

**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, March 16, 2022, 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** (3 minutes per individual)

**5. Consent Agenda** (2 minutes)

**Action Requested**

- A. Approval of Agenda
- B. Approval of Minutes
  - i. Wednesday, February 16, 2022 Regular Meeting
- C. Financial Reports
  - i. February, DDA Preliminary Itemized Expenditure Report FY 2021-2022
  - ii. February, DDA Revenue and Expenditure Report FY 2021-2022

**6. Project/Work Plan Updates**

**7. New Business**

- A. Sponsorship of Monroe County Fair

**Action Requested**

**8. Other Business**

- A. 2022-2027 Strategic Plan – Adoption

**Action Requested**

**9. Board Member and Administrative Comments**

**10. Adjournment**

**Action Requested**

# *Vision Statement*

In 2027, downtown Monroe will be a vibrant and walkable destination where retailers, restaurants, and residential spaces combine into a lively shopping and entertainment district. All historic buildings have made improvements from façade renovations to new signage to outdoor seating. The downtown is united by an attractive, functional streetscape that is welcoming and accessible to all.

# Minutes

**Monroe Downtown Development Authority  
Regular Meeting  
Wednesday, February 16, 2022  
Council Chambers, Monroe City Hall**

Chairperson Tony Trujillo called the meeting to order at 8:34 a.m.

## 1. Roll Call

Present: Mayor Robert Clark, Andy Clark, Robert Copp, Erik Drummonds, Mary Hastings, William Slicker, Anthony Trujillo, Malissa Whited

Absent: Scott Kegerreis, Mackenzie Swanson

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

## 2. Vision Statement

## 3. Additions/Deletions to the Meeting Agenda

## 4. Public Comments – None

## 5. Consent Agenda

- A. Approval of Agenda
- B. Approval of Minutes
  - ❖ Wednesday, January 19, 2022 Regular Meeting
  - ❖ Thursday, January 20, 2022 Work Session
- C. Financial Reports:
  - ❖ January, DDA Preliminary Itemized Expenditure Report FY 2021-2022
  - ❖ January, DDA Revenue and Expenditure Report FY 2021-2022

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

## 6. New Business

### A. Fiscal Year 2022-2023 Draft Budget and Work Plan

Motion by Hastings, seconded by Slicker to authorize the submission of the draft Fiscal Year 2022-2023 budget to the City Council for consideration and approval. *Motion carried, all ayes.*

B. Proposal to Lease Office Space and Purchase Computer Equipment

Motion by Mayor Clark, seconded by Slicker to authorize the execution of a lease agreement for office space at 9 Washington Street for a period of one year at a monthly lease rate of \$299.00, funds to be derived from DDA Account, Rental – Buildings, and to accept a proposal from MNX Solutions for telephone service; and to establish a budget of \$3,000 for the purchase of computer equipment for DDA office use only. *Ayes: Clark R., Hastings, Clark, A., Drummonds, Slicker, Trujillo, Copp, Whited; Motion carried.*

C. Veteran's Banners – Mary Hastings discussed

**7. Other Business**

A. Election of Vice-Chair

Hastings nominated William Slicker to the position of Vice-Chair. The nomination was supported by R. Mayor Clark. No other nominations were offered.

Motion by Mayor Clark, seconded by Hastings, to close nominations for Vice-Chair and elect William Slicker. *Motion carried, all ayes.*

B. Closed session: Property Acquisition

Motion by Clark, seconded by Slicker to enter closed session at 9:32 a.m.

Motion by Slicker, seconded by Drummonds to return to open session at 9:47 a.m.

C. Work Plan Updates

Annette Knowles provided work plan updates

**8. Board Member and Administrative Comments – None**

**9. Adjournment**

Motion to adjourn at 9:56 am by Hastings, seconded by Slicker. *Motion carried, all ayes.*

