANCE		555,665.01
09/02/2021	GJ	JE	CLASS INVESTMENT AND WITHDRAWALS	25224		200.00	555,465.01
09/10/2021	GJ	JE	CLASS INVESTMENT AND WITHDRAWALS	25259		200.00	555,265.01
09/30/2021	GJ	JE	CLASS INVESTMENT AND WITHDRAWALS	25347		400.00	554,865.01
09/30/2021	GJ	JE	MICHIGAN CLASS INTEREST - SEP 2021	25362	11.44		554,876.45
09/30/2021			751-00.000-005.000	END BALANCE	11.44	800.00	554,876.45
09/01/2021			751-00.000-007.000 AUTOMATED PUBLIC FUNDS		BEG. BALANCE		46.16
09/01/2021	GJ		MONTHLY P&L INSURANCE ALLOCATION	25202		167.83	(121.67)
09/02/2021	GJ	JE	CLASS INVESTMENT AND WITHDRAWALS	25224	200.00		78.33
09/08/2021	CD	CHK	MICHIGAN DOWNTOWN ASSOCIATION	60896		200.00	(121.67)
09/10/2021	GJ	JE	CLASS INVESTMENT AND WITHDRAWALS	25259	200.00		78.33
09/13/2021	GJ	JE	5/3 SERVICE FEES - AUG 2021	25273		29.94	48.39
09/21/2021	CD	CHK	SUMMARY CD 09/21/2021			268.83	(220.44)
09/30/2021	GJ	JE	CLASS INVESTMENT AND WITHDRAWALS	25347	400.00		179.56
09/30/2021	GJ	JE	DDA CAPTURE-SUMMER 2021	25361	252,466.27		252,645.83
09/30/2021			751-00.000-007.000	END BALANCE	253,266.27	666.60	252,645.83
09/01/2021			751-00.000-202.000 ACCOUNTS PAYABLE		BEG. BALANCE		0.00
09/07/2021	AP	INV	MICHIGAN DOWNTOWN ASSOCIATION	2885		200.00	(200.00)
			MDA ANNUAL MEMBERSHIP				
09/08/2021	CD	CHK	MICHIGAN DOWNTOWN ASSOCIATION	60896	200.00		0.00
09/20/2021	AP	INV	FIFTH THIRD BANK	08/21/2021		192.00	(192.00)
			GOTOMEETING BUSINESS				
09/20/2021	AP	INV	FIFTH THIRD BANK	08/18/2021		26.49	(218.49)
			ADOBE SUBSCRIPTION				
09/20/2021	AP	INV	FIFTH THIRD BANK	08/09/2021		38.34	(256.83)
			DOMAIN RENEWAL				
09/20/2021	AP	INV	FIFTH THIRD BANK	08/02/2021		12.00	(268.83)
			EMAIL SUBSCRIPTION				
09/21/2021	CD	CHK	SUMMARY CD 09/21/2021		268.83		0.00
09/30/2021			751-00.000-202.000	END BALANCE	468.83	468.83	0.00
09/01/2021			751-65.691-727.000 OFFICE SUPPLIES		BEG. BALANCE		38.49
09/20/2021	AP	INV	FIFTH THIRD BANK	08/21/2021	192.00		230.49
			GOTOMEETING BUSINESS				
09/20/2021	AP	INV	FIFTH THIRD BANK	08/18/2021	26.49		256.98
			ADOBE SUBSCRIPTION				
09/20/2021	AP	INV	FIFTH THIRD BANK	08/02/2021	12.00		268.98
			EMAIL SUBSCRIPTION				
09/30/2021			751-65.691-727.000	END BALANCE	230.49	0.00	268.98
09/01/2021			751-65.691-880.000 COMMUNITY PROMOTION		BEG. BALANCE		9,475.00
09/20/2021	AP	INV	FIFTH THIRD BANK	08/09/2021	38.34		9,513.34
			DOMAIN RENEWAL				
09/30/2021			751-65.691-880.000	END BALANCE	38.34	0.00	9,513.34
09/01/2021			751-65.691-910.000 INSURANCE PREMIUM		BEG. BALANCE		335.66
09/01/2021	GJ		MONTHLY P&L INSURANCE ALLOCATION	25202	167.83		503.49
09/30/2021			751-65.691-910.000	END BALANCE	167.83	0.00	503.49
09/01/2021			751-65.691-958.000 MEMBERSHIPS & DUES		BEG. BALANCE		0.00
09/07/2021	AP	INV	MICHIGAN DOWNTOWN ASSOCIATION	2885	200.00		200.00
			MDA ANNUAL MEMBERSHIP				
09/30/2021			751-65.691-958.000	END BALANCE	200.00	0.00	200.00
09/01/2021			751-80.100-665.005 INTEREST ON INVESTMENTS		BEG. BALANCE		16.59
09/13/2021	GJ	JE	5/3 SERVICE FEES - AUG 2021	25273	29.94		46.53
09/30/2021	GJ	JE	MICHIGAN CLASS INTEREST - SEP 2021	25362		11.44	35.09
09/30/2021			751-80.100-665.005	END BALANCE	29.94	11.44	35.09
09/01/2021			751-80.600-402.000 REAL PROPERTY TAXES		BEG. BALANCE		0.00
09/30/2021	GJ	JE	DDA CAPTURE-SUMMER 2021	25361		271,183.13	(271,183.13)
09/30/2021			751-80.600-402.000	END BALANCE	0.00	271,183.13	(271,183.13)
09/01/2021			751-80.600-410.000 PERSONAL PROPERTY TAXES		BEG. BALANCE		0.00
09/30/2021	GJ	JE	DDA CAPTURE-SUMMER 2021	25361	18,716.86		18,716.86
09/30/2021			751-80.600-410.000	END BALANCE	18,716.86	0.00	18,716.86
GRAND TOTALS:					273,130.00	273,130.00	565,576.91

Monroe Downtown Development Authority
2021-2022 Fiscal Year Expenditure Report

Office Supplies - 727.000	Budget	Expenditures	Balance
	\$500.00		
Email Subscription		\$12.00	
Adobe Subscription		\$26.49	
Go To Meetings Business		\$192.00	
Email Subscription		\$12.00	
Adobe Subscription		\$26.49	
			\$231.02
Postage	Budget	Expenditures	Balance
	\$500.00		
July		\$0.51	
August		\$1.02	
			\$498.47
Uniforms/Clothing	Budget	Expenditures	Balance
	\$100.00		
			\$100.00
Seasonal Decorations - 750.075	Budget *	Expenditures	Balance
	\$15,000.00		
			\$15,000.00
Audit Services	Budget	Expenditures	Balance
	\$1,500.00		
			\$1,500.00
General Contract Services - 818.020	Budget	Expenditures	Balance
	\$30,000.00		

