



**CITY OF IONIA**  
**DOWNTOWN DEVELOPMENT AUTHORITY**  
**REGULAR MEETING AGENDA**  
**8:00 AM, Wednesday, February 18, 2026**  
**IONIA THEATRE**

**I. Call to Order**

**II. Roll Call of Members** Taryn Altobelli, Precia Garland, John Krueger, Tricia Meyers, Mark Ludema, Zachary Sheehan, Dustin Sommer, Ben Weller, and Ryan Wilson.

**III. Public Comments**

**IV. Consent Agenda**

1. To approve the February 18, 2026 meeting agenda.

**V. Approval of Minutes**

1. To approve the minutes from the January 21, 2026 meeting.

**VI. Financial Report**

1. To accept the Accounts Payables for the DDA: December 25, 2025 – January 25, 2025 in the amount of \$2,122.23

To accept the Accounts Payables for the Theatre: December 25, 2025 – January 25, 2025 in the amount of \$22,128.96

**VII. DDA Director Report**

1. Report included in Board Agenda Packet.

**VIII. Theatre Report**

1. Report included in Board Agenda Packet.

**IX. Board Decisions and Action Items**

1. 2025 Annual Report
2. Match on Main Panel Selection
3. Review and Release of TIF and Development Plan

**X. Discussion Items**

1. Marketing Committee Update

**XI. Other**

## **XII. Adjournment**

The Mission of the Ionia Downtown Development Authority is to champion the revitalization and sustainability of downtown by supporting local businesses, preserving our historic theatre, strengthening our identity, and expanding opportunities for community connection.



**CITY OF IONIA**  
**DOWNTOWN DEVELOPMENT AUTHORITY**  
**REGULAR MEETING MINUTES**  
**8:00 AM, Wednesday, January 21, 2026**  
**IONIA THEATRE**

**I. CALL TO ORDER**

Vice Chairperson Sommer called the meeting of the Ionia Downtown Development Authority to order at 8:08 AM.

**II. ROLL CALL OF MEMBERS**

Roll call revealed a Quorum with Board members Taryn Altobelli, Tricia Meyers, Benjamin Weller, Ryan Wilson, and Dustin Sommer present.

**III. PUBLIC COMMENTS**

Deputy Clerk Oszust reappointed Member Meyers for another term.

**IV. CONSENT AGENDA**

**(IV.1.) To approve the January 21, 2026 meeting agenda.**

With no changes or additions, Board Member Wilson made a motion, seconded by Board Member Weller, to approve the agenda as presented.

**MOTION CARRIED BY VOICE VOTE.**

**V. APPROVAL OF MINUTES**

**(V.1.) To approve the minutes from the December 17, 2025 meeting.**

Minutes from the regular meeting of December 17, 2025, were reviewed. Board Member Wilson made a motion, seconded by Board Member Weller, to approve the December meeting minutes as presented.

**MOTION CARRIED BY VOICE VOTE.**

**VI. FINANCIAL REPORT**

**(VI.1.) To accept the Accounts Payables for the DDA: November 26, 2025 – December 25, 2025 in the amount of \$1,433.08**

**To accept the Accounts Payables for the Theatre: November 26, 2025 – December 25, 2025 in the amount of \$11,008.60**

Board Member Weller made a motion, seconded by Board Member Altobelli, to accept the financials as presented.

**MOTION BY VOICE VOTE.**

## **VII. DDA DIRECTOR REPORT**

### **(VII.1.) Report included in Board Agenda Packet.**

Director Rice discussed the month's happenings inclusive of the normal monthly connections. Time off was utilized around the holidays with monitoring of priority items as needed.

## **VIII. THEATRE REPORT**

### **(VIII.1.) Report included in Board Agenda Packet.**

Director Rice reviewed the offerings and upcoming events at the theatre. The top 20 movies of 2025 were also reviewed. The board offered numerous ideas for upcoming events at the theatre, including a film experience with experts, cartoon shorts event for young families, and a dinner and movie experience.

## **IX. BOARD DECISIONS AND ACTION ITEMS**

### **(IX.1.) 2026 Election of Officers: Chairperson, Vice Chairperson, Treasurer, Secretary**

Member Krueger was nominated by Member Weller; seconded by Member Wilson to remain as Chairperson.

Member Sommer was nominated by Member Wilson; seconded by Member Weller to remain as Vice Chairperson.

Member Weller was nominated by Member Wilson; seconded by Member Sommer to remain as Treasurer.

Member Altobelli was nominated by Member Wilson; seconded by Member Weller to become Secretary.

### **MOTIONS CARRIED BY VOICE VOTE**

## **X. DISCUSSION ITEMS**

### **(X.1.) Conflict of Interest Statements for DDA Board of Directors**

Annual Conflict of Interest Statements were provided. All meeting attendees have submitted, awaiting remaining COIs.

## **XI. OTHER**

## **XII. ADJOURNMENT**

Board Member Wilson made a motion, seconded by Board Member Sommer, to adjourn.

### **MOTION CARRIED BY VOICE VOTE.**

The meeting was adjourned at 8:46 am.