PERIOD ENDING 02/28/2022

|  |                                  | 2021-22            | YTD BALANCE                   | ACTIVITY FOR              | AVAILABLE          |
|--|----------------------------------|--------------------|-------------------------------|---------------------------|--------------------|
| GL NUMBER                                  | DESCRIPTION                      | AMENDED BUDGET MAL | 02/28/2022 NTH (ABNORMAL) ASE | 02/28/2022 (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           | (101.68)                      | (2.18)                    | 2,101.68           |
| Total Dept 80.100 - GENERAL REVENUE        |                                  | 2,000.00           | (101.68)                      | (2.18)                    | 2,101.68           |
| Dept 80.600 - GENERAL REVENUE              |                                  |                    |                               |                           |                    |
| 751-80.600-402.000                         | REAL PROPERTY TAXES              | 302,600.00         | 271,183.13                    | 0.00                      | 31,416.87          |
| 751-80.600-410.000                         | PERSONAL PROPERTY TAXES          | (32,700.00)        | (18,716.86)                   | 0.00                      | (13,983.14)        |
| 751-80.600-573.000                         | LCSA APPROPRIATION/PPT EXEMPT RI | 16,300.00          | 4,958.11                      | 0.00                      | 11,341.89          |
| Total Dept 80.600 - GENERAL REVENUE        |                                  | 286,200.00         | 257,424.38                    | 0.00                      | 28,775.62          |
| TOTAL REVENUES                             |                                  | 288,200.00         | 257,322.70                    | (2.18)                    | 30,877.30          |
| Expenditures                               |                                  |                    |                               |                           |                    |
| Dept 65.691 - DOWNTOWN DEVELOPMENT         |                                  |                    |                               |                           |                    |
| 751-65.691-727.000                         | OFFICE SUPPLIES                  | 500.00             | 461.61                        | 38.49                     | 38.39              |
| 751-65.691-730.000                         | POSTAGE                          | 500.00             | 1,659.17                      | 12.01                     | (1,159.17)         |
| 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          | 13,315.00                     | 0.00                      | 1,685.00           |
| 751-65.691-818.005                         | LEGAL SERVICES                   | 500.00             | 800.00                        | 0.00                      | (300.00)           |
| 751-65.691-818.010                         | AUDIT SERVICES                   | 1,500.00           | 1,450.00                      | 0.00                      | 50.00              |
| 751-65.691-818.020                         | GENERAL CONTRACT SERVICES        | 24,500.00          | 0.00                          | 0.00                      | 24,500.00          |
| 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        | 60,000.00          | 4,835.36                      | 1,190.00                  | 55,164.64          |
| 751-65.691-818.080                         | FACADE IMPROVEMENTS              | 28,300.00          | 15,058.20                     | 0.00                      | 13,241.80          |
| 751-65.691-860.000                         | TRAINING & TRAVEL                | 1,400.00           | 335.79                        | 110.00                    | 1,064.21           |
| 751-65.691-880.000                         | COMMUNITY PROMOTION              | 25,000.00          | 11,518.32                     | 0.00                      | 13,481.68          |
| 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           | 1,342.64                      | 167.83                    | 671.36             |
| 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           | 19.02                         | 19.02                     | 980.98             |
| 751-65.691-958.000                         | MEMBERSHIPS & DUES               | 600.00             | 495.00                        | 0.00                      | 105.00             |
| 751-65.691-971.000                         | LAND                             | 255,700.00         | 0.00                          | 0.00                      | 255,700.00         |
| 751-65.691-974.000                         | LAND IMPROVEMENTS                | 166,000.00         | 0.00                          | 0.00                      | 166,000.00         |
| 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         | 24,250.00                     | 0.00                      | 96,250.00          |
| Total Dept 65.691 - DOWNTOWN DEVELOPMENT   |                                  | 763,859.00         | 75,985.11                     | 1,537.35                  | 687,873.89         |
| TOTAL EXPENDITURES                         |                                  | 763,859.00         | 75,985.11                     | 1,537.35                  | 687,873.89         |
| Fund 751 - DOWNTOWN DEVELOPMENT AUTHORITY: |                                  |                    |                               |                           |                    |
| TOTAL REVENUES                             |                                  | 288,200.00         | 257,322.70                    | (2.18)                    | 30,877.30          |
| TOTAL EXPENDITURES                         |                                  | 763,859.00         | 75,985.11                     | 1,537.35                  | 687,873.89         |
| NET OF REVENUES & EXPENDITURES             |                                  | (475,659.00)       | 181,337.59                    | (1,539.53)                | (656,996.59)       |
| BEG. FUND BALANCE                          |                                  | 566,213.44         | 566,213.44                    |                           |                    |
| END FUND BALANCE                           |                                  | 90,554.44          | 747,551.03                    |                           |                    |

Monroe Downtown Development Authority  
2021-2022 Fiscal Year Expenditure Report

| <b>Office Supplies - 727.000</b>      | <b>Budget</b>   | <b>Expenditures</b> | <b>Balance</b> |
|---------------------------------------|-----------------|---------------------|----------------|
|                                       | \$500.00        |                     |                |
| Email Subscription                    |                 | \$12.00             |                |
| Adobe Subscription                    |                 | \$26.49             |                |
| Go To Meetings Business               |                 | \$192.00            |                |
| Email Subscription                    |                 | \$12.00             |                |
| Adobe Subscription                    |                 | \$26.49             |                |
| Adobe Subscription                    |                 | \$26.49             |                |
| Email Subscription                    |                 | \$12.00             |                |
| Adobe Subscription                    |                 | \$26.49             |                |
| Email Subscription                    |                 | \$12.00             |                |
| Supplies October-December             |                 | \$0.18              |                |
| Adobe Subscription                    |                 | \$26.49             |                |
| Email Subscription                    |                 | \$12.00             |                |
| Adobe Subscription                    |                 | \$26.49             |                |
| Email Subscription                    |                 | \$12.00             |                |
| Adobe Subscription                    |                 | \$26.49             |                |
| Email Subscription                    |                 | \$12.00             |                |
|                                       |                 |                     |                |
|                                       |                 |                     | \$38.39        |
|                                       |                 |                     |                |
|                                       |                 |                     |                |
| <b>Postage</b>                        | <b>Budget</b>   | <b>Expenditures</b> | <b>Balance</b> |
|                                       | \$500.00        |                     |                |
| July                                  |                 | \$0.51              |                |
| August                                |                 | \$1.02              |                |
| September                             |                 | \$1.59              |                |
| October                               |                 | \$0.53              |                |
| November                              |                 | \$3.88              |                |
| Direct Mail                           |                 | \$1,635.18          |                |
| January 2022                          |                 | \$4.45              |                |
| February- brochures                   |                 | \$12.01             |                |
|                                       |                 |                     |                |
|                                       |                 |                     |                |
|                                       |                 |                     |                |
|                                       |                 |                     | -\$1,159.17    |
|                                       |                 |                     |                |
|                                       |                 |                     |                |
| <b>Uniforms/Clothing</b>              | <b>Budget</b>   | <b>Expenditures</b> | <b>Balance</b> |
|                                       | \$100.00        |                     |                |
|                                       |                 |                     |                |
|                                       |                 |                     | \$100.00       |
|                                       |                 |                     |                |
|                                       |                 |                     |                |
| <b>Seasonal Decorations - 750.075</b> | <b>Budget *</b> | <b>Expenditures</b> | <b>Balance</b> |
|                                       | \$15,000.00     |                     |                |
| Dekra-Lite - overhead skyline décor   |                 | \$8,985.00          |                |