Monroe Downtown Development Authority
2021-2022 Fiscal Year Expenditure Report

			\$30,000.00
General Contract Services - 818.020	Budget	Expenditures	Balance
First and Front	\$25,000.00		
			\$25,000.00
General Contract Services - 818.020	Budget	Expenditures	Balance
Monroe Street	\$25,000.00		
			\$25,000.00
General Contract Services - 818.020	Budget	Expenditures	Balance
Riverwalk Enhancement	\$50,000.00		
			\$50,000.00
Building Reinvestment Grant - 818.080	Budget *	Expenditures	Balance
	\$45,000.00		
			\$45,000.00
Training & Travel - 860.000	Budget	Expenditures	Balance
	\$1,400.00		
MDA Conference		\$190.00	
			\$1,210.00
Community & Promotion 880.000	Budget	Expenditures	Balance
	\$25,000.00		

Monroe Downtown Development Authority
2021-2022 Fiscal Year Expenditure Report

Internet Hosting 1 year		\$375.00	
Revize LLC (new website)		\$9,100.00	
Domain renewal		\$38.34	
			\$15,486.66
Publishing/Advertising 905.000	Budget	Expenditures	Balance
	\$300.00		
			\$300.00
Insurance Premium	Budget	Expenditures	Balance
	\$2,014.00		
July		\$167.83	
August		\$167.83	
September		\$167.83	
			\$1,510.51
Rental - Equipment	Budget	Expenditures	Balance
	\$445.00		
Thru 6/30/2021		\$445.00	
			\$0.00
Miscellaneous Expense - 955.000	Budget	Expenditures	Balance
	\$1,000.00		
			\$1,000.00
Dues & Subscriptions - 958.000	Budget	Expenditures	Balance
	\$600.00		
MDA Membership		\$200.00	
			\$400.00
Land	Budget	Expenditures	Balance
	\$300,000.00		

Monroe Downtown Development Authority
2021-2022 Fiscal Year Expenditure Report

			\$300,000.00
Land Improvements 974.000	Budget	Expenditures	Balance
	\$110,000.00		
			\$110,000.00
Transfer Out General 999.101	Budget	Expenditures	Balance
	\$10,000.00		
			\$10,000.00
Transfer Out Debt Services	Budget	Expenditures	Balance
	\$120,500.00		
			\$120,500.00
Totals	\$763,859.00		\$752,736.66

* Amount changed 9-30-2021

Memo

Date: Thursday, October 14, 2021

To: DDA Board of Directors

From: Annette M. Knowles, Downtown/Economic Development Coordinator *AMK*

Re: **PROPOSAL FOR PROFESSIONAL SERVICES FOR SITE-SPECIFIC MARKET ANALYSIS**

BACKGROUND

Please find attached a proposal received from LandUseUSA for a site-specific market analysis for the property at the northeast corner of East Front Street and South Macomb Street (commonly used as a parking lot). The market analysis will examine development potential for residential use on the property. The City of Monroe is interested in issuing a Request for Proposals in early 2022 for this site, along with the former fire station site on Scott at First Streets. The analysis for the former fire station site has already been completed by LandUseUSA. This project was included and funds set aside in the fiscal year 2021-2022 budget for this purpose. The analysis, when complete, will be paired with concepts from the Downtown Master Plan as appendices to the RFP so that any interested developer will be aware that the market will support development on the site; it will serve to entice more interest and mitigate risk during the decision-making process. LandUseUSA has completed several analysis for the City and DDA in recent years and is very familiar with the local economy, demographics and potential. The proposal for a base scope of work is \$15,000; although there are options that may prove useful during the period in which development proposals are received. For that reason, the board may consider a "not-to-exceed" amount which will enable some flexibility for choosing options when needed. City Manager Pastue will attend the meeting to introduce the project and its rationale and to answer your questions.

ACTION

Accept the proposal from LandUseUSA for a site-specific market analysis for the property located at the northeast corner of East Front Street and South Macomb Street (commonly used as a parking lot) at a cost not to exceed \$20,000, funds to be derived from Account Number 751-65.691-818.020, DDA General Contract Services.

