

# Board of Directors Regular Meeting Agenda

January 10<sup>th</sup>, 2022 3:00 p.m. | Zoom Meeting

- I. **CALL TO ORDER**
- II. **ROLL CALL**
- III. **CONSENT AGENDA**
  - A. **MINUTES** – November 15<sup>th</sup> 2021, Regular Meeting & November 29<sup>th</sup> 2021, Special Meeting
  - B. **ADOPTION OF AGENDA**
  - C. **ACKNOWLEDGE RESIGNATION OF DIRECTOR OWENS**
- IV. **ACTION ITEMS**
  - A. Nominating responsibilities delegated to Executive Committee
  - B. 2022 Budget
  - C. 2022 Service Contract
- V. **DISCUSSION ITEMS**
  - A. N/A
- VI. **PACKET ATTACHMENTS**
  - A. Letter to Downtown Merchants
  - B. Response to questions from Downtown Merchants
- VII. **BOARD COMMENTS**
- VIII. **PUBLIC COMMENTS**
- IX. **ADJOURNMENT**

# Board of Directors Regular Meeting Minutes

November 15<sup>th</sup>, 2021, 3:00 p.m. | Zoom Webinar

**PRESENT:** Grant Fletcher, Stephanie Hinman, Ryan Wieber, Patti Owens, Susan Lindemann  
Mayor David Anderson, Carl Brown

**ABSENT:**

**STAFF:** Andrew Haan, David Ullrey, Meghan Behymer, Sue Huggett, Allyson Dykstra

**OTHER:** Jessica Wood, Rebekah Kik, Laura Worline, Derek Nofz, Steve Vicenzi

## I. CALL TO ORDER

**DIRECTOR FLETCHER CALLED THE MEETING TO ORDER AT 3:04 P.M.**

## II. ROLL CALL

**PRESENT:** Grant Fletcher – Remotely, Kalamazoo County, MI  
Jeff Breneman – Remotely, Kalamazoo County, MI  
Ryan Wieber – Remotely, Kalamazoo County, MI  
Stephanie Hinman – Remotely, Kalamazoo County, MI  
Carl Brown – Remotely, Kalamazoo County, MI  
Mayor David Anderson – Remotely, Kalamazoo County, MI  
Patti Owens – Remotely, Kalamazoo County, MI  
Susan Lindemann – Remotely, Kalamazoo County, MI

**ABSENT:**

**EXCUSED:**

**THE NOVEMBER 15<sup>th</sup>, 2021, ATTENDANCE INCLUDING EXCUSED AND UNEXCUSED ABSENCES ARE RECORDED.**

## III. ADOPTION OF CONSENT AGENDA

Director Brown commented on the importance to revisit verbiage in DDA meeting minutes to specify more closely the Board's mission and statement in regard to cultural insensitivity as it relates to establishments within the DDA's scope.

**DIRECTOR OWENS MOVED TO ADOPT THE NOVEMBER 15<sup>th</sup>, 2021, CONSENT AGENDA WITH AMENDMENTS. DIRECTOR LINDEMAN SECONDED. NO OBJECTIONS. MOTION CARRIED.**

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## IV. FINANCIAL REPORT – October 2021

Directors Fletcher and Lindeman prefaced the conversation with confirming the opportunity to learn how the DDA and DEGA Boards interact with City and community partners to best position this board and its finances to the value of Downtown. They continued to say this meeting will include a large amount of information and the board should do its best to organize and prioritize its questions and comments.

**DIRECTOR WIEBER MOVED TO APPROVE THE FINANCIAL REPORT. DIRECTOR OWENS SECONDED. NO OBJECTIONS. MOTION CARRIED.**

## V. ACTION ITEMS

- A. Resolution setting the date of public hearing on 2022 budget

Andrew Haan proposed November 29<sup>th</sup> or December 6<sup>th</sup> as dates for the Special Meeting Budget Hearing to have an initial hearing prior to the regular December meeting.

**DIRECTOR OWENS MOVED TO APPROVE NOVEMBER 29, 2021 AS THE SPECIAL MEETING DATE FOR THE 2022 BUDGET. DIRECTOR MAYOR ANDERSON SECONDED. NO OBJECTIONS. MOTION CARRIED.**

- B. Right of first refusal – 440 South Burdick Street

Director Brown clarified that the right of first refusal is separate from the passing the collection of TIF to the Brownfield Authority.

