

Board of Directors Regular Meeting Agenda

February 14, 2022 3:00 p.m. | Community Room, Kalamazoo City Hall

- I. CALL TO ORDER
- II. ROLL CALL
- III. CONSENT AGENDA
 - A. MINUTES – January 10, 2022, Regular Meeting
 - B. ADOPTION OF AGENDA
- IV. FINANCIAL REPORT
- V. PRESENTATION
 - A. City of Kalamazoo Community Planning & Economic Development Team
- VI. ACTION ITEMS
 - A. Resolution to form Finance and Project Review Committee
 - B. Resolution to form Mobility Committee
 - C. Motion to execute scope of work with Yard & Co. to re-imagine DDA purpose and develop plan (attached)
- VII. DISCUSSION ITEMS
- VIII. PACKET ATTACHMENTS
 - A. Yard & Co. Scope of Work Document
- IX. BOARD COMMENTS
- X. PUBLIC COMMENTS
- XI. ADJOURNMENT

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January 10th, 2022, 3:00 p.m. | Zoom Webinar

PRESENT: Grant Fletcher, Stephanie Hinman, Susan Lindemann, Mayor David Anderson, Carl Brown, Laura Worline

ABSENT: Ryan Wieber

STAFF: David Ullrey, Meghan Behymer, Sue Huggett, Allyson Dykstra

OTHER:

I. CALL TO ORDER

DIRECTOR FLETCHER CALLED THE MEETING TO ORDER AT 3:45 P.M.

II. ROLL CALL

PRESENT: Grant Fletcher
Jeff Breneman
Stephanie Hinman
Carl Brown
Mayor David Anderson
Susan Lindemann
Laura Worline

ABSENT: Ryan Wieber

EXCUSED: Ryan Wieber

THE JANUARY 10th, 2021, ATTENDANCE INCLUDING EXCUSED AND UNEXCUSED ABSENCES ARE RECORDED.

III. ADOPTION OF CONSENT AGENDA

- A. **MINUTES** – November 15th, 2021, Regular Meeting & November 29th 2021, Special Meeting
- B. **ADOPTION OF AGENDA**
- C. **ACKNOWLEDGE RESIGNATION OF DIRECTOR OWENS**

DIRECTOR LINDEMANN MOVED TO ADOPT THE JANUARY 10TH, 2022 CONSENT AGENDA— AMENDING ANY GRAMMATICAL ERROR. DIRECTOR HINMAN SECONDED. NO OBJECTIONS. MOTION CARRIED.

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IV. ACTION ITEMS

A. Nominating responsibilities delegated to Executive Committee

Delegating responsibilities for making a recommendation to replace Director Owens to the DDA Executive Committee.

DIRECTOR BRENEMAN MOVED TO DELEGATE RESPONSIBILITIES TO THE EXECUTIVE COMMITTEE FOR NOMINATING FOR THE VACANCY. DIRECTOR HINMAN SECONDED. NO OBJECTIONS. MOTION CARRIED.

B. 2022 Budget

Director Fletcher provided a brief overview of the budget, noting that this budget was created to capture the clearest possible picture of what flows in and out of the DDA. City of Kalamazoo CFO Steve Vicenzi supported the development of this budget.

Following a question from Director Mayor Anderson, the following clarification on ARPA funds was provided: these are federal funds that have flowed to the city to serve as revenue replacement for money anticipated from 2019 performance of the parking system. Expenditures from parking are reinvested back into parking. The unaccounted-for balance is allocated for debt obligations.

DIRECTOR BRENEMAN MOVED TO RECOMMEND THE PROPOSED 2022 BUDGET TO CITY COMMISSION. DIRECTOR BROWN SECONDED. NO OBJECTIONS. MOTION CARRIED.

C. 2022 Service Contract

DIRECTOR BROWN MOTIONED TO PROVIDE NO-CAUSE NOTICE NOT TO RENEW THE SERVICE CONTRACT WITH THE KALAMAZOO DOWNTOWN PARTNERSHIP CONSISTENT WITH TERMS OUTLINED IN THE DOWNTOWN DEVELOPMENT AUTHORITY SERVICE AGREEMENT AND DELEGATE AUTHORITY TO PROVIDE WRITTEN NOTICE TO CHAIRPERSON OR LEGAL COUNCIL. DIRECTOR LINDEMANN SECONDED. NO OBJECTIONS. MOTION CARRIED.

Director Brown expressed that this parking plan has been in motion for six years and has come up against many hurdles. It is important in this new structure that the parking plan previously mentioned become a priority and turn a deficit program into a revenue generating one.