Monroe Downtown Development Authority  
2021-2022 Fiscal Year Expenditure Report

|  |                     |                     |                |
|--|---------------------|---------------------|----------------|
| Dekra-Lite - overhead skyline décor        |                     | \$1,980.00          |                |
| Ruhlig Farms LLC - Christmas pots          |                     | \$2,700.00          |                |
| Credit                                     |                     | -\$350.00           |                |
|  |                     |                     |                |
|  |                     |                     | \$1,685.00     |
|  |                     |                     |                |
| <b>Legal Services - 818.005 ***</b>        | <b>Budget ***</b>   | <b>Expenditures</b> | <b>Balance</b> |
|  | \$500.00            |                     |                |
| MOHR Budds Law PLLC - DDA Fees             |                     | \$500.00            |                |
| MOHR Budds Law PLLC - DDA Fees             |                     | \$300.00            |                |
|  |                     |                     |                |
|  |                     |                     | -\$300.00      |
|  |                     |                     |                |
|  |                     |                     |                |
| <b>Audit Services</b>                      | <b>Budget</b>       | <b>Expenditures</b> | <b>Balance</b> |
|  | \$1,500.00          |                     |                |
| Plante & Moran PLLC                        |                     | \$1,450.00          |                |
|  |                     |                     |                |
|  |                     |                     | \$50.00        |
|  |                     |                     |                |
|  |                     |                     |                |
| <b>General Contract Services - 818.020</b> | <b>Budget** ***</b> | <b>Expenditures</b> | <b>Balance</b> |
|  | \$24,500.00         |                     |                |
|  |                     |                     |                |
|  |                     |                     |                |
|  |                     |                     | \$24,500.00    |
|  |                     |                     |                |
|  |                     |                     |                |
| <b>General Contract Services - 818.020</b> | <b>Budget</b>       | <b>Expenditures</b> | <b>Balance</b> |
| First and Front                            | \$25,000.00         |                     |                |
|  |                     |                     |                |
|  |                     |                     |                |
|  |                     |                     |                |
|  |                     |                     | \$25,000.00    |
|  |                     |                     |                |
|  |                     |                     |                |
| <b>General Contract Services - 818.020</b> | <b>Budget</b>       | <b>Expenditures</b> | <b>Balance</b> |
| Monroe Street                              | \$25,000.00         |                     |                |
|  |                     |                     |                |
|  |                     |                     |                |
|  |                     |                     | \$25,000.00    |
|  |                     |                     |                |
|  |                     |                     |                |
| <b>General Contract Services - 818.020</b> | <b>Budget**</b>     | <b>Expenditures</b> | <b>Balance</b> |
| Riverwalk Enhancement                      | \$60,000.00         |                     |                |
| Russell Design- Riverwalk connectors       |                     | \$3,645.36          |                |

Monroe Downtown Development Authority  
2021-2022 Fiscal Year Expenditure Report

|  |                    |                     |                |
|--|--------------------|---------------------|----------------|
| Russell Design - Riverwalk Enhancement       |                    | \$1,190.00          |                |
|  |                    |                     |                |
|  |                    |                     | \$55,164.64    |
|  |                    |                     |                |
|  |                    |                     |                |
| <b>Building Reinvestment Grant - 818.080</b> | <b>Budget * **</b> | <b>Expenditures</b> | <b>Balance</b> |
|  | \$28,300.00        |                     |                |
| 44 West Front reimbursement                  |                    | \$15,058.20         |                |
|  |                    |                     | \$13,241.80    |
|  |                    |                     |                |
|  |                    |                     |                |
| <b>Training &amp; Travel - 860.000</b>       | <b>Budget</b>      | <b>Expenditures</b> | <b>Balance</b> |
|  | \$1,400.00         |                     |                |
| MDA Conference                               |                    | \$190.00            |                |
| Conference Parking                           |                    | \$18.00             |                |
| Conference Parking                           |                    | \$17.79             |                |
| MI downtown Assoc Spring Workshop training   |                    | \$110.00            |                |
|  |                    |                     |                |
|  |                    |                     |                |
|  |                    |                     | \$1,064.21     |
|  |                    |                     |                |
|  |                    |                     |                |
| <b>Community &amp; Promotion 880.000</b>     | <b>Budget</b>      | <b>Expenditures</b> | <b>Balance</b> |
|  | \$25,000.00        |                     |                |
| Internet Hosting 1 year                      |                    | \$375.00            |                |
| Revize LLC (new website)                     |                    | \$9,100.00          |                |
| Domain renewal                               |                    | \$38.34             |                |
| New Moon Visions - annual report graphs      |                    | \$50.00             |                |
| SSL Renewal                                  |                    | \$189.98            |                |
| The Print House - 8280 postcards and mailing |                    | \$1,400.00          |                |
| MPACT Sponsorship Renewal                    |                    | \$365.00            |                |
|  |                    |                     |                |
|  |                    |                     | \$13,481.68    |
|  |                    |                     |                |
|  |                    |                     |                |
| <b>Publishing/Advertising 905.000</b>        | <b>Budget</b>      | <b>Expenditures</b> | <b>Balance</b> |
|  | \$300.00           |                     |                |
|  |                    |                     |                |
|  |                    |                     | \$300.00       |
|  |                    |                     |                |
|  |                    |                     |                |
| <b>Insurance Premium</b>                     | <b>Budget</b>      | <b>Expenditures</b> | <b>Balance</b> |
|  | \$2,014.00         |                     |                |
| July   |                    | \$167.83            |                |
| August                                       |                    | \$167.83            |                |
| September                                    |                    | \$167.83            |                |



Monroe Downtown Development Authority  
2021-2022 Fiscal Year Expenditure Report

|   |                 |                     |                |
|---|-----------------|---------------------|----------------|
| October                                   |                 | \$167.83            |                |
| November                                  |                 | \$167.83            |                |
| December                                  |                 | \$167.83            |                |
| January                                   |                 | \$167.83            |                |
| February                                  |                 | \$167.83            |                |
|   |                 |                     |                |
|   |                 |                     | \$671.36       |
|   |                 |                     |                |
|   |                 |                     |                |
| <b>Rental - Equipment</b>                 | <b>Budget</b>   | <b>Expenditures</b> | <b>Balance</b> |
|   | \$445.00        |                     |                |
| Thru 6/30/2021                            |                 | \$445.00            |                |
|   |                 |                     |                |
|   |                 |                     | \$0.00         |
|   |                 |                     |                |
|   |                 |                     |                |
| <b>Miscellaneous Expense - 955.000</b>    | <b>Budget</b>   | <b>Expenditures</b> | <b>Balance</b> |
|   | \$1,000.00      |                     |                |
| A. Knowles snacks board work session      |                 | \$19.02             |                |
|   |                 |                     |                |
|   |                 |                     | \$980.98       |
|   |                 |                     |                |
|   |                 |                     |                |
| <b>Dues &amp; Subscriptions - 958.000</b> | <b>Budget</b>   | <b>Expenditures</b> | <b>Balance</b> |
|   | \$600.00        |                     |                |
| MDA Membership                            |                 | \$200.00            |                |
| Main Street America Membership            |                 | \$295.00            |                |
|   |                 |                     |                |
|   |                 |                     | \$105.00       |
|   |                 |                     |                |
|   |                 |                     |                |
| <b>Land</b>                               | <b>Budget**</b> | <b>Expenditures</b> | <b>Balance</b> |
|   | \$255,700.00    |                     |                |
|   |                 |                     |                |
|   |                 |                     | \$255,700.00   |
|   |                 |                     |                |
|   |                 |                     |                |
| <b>Land Improvements 974.000</b>          | <b>Budget**</b> | <b>Expenditures</b> | <b>Balance</b> |
|   | \$166,000.00    |                     |                |
|   |                 |                     |                |
|   |                 |                     |                |
|   |                 |                     | \$166,000.00   |
|   |                 |                     |                |
|   |                 |                     |                |
| <b>Transfer Out General 999.101</b>       | <b>Budget</b>   | <b>Expenditures</b> | <b>Balance</b> |
|   | \$10,000.00     |                     |                |