Grant Fletcher clarified that the proceeds from the sale of the parcel will go to the DDA parking fund.

Andrew Haan confirmed both.

**DIRECTOR BRENEMAN MOVED TO SIGN OFF OF THE DDA’S RIGHT OF FIRST REFUSAL FOR 440 SOUTH BURDICK STREET AND AUTHORIZE STAFF COLLABORATION WITH THE CITY OF KALAMAZOO FOR FINALIZATION. DIRECTOR OWENS SECONDED. DUE TO AFFILIATION WITH THE PROJECT ORGANIZATION, DIRECTOR HINMAN RECUSED HERSELF FROM THE VOTE. MOTION CARRIED.**

- C. Ramp 3 parking agreement authorization

There is renewed interest in the downtown movie theatre along with negotiations on the parking agreement in ramp 3 that accompany the theatre. The intention being that this parking agreement will not contradict the downtown parking plan planned for 2022. Note that the Central City Parking budget for 2022 does not capture any Ramp 3 revenue from this potential contract, any revenue collected would be additive.

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**DIRECTOR WIEBER MOVED TO APPROVE THE PARKING TASK FORCE IN COORELATION WITH THE RAMP 3 PARKING AGREEMENT ON BEHALF OF THE DDA. DIRECTOR OWENS SECONDED. NO OBJECTIONS. MOTION CARRIED.**

## VI. DISCUSSION ITEMS

### A. Downtown Plans – Presented by Kalamazoo City Planner Rebekah Kik

The purpose of this presentation is to start a strategic planning process for the downtown.

Downtown Planning and Studies done in Kalamazoo from 2009-2018 were reviewed.

- 2009 – Downtown Comprehensive Plan
- 2015 – Target Market Analysis (Housing)
- 2016 – Walkable Urban Places (Michigan Metros)
- 2017 – Downtown Retail Market Analysis
- 2017 – Imagine Kalamazoo 2025 Master Plan
- 2018 – Urban Growth Initiative
- 2018 – DEGA TIF Plan
- 2018 – Parking Strategy

All consultants the city hires look at these plans and strategies incorporated since 2009.

Track progress to

- Build trust
- Build relationships
- Minimize planning fatigue

Director Kik urged the board to think intentionally about allocating funds into a multi-year strategy with incentives to achieve outcomes.

Director Kik referred back to the discussion on the right of first refusal where a plan would be drafted before the parcel was brought back before the DDA Board— she noted the Brownfield Redevelopment Authority has an incentive policy that aligns with City development goals created in Imagine Kalamazoo where the developer works with the City through a worksheet and the project is scored against Imagine Kalamazoo goals and values. This process generates a clear tracking system to gauge how each project aligns with the goals of the city.

Director Hinman asked how the DDA/DEGA Boards can help get the City plans such as conversion to two-way traffic achieved?

Director Kik answered, your participation and support in the planning processes, especially as it concerns to the impact it has on the downtown, will be critical for the success of the project. Creativity will be necessary during the disruptive construction processes.

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Director Breneman thanked Director Kik and encouraged the board to closely align the DDA/DEGA plan with the City's plan.

Director Kik offered to give regular updates.

Director Fletcher encouraged the board to consolidate questions and ensured that more conversation would be had in regard to this presentation.

### B. Review of DDA/DEGA debt obligations

David Ullrey presented on a plan to convert account records and interim reports to Full Accrual Method. Discussions will be had with Auditor and legal council for a full switch by 12/31/21 to confirm they agree with the approach.

The DDA/DEGA day-to-day accounting records will be changed to a Modified Accrual system for internal purposes in order to allow for Income Statements to more closely resemble trye cashflow, simplify bookkeeping, and make budget presentations more digestible. David Ullrey made note that a balance sheet is being added to the financial report for both DDA and DEGA Boards in order to show long-term debt held by the DDA/DEGA.

**DEGA TIF Projections** – Original TIF capture was projected at \$70M over 30 years. Revised TIF projections by new City CFO offer a greatly decreased TIF projection. Original capture was provided by City CFO at DEGA inception, used 3% increase valuations, and assumed no loss to exempt status chance for buildings.

Updated projections by new CFO show significantly lower capture amounts. Several parcels have gone exempt since the TIF was established (Gazette, Mangia Mangia & apartments) and growth rate was modified to 2% instead of the previous 3%. \$8.9M is currently projected to capture over 30 years.