Respectfully Submitted,

Cassie Rice, Recording Secretary

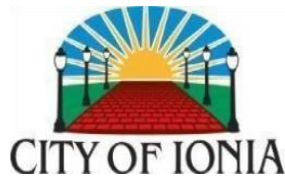


DDA REPORT GL FOR CITY OF IONIA  
Balance As of 01/31/2026

GL Number	Description	End Balance 06/30/2025	25-26 Amended Budget	YTD Balance 01/31/2026	% Bdgt Used
<b>Fund: 248 DOWNTOWN DEVELOPMENT OPERATING</b>					
<b>Account Category: Revenues</b>					
<b>Department: 000.000</b>					
248-000.000-415.000	2 MILL LEVY	46,148.09	46,000.00	47,122.50	102.44
248-000.000-655.000	PROMOTIONS AND SPONSORSHIPS	9,604.00	4,000.00	2,840.00	71.00
248-000.000-655.000-248.001	PROMOTIONS AND SPONSORSHIPS	50.00	9,000.00	0.00	0.00
248-000.000-665.000	INTEREST	5,484.28	3,500.00	1,108.99	31.69
248-000.000-676.002	Reimbursement for IFF Agreeemnt	7,500.00	0.00	750.00	100.00
248-000.000-688.000	OTHER REVENUE	171.64	2,000.00	1,964.51	98.23
248-000.000-699.101	CONTRIBUTIONS FROM GENERAL FUN	200,000.00	250,000.00	0.00	0.00
Total Dept 000.000		268,958.01	314,500.00	53,786.00	17.10
Revenues		268,958.01	314,500.00	53,786.00	17.10
<b>Account Category: Expenditures</b>					
<b>Department: 558.000 ADMINISTRATIVE</b>					
248-558.000-702.000	SALARY & WAGES	103,614.08	73,200.00	31,137.74	42.54
248-558.000-710.000	PAYROLL TAXES & FRINGE BENEFIT	43,049.06	19,330.00	8,897.12	46.03
248-558.000-727.000	OFFICE SUPPLIES	1,627.72	1,800.00	581.64	32.31
248-558.000-801.000	CONTRACTUAL & PROFESSIONAL SEV	1,556.11	1,000.00	788.89	78.89
248-558.000-851.000	TELEPHONE	900.00	900.00	615.00	68.33
248-558.000-860.000	TRANSPORTATION AND TRAINING	1,925.00	2,300.00	2,113.85	91.91
248-558.000-954.000	INSURANCE	5,286.26	6,000.00	5,746.99	95.78
248-558.000-980.700	CAPITAL OUTLAY - THEATRE	70,000.00	185,000.00	0.00	0.00
Total Dept 558.000 - ADMINISTRATIVE		227,958.23	289,530.00	49,881.23	17.23
<b>Department: 600.000 DOWNTOWN MAINTENANCE</b>					
248-600.000-740.000	OPERATING SUPPLIES	3,826.87	7,000.00	69.61	0.99
248-600.000-920.000	PUBLIC UTILITIES	8,607.82	8,700.00	4,401.52	50.59
Total Dept 600.000 - DOWNTOWN MAINTENANCE		12,434.69	15,700.00	4,471.13	28.48
<b>Department: 610.000 DDA DEVELOPMENT</b>					
248-610.000-801.000	CONTRACTUAL & PROFESSIONAL SEV	19,679.52	20,000.00	2,155.00	10.78
248-610.000-972.000	PROMOTIONS AND FIREWORKS	1,371.50	5,000.00	660.00	13.20
248-610.000-972.000-248.001	PROMOTIONS AND FIREWORKS	14,000.00	15,000.00	0.00	0.00
Total Dept 610.000 - DDA DEVELOPMENT		35,051.02	40,000.00	2,815.00	7.04
Expenditures		275,443.94	345,230.00	57,167.36	16.56
<b>Fund 248 - DOWNTOWN DEVELOPMENT OPERATING:</b>					
TOTAL REVENUES		268,958.01	314,500.00	53,786.00	17.10
TOTAL EXPENDITURES		275,443.94	345,230.00	57,167.36	16.56
NET OF REVENUES & EXPENDITURES:		(6,485.93)	(30,730.00)	(3,381.36)	