Monroe Downtown Development Authority  
2021-2022 Fiscal Year Expenditure Report

|                                   |                     |                     |                     |
|-----------------------------------|---------------------|---------------------|---------------------|
|                                   |                     |                     |                     |
|                                   |                     |                     | <b>\$10,000.00</b>  |
|                                   |                     |                     |                     |
|                                   |                     |                     |                     |
| <b>Transfer Out Debt Services</b> | <b>Budget</b>       | <b>Expenditures</b> | <b>Balance</b>      |
|                                   | \$120,500.00        |                     |                     |
| Bond Refunding                    |                     | \$24,250.00         |                     |
|                                   |                     |                     |                     |
|                                   |                     |                     | <b>\$96,250.00</b>  |
|                                   |                     |                     |                     |
|                                   |                     |                     |                     |
| <b>Totals</b>                     | <b>\$763,859.00</b> |                     | <b>\$687,873.89</b> |

\* Amount changed 9-30-2021

\*\*Amount changed 10-31-2021

\*\*\* Amount changed/added 12-31-2021

| Date                                    | JNL | Type | Description   | Reference #  | Debits   | Credits  | Balance    |
|---|-----|------|---|--------------|----------|----------|------------|
| Fund 751 DOWNTOWN DEVELOPMENT AUTHORITY |     |      |   |              |          |          |            |
| 02/01/2022                              |     |      | <b>751-00.000-005.000 COOP LIQUID ASSET SEC SYS</b>   | BEG. BALANCE |          |          | 410,429.40 |
| 02/11/2022                              | GJ  | JE   | CLASS INVESTMENT AND WITHDRAWALS                      | 25894        |          | 300.00   | 410,129.40 |
| 02/25/2022                              | GJ  | JE   | CLASS INVESTMENT AND WITHDRAWALS                      | 25942        |          | 1,300.00 | 408,829.40 |
| 02/28/2022                              | GJ  | JE   | MICHIGAN CLASS INTEREST - FEB 2022                    | 25969        | 23.67    |          | 408,853.07 |
| 02/28/2022                              |     |      | 751-00.000-005.000                                    | END BALANCE  | 23.67    | 1,600.00 | 408,853.07 |
|   |     |      |   |              |          |          |            |
| 02/01/2022                              |     |      | <b>751-00.000-007.000 AUTOMATED PUBLIC FUNDS</b>      | BEG. BALANCE |          |          | 61.16      |
| 02/01/2022                              | GJ  |      | MONTHLY P&L INSURANCE ALLOCATION                      | 25834        |          | 167.83   | (106.67)   |
| 02/08/2022                              | CD  | CHK  | KNOWLES, ANNETTE                                      | 61426        |          | 19.02    | (125.69)   |
| 02/08/2022                              | CD  | CHK  | MICHIGAN DOWNTOWN ASSOCIATION                         | 61433        |          | 110.00   | (235.69)   |
| 02/10/2022                              | GJ  | JE   | 5/3 SERVICE FEES - JAN 2022                           | 25898        |          | 25.85    | (261.54)   |
| 02/11/2022                              | GJ  | JE   | CLASS INVESTMENT AND WITHDRAWALS                      | 25894        | 300.00   |          | 38.46      |
| 02/23/2022                              | CD  | CHK  | SUMMARY CD 02/23/2022                                 |              |          | 1,190.00 | (1,151.54) |
| 02/23/2022                              | CD  | CHK  | SUMMARY CD 02/23/2022                                 |              |          | 50.50    | (1,202.04) |
| 02/25/2022                              | GJ  | JE   | CLASS INVESTMENT AND WITHDRAWALS                      | 25942        | 1,300.00 |          | 97.96      |
| 02/28/2022                              |     |      | 751-00.000-007.000                                    | END BALANCE  | 1,600.00 | 1,563.20 | 97.96      |
|   |     |      |   |              |          |          |            |
| 02/01/2022                              |     |      | <b>751-00.000-202.000 ACCOUNTS PAYABLE</b>            | BEG. BALANCE |          |          | 0.00       |
| 02/07/2022                              | AP  | INV  | KNOWLES, ANNETTE                                      | ANNETTE1     |          | 19.02    | (19.02)    |
| 02/07/2022                              | AP  | INV  | SNACKS DDA BOARD WORK SESSION/STRATEC                 |              |          |          |            |
| 02/07/2022                              | AP  | INV  | MICHIGAN DOWNTOWN ASSOCIATION                         | E2366        |          | 110.00   | (129.02)   |
| 02/07/2022                              | AP  | INV  | SPRING WORKSHOP TRAINING                              |              |          |          |            |
| 02/08/2022                              | CD  | CHK  | KNOWLES, ANNETTE                                      | 61426        | 19.02    |          | (110.00)   |
| 02/08/2022                              | CD  | CHK  | MICHIGAN DOWNTOWN ASSOCIATION                         | 61433        | 110.00   |          | 0.00       |
| 02/22/2022                              | AP  | INV  | RUSSELL DESIGN INC                                    | 2736         |          | 1,190.00 | (1,190.00) |
| 02/22/2022                              | AP  | INV  | RIVERWALK ENHANCEMENT                                 |              |          |          |            |
| 02/22/2022                              | AP  | INV  | FIFTH THIRD BANK                                      | 01/19/2022   |          | 12.01    | (1,202.01) |
| 02/22/2022                              | AP  | INV  | BROCHURES TO LANSING                                  |              |          |          |            |
| 02/22/2022                              | AP  | INV  | FIFTH THIRD BANK                                      | 01/18/2022   |          | 26.49    | (1,228.50) |