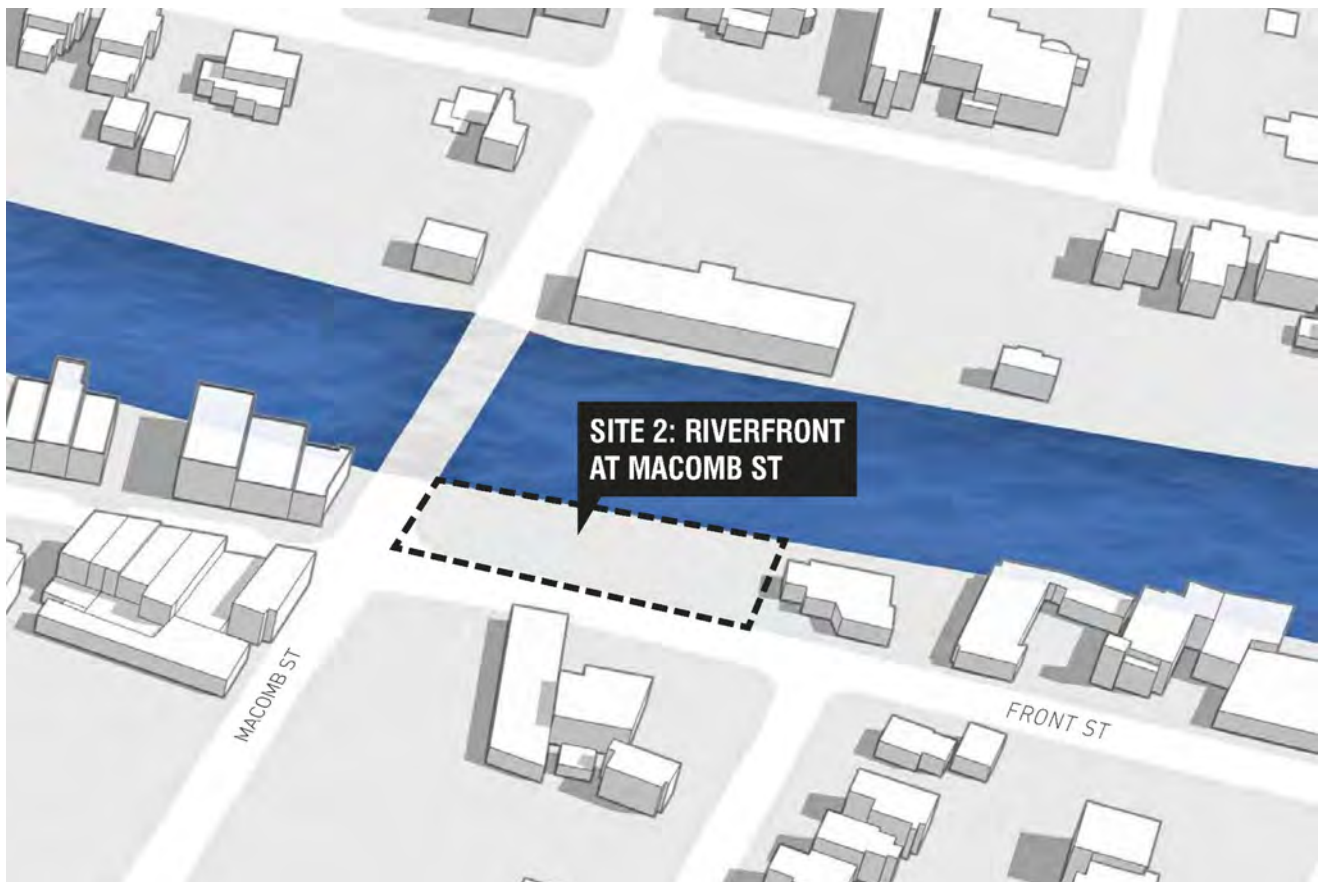
Riverfront at Macomb

The City of Monroe, Michigan

Residential Market Study

A Proposal

October 12, 2021



Prepared by:



On behalf of:



Introduction

On behalf of LandUseUSA | Urban Strategies, we would like to thank you for the opportunity to present our proposal for conducting a residential market study of a prospective redevelopment site located in the City of Monroe (in Monroe County), Michigan. The focus of our work will be on identifying the annual market potential for the subject site by use (housing and retail), tenure (owner and renter), price (value and rent), and building mass and format.

About LandUseUSA – LandUseUSA | Urban Strategies is a Limited Liability Company based in the Greater Lansing Area, about 30 minutes north of the State Capitol. Our firm specializes in both residential and retail Target Market Analysis (TMA), as well as downtown and urban market strategies, land use economics, and developer consultations.

LandUseUSA was founded in 2008 by Sharon Woods, who has over 30 years of applied and professional experience in the market research and analysis industry. Sharon has personally conducted over 100 Target Market Analyses across the Upper Midwest since 2013, representing 90% to 95% of all TMAs for the region. If you retain us for this project, then all of the market analysis work will be personally completed by Sharon. She will also be the project manager and single point of contact for the duration of the work.

Counselor of Real Estate – Sharon Woods is a Certified Counselor of Real Estate (CRE) with a Master's Degree in Geography (with specialization in Applied Geography and Demographics), and Minor in Mathematics. She holds seats on the MiCNU Board of Directors and the Laingsburg DDA; is a faculty member with the Incremental Development Alliance; and also serves on the Resource Council with the Form Based Codes Institute. Her biographical profile and complete Curriculum Vitae are available upon request.

Sharon's Counselors of Real Estate certification endorses her as being fully qualified to consult directly with developers on the prospective investment projects. The CRE organization accepts members based on qualifications only, and they must pass rigorous testing before full membership is granted. As a member of CRE, Sharon adheres to its high standards for *Commitment, Knowledge, Experience, Wisdom, Integrity, and Distinction*. These standards are upheld throughout this proposal and our work.

Market Analysis Tasks and Options

Analytic Work Approach – This residential market analysis for the City of Monroe will be founded on empirical, quantitative data, including primary and secondary sources. We will conduct inventories of supply and demand, gap models, market share analyses, and studies of migrating households, and their lifestyle preferences. Population, households, income, and expenditure potential will be estimated for the years 2020, 2021, and 2022; and forecast through the year 2025. These annual estimates are typically valid and good for about five years (through 2025).

The Subject Site – The market analysis will focus on a potential redevelopment project for a city-owned surface parking lot located at 227 E. Front Street in the City of Monroe, Michigan. We understand that the site is located in the downtown, at the northeast quadrant of N. Macomb Street and E. Front Street, and along the southern shore of River Raisin.

We also understand that the city is in negotiations to purchase the property immediately across the street from this site. Given the narrowness of the subject site, it might be prudent to reserve some parking on the second site for future owners or tenants. This could impact the optimal building footprint, building format, and unit sizes of future residential units on the subject site.

The Downtown Master Plan (see pages 98 through 101, attached to this proposal) has aptly named the project “Riverfront at Macomb Street” and suggests that some multilevel housing would be appropriate. However, we understand that city is seeking a more detailed analysis and deeper dive in the feasibility by tenure (owner and renter), prices (values and rents), and building mass and format before issuing a Request for Proposals (RFP) to prospective developers.

Proposed Scope of Work – The items described on the following pages are organized by analytic task. Any clarifications on the methodology and approach can be provided during phone discussions, in refinements to this draft proposal, and during a virtual kick-off meeting in the early stages of work. In general, the recommended scope of work is nearly identical to a market study that we completed in early 2020 for two other sites also located in the city.

Menu of Options – Some tasks are provided in a menu of options that you can select from to customize the work and manage the total budget. However, some tasks are essential in order to complete others. For example, completing a supply-demand analysis depends on also completing a demographic analysis with forecasts.

Scope of Work – List of Recommended Tasks

Subtotal Fees

1. Phone Consultations

\$500.

The work will include facilitation of several phone discussions to review the interim, draft, and final work products. We will also respond to any phone or email questions from city staff, planning commissioners, and/or city council. We will also strive to address the questions with refinements to the draft and final reports, within the scope of work outlined in this proposal.

2. Virtual Kick-off Meeting

\$500.

The work will commence with a virtual kick-off meeting with you, city staff, prospective developers, and/or any other stakeholders that you choose to invite. The meeting will serve as an opportunity for introductions and to talk about the work process, timeline, approach, local market concerns, goals and objectives, and any other project related topics.

3. Qualitative Site and Locational Assessments

\$1,000.

We will conduct a qualitative assessment of the subject site based on a range of locational and site attributes. Considerations will include the size (acreage) and configuration of the subject sites; terrain; existing uses; apparent access and egress; visibility to traffic; adjacent land uses; walkability to the downtown; proximity to downtown and River Raisin waterfront amenities; and related factors that could influence their general marketability to the targeted home buyers or renters.

4. Delineation of Geographic Submarkets

\$500.

Geographic Submarkets – We will focus our work on the submarket for the subject site and will also include comparisons to the City of Monroe and to Monroe County. The city-wide and county-wide data will be used as a point of reference and to provide some context for the subject site. The submarket will include the entire downtown district, generally delineated by the River Raisin (north), Union Street (west), Plum Creek (south), and Eastchester Street (east).

5. Demographic Analysis with Forecasts \$3,000.

We will study growth rates among the total population, households, income, and retail expenditure potential. We will provide estimates through the year 2022, plus forecasts through 2025. We will prepare summary graphics that convey existing market conditions, including population and income, tenure (owners v. renters), household income brackets, rent and value brackets, and related variables relevant to the housing study.

6. Comparisons of Local and Regional Movership Rates \$500.

We will also update the analysis of movership rates of households by demographic group and lifestyle cluster. We will compare movership rates by tenure, income, and head-of-householder's age. A movership rate is the share of households within any given demographic group that moves each year; and results will be used to estimate absorption rates for new housing units.