ROLL CALL VOTE

Grant Fletcher – Yes

Jeff Breneman – Yes

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Stephanie Hinman – Yes

Carl Brown – Yes

Susan Lindemann – Yes

Laura Worline – Yes

V. DISCUSSION ITEMS

VI. ATTACHMENTS

- A. Letter to Downtown Merchants
- B. Response to questions from Downtown Merchants

Director Fletcher noted that attachments were intended for meetings months prior but the board did not meet in December. He addressed that attachment (a) was a letter sent to the DDA mid-August from the downtown merchants, and attachment (b) is the DDA's response to that letter.

VII. DIRECTOR COMMENTS

Director Hinman expressed gratitude to the Partnership and recognizes the accomplishments the organization has made to the downtown.

Director Breneman echoed, addressing both Partnership Board members and staff. He highlighted that the programs and creativity accomplished throughout the pandemic alone are much to be proud of and is happy for the opportunity to have worked with the team.

Director Mayor Anderson echoed and expressed sadness in making this decision. He noted the mixed feelings doing this work and although it is the end of one thing, he hopes within short order multiple new and exciting ways forward appear for these entities. He mentioned that everyone in this room cares about downtown and is making decisions that hope to be the best for downtown. He looks forward to the work that will be done.

Director Lindemann echoes the sense of the heavy feeling, expresses gratitude for the unparalleled passion, creativity, and hard work of the Partnership.

Director Brown also expressed gratitude for the Partnership and the opportunities it has offered even him individually. The work that the Partnership has done is monumental and has been studied as a mechanism for other cities to do great work. He addressed the changes to the operating environment are what bring the circumstances to fruition, not the failure of the staff or board. He is excited to have the support of the city and lean on city resources in the face of this new chapter and challenge.

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Director Worline spoke from her experience of being a life-long resident of Kalamazoo and is excited for this time of versatility and change.

Director Fletcher echoed all the Board members' comments. He thanked everyone for attending and hopes for this level of engagement for every future DDA/DEGA board meeting.

VIII. PUBLIC COMMENTS

Jim Ritsema, City Manager for Kalamazoo, thanked staff of the Kalamazoo Downtown Partnership. On the City's behalf he committed to being a strong partner in this decision and what is best for Downtown. He looks forward to working with everyone here and the path forward.

IX. ADJOURNMENT

DIRECTOR FLETCHER ADJOURNED THE MEETING AT 3:45 P.M.

STRATEGIC PLAN

Prepared for

REBEKAH KIK
Director, Community Planning & Economic Development Dept.
kikr@kalamazoocity.org

Summary of the Job to be Done

The City of Kalamazoo (the Client) is in the process of reassessing the Downtown Development Authority/Downtown Economic Growth Authority's (DDA/DEGA, the "Operating Entity") structure, roles and responsibilities. The next several months will be critical to understand the Operating Entity's new identity and 'lane(s)' in helping Downtown prosper.

Scope of Work

Phase 1: Explore [Month 1]

We will work with the Client to conduct necessary research and meetings as a way of refining our thinking about a new or rebuilt Operating Entity. This will include the following:

- Create an operations audit to understand which organizations do what in and around downtown
- Hold an initial meeting with a project Advisory Committee. This group will be made up of 3-5 highly engaged stakeholders. In the first meeting we will further refine our thinking about the Operating Entity and collaboratively develop an invite list and agenda for a first Working Group meeting
- Schedule and hold the first Working Group meeting. This meeting will be 3-4 hours long, will include nonprofit, corporate, retail/hospitality, residential property management and government leaders; and will be designed to help the Client and project team develop the initial draft strategic plan.

Phase 2: Build [Months 2-3]

Once we have held the first Working Group meeting, we will get to work at developing the draft Strategic Plan. We will then present the draft for feedback to the Working Group. From there, we will finalize and deliver the Strategic Plan. This phase will include the following:

- Present draft of Strategic Plan to the project Advisory Committee
- Present a refined draft of the Strategic Plan to the Working Group

YARD & COMPANY

- Make final refinements to the Strategic Plan and deliver it to the Client
- The final Strategic Plan will include at a minimum the following:
 - A mission and vision statement
 - General naming and brand strategies (either new or refinement)
 - Outline of a committee structure and committee job descriptions/makeup
 - A roles/responsibilities lead versus support analysis and recommendations
 - Staffing recommendations
 - Board of Directors structure recommendations
 - Legal structure analysis
 - By-laws outline
 - Job descriptions and responsibilities
 - Internal templates and forms
 - Events calendar
 - 12-month implementation matrix

Deliverables

At the end of the process, you can expect to have a final Strategic Plan for the Operating Entity.

Fees and Costs

The following fees correspond to the provision of the outlined Scope of Work:

Phase 1	\$20,000
Phase 2	\$17,500
Total	\$37,500

*Expenses will be billed in addition to the fees. It is expected that there will be two trips to Kalamazoo that will coincide with the two Working Group meetings.

We look forward to working with you and your team.

Sincerely,



Joe Nickol, AICP LEED AP

Principal

cc: Kevin Wright