DDA REPORT GL FOR CITY OF IONIA  
Balance As of 01/31/2026

GL Number	Description	End Balance 06/30/2025	25-26 Amended Budget	YTD Balance 01/31/2026	% Bdgt Used
<b>Fund: 250 THEATRE FUND</b>					
<b>Account Category: Revenues</b>					
<b>Department: 000.000</b>					
250-000.000-633.000	MOVIE ADMISSIONS	88,103.00	85,000.00	31,873.00	37.50
250-000.000-634.000	MOVIE CONCESSIONS	126,406.35	115,000.00	53,618.40	46.62
250-000.000-635.000	LIVE ENTERTAINMENT REVENUE	297.98	2,000.00	925.00	46.25
250-000.000-639.000	THEATRE RENTAL	7,805.00	5,000.00	2,200.00	44.00
250-000.000-640.000	ADVERTISING REVENUES	5,555.88	6,000.00	2,547.98	42.47
250-000.000-665.000	INTEREST	(720.73)	100.00	(355.91)	(355.91)
250-000.000-675.000	GIFTS DONATIONS	7,664.76	4,000.00	4,554.36	113.86
250-000.000-688.000	OTHER REVENUE	2,639.00	3,000.00	1,538.00	51.27
250-000.000-699.101	CONTRIBUTIONS FROM GENERAL FUN	0.00	0.00	20,000.00	100.00
250-000.000-699.248	CONTRIBUTION FROM DDA	70,000.00	185,000.00	0.00	0.00
Total Dept 000.000		307,751.24	405,100.00	116,900.83	28.86
Revenues		307,751.24	405,100.00	116,900.83	28.86
<b>Account Category: Expenditures</b>					
<b>Department: 442.000 OPERATIONS</b>					
250-442.000-702.000	SALARY & WAGES	106,271.63	106,000.00	48,329.27	45.59
250-442.000-710.000	PAYROLL TAXES & FRINGE BENEFIT	8,738.71	12,000.00	6,502.01	54.18
250-442.000-727.000	OFFICE SUPPLIES	1,113.68	900.00	352.51	39.17
250-442.000-728.000	POSTAGE	21.44	100.00	0.00	0.00
250-442.000-729.000	CREDIT CARD FEES	4,998.49	5,000.00	3,377.95	67.56
250-442.000-732.000	LIVE ENTERTAINMENT EXPENSE	0.00	1,100.00	1,083.45	98.50
250-442.000-740.000	OPERATING SUPPLIES	745.85	2,000.00	575.85	28.79
250-442.000-801.000	CONTRACTUAL & PROFESSIONAL SEV	13,884.02	16,000.00	9,733.60	60.84
250-442.000-804.000	FILM EXPENSE	54,668.03	45,000.00	21,042.93	46.76
250-442.000-805.000	CONCESSION EXPENSE	38,725.49	42,000.00	19,950.39	47.50
250-442.000-851.000	TELEPHONE	1,020.00	1,100.00	345.00	31.36
250-442.000-861.000	MEMBERSHIP AND DUES	500.00	750.00	550.00	73.33
250-442.000-862.000	SUBSCRIPTIONS	222.50	500.00	149.99	30.00
250-442.000-920.000	PUBLIC UTILITIES	36,083.05	35,000.00	21,366.12	61.05
250-442.000-931.000	BUILDING REPAIR & MAINTENANCE	19,243.22	20,000.00	10,625.97	53.13
250-442.000-956.001	SALES TAX	6,693.76	6,000.00	2,967.13	49.45
250-442.000-962.200	ADVERTISING - PROMOTION	7,697.85	4,500.00	1,338.34	29.74
250-442.000-968.000	DEPRECIATION	25,399.10	0.00	0.00	0.00
250-442.000-980.000	CAPITAL OUTLAY	0.00	100,000.00	0.00	0.00
Total Dept 442.000 - OPERATIONS		326,026.82	397,950.00	148,290.51	37.26
Expenditures		326,026.82	397,950.00	148,290.51	37.26
<b>Fund 250 - THEATRE FUND:</b>					
TOTAL REVENUES		307,751.24	405,100.00	116,900.83	28.86
TOTAL EXPENDITURES		326,026.82	397,950.00	148,290.51	37.26
NET OF REVENUES & EXPENDITURES:		(18,275.58)	7,150.00	(31,389.68)	
<b>Report Totals:</b>					
TOTAL REVENUES - ALL FUNDS		576,709.25	719,600.00	170,686.83	23.72
TOTAL EXPENDITURES - ALL FUNDS		601,470.76	743,180.00	205,457.87	27.65
NET OF REVENUES & EXPENDITURES:		(24,761.51)	(23,580.00)	(34,771.04)	



## **Ionia Downtown Development Authority Director's Report January 2026**

### **Economic Development & Business Engagement**

- During this reporting period, efforts continued to focus on strengthening downtown investment, redevelopment, and stakeholder relationships.
- Coordinated and facilitated a downtown connection meeting and theatre walkthrough with an assisted living development group to explore potential opportunities and community integration.
- Conducted review and evaluation of Tax Increment Financing (TIF) development materials and related project components.
- Participated in a virtual meeting with the Michigan Economic Development Corporation (MEDC) regarding Ionia-based projects. Gathered information on Match on Main grant release.
- Completed a building walkthrough and project discussion for 404 W. Main Street as part of ongoing redevelopment conversations.

### **Special Events & Community Programming**

- Provided logistical and promotional support to local events and partner organizations to encourage increased downtown activity and engagement.
- Conducted outreach to organizers of last year's events to confirm annual scheduling and begin development of a comprehensive community events calendar; follow-up efforts are ongoing to increase response rates.
- Continued collaboration with the Ionia Theatre on community programming initiatives, special events, and strategic opportunities that support overall downtown vitality and cross-promotion efforts.

### **Meetings, Seminars & Professional Engagement**

Ongoing participation in boards, committees, and partner meetings to ensure alignment across organizations and initiatives. Attended and actively contributed to meetings with:

Ionia County Connect, City Council, Department Heads, DDA Board of Directors (including New Board Member Orientation), DDA Marketing Committee, City Manager, Ionia Business & Professional Women (IBPW), including attendance at the Galentine's event, Theatre Ad Hoc Committee, Farmers Market Board

Additionally, supported theatre operations by working multiple front counter shifts to assist with patron services and operational needs.