| 02/22/2022                              | AP  | INV  | ADOBE SUBSCRIPTION                                    |              |          |          |            |
| 02/22/2022                              | AP  | INV  | FIFTH THIRD BANK                                      | 01/02/2022   |          | 12.00    | (1,240.50) |
| 02/22/2022                              | AP  | INV  | EMAIL SUBSCRIPTION                                    |              |          |          |            |
| 02/23/2022                              | CD  | CHK  | SUMMARY CD 02/23/2022                                 |              | 1,190.00 |          | (50.50)    |
| 02/23/2022                              | CD  | CHK  | SUMMARY CD 02/23/2022                                 |              | 50.50    |          | 0.00       |
| 02/28/2022                              |     |      | 751-00.000-202.000                                    | END BALANCE  | 1,369.52 | 1,369.52 | 0.00       |
|   |     |      |   |              |          |          |            |
| 02/01/2022                              |     |      | <b>751-65.691-727.000 OFFICE SUPPLIES</b>             | BEG. BALANCE |          |          | 423.12     |
| 02/22/2022                              | AP  | INV  | FIFTH THIRD BANK                                      | 01/18/2022   | 26.49    |          | 449.61     |
| 02/22/2022                              | AP  | INV  | ADOBE SUBSCRIPTION                                    |              |          |          |            |
| 02/22/2022                              | AP  | INV  | FIFTH THIRD BANK                                      | 01/02/2022   | 12.00    |          | 461.61     |
| 02/22/2022                              | AP  | INV  | EMAIL SUBSCRIPTION                                    |              |          |          |            |
| 02/28/2022                              |     |      | 751-65.691-727.000                                    | END BALANCE  | 38.49    | 0.00     | 461.61     |
|   |     |      |   |              |          |          |            |
| 02/01/2022                              |     |      | <b>751-65.691-730.000 POSTAGE</b>                     | BEG. BALANCE |          |          | 1,647.16   |
| 02/22/2022                              | AP  | INV  | FIFTH THIRD BANK                                      | 01/19/2022   | 12.01    |          | 1,659.17   |
| 02/22/2022                              | AP  | INV  | BROCHURES TO LANSING                                  |              |          |          |            |
| 02/28/2022                              |     |      | 751-65.691-730.000                                    | END BALANCE  | 12.01    | 0.00     | 1,659.17   |
|   |     |      |   |              |          |          |            |
| 02/01/2022                              |     |      | <b>751-65.691-818.020-22R0300000 GENERAL CONTRACT</b> | BEG. BALANCE |          |          | 3,645.36   |
| 02/22/2022                              | AP  | INV  | RUSSELL DESIGN INC                                    | 2736         | 1,190.00 |          | 4,835.36   |
| 02/22/2022                              | AP  | INV  | RIVERWALK ENHANCEMENT                                 |              |          |          |            |
| 02/28/2022                              |     |      | 751-65.691-818.020-22R0300000                         | END BALANCE  | 1,190.00 | 0.00     | 4,835.36   |
|   |     |      |   |              |          |          |            |
| 02/01/2022                              |     |      | <b>751-65.691-860.000 TRAINING &amp; TRAVEL</b>       | BEG. BALANCE |          |          | 225.79     |
| 02/07/2022                              | AP  | INV  | MICHIGAN DOWNTOWN ASSOCIATION                         | E2366        | 110.00   |          | 335.79     |
| 02/07/2022                              | AP  | INV  | SPRING WORKSHOP TRAINING                              |              |          |          |            |
| 02/28/2022                              |     |      | 751-65.691-860.000                                    | END BALANCE  | 110.00   | 0.00     | 335.79     |
|   |     |      |   |              |          |          |            |
| 02/01/2022                              |     |      | <b>751-65.691-910.000 INSURANCE PREMIUM</b>           | BEG. BALANCE |          |          | 1,174.81   |
| 02/01/2022                              | GJ  |      | MONTHLY P&L INSURANCE ALLOCATION                      | 25834        | 167.83   |          | 1,342.64   |
| 02/28/2022                              |     |      | 751-65.691-910.000                                    | END BALANCE  | 167.83   | 0.00     | 1,342.64   |
|   |     |      |   |              |          |          |            |
| 02/01/2022                              |     |      | <b>751-65.691-955.000 MISCELLANEOUS EXPENSE</b>       | BEG. BALANCE |          |          | 0.00       |
| 02/07/2022                              | AP  | INV  | KNOWLES, ANNETTE                                      | ANNETTE1     | 19.02    |          | 19.02      |
| 02/07/2022                              | AP  | INV  | SNACKS DDA BOARD WORK SESSION/STRATEC                 |              |          |          |            |
| 02/28/2022                              |     |      | 751-65.691-955.000                                    | END BALANCE  | 19.02    | 0.00     | 19.02      |
|   |     |      |   |              |          |          |            |
| 02/01/2022                              |     |      | <b>751-80.100-665.005 INTEREST ON INVESTMENTS</b>     | BEG. BALANCE |          |          | 99.50      |
| 02/10/2022                              | GJ  | JE   | 5/3 SERVICE FEES - JAN 2022                           | 25898        | 25.85    |          | 125.35     |
| 02/28/2022                              | GJ  | JE   | MICHIGAN CLASS INTEREST - FEB 2022                    | 25969        |          | 23.67    | 101.68     |
| 02/28/2022                              |     |      | 751-80.100-665.005                                    | END BALANCE  | 25.85    | 23.67    | 101.68     |
|   |     |      |   |              |          |          |            |
| GRAND TOTALS:                           |     |      |   |              | 4,556.39 | 4,556.39 | 417,706.30 |