7. Real Estate Analysis of Existing Housing Choices \$3,000.

We will also conduct an in-depth and updated real estate analysis of existing for-lease and for-sale housing choices throughout the City of Monroe and Monroe County. We will also compare asking prices per square foot relative to total unit size. We will also provide scatter plots of the results, plus formatted lists of available choices, square feet, and rents. We will then use the results to identify probable market gaps in unit sizes; and to deduce the amount of square feet that households will expect across the price brackets.

8. Forecasts of Residential Market Potential \$3,000.

We will then complete a gap analysis and model that measures the magnitude of market potential by lifestyle cluster, tenure, price (rent and value), and building size. We will also provide a conservative and an aggressive scenario for the subject site. We will then qualify the results for a range of missing middle housing formats, including cottages, townhouses, patio homes, urban lofts, duplexes and triplexes, live-work units, and accessory dwellings.

Conservative and Aggressive Scenarios – When reporting the market potential, we will provide a conservative and an aggressive scenario. The conservative scenario will be based on new households that are moving into the local market each year; and will represent the minimum that they can reasonably intercept. The aggressive scenario will be based on both in-migration and internal migration for the city and represents the maximum threshold. Both scenarios will be used to report the model results in a range.

9. Narrative Report and Executive Summary \$3,000.

Finally, we will provide a ten-page narrative report and Executive Summary, with a focus on the most salient observations, study results, and preliminary recommendations. Depending on the study results, topics might address the project locational attributes, market demographic profile, optimal building formats, tenure, and/or strategies for achieving market-rate rents and good absorption rates.

Note: A menu of optional tasks is listed on the following three (3) pages.

Scope of Work – Menu of Optional Tasks

Subtotal Fees

1. Study of Housing Preferences by Target Market

\$2,000.

If you like, we can also analyze and demonstrate the preferences of the target markets for missing building formats, tenure, and urban neighborhoods. We would provide summary profiles of the top target markets, demonstrating their movership rates, tenure, income, and propensity to choose different building sizes. There are 71 lifestyle clusters across the nation, and we anticipate that about 20 of them will be inclined to move into downtown Monroe and to choose a home located along the Raisin River. This step can be important for aligning the market potential with the lexicon of building formats.

2. Alignment with Lexicon of Building Formats

\$2,000.

Following the study of housing preferences by Target Market, we can also align the data results with a lexicon of building formats provided by Opticos Design Group (see www.MissingMiddleHousing.com); and the Incremental Development Alliance (www.IncrementalDevelopment.org). The formats may include lofts above street-front retail, townhouses anchored by retail, live-work units, or housing without retail.

We would also qualify the results for the local market to ensure that it spatially reflects the local context of place. We will apply not only science to the analysis, but also some art to qualify the results and ensure that they are appropriate and reflect local market realities.

3. Study of Shopping Preferences by Target Market

\$2,000.

If you like, we can also conduct an analysis of the shopping preferences among existing and migrating households; and determine whether they would be inclined to downtown retail such as banking centers, restaurants and coffee shops, neighborhood grocery stores, and other types of services and conveniences.

4. Retail Supply and Competitive Inventory

\$2,000.

We can also gather an inventory of established banking centers, restaurants and coffee shops, neighborhood grocery stores and other services and conveniences within a one-quarter mile pedestrian shed of each site. We might expand the inventory for some categories, as needed to ensure that it captures key businesses. The inventory will be compared to the demographic demand and expenditure potential of the target markets to test for gaps and opportunities.

5. Retail Sales Forecasts \$3,000.

We are also available to conduct an analysis of the average revenues per establishment and average revenues per employee for each of the recommended retail categories, based on actual sales for existing establishments in the City of Monroe. For example, if we determine that a restaurant is feasible, then we will provide ballpark revenues for the establishment within half a million, such as \$0.5 million or \$3.5 million. Similar estimates will be provided for each of the recommended retail categories.

6. Economic Assessment \$2,000.

You may also choose to commission a qualitative assessment of additional economic indicators, including unemployment rates, labor force participation rates, major employers, and college readiness. We would use the results to gauge each city's marketability and ability to intercept workers who are on the move and seeking jobs in Monroe County.

7. Analysis of Retail Leakage \$2,000.

We can also provide an updated analysis of retail leakage with comparisons between the City of Monroe, Monroe County, Frenchtown and Monroe Townships, and other jurisdictions in the county. This will involve a comparison of aggregate retail sales by category and across the jurisdictions to determine whether the City of Monroe is improving its retention of retail expenditures and sales within the market.

8. Comparison of Gross v. Contract Rents \$1,000.

We can also conduct a comparison of gross and contract rents (i.e., with and without utilities), and provide five-year forecasts based on historic trends for the local jurisdictions and county. This comparison is helpful in providing some additional perspective on the costs of utilities and other extras, and the impact of those costs on total rents.

9. Two Project and/or Site Plan Reviews \$1,000.

We can also conduct desk-top reviews of two (2) site-specific plans or renderings offered by prospective developers, and can provide insights on their likely feasibility and marketability. We would identify potential project challenges and possible solutions; and we would expand the narrative report to include a narrative description of qualitative site and locational attributes, including strengths, weaknesses, opportunities, and threats.

10. Expanded Narrative Report with Methodology \$4,000.

We can also provide an expanded narrative with up to 20 pages of narrative that addresses a wider range of topics, such as the recommended unit sizes; optimal building formats; home values and rents; target markets (lifestyle clusters); work approach and methodologies; identification of possible obstacles or challenges; and recommended next steps.

11. Formal PowerPoint Presentation \$2,000.

We will also be available to provide in-person consultation with formal PowerPoint presentations before city council or planning commissions. This task includes time to prepare the PowerPoint presentation; print and assemble bound color copies of handouts; travel time to and from the meeting location; meet before the session with rehearsal; provide a formal presentation at the meeting; and answer challenging questions from the council or commission. A handout would be provided for Agenda packets.

12. Additional In-Person Consultations \$1,000.

We will also remain available through October 2022 to provide an informal in-person consultations by attending meetings, market tours, site visits, or charrettes; and by contributing to work sessions, study groups, or other stakeholder events. These meetings may include facilitation of informal round table discussions; but they would not include formal PowerPoint presentations. Again, printed handouts would be provided at each meeting.

Exclusions – Financial Models

All work on this assignment will be completed with the objective of identifying building formats, uses, prices, and revenues that are most *likely* to generate a favorable return on investment for the subject site and for the City of Monroe. We will provide many of the input variables needed to complete that pro forma analysis, including number of residential units, values or rents, absorption rates, vacancy rates, quantity of retail space by category, and estimated revenues for those uses.