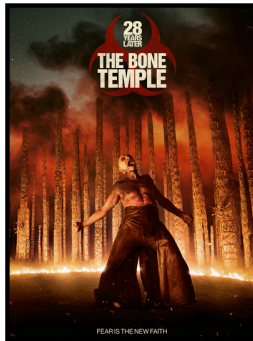
Respectfully submitted,

Cassie Rice, Ionia DDA and Theatre Director

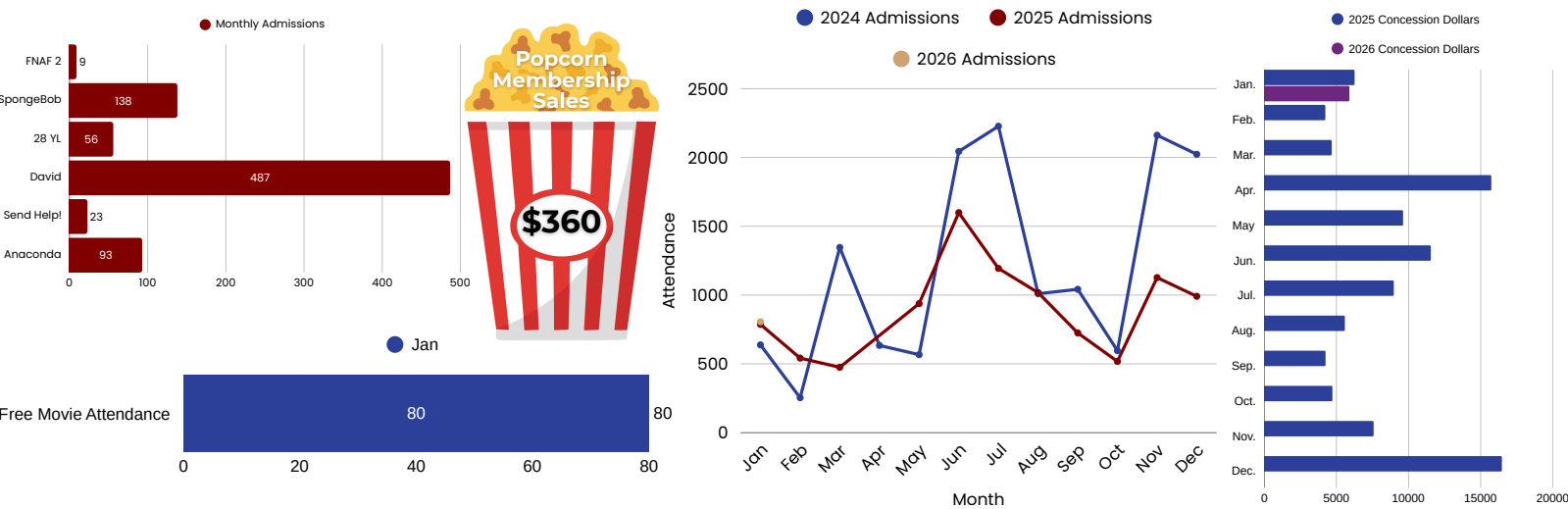
# IONIA THEATRE MONTHLY REPORT



## MOVIES PLAYED IN JANUARY



## BY THE NUMBERS...



## UPCOMING @ THE THEATRE

## EVENTS

2/21	2/25	3/14	3/16	04/02	04/16	04/27	4/30	05/07
State of the City	ICCF Grant Awards	Starfish Monthly Seminar	WION Free Movie	Memorial Private Event	Book 2 Film with ICL	WION Free Movie	Live Performance Caitlin Cusack & Friends	ICL DAY \$5 with card

# 2025 ANNUAL REPORT



2025

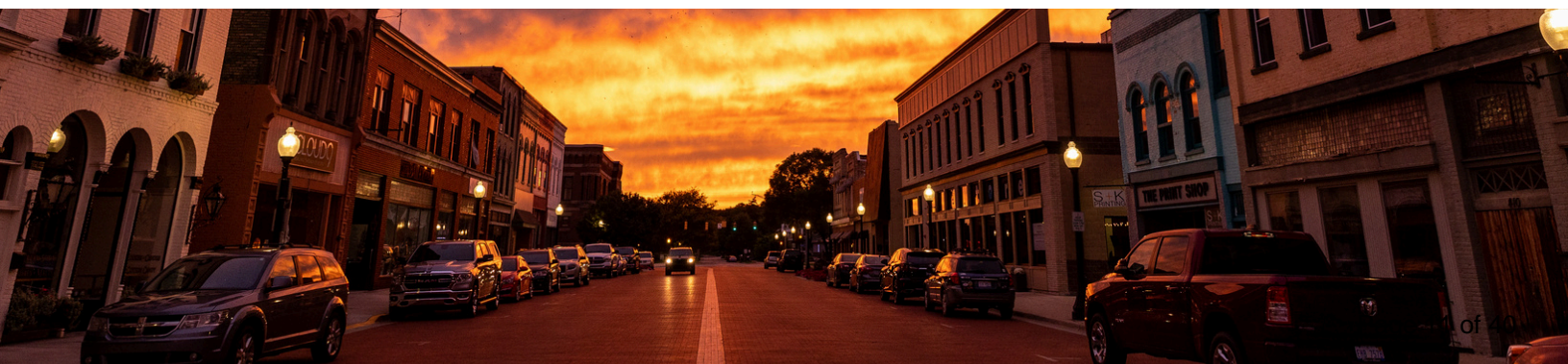
# INTRODUCTION



The Downtown Development Authority (DDA) is pleased to present its annual report, highlighting the year's progress and achievements. Through collaboration with local businesses, residents, and community partners, the DDA has advanced initiatives that enhance downtown as a vibrant hub of economic activity, culture, and innovation.

From infrastructure improvements and community events to the development of a social district, temporary public art, and new business growth, efforts have focused on creating a welcoming environment for all who live, work, and visit the district. The DDA remains committed to preserving the area's unique character while pursuing strategic, long-term growth.

We thank our stakeholders for their support and collaboration, which has been essential to these accomplishments.



# 2025

# SNAPSHOT



## ECONOMIC + DISTRICT DEVELOPMENT

- Maintenance of Redevelopment Ready Communities Certification
- RRC Priority Site Listings
- Match on Main Grant Submission
- RAP Grant – downtown property
- MiPitch – \$2,250 awarded to a Downtown Ionia Business
- Small Business Saturday Promotions
- DDA Appreciation Event
- Social District Development
  - Including 5 Establishments
- Upper-floor housing and mixed-use redevelopment momentum
- District Marketing Materials, Wayfinding and Parking Maps
- Hosted Educational Opportunities
- Assisted IACC with District Ribbon Cuttings

## DOWNTOWN BEAUTIFICATION + MAINTENANCE

- Dumpster Program
- American Flags on Main Street
- Ground Flowers and Large Planters in Downtown Business District
- Lamppost Holiday Garland Wraps, Decorations and Tree

## A STUNNING BACKDROP FOR ANY OCCASION

The perfect stage for remarkable events, Downtown Ionia blends historic charm with modern vibrancy. Tree-lined streets, restored architecture, and inviting public spaces create a picturesque setting for everything from intimate gatherings to large community celebrations, making every event memorable and uniquely Ionia.