Director Mayor Anderson asked what other factors contributed to the fall in projected capture.

Director Vicenzi explained due to the Gazette building and modified growth rate as well as factoring in any developers favoring the Brownfield Authority incentives over the DEGA's all contributed, among other things.

Director Brown asked how the projects are being built currently would not create a better TIF capture outcome.

Director Vicenzi explained that those projects do appear in the TIF capture, but more likely 20 years down the road in 2045-2046.

Director Fletcher asked if there is an assumption that these projects will appeal their taxes when they come out of the BRA and if that impacts the amount returning.

Director Vicenzi explained there is a reserve of 10% in contingency of that possibility, but it is very hard to know 30 years in the future.

Director Brown asked to have the City pull together what the tax appeals were/are historically to try and estimate what amount of projects would appeal.

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## **Debt Obligations**

- Operations Advance 2019 of \$330K (COK) – DEGA
- Operations Advance 2020 of \$801K (COK) – DEGA
- Arcadia Creek Bond Loan of \$459K (COK) – DDA
- Radisson Tax Appeal Loan of \$688K (COK) – DDA

Director Breneman asked if there were any operations advances taken for 2021 or 2022, David Ullrey confirmed there are for 2021.

Director Brown asked if we were looking toward a BID or additional bond structures, Andrew Haan responded that a BID had been in the conversation until 2020 and the Partnership was looking into private fund raising.

Director Fletcher asked if we should be looking to the City to utilize bonding tools.

David Ullrey further explained that the bonding periods for the City loans are in the next seven years, the Radisson in the next ten, the Metro Center and Arcadia Creek is still in conversation.

Director Owens recalled that the Metro Center has unfulfilled obligations.

Following David Ullrey's comment that the City loans are projected to be fully paid off in 2034, Director Brown asked Steve Vicenzi if there were any conversations happening to renegotiate the City loan timelines. Steve Vicenzi confirmed that those conversations were happening with hopes to simplify things.

Director Fletcher commended David Ullrey on the helpfulness although sobering presentation.

## **VII. ATTACHMENTS**

- A. Downtown Report

## **VIII. DIRECTOR COMMENTS**

## **IX. PUBLIC COMMENTS**

City resident Jeff Messer addressed that in 2022 the DDA and DEGA meetings will need to meet in person. He also requested that Ambassadors clear snow from curb ramps this winter.

## **X. ADJOURNMENT**

**DIRECTOR FLETCHER ADJOURNED THE MEETING AT 4:54 P.M.**

# Board of Directors Special Meeting Minutes

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**PRESENT:** Grant Fletcher, Stephanie Hinman, Carl Brown, Ryan Wieber, Patti Owens, Susan Lindemann, Mayor David Anderson, Jeff Breneman

**ABSENT:**

**STAFF:** Andrew Haan, David Ullrey, Meghan Behymer, Sue Huggett, Allyson Dykstra

**OTHER:** Jessica Wood, Leslie Hoffman

## I. CALL TO ORDER

**DIRECTOR FLETCHER CALLED THE MEETING TO ORDER AT 3:05 P.M.**

## II. ROLL CALL

**PRESENT:** Grant Fletcher – Remotely, Kalamazoo County, MI  
Ryan Wieber – Remotely, Kalamazoo County, MI  
Stephanie Hinman – Remotely, Kalamazoo County, MI  
Carl Brown – Remotely, Los Angeles County, MI  
Patti Owens – Remotely, Kalamazoo County, MI  
Susan Lindemann – Remotely, Kalamazoo County, MI

**ABSENT:**

**EXCUSED:** Jeff Breneman (arrived late), Mayor David Anderson (arrived late)

**THE NOVEMBER 29<sup>th</sup>, 2021, ATTENDANCE INCLUDING EXCUSED AND UNEXCUSED ABSENCES ARE RECORDED.**

## III. ADOPTION OF CONSENT AGENDA

**DIRECTOR BROWN MOVED TO ADOPT THE NOVEMBER 29<sup>th</sup>, 2021, CONSENT AGENDA. DIRECTOR HINMAN SECONDED. NO OBJECTIONS. MOTION CARRIED.**

## V. PUBLIC HEARING - 2022 DDA Transportation, Parking, and Mobility Budget presentation

Director Fletcher clarified that there will be no vote on this item, it is purely informational. Leslie Hoffman, manger of the Downtown Parking System on behalf of the Partnership and DDA, hosted a presentation to increase parking enforcement hours in the evening and extend to the weekend, and to install meters where there are 90-minute parking spots in the downtown core

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area.