However, it is important to identify some specific work tasks and deliverables that are not included in this scope of work. Specifically, the work will not include the development of pro forma analyses or spreadsheets, cost-benefit analyses, forecasts of return on investment, fiscal impact studies, business plans, and other financial analyses.

Any future pro formas should be prepared by a financial analyst that has not been involved in the market analysis. This is intended to ensure complete objectivity by both the market analyst and the financial analyst. Upon request, LandUseUSA is prepared to recommend other consulting firms that are highly qualified to complete the financial analysis and forecasts of return on investment.

Summary of Fees

Our budget is allocated based on estimates of the professional time required to complete those steps. All fees listed below include meetings, field work, stakeholder engagement, Infographics, executive summaries, report preparations, project management, and direct costs.

Professional Hourly Rate – All work on this assignment will be completed exclusively by Sharon Woods and will not be subcontracted to third parties or delegated to junior staff or interns. Sharon's full professional rate is \$150 per hour. All fees shown on the following page include all direct costs, including travel, meals, and material costs.

Our invoices will not detail direct costs, and we will absorb them internally as overhead expenses at LandUseUSA. This will save you from the administrative task of reviewing travel receipts. To save on printing expenses, all reports will be delivered as electronic .pdf documents via email and dropbox.com.

Scope of Work – List of Authorized Tasks

Subtotal Fees

1. Phone Consultations	\$500.
2. Virtual Kick-off Meeting	\$500.
3. Qualitative Site and Locational Assessments	\$1,000.
4. Delineation of Geographic Submarkets	\$500.
5. Demographic Analysis with Forecasts	\$3,000.
6. Comparisons of Local and Regional Movership Rates	\$500.
7. Real Estate Analysis of Existing Housing Choices	\$3,000.
8. Forecasts of Residential Market Potential	\$3,000.
9. Narrative Report and Executive Summary	<u>\$3,000.</u>

SUBTOTAL

\$15,000.

Initial here to authorize the Recommended Tasks

Scope of Work – Menu of Optional Tasks

Initial to Authorize

1. Study of Housing Preferences by Target Market	\$2,000. _____
2. Study of Shopping Preferences by Target Market	\$2,000. _____
3. Retail Supply and Competitive Inventory	\$2,000. _____
4. Retail Sales Forecasts	\$3,000. _____
5. Alignment with Lexicon of Building Formats	\$2,000. _____
6. Economic Assessment	\$2,000. _____
7. Analysis of Retail Leakage	\$2,000. _____
8. Comparison of Gross v. Contract Rents	\$1,000. _____
9. Two Project and/or Site Plan Reviews	\$1,000. _____
10. HUD Low-Moderate-Income (LMI) Limits	\$3,000. _____
11. Expanded Narrative Report with Methodology	\$4,000. _____
12. Formal PowerPoint Presentation	\$2,000. _____
13. Additional In-Person Consultations	\$1,000. _____

Project Timeline

Completing a comprehensive market analysis involves an intense process of gathering and analyzing data; setting-up and running models; studying the results; developing place-based recommendations; sharing ideas through feedback loops; formulating optimal development strategies; supporting the team in any meetings or presentations; and collaborating with the team on next-steps or preparing an Implementation Plan.

We typically ask for 12 weeks months to complete either a housing or retail market analysis for one site or project, and regardless of the market size. Time is needed to gather, process, study, analyze, and report data results. Additional time is usually needed to distill the findings into Infographics; and for the city's staff to review and comment on the draft and final reports.

With this in mind, and with additional consideration for the winter holidays (Thanksgiving, Christmas, Hannukah, New Year, etc.), we respectfully ask for at least three months (12 weeks) to complete the residential market study for the subject site. In general, the more time that we have to do the work, the more thorough we will be in the analysis and the better the end result.

Assuming that we commence the work as early as November 1, 2021, we would strive to complete the assignment by the end of January 2022. We can commence as soon you like, and will work diligently and efficiently to complete the work within a reasonable timeline.

Terms of Agreement

This proposal can be invoked into a contract if you choose to sign and authorize the last page, and after you have shared a signed copy with LandUseUSA. If you would like us to proceed with the work, then please also review the list of tasks and initial the items that you would like included.

Either party may stop the work at any time, and for any reason. A stop work action may be invoked verbally, in a voicemail message, in an email, with a handwritten note, or by letter. This enables you to stop the work if you decide to postpone the project. LandUseUSA might also recommend that the work be stopped if unforeseen events like a health crisis (i.e., Covid-19) impedes our ability to complete the work.

Upon stopping work, LandUseUSA will summarize the completed work in a one-page memorandum or letter report; and we will also attach an invoice for all accrued professional time. Your authorization can be provided by signing this last page of our proposal. After you sign the agreement and a copy is in our files, we then will have a contract and your authorization to proceed with the work.

Agreements

Residential Market Analysis
Riverfront at Macomb Street
The City of Monroe, Michigan

..... \$15,000 for Recommended Tasks
Please Sign to Authorize Recommended Tasks Date

.....
Please Print Name Above

..... \$_____ For Selected Options
Please Sign to Authorized Options Date

AGREED
The City of Monroe
120 East First Street
Monroe, Michigan 48161

...



AGREED
Sharon Woods, President
LandUse/USA, LLC
6971 Westgate Drive
Laingsburg, MI 48848



SITE 2: RIVERFRONT AT MACOMB STREET

The existing parking lot at the northeast corner of Macomb Street and Front Street is located at a critical riverfront access point and downtown gateway. The existing access ramp to the Riverwalk provides the minimum required access for disabled users, but the ramp itself serves as somewhat of a barrier to use of that segment of the Riverwalk. Additionally, the existing parking lot on the site does not currently enhance the riverfront experience.

The site, while relatively small, could support a small residential development with enhanced access to the Riverwalk that opens up the entranceway and provides more appropriate access for disabled users.

A potential site design is illustrated on the following page, and details about the design are described on the following pages.