**MONROE DDA  
2021-2022 WORK PLAN**

3/14/2022

- 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   | Slicker         | \$ 40,000.00  | None pending  |
| Redevelopment of former Fire Station site  | City/Staff      | UNK           | City rcvd proposals, future review                                      |
| Front/Macomb parking lot redevelopment - market analysis/RFP/legal                         | Staff           | \$ 30,000.00  | DRAFT RMA circulated  |
| Project from Riverwalk Enhancement Plan  | Swanson         | \$ 50,000.00  | Coordination of bidding   |
| Streetscape Site Furnishings Replacement   |                 | \$ 120,000.00 | Benches received; bike racks/trash cans/planters to arrive end of April |
| 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 or coord with City   |
| Annual Marketing Plan  |                 | \$ 22,000.00  | Web Site - final design pending   |
| Annual Communications Plan, focus on master plan implementation                            | Mayor Clark     | \$ 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 |                 |               |   |
| e. Enhance the Farmers Market experience   |                 |               |   |

MONROE DDA  
2022-2023 WORK PLAN

GOALS FROM STRATEGIC 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

| PROJECT  | CHAMPION | PRIORITY | GOALS MET | BUDGET        |
|--|----------|----------|-----------|---------------|
| Front/Macomb parking lot redevelopment - market analysis/RFP/legal       |          | H        | 2         | \$ 100,000.00 |
| Develop Design Standards for downtown buildings/repeat 1981 Façade Study |          | H        | 1         | \$ 50,000.00  |
| Project from Riverwalk Enhancement Plan                                  |          | M        | 1         | \$ 50,000.00  |
| Identify locations for infill development                                |          | M        | 1,2       | \$ -          |
| Building Improvement Grant Program                                       |          | M        | 1,4       | \$ 40,000.00  |
| Enhance maintnenance; improve garbage/litter clean up                    |          | H        | 1         | \$ 25,000.00  |
| Upgrade the streetscape  |          | M        | 1         | \$ 100,000.00 |
| Implement a project from Heart of Monroe plan                            |          | M        | 1         | \$ 100,000.00 |
| Install gateway enhancements   |          | M        | 1         | \$ 50,000.00  |
| Conversion of First/Front Streets  |          | M        | 1         | \$ 100,000.00 |
| Annual Marketing Plan  |          | H        | 3         | \$ 20,000.00  |
| Annual Communications Plan   |          | M        | 5,6       | \$ 4,000.00   |
| Stakeholder/Informational Meetings                                       |          | M        | 5,6       | \$ 1,000.00   |
| TOTAL  |          |          |           | \$640,000.00  |





April 1st

## Sponsorship Packages

Monroe County Fair July 31-August 6, 2022

### **\$500.00 (Friends of the Fair)**

- Company banners displayed at event (average total attendees to the fair 180,000+)
- Company logo/name listed as a sponsor in 35,000 tri-fold brochures
- Fair website-with link to your website, up 90 days prior to fair
- Newspaper advertising in area papers
- Sponsorship recognition during public address announcements (mentions to be supplied by sponsor)
- Sponsorship recognition during event (mentions to be supplied by sponsor)
- 10 free gate tickets, 1 VIP parking pass for A Lot
- 2 Banners approximately 2' x 4' to be supplied by sponsor – Fair will display & remove banners
- Handouts at event/gate
- 4 Tickets to a Grandstand Event (excluding concerts)

### **\$1000.00 (Bronze)**

- Company banners displayed at event (average total attendees to the fair 180,000+)
- Company logo/name listed as a sponsor in 35,000 tri-fold brochures
- Fair website-with link to your website, up 90 days prior to fair
- Newspaper advertising in area papers
- Sponsorship recognition during public address announcements (mentions to be supplied by sponsor)
- Sponsorship recognition during event (mentions to be supplied by sponsor)
- 20 free gate tickets, 2 VIP parking pass for A Lot
- 3 Banners approximately 2' x 4' to be supplied by sponsor – Fair will display & remove banners
- Handouts at event/gate
- 6 Tickets to a Grandstand Event (excluding concerts)

### **\$1500.00 (Silver)**

- Company banners displayed at event (average total attendees to the fair 180,000+)
- Company logo/name listed as a sponsor in 35,000 tri-fold brochures
- Fair website-with link to your website, up 90 days prior to fair
- Newspaper advertising in area papers
- Sponsorship recognition during public address announcements (mentions to be supplied by sponsor)
- Sponsorship recognition during event (mentions to be supplied by sponsor)
- 30 free gate tickets, 3 VIP parking pass for A Lot
- 4 Banners approximately 2' x 4' to be supplied by sponsor – Fair will display & remove banners
- Handouts at event/gate
- 8 Tickets to a Grandstand Event (excluding concerts)





**Monroe County Fair Association**

## **Sponsorship Packages**

**Monroe County Fair July 31- August 6, 2022**

### **\$2000.00 (Gold)**

- Company banners displayed at event (average total attendees to the fair 180,000+)
- Company logo/name listed as a sponsor in 35,000 tri-fold brochures
- Fair website-with link to your website, up 90 days prior to fair
- Newspaper advertising in area papers
- Sponsorship recognition during public address announcements (mentions to be supplied by sponsor)
- Sponsorship recognition during event (mentions to be supplied by sponsor)
- 40 free gate tickets, 4 VIP parking pass for A Lot
- 5 Banners approximately 2' x 4' to be supplied by sponsor – Fair will display & remove banners
- Handouts at event/gate
- 10 Tickets to a Grandstand Event (Availability Limited)

### **\$3,000.00 (Platinum)**

- Company banners displayed at event (average total attendees to the fair 180,000+)
- Company logo/name listed as a sponsor in 35,000 tri-fold brochures
- Fair website-with link to your website, up 90 days prior to fair
- Newspaper advertising in area papers
- Sponsorship recognition during public address announcements (mentions to be supplied by sponsor)
- Sponsorship recognition during event (mentions to be supplied by sponsor)
- 50 free gate tickets, 6 VIP parking pass for A Lot
- 6 Banners approximately 2' x 4' to be supplied by sponsor – Fair will display & remove banners
- Handouts at event/gate
- 12 Tickets to a Grandstand Event (Availability Limited)