## EXPERIENCES AND SPECIAL EVENTS AVAILABLE

- City Dog Park
- Ionia Free Fair and 5K
- Bike Races:
  - The Cow Pie Classic
  - Ionia Grand Prix
- Parades:
  - Memorial Day
  - Ionia Free Fair
  - Ionia Homecoming
  - Twinkle Town
  - Ionia Farm Power
- Discover Ionia Social District
- Hometown Holiday Events
- Ionia Cruisin' Classics Car Show
- ICA Cruisin For A Cause
- Main Street Market Event
- Self-guided Historic Walking Tours
- Bulldogs Unleashed Public Art
- Sidewalk Cafés
- Sidewalk Sales
- Autumn Celebration
- City of Ionia Fireworks Display
- Ionia Farmer's Market



# BOARD OF DIRECTORS

The DDA Board of Directors shall be comprised of the nine (9) members appointed by the Mayor, subject to confirmation by City Council. At least five (5) of the members shall be persons having an interest in property located within the DDA District. At least one (1) of the members shall be a resident of the DDA District, if the DDA District has one hundred (100) or more persons residing in it. Each member shall serve a term of four (4) years. An appointment to fill a vacancy shall be made by the Mayor, upon confirmation by the City Council, for the remainder of the unexpired term.

## 2025 Board of Directors:

- John Krueger, Chairperson – Ionia Lock and Key
- Dustin Sommer, Vice Chairperson – The Development Studio
- Ben Weller, Treasurer – PFCU
- Heather Poland-Sizemore, Secretary – The Jewel Box
- Precia Garland, Chief Executive Officer – City Manager, City of Ionia
- Tricia Meyers – VENTRA
- Zachary Sheehan – Edward Jones / Downtown resident
- Ryan Wilson – ICEA
- Taryn Altobelli – Ionia City Market



## 2025 Board Attendance

Board meetings are held the 3<sup>rd</sup> Wednesday of each month in the lobby of the Ionia Theatre located at 205 W. Main St.

Board Member	Jan.	Feb.	March	April	May	June	July	Aug.	Sept	Oct.	Nov.	Dec.
City Manager Precia Garland	P	P	P	P	A	P	P	P	P	P	P	P
Taryn Altobelli		P	P	P	A	P	P	A	P	A	A	A
John Krueger	P	P	P	P	P	P	P	P	P	P	P	P
Tricia Meyers	A	P	P	P	P	P	A	P	A	P	P	A
Heather Poland-Sizemore	P	P	P	P	P	P	P	A	P	P	P	A
Zachary Sheehan	A	P	A	P	P	P	A	A	P	A	P	P
Dustin Sommer	P	P	P	P	P	A	P	P	P	P	A	A
Ben Weller	P	P	P	P	P	P	P	P	P	P	P	P
Ryan Wilson	P	P	P	P	P	P	P	A	A	P	P	P

# ANNUAL REPORT OF EXPENDITURES

# FISCAL YEAR 2024-2025

*Prepared Pursuant to Section 884.11 of the City Code of Ordinances*

## REVENUES

Taxes	\$46,148
Interest Income	\$5,485
Charges	\$7,500
Contributions from primary government	\$200,000
Miscellaneous	<u>\$9,826</u>
Total Revenues	\$268,959

## EXPENDITURES/EXPENSES

Personnel services	\$103,614
Contractual services	\$26,522
Benefits	\$44,974
Material and supplies	\$5,455
Utilities	\$9,508
Promotion	\$15,372
Contributions to primary government	<u>\$70,000</u>
Total expenditures/expenses	<u>\$275,445</u>
Revenues over (under) expenditures/expenses	(\$6,486)

## FUND DEFICIT/FUND BALANCE

DDA Fund - Fund balances/net position, beginning of year	\$190,626
DDA Fund - Fund balances/net position, end of year	\$184,140

## About Match on Main

Match on Main (MoM) is a reimbursement grant program designed to support new or expanding place-based businesses. It provides up to \$25,000 in funding to eligible small businesses. Applications must be submitted, administered, and managed by the Downtown Development Authority. Match on Main requires a ten percent (10%) cash match from the business. Additional details can be found at:

[www.miplace.org/small-business/match-on-main/](http://www.miplace.org/small-business/match-on-main/)