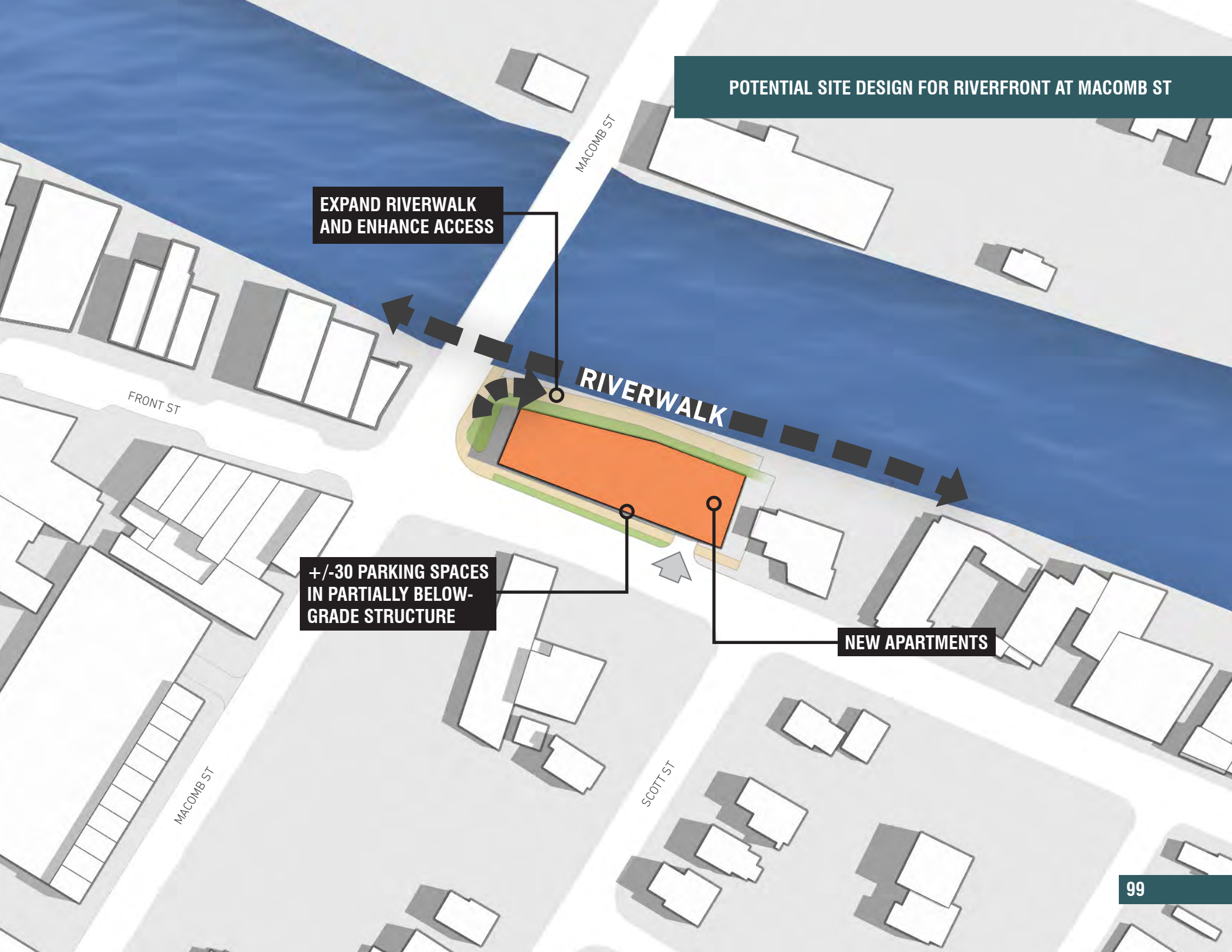
POTENTIAL SITE DESIGN FOR RIVERFRONT AT MACOMB ST

EXPAND RIVERWALK
AND ENHANCE ACCESS

RIVERWALK

+/-30 PARKING SPACES
IN PARTIALLY BELOW-
GRADE STRUCTURE

NEW APARTMENTS



SITE 2: DEVELOPMENT TYPOLOGIES

There are three primary components to the site design option illustrated in this plan:

- » Riverfront Access
- » Below-Grade Parking
- » Upper-Story Residential

The images on this page represent the type of development and public space enhancements recommended for the site.

Riverfront Access

The existing ramp access to the Riverwalk should be removed and replaced with a straight or slightly curved ramp to provide a more open entranceway. The running slope of this path should be less than 5% to meet ADA requirements without the need for railings and landings.

RIVERFRONT SEATING



RIVERFRONT TOWNHOMES



SCREENED BASEMENT PARKING



RIVERFRONT PROMENADE



SITE 2: POTENTIAL DEVELOPMENT YIELD

The Riverwalk access and pathway should be properly lit and public art or other placemaking elements should be included in the design of new riverfront park space.