Director Haan explained that this budget explains the recommendation of the Parking Plan and reflects implementing the recommendation of both the City and Downtown Parking Plans. More discussion will be had concerning the parking plans.

Director Fletcher asked if everything that was proposed in the Walker report is included in this budget. Leslie Hoffman confirmed and added that there is a 7% contingency built in to the plan. Director Owens suggested 90 minutes of free parking in the ramps instead of 60 minutes. Note that this budget does not include wayfinding to a great extent.

#### IV. PUBLIC HEARING - Redevelopment liquor license application – Factory Coffee Co.

Dan Kastner presented the business plan for Factory Coffee Co. Downtown.

Jessica Wood suggested the Frank Street address as the headquarters due to the community impact that location serves.

Director Breneman questioned the eligibility of Factory Coffee using the Redevelopment License because it is within a new building.

Jessica Wood explained although the title would suggest only redevelopments are eligible, throughout the document it is explained that it is not required to be a redeveloped project to be eligible.

The board suggested amending the application to take off anything mentioning redevelopment to eliminate the deterrent of applicants for this license.

Director Owens asked how staffing is being handled within the business. Mr. Kastner explained the benefits and roles staff plays in the businesses and how it retains and rewards its staff.

**DIRECTOR OWENS MOTIONED TO OPEN THE BOARD TO A PUBLIC HEARING. DIRECTOR WIEBER SECONDED. NO OBJECTIONS. MOTION CARRIED.**

No public comment was made.

**DIRECTOR OWENS MOTIONED TO CLOSE THE BOARD TO A PUBLIC HEARING. DIRECTOR LINDEMANN SECONDED. NO OBJECTIONS. MOTION CARRIED.**

**DIRECTOR OWENS MOTIONED TO ADOPT THE RESOLUTION TO RECOMMEND APPROVAL OF THE DDA LIQUOR LICENSE PURSUANT TO MCL 436.1521A1B. DIRECTOR LINDEMANN SECONDED. NO OBJECTIONS. MOTION CARRIED.**

Director Brown withheld his vote until the language of the Redevelopment Liquor License is changed in order to satisfy the ethical standards the DDA board values.

Jessica Wood ensured that the language could be taken off of this application easily due to there being no legal standing for the applicant to seek a redeveloped building instead of a new build.



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After further discussion Director Owens withdrew the previous motion to adopt the resolution to recommend approval of the DDA liquor license pursuant to mcl 436.1521a1b.

**DIRECTOR BRENEMAN MOTIONED TO ADOPT THE RESOLUTION TO RECOMMEND APPROVAL OF THE DDA LIQUOR LICENSE PURSUANT TO MCL 436.1521A1B DEPENDANT ON THE AMMENDMENT OF LICENSE TO CLEARLY REFLECT CURRENT MLCC REQUIREMENTS. DIRECTOR LINDEMANN SECONDED. NO OBJECTIONS. MOTION CARRIED.**

## V. ROLL CALL VOTE

**PRESENT:**       **Jeff Breneman** — Yes  
                  **Grant Fletcher** – Yes  
                  **Ryan Wieber** – Yes  
                  **Stephanie Hinman** – Abstain due to potential conflict of interest  
                  **Carl Brown** – Yes  
                  **Patti Owens** — Yes  
                  **Susan Lindemann** — Yes  
                  **Mayor David Anderson** – Yes

**ABSENT:**        N/A

## VI. ACTION ITEMS

### A. Ramp #2 mural agreement

Discover Kalamazoo is proposing a mural on Ramp 2 facing South Street. They are required to perform maintenance of the mural and keep it in good condition. There is no cost to the DDA and is consistent with principles of the DDA Board.

**DIRECTOR WIEBER MOTIONED TO AUTHORIZE STAFF TO SIGN THE MURAL AGREEMENT WITH DISCOVER KALAMAZOO. DIRECTOR OWENS SECONDED. NO OBJECTIONS. MOTION CARRIED.**

## VI. DISCUSSION ITEMS

### A. Task force updates (Parking, Finance, Business Engagement)

Andrew Haan presented on two possible options

- Renegotiate agreement with City to allow DDA control
  - o There is support from the City Manager’s Office to align DDA with the authority and management necessary to control parking. Legal council is currently drafting an agreement. The recommendation is that the DDA

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- continue to manage parking under this criteria.
- Begin managed transition to City management
  - o Currently the City does not have the desire to manage

Director Lindemann aired concerns about continuity between neighborhood parking and the downtown as well as the need for further discussion with the City to ensure success of the system. Staffing time and energy is also of concern for this undertaking as both of the analyses mentioned required a full time staff member to manage. Andrew Haan explained the budget does include funds for a dedicated staff member.