# Match on Main Grant Opportunity

Applications Due  
March 31st at Noon

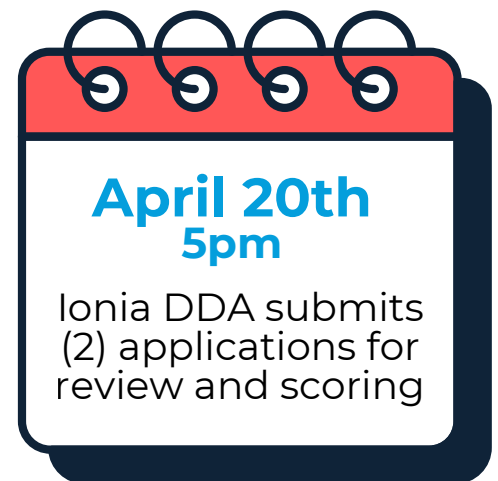
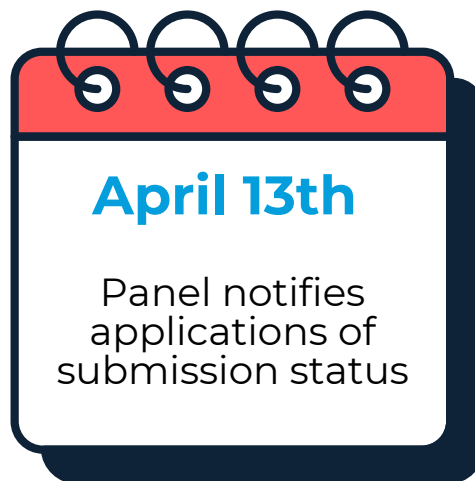
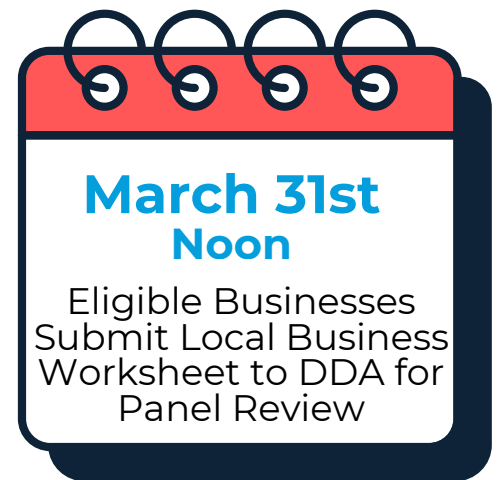
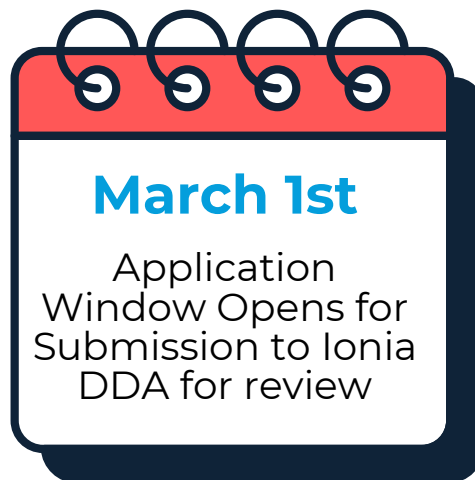
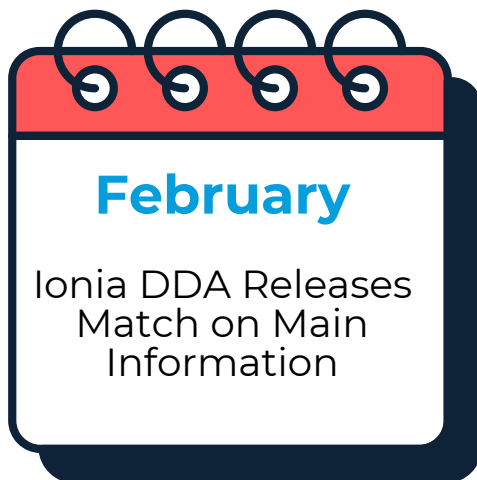
## Eligible Businesses:

- Business is located within the traditional downtown
- Business sells products or services face-to-face AND has a physical brick-and-mortar storefront.
- The business is operating as a for-profit or non-profit.
- The business is not a franchise, located in a strip mall, a big box retailer, or a business whose primary sales come from marijuana, CBD, and / or tobacco.
- The business has not received Match on Main grant funds within the last 24 months (this does not include Match on Main – COVID 19 award).
- The business will have, or intends to have, control over the site for which they are applying for prior to the Match on Main application.
- The business must be able to meet the ten percent (10%) cash match required as part of this program.

## Eligible Uses:

- **Technical Assistance:** This can include services such as marketing, SEO optimization, training, and other professional development activities.
- **Interior Building Renovations:** Modifications or upgrades to the interior of the business premises.
- **Activation of Outdoor Spaces:** This can be permanent or semi-permanent projects to enhance or utilize outdoor areas associated with the business.
- **Working Capital Needs:** Expenses related to marketing, inventory, and other operational needs.

## 2026 Match on Main Important Dates



- **Awardees Announced:** DDA informed of grant award statuses, training webinar open for awardees
- **Grant Agreements:** Processed and sent to grantees in September.

\*\*dates are subject to change\*\*

The Ionia DDA can submit up to (2) businesses for the Match on Main Grant Opportunity. A panel of judges will determine the businesses submitted on behalf of Ionia. Businesses applying must be able to match 10% of the grant. Grading requirements for the project and business owner are noted below.

**Does the proposed project:**

- Align with the goals of the community/downtown
- Improve the local area for residents and visitors
- Introduce innovative or creative elements and dynamic space
- Have the potential to attract visitors or enhance community engagement

**Can the business owner:**

- Demonstrate business stability and operational history
- Provide a sales forecast showing projected revenue growth post-project
- Supply market research that supports project viability
- Cover costs associated with the project prior to reimbursement

## Match on Main — Calculating the 10% Match

**EXAMPLE**

**Business Owner is requesting \$25,000 in grant dollars:**

$\$25,000 \times .10 = \$2,500$  in Match Dollars

$\$25,000 + \$2,500 = \$27,500$  in identified eligible expenses

**EXAMPLE**

**Business Owner is requesting \$18,000 in grant dollars:**

$\$18,000 \times .10 = \$1,800$  in Match Dollars

$\$18,000 + \$1,800 = \$19,800$  in identified eligible expenses

Please reach out to Cassie Rice, Ionia DDA Director with any questions.  
616.527.1420 or crice@ci.ionia.mi.us

Copies of the required Local Business Worksheet can be found at:  
<https://www.miplace.org/490231/globalassets/documents/small-business/mom-fy26/appendix-c----local-business-application-worksheet.pdf>



**CITY OF IONIA  
STAFF REPORT FOR DDA AGENDA ITEM**

TO: DDA Board of Directors  
FROM: Cassie Rice, DDA Director  
DATE: February 19, 2026  
RE: TIF and Development Plan

**Background**

The City of Ionia Downtown Development Authority (DDA) previously administered a Tax Increment Financing (TIF) Plan to support significant downtown improvements and revitalization efforts. With the expiration of that plan, the DDA and City leadership have collaborated to develop a new TIF and Development Plan, attached for review.

The proposed plan is anticipated to be presented for approval by the DDA Board in March and subsequently considered for adoption by the City Council in May. Once adopted, the plan will serve as a strategic framework to guide future reinvestment in downtown Ionia, supporting economic development, infrastructure enhancements, and overall community vitality.