**Monroe County Fair Association**

## **Sponsorship Packages**

**Monroe County Fair August 1-7, 2021**

### **\$5,000.00+ (Diamond)**

- Get your name featured for the day (ex. Monroe County Fair Day at the Monroe County Fair)
- Company banners displayed at event (average total attendees to the fair 180,000+)
- Company logo/name listed as a sponsor in 35,000 tri-fold brochures
- Fair website-with link to your website, up 90 days prior to fair
- Newspaper advertising in area papers
- Sponsorship recognition during public address announcements (mentions to be supplied by sponsor)
- Sponsorship recognition during event (mentions to be supplied by sponsor)
- 70 free gate tickets, 6 VIP parking pass for A Lot
- 6 Banners approximately 2' x 4' to be supplied by sponsor – Fair will display & remove banners
- Handouts at event/gate
- 20 Tickets to a Grandstand Event

**Monroe County Fair Association  
3775 S Custer Road  
Monroe, MI 48161  
734-241-5775, 734-241-2663 (fax)  
[info@monroecountyfair.com](mailto:info@monroecountyfair.com)**





**MONROE  
DOWNTOWN  
DEVELOPMENT AUTHORITY**

STRATEGIC PLAN

2022-2027

# Introduction

MONROE DOWNTOWN DEVELOPMENT AUTHORITY

## Strategic Planning Process

In 2017, the Monroe Downtown Development Authority (DDA) went through an extensive strategic planning process to create Mission and Vision Statements, Goals, and Strategic Objectives. This five-year strategic plan was followed by a Downtown Master Plan & Parking Study which utilized an extensive community input process and identified several key projects such as riverwalk improvements, development opportunities and improvements to areas of the public realm.

As the timeline for the original strategic plan comes to a close, the DDA reengaged in the strategic planning process to review their progress, update their Mission and Vision Statements, Goals, and Strategic Objectives. This process included a thorough review of these previous documents, a board-focused Strengths, Weaknesses, Opportunities, and Threats analysis, and a facilitated strategic planning session. This document is the result of this process.

# Statements

Monroe DDA Mission + Vision

## MISSION

The Monroe Downtown Development Authority (DDA) exists to serve as the lead organization in the preservation and enhancement of downtown Monroe. Its mission is to provide direction and resources to businesses, property owners and residents in the downtown district. It works for the advancement of downtown through promotion of its businesses and events; the facilitation of redevelopment opportunities; and to increase Monroe's unique sense of place and community. Its goal is to be a dynamic and innovative organization that works with volunteers, other organizations and the City of Monroe for the betterment of downtown.

## VISION

In 2027, downtown Monroe will be a vibrant and walkable destination where retailers, restaurants, and residential spaces combine into a lively shopping and entertainment district. All historic buildings have made improvements from façade renovations to new signage to outdoor seating. The downtown is united by an attractive, functional streetscape that is welcoming and accessible to all.



# SWOT Analysis

## Strengths, Weaknesses, Opportunities, and Threats

On January 20, 2022, the Monroe Downtown Development Authority conducted a special strategic planning meeting. During this meeting a facilitated Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis was conducted. The board members present were asked to rank their top three choices in each of the categories using a weighted point system. The results of this session are below. Areas are shown in order of ranking with total points received in parentheses ().

### Strengths

History/Historic Buildings (9)  
Events (6)  
Downtowns are Trendy (5)  
New Businesses (5)  
Walkability (4)  
Livability (3)  
Loyalty (3)  
River (2)  
Affordability (2)  
Safety (2)  
Parks/Bandshell (1)  
Tourism  
Location  
Business Owners/Investors  
Longevity/Roots in the Community  
Parking  
Transportation  
County Seat/Anchor  
Museum/RCA/Arts

### Opportunities

Revenue/Grants (16)  
Arts/Murals/Public Art (10)  
Partnerships (5)  
Vacant Property Registry (3)  
Wow Factor/Destination Placemaking (3)  
Pop-Up Activities/Events (3)  
Market Opportunity (1)  
Expanded Events (1)  
Cohesiveness/Connectivity  
Better Tie to National Park

### Threats

Traffic/MDOT (12)  
Empty/Vacant Building/Absentee Landlords (10)  
Other Downtowns (8)  
Office on First Floor (7)  
Lack of Local Ownership (3)  
Rental Properties (2)

### Weaknesses

Outsider/Insider Perception (13)  
Resistance to Change/Outsiders (8)  
Traffic/Trucks (7)  
Inexperienced/Undercapitalized Owners (6)  
Upper Floors (4)  
Blight/Vacant/Trash (4)  
Managing Non-Motorized Vehicles  
Reputation of Drugs



# Goals

## Monroe DDA Goals

### Goal #1

Inform and educate building owners and public of the actions and accomplishments of the DDA and businesses

### Goal #2

Support downtown businesses and property owners through financial support, advocacy, and awareness

### Goal #3

Preserve and enhance downtown by facilitating redevelopment

### Goal #4

Market the downtown to encourage people to frequent local businesses and events

### Goal #5

Serve as a intermediary of the organizations that connect to downtown and link to other community resources

### Goal #6

Establish an environment that promotes residential growth downtown

### Goal #7

Encourage compliance with city codes and ordinances to protect and limit risk to investment in properties and businesses

# Strategic Objectives

Ongoing, Short-Term, Mid-Term, Long-Term

The following Strategic Objectives are classified into four categories: Ongoing, Short-Term, Mid-Term, and Long-Term.

## Ongoing Objectives

Objectives are either currently underway or are done on an annual basis.



### Improving Connectors (Alleyways)

Improving the pedestrian connections in the downtown to create a more aesthetically pleasing experience.