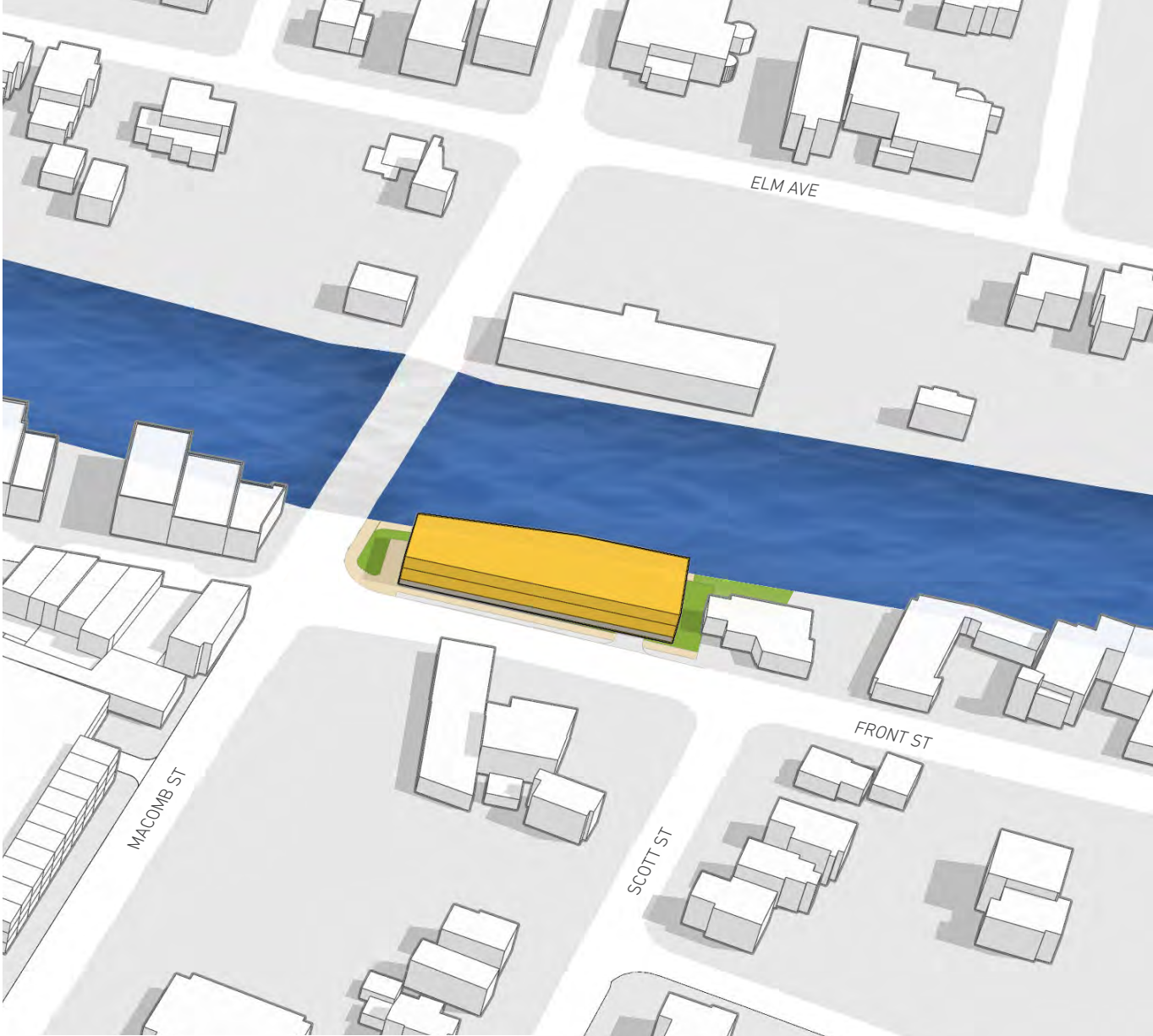
Below-Grade Parking

The first floor of the new development could include parking for residential units above, at approximately 1.5 parking spaces per unit. Additional parking could be accommodated through the use of permits that allow overnight on-street parking. This parking level should be placed a half-story below grade, minimizing its visual appearance from the street while avoiding the expense of mechanical ventilation.

The parking floor could be further screened with architectural louvers, landscaping, and other elements. This will reduce its overall visual impact on adjacent streets and public spaces.

Upper-Story Residential

The location of this site affords excellent access to green space, the Riverwalk, and other downtown amenities, while also supplying impressive vistas of River Raisin. This provides a prime opportunity for residential development. The context of the site would allow for a 2-3 story building that would complement surrounding uses.



ITEM	QUANTITY	NOTES
Residential Apartments	+/-20	Floors 2 & 3, accessed from interior hallways. All residential units are above base flood elevation
Parking Spaces	+/-30	Parking in first floor garage





Semcog, Monroe County, City of Monroe



Memo

Date: Thursday, October 14, 2021

To: DDA Board of Directors

From: Annette M. Knowles, Downtown/Economic Development Coordinator *AMK*

Re: **PROPOSED AMENDED FISCAL YEAR 2021-2022 BUDGET**

BACKGROUND

Please find attached a proposed amended budget (Amendment 1) for the current fiscal year. The purchase of site furnishings, the cost of which surpassed the amount provided in the current project, was the primary prompt for this amendment. However, I did survey the active and proposed projects for the remainder of the year, which ends June 30, 2022, such that the amended budget should be appropriate and correct for this period unless an unforeseen project finds its way into the work plan. A secondary consideration is that the total expenditures would remain static at \$763,859.00, the amount approved by City Council preceding the beginning of the fiscal year. Two columns of the attached are pertinent, with cells in blue being the proposed changes from the current year.

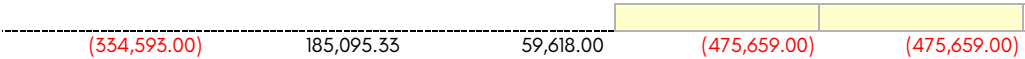
ACTION

Approve amendment 1 to fiscal year 2021-22 budget.

GL NUMBER	DESCRIPTION	2020-21	2020-21	2020-21	2021-22	2021-22
		AMENDED BUDGET	ACTIVITY THRU 06/30/21	PROJECTED ACTIVITY	REQUESTED BUDGET	AMENDED BUDGET
ESTIMATED REVENUES						
Dept 80.100 - GENERAL REVENUE						
751-80.100-665.005	INTEREST ON INVESTMENTS	5,000.00	320.85	600.00	2,000.00	2,000.00
Totals for dept 80.100 - GENERAL REVENUE					2,000.00	2,000.00
Dept 80.600 - GENERAL REVENUE						
751-80.600-402.000	REAL PROPERTY TAXES	273,563.00	246,327.48	296,745.00	302,600.00	302,600.00
751-80.600-410.000	PERSONAL PROPERTY TAXES	(35,524.00)	(23,727.90)	(28,582.00)	(32,700.00)	(32,700.00)
751-80.600-573.000	LCSA APPROPRIATION/PPT EXEMPT REIMB	17,972.00	11,880.64	11,881.00	16,300.00	16,300.00
751-80.600-692.090	MISCELLANEOUS REVENUE					
Totals for dept 80.600 - GENERAL REVENUE					286,200.00	286,200.00
TOTAL ESTIMATED REVENUES					288,200.00	288,200.00

APPROPRIATIONS							
Dept 65.691 - DOWNTOWN DEVELOPMENT							
751-65.691-703.000	PART TIME SALARIES & WAGES	21,000.00	7,615.90	7,616.00	0.00	0.00	
751-65.691-717.000	SOCIAL SECURITY	1,302.00	472.19	472.00	0.00	0.00	
751-65.691-717.005	MEDICARE	305.00	110.43	110.00	0.00	0.00	
751-65.691-718.010	WORKERS' COMP INSURANCE	21.00	8.26	8.00	0.00	0.00	
751-65.691-727.000	OFFICE SUPPLIES	500.00	411.57	500.00	500.00	500.00	
751-65.691-730.000	POSTAGE	500.00	1,514.52	2,500.00	500.00	500.00	
751-65.691-750.015	UNIFORMS/CLOTHING	100.00		100.00	100.00	100.00	
751-65.691-750.075	SEASONAL DECORATIONS-DDA	5,200.00	4,317.10	7,000.00	10,000.00	15,000.00	
751-65.691-775.231	PARKING SIGNAGE						
751-65.691-818.010	AUDIT SERVICES	1,500.00	1,420.00	1,500.00	1,500.00	1,500.00	
751-65.691-818.020	GENERAL CONTRACT SERVICES	85,362.00		5,000.00	30,000.00	25,000.00	Prof services for redevelopment project, strat plan
751-65.691-818.020-22R01	GEN CONT SERVICES - 1ST AND FRONT			0.00	25,000.00	25,000.00	Traffic analysis - 1/2
751-65.691-818.020-22R02	GEN CONT SERVICES - MONROE ST			0.00	25,000.00	25,000.00	Traffic analysis - 1/2
751-65.691-818.020-22R03	GEN CONT SERVICES - RIVERWALK ENHANCE			0.00	50,000.00	60,000.00	
751-65.691-818.080	BUILDING INVESTMENT GRANT	50,000.00	20,000.00	40,000.00	50,000.00	28,300.00	2 projects approved
751-65.691-860.000	TRAINING & TRAVEL	1,400.00	390.53	1,400.00	1,400.00	1,400.00	
751-65.691-880.000	COMMUNITY PROMOTION	25,000.00	6,681.53	10,000.00	25,000.00	25,000.00	
751-65.691-905.000	PUBLISHING/ADVERTISING	300.00		300.00	300.00	300.00	
751-65.691-910.000	INSURANCE PREMIUM	1,337.00	891.36	1,337.00	2,014.00	2,014.00	
751-65.691-934.751	REPAIR AND MAINTENANCE-DDA	5,000.00		5,000.00			
751-65.691-943.000	RENTAL-EQUIPMENT	445.00	445.00	445.00	445.00	445.00	
751-65.691-955.000	MISCELLANEOUS EXPENSE	1,000.00		1,000.00	1,000.00	1,000.00	
751-65.691-958.000	MEMBERSHIPS & DUES	600.00	790.00	600.00	600.00	600.00	
751-65.691-971.000	LAND	100,000.00		0.00	300,000.00	255,700.00	
751-65.691-974.000	LAND IMPROVEMENTS	4,638.00	4,637.35	4,638.00	110,000.00	166,000.00	Streetscape improvements, EV Station(s)
751-65.691-999.101	TRANSFER OUT-GENERAL	20,000.00		10,000.00	10,000.00	10,000.00	
751-65.691-999.301	TRANSFER OUT-DEBT SERVICE	130,094.00		121,500.00	120,500.00	120,500.00	
751-65.691-999.401	TRANSFER OUT-CAPITAL PROJECT	140,000.00		0.00			
Totals for dept 65.691 - DOWNTOWN DEVELOPMENT		595,604.00	49,705.74	221,026.00	763,859.00	763,859.00	
TOTAL APPROPRIATIONS		595,604.00	49,705.74	221,026.00	763,859.00	763,859.00	