The plan is designed to leverage public infrastructure investments to stimulate and support private development. It provides a flexible framework for identifying and prioritizing projects, establishing a clear long-term vision, and outlining opportunities to utilize grant funding to supplement and advance key initiatives.

**What is TIF?**

Tax Increment Financing (TIF) is a redevelopment tool that allows a Downtown Development Authority to capture and reinvest the growth in property tax revenue generated within a designated geographic area, known as the TIF District.

Importantly, TIF does not create a new tax. Instead, it captures the increase in taxable value above a base year valuation and reinvests that growth back into the district.

**How It Works:**

- Base Year Established – When the TIF plan is created, the current taxable value of all properties in the district is recorded as the "base value."
- Increment Captured – As properties are improved or property values rise, the increase in taxable value over the base (the "increment") generates new tax revenue.

- Revenue Reinvestment – The DDA captures the tax revenue generated from this incremental growth and reinvests those funds into eligible projects and initiatives within the district.

**What Can TIF Funds Be Used For?**

- Infrastructure improvements (streets, sidewalks, lighting)
- Façade and building renovations
- Property acquisition and demolition
- Public parking facilities
- Marketing, promotion, and events
- Streetscape enhancements
- Planning and development studies
- Support for business development

**What TIF Cannot Be Used For:**

- Direct grants or subsidies to private businesses (unless specific legal conditions are met)
- Operating expenses of non-DDA entities

**Why It Matters:**

TIF enables a DDA to:

- Attract and retain businesses
- Improve and modernize public infrastructure
- Enhance the downtown environment for resident and visitor experiences
- Promote long-term economic growth without increasing tax rates

**Section 125.4217: TIF Plan Requirements** - This section details what must be included in a TIF plan, such as:

- A detailed description of the development area and proposed public improvements
- Estimated project costs, anticipated revenues, and an implementation schedule
- Projections of captured tax increment revenues and their intended uses
- Parameters regarding plan duration and amendment procedures to ensure fiscal oversight and compliance

**Requested Action/Motion:**

Approval of the TIF & Development Plan is requested by the DDA, prior to approval and adoption through City Council.

Motion By: \_\_\_\_\_ Seconded By: \_\_\_\_\_



# CITY OF IONIA

Downtown Development Authority

## Tax Increment Financing and Development Plan

Approved by the City of Ionia Downtown Development Authority on **XXXXXXXX**, 2026, for  
submittal to the Ionia City Council.

Approved by the Ionia City Council following a public hearing on **XXXXXXXX**, 2026.

## **Introduction**

The purpose of this Tax Increment Financing and Development Plan is to guide the revitalization and long-term stability of the City of Ionia Downtown Development Authority (DDA) District by identifying public improvements, redevelopment initiatives, and strategic investments necessary to strengthen the economic viability, functionality, and character of the area. Prepared pursuant to the Recodified Tax Increment Financing Act, PA 57 of 2018, this Plan establishes the framework for using tax increment revenues to finance eligible public improvements, leverage private investment, address aging infrastructure, enhance the pedestrian and business environment, and support a vibrant, mixed-use downtown that serves the Ionia community for years to come.

## **Background**

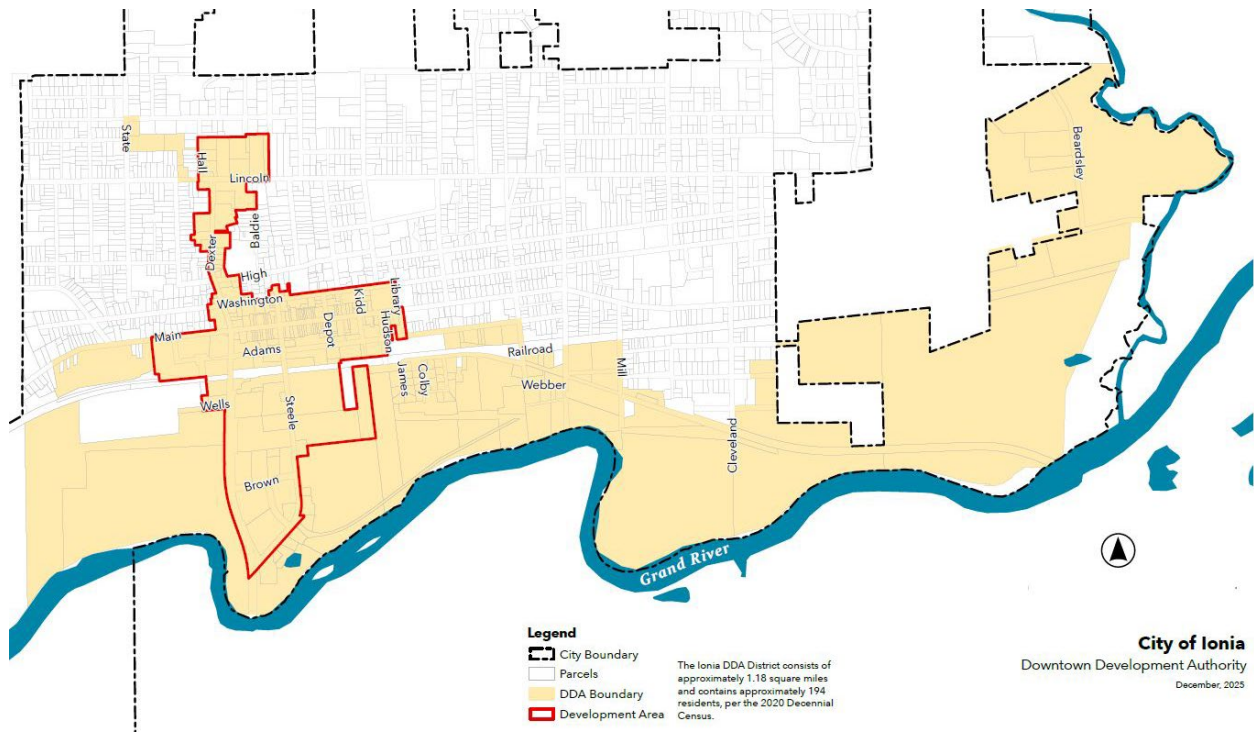
The City of Ionia first established a Downtown Development Authority (DDA) in 1981 through Ordinance No. 283. This created the City's first DDA District and designated a board to oversee the authority. Only minor improvements were made, due to the insufficient funds to support greater improvements. In 1989, the City revisited the DDA specifically the boundaries of the District. Following this review, the Council adopted Ordinance No. 336 and 337 on April 17, 1990, to expand the District and create a new Development and Tax Increment Financing (TIF) Plan for the DDA. The plan was amended through Ordinance No. 347 on June 4, 1991 for a twenty-year term.