Director Brown suggested looking for operator RFP's before looking for technology RFP's in order for the two to be aligned.

Directors Brown and Breneman suggested bonding for this initiative.

***A Special Board Meeting is suggested to take place in the following two weeks to discuss the remaining agenda items.***

- B. KDP update
- C. 2022 budget scenarios
- D. Debt obligations
- E. Contracts review

## **VII. PACKET ATTACHMENTS**

- A. Liquor license memo
- B. Factory Coffee Co. application
- C. Mural agreement

## **VIII. DIRECTOR COMMENTS**

## **IX. PUBLIC COMMENTS**

## **X. ADJOURNMENT**

**DIRECTOR FLETCHER ADJOURNED THE MEETING AT 4:38 P.M.**

# DOWNTOWN DEVELOPMENT AUTHORITY

## 2022 PROPOSED BUDGET

	General Fund	Parking Fund
<b>Revenues</b>		
Property Taxes (2 Mill)	274,000	
Parking System Revenue		1,636,406
Revenue Replacement ARPA Grant		766,368
Pilot Income	2,000	
Interest Income	1,000	500
<b>Total Revenues</b>	<b>277,000</b>	<b>2,403,274</b>
<b>Expenditures</b>		
<b>Parking System:</b>		
Parking System Operations		1,643,523
Parking System Debt Service		870,500
Capital Improvements		366,747
<b>Downtown Development:</b>		
Outside Contractual Services	47,000	
<b>Administration:</b>		
Salaries And Contract Services	50,000	100,000
D&O Policy	5,000	
Rebates	5,000	
Audit	5,000	
Legal	15,000	
Restricted For Debt Service	150,000	
<b>Total Expenditures</b>	<b>277,000</b>	<b>2,980,770</b>
<b>Revenues less Expenses</b>	<b>-</b>	<b>(577,496)</b>
Use of Reserves	-	<b>(210,749)</b>
Use of Bond Reserves	-	<b>(366,747)</b>
<b>Total Use of Reserves</b>	<b>-</b>	<b>(577,496)</b>

# MEMORANDUM

KALAMAZOO  
DOWNTOWN  
PARTNERSHIP



**DATE:** November 22, 2021

**SUBJECT:** Response to letter from Downtown Kalamazoo merchants to DDA/DEGA Boards

In August 2021, a letter was received from downtown merchants by the Downtown Development Authority and Downtown Economic Growth Authority Boards outlining a variety of concerns. Below is a summary of the questions and concerns outlined in the letter with corresponding answers:

## **Communication and Engagement**

### **How does the Partnership propose to communicate more effectively with downtown stakeholders, on behalf of the DDA/DEGA Boards?**

We recognize that our previous forms of communication were not working for all of our partners, and in response to this feedback the Kalamazoo Downtown Partnership now communicates with downtown businesses through weekly newsletters, direct email outreach, text messages, in-person visits, Downtown Business Network meetings, and the Downtown Business Private Facebook Group, and the Downtown Ambassador Team. We welcome your feedback on the effectiveness of our new communication avenues as well as any additional suggestions. See memo on *2021 Marketing and Communications efforts for additional information*.

### **Who approved the cancellation of Summer Sidewalk Sales?**

This re-envisioning of the traditional event to be spread over six Saturdays was designed by staff at the Kalamazoo Downtown Partnership. The plan was shared with the Kalamazoo Downtown Partnership Board for feedback and comment, but not for approval.

### **What data/evidence was provided to inform this decision?**

This decision was driven by the desire to try new and innovative approaches to driving foot traffic and sales. Additionally, low participation and anecdotal feedback in impacts drove this decision. Future programming will be informed by data from soon to be installed pedestrian count technology, along with surveys and direct business engagement.

### **Do event and program cancellations require a Board vote?**

No. As with similar organizations, the Board approves the strategy, budget and high-level plan and entrusts the Partnership with execution of the plan. That said, typically, the event slate is presented to the Board for feedback and comment.