NET OF REVENUES/APPROPRIATIONS - FUND 751



Memo

Date: Thursday, October 14, 2021

To: DDA Board of Directors

From: Annette M. Knowles, Downtown/Economic Development Coordinator *AMK*

Re: **PROPOSAL FOR PROFESSIONAL SERVICES FOR 2022-2027 STRATEGIC PLAN**

BACKGROUND

Please find attached a proposal from Place + Main to complete a Strategic Plan for 2022-2027. Place + Main was responsible for the completion of the current Strategic Plan, as well as the check-up/update that was completed in 2019. The Strategic Plan outlines a course of action for the next five year period and may be derived from concepts and potential projects contained in the Downtown Master Plan and corollary plans and standards.

The total cost for the preparation of the 2022-2027 Strategic Plan will be \$5,000.00; it is expected that they plan will be complete in early 2022, ready to serve as the guide for the next iteration of tasks to be accomplished by the DDA.

ACTION

Authorize Place + Main to complete a Strategic Plan for 2022-2027, at a cost not-to-exceed \$5,000.00, funds to be derived from Account Number 751-65.691-818.020, DDA General Contract Services.

October 14, 2021

On behalf of Place + Main Advisors, LLC, please accept this quote for strategic planning follow-up services for the Monroe Downtown Development Authority. Our services will be based on updating the Strategic Plan created in 2017 and would include:

Review of Mission and Vision Statements

Board SWOT Analysis

Review of DDA Goals

Review of 2017-2022 Plan -what's been done, what needs to be carried over

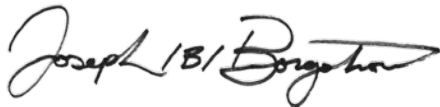
Development of New Strategic Objectives

Documentation of these activities in a digital format (PDF) suitable for publication.

Our fee for these services would be **\$5,000.00**. We anticipate the bulk of these services to take place in January 2022.

Please let me know if there are any questions or additional information I can provide to assist in your deliberations.

Sincerely,



Joseph B. Borgstrom, Principal

Memo

Date: Thursday, October 14, 2021

To: DDA Board of Directors

From: Annette M. Knowles, Downtown/Economic Development Coordinator *AMK*

Re: **WORK PLAN PROCESS FOR FISCAL YEAR 2022-2023 – PHASE I**

BACKGROUND

In order to prepare a proposed budget for Fiscal Year 2022-2023, the Board of Directors typically participates in a two-phased work planning process. At the October meeting, we will review the prior year work plan, reaffirm goals and objectives, discuss progress made toward completion of projects in the strategic plan and brainstorm potential projects for the forthcoming year.

At the November meeting, the board will continue the process by prioritizing projects and selecting those necessary to accomplish its goals in the short-term.

Handouts will be available at the meeting; because the meeting will be held in the council chamber, the work planning process will be adapted to allow for appropriate social distancing.

ACTION

None; discussion only.

**MONROE DDA
2021-2022 WORK PLAN**

- Goal 1: Preserve and enhance downtown by facilitating development**
- Goal 2: Establish an environment that promotes residential growth**
- Goal 3: Market the downtown to encourage people to frequent local businesses and events**
- Goal 4: Support downtown businesses and property owners through financial incentives, advocacy and awareness**
- Goal 5: Inform and educate building owners and public of the actions and accomplishments of the DDA and businesses**
- Goal 6: Serve as an intermediary between the organizations that connect to downtown and link to other community**
- Goal 7: Implement strategies to improve parking management and infrastructure**

PROJECT	CHAMPION	BUDGET	STATUS
Building Improvement Grant Program		\$ 40,000.00	2 active awardees
Redevelopment of former Fire Station site	City/Staff	UNK	RFP Winter 2022
Front/Macomb parking lot redevelopment - market analysis/RFP/legal	Staff	\$ 30,000.00	On agenda for site market analysis
Project from Riverwalk Enhancement Plan	Swanson	\$ 50,000.00	Coordination of bidding
Streetscape Projects - Washington/Macomb/Second - Partner with City		\$ 120,000.00	Site furnishings on order, pending budget amendment
Implement recommendations in Downtown Master Plan that calm streets.	City	\$ 50,000.00	
a. One way conversion on Cass/Harrison			Implemented
c. Traffic analysis for First/Front and Monroe Streets			Spring, 2022
Annual Marketing Plan		\$ 22,000.00	Web site project underway
Annual Communications Plan, focus on master plan implementation		\$ 3,000.00	
Implement recommendations in Downtown Master Plan to activate storefronts.	Harper/Staelgra	\$ 10,000.00	
a. Activate blank facades with arts-focused treatments and installations			
b. Promote sidewalk shopping and outdoor seating with streamlined approval process			
c. Animate empty spaces through pop up events, food trucks and temporary art installations			

MONROE DDA
2021-2022 WORK PLAN

e. Enhance the Farmers Market experience

PARKING MANAGEMENT AND IMPROVEMENT

	Swanson	
Create employee and residential permits as recommended in Downtown Master Plan		\$ 10,000.00
Cover meters/make parking fee on street and in visitor lots until demand rises		
Establish first-time forgiveness program; escalating fines		
Establish loading zones in on-street spaces for commercial deliveries in key retail zones during off-peak hours		
Create visitor-priority parking lots that prohibit parking before 10am		
Establish new, simplified regulations for on-street parking		

TOTAL \$295,000.00

Mind Sets

- Focus on development
- Work with partners, not in isolation
- Be proactive
- Be active
- Drive plan implementation
- Be more informative and informed
- Be transparent
- Raise the bar
- Seek funding solutions