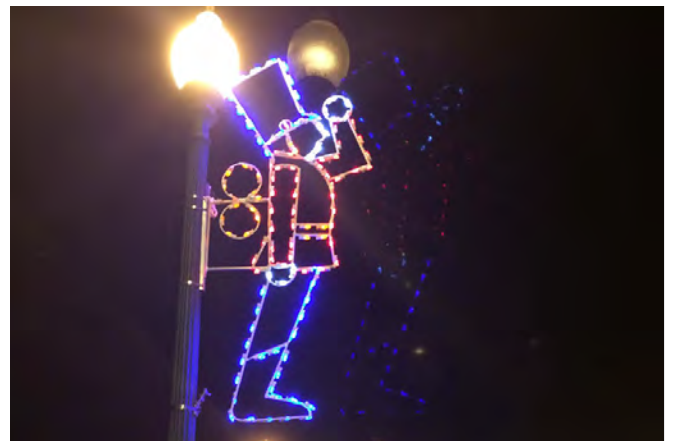
### Trash Removal / Trash Cans

Continuing to promptly remove trash from the district; provide and maintain trash cans to allow for easy disposal.



### Planters, Benches, Bike Racks

Installation and maintenance of planters, benches, and bike racks to provide for a quality pedestrian experience.



### Holiday Decorations

Banners, lighted decoration, and other holiday themed decorations to create festive atmosphere in the downtown.

# Strategic Objectives

Ongoing, Short-Term, Mid-Term, Long-Term

## Ongoing Objectives (Continued)



### Pedestrian Bridge Maintenance

Advocate for ongoing maintenance on the pedestrian bridge connecting to downtown.



### Marketing + Website

Ongoing maintenance of the DDA's marketing efforts and website.



### Enhance the Farmers' Market Experience

Continue ongoing efforts to enhance the experience of the farmers' market for vendors and customers.



# Strategic Objectives

Ongoing, Short-Term, Mid-Term, Long-Term

## Short-Term Objectives

Short-Term are those anticipated to be undertaken in the next 12 months.



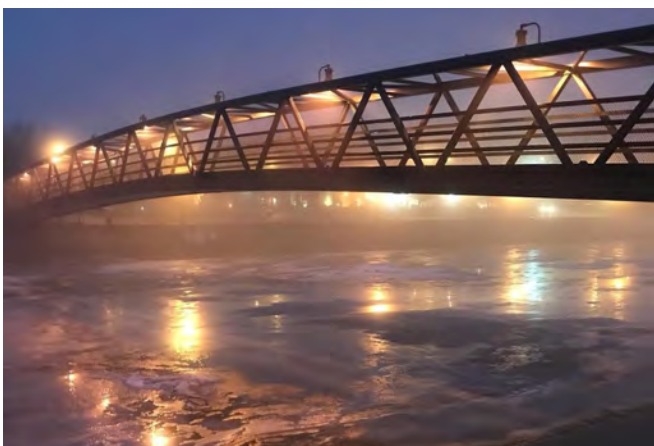
### Placement Program for Public Art (+ Pilot Art Project)

Develop guidelines/ordinance for the allowance of public art on buildings and public areas.



### Secure Grant for Sidewalk Exhibit

Identify a funding solution to enable the installation of history kiosks.



### Secure Funding for Pedestrian Bridge

Secure additional funding for maintenance and improvements to the pedestrian bridge.



### Identify Potential Projects for Federal Funding

Identify projects in the existing Downtown Master Plan that could be used to obtain federal funding for implementation.



## Short-Term Objectives (Continued)



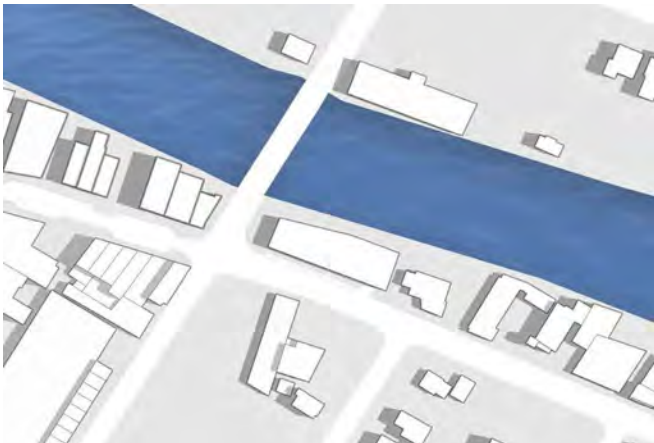
### Professional Photography

Obtain the services a professional photographer to create high quality images of downtown and events.



### Redevelopment of Fire Station

Promote the redevelopment of the former fire station.



### Macomb Lot Redevelopment

Create an RFP for market analysis and request for qualifications to solicit developers.



### Traffic Analysis

Conduct a traffic analysis of the intersection of S Monroe (M-125) and Front Streets.



### Promote Sidewalk Sales + Outdoor Seating

Streamline the approval process for using the sidewalk for activities like sidewalk sales and outdoor dining.



### Animate Empty Spaces

Animate empty spaces through pop up events, food trucks and temporary art installations.



# Strategic Objectives

Ongoing, Short-Term, Mid-Term, Long-Term

## Mid-Term Objectives

Mid-Term are anticipated to be undertaken in 1-3 years.



### Placement of Public Art

Assist in the placement of 3-5 pieces of public art, including murals and free standing sculptures.



### Create Vacant Property Registry

Work with the City Council to create a vacant property registry to encourage the occupancy of vacant buildings.



### Code Enforcement Gateway

Work with the City of Monroe to develop an online portal for residents, business, and property owners to report code violations.



### Property Acquisition Plan

Develop a methodology and identify funding resources for the potential acquisition of property with the purpose of facilitating redevelopment.

# Strategic Objectives

Ongoing, Short-Term, Mid-Term, Long-Term

## Mid-Term Objectives (Continued)



### Property Acquisition + Disposition Program Created

Create a program to proactively assist in the redevelopment of underused or underdeveloped property.



### Create Component Grant Program

Create a matching grant program to assist businesses with obtaining new signage, awnings, or outdoor dining furniture.

## Long-Term Objectives

Long-term are anticipated to be undertaken in 3-5 years.



### Add Road Diet and Streetscape Enhancements

Implement traffic calming and streetscape enhancements along S Monroe Street downtown



### Riverwalk Improvements

Improve the pedestrian experience along the riverwalk on both sides of the River Raisin.



Joe Borgstrom, Principal



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