### **Where did these funds go?**

The majority of funds typically used to support Summer Sidewalk Sales promotion were redirected to support

the artists participating in the weekly Music on the Mall program, which was designed to draw foot traffic to and enhance the atmosphere of the Kalamazoo Mall for 14 Saturdays throughout the summer.

### **Marketing & Promotion**

#### **Will DDA/DEGA be providing holiday bags and accompanying marketing campaign?**

Yes, 2000 limited-edition holiday shopping bags will be provided to downtown retailers free of charge for the holiday season.

#### **What holiday marketing and promotion is planned for downtown businesses?**

See attached memo on 2021 Marketing and Communications efforts.

### **Business Recruitment & Retention**

#### **How are the business recruitment and retention funds being used?**

Business funds were invested in the real estate data platform for the downtown website, the Central Commons Refreshment Area, and Music on the Mall.

#### **Will pop-up shop locations be offered to existing businesses, before being offered to outside vendors?**

The pop-up program is cancelled for 2021. Future initiatives will have options for existing businesses. Is this accurate? I saw a pop-up holiday shop hosted by Rocket Fizz, being set up just last week.

### **Infrastructure and Project Management**

#### **What is the timeline for the following downtown projects?**

- **Execution of Downtown Parking Plan:** The Downtown Development Authority and City of Kalamazoo are in discussions about the future management of the downtown parking system. Implementation of the 2019 plan will commence in 2022.
- **Arcadia Creek Festival Place planning:** This project was placed on hold by Boards in 2020 and is not in the 2021 plan. The Downtown Development Authority and the City of Kalamazoo are exploring next steps.
- **Parklet Project:** Earlier in 2021, the Kalamazoo Downtown Partnership endeavored to launch a pilot parklet program that businesses could subsequently take advantage of in the latter half of the year. Due to delays in the right-of-way permit, contractor availability, and a decrease in available funding, this project is on hold.
- **Alleyway Activation, between Rose and Portage:** This project was placed on hold by Boards in 2020 and is not in the 2021 plan.
- **Big Belly Waste/Recycling Receptacles:** The units were ordered in June, and were to be delivered in July, but supply chain issues with the manufacturer have delayed the launch of this program. It is expected that 25 combo waste/recycling units will be installed in the downtown before the end of 2021.

### **Board & Organizational Structure**

**Why are board members on multiple boards?**

The Kalamazoo Downtown Partnership bylaws were amended in 2019 to require membership from the DDA and DEGA boards to ensure consistency between bodies. Additionally, each Citizen Coalition Chair sits on the Partnership Board to ensure broader representation from stakeholders within at the Board level.

**Are there residency requirements for Board members?**

There are statutory requirements in [PA 57 of 2018](#) on residency of Downtown Development Authority and Downtown Economic Growth Authority Board members. There are not residency requirements on the Kalamazoo Downtown Partnership Board or Coalitions. Each member is expected to demonstrate a stake or interest in Downtown Kalamazoo. Each Citizen Coalition must have at least one downtown resident and one business represented.

DRAFT

Kalamazoo DDA & DEGA  
C/o City of Kalamazoo  
241 West South Street  
Kalamazoo, MI 49007

November 29, 2021

Downtown Kalamazoo Merchants:

Thank you for taking the time to share your feedback and experiences, in your letter of August 28, addressed to the Downtown Development Authority and Downtown Economic Growth Authority Boards of Directors. We truly appreciate hearing from you and do value your input.

The experiences that you shared have given our group a lot to think about, and much to process. We have attempted to distill the letter down to the main questions and concerns you were expressing, to give each the examination it deserves. Ultimately, we want to provide detailed answers to your specific questions. We believe that these questions and the answers to them, represent opportunities for performance improvement, and clarification of the roles and responsibilities of the partner organizations. Your concerns have been heard and are being taken seriously. We are actively working to improve our methods of communication and have convened several task forces to focus on other areas of concern.

We recognize that a vibrant downtown is critical to the success of our community, and that unique businesses like yours, are fundamental to creating a memorable downtown experience. Your success is our success, and we strive to be good partners in the work of making Downtown Kalamazoo a destination.

Please know that your active engagement can and will shape the way that our organizations do business in the future, and we are hopeful that you will join us as we work hard to do better.

Sincerely,

Kalamazoo DDA & DEGA