The Development and Tax Increment Financing Plan adopted in 1991 remained in effect for the twenty-year period and expired in 2011 upon reaching the end of its authorization. Since that time, the Downtown Development Authority has continued to function without the benefit of tax increment financing, limiting its ability to address long-standing and emerging needs within the DDA District. The sole source of revenue for the DDA is generated by the 2 mills levied within the DDA District, as permitted by state statute, to support its administrative and marketing operations. The City of Ionia Budget for Fiscal Year 2025-2026 estimated this revenue to be \$46,000. As expenses historically exceed the funds garnered from the 2-mill levy, transfers from the City's General Fund have supported basic DDA operations.

Over the past fifteen years, infrastructure has continued to age, public spaces and streetscapes have required reinvestment, and opportunities for downtown enhancement have outpaced available funding sources. However, recently the City has experienced renewed interest in private investment and redevelopment within the DDA District, signaling positive market momentum and increased development potential. The adoption of a new Development and Tax Increment Financing Plan provides an opportunity to reestablish a dedicated funding mechanism to support necessary public improvements, leverage private investment, and implement strategic projects that will strengthen, revitalize, and enhance the downtown and the DDA District as a whole.

The boundaries for the DDA District, as established by the Ionia City Council, are shown on the following page in Figure 1. The boundaries for the district to which this Development and TIF Plan corresponds is also shown in Figure 1.

**Figure 1: DDA District Map**



**DEVELOPMENT PLAN**

According to PA 57, the DDA can capture tax increment financing (TIF) based on an approved Development and Tax Increment Financing Plan, hereinafter referred to as “the Plan.” In this Plan, the Ionia DDA will use property tax increment revenues (TIR) from the millages listed below in Table 1 to pay for eligible activities (millage rates as of July 1, 2025):

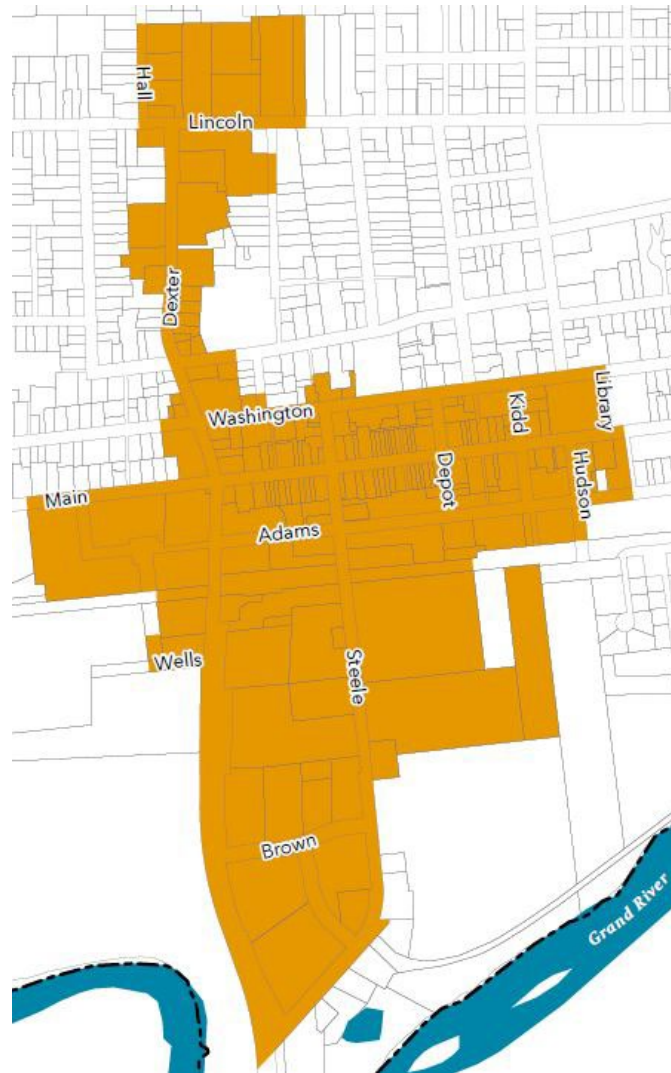
<b>Table 1: Millage Rates</b>	
<b>Taxing Unit</b>	<b>Millage</b>
City of Ionia Operating	3.0000
DDA	1.9088
Dial-A-Ride	0.7158
Env. Response	0.1008
Parks	2.0000
Public Safety	1.1500
Solid Waste Disposal	1.0000
Ionia Theatre	1.0000
Ionia County	4.5181
Ionia Co. Commission on Aging	0.4863
Ionia Co. Road Department	0.9884
Ionia Co. Veterans	0.0992
<b>Total</b>	<b>16.9674</b>

Pursuant to Public Act 57 Section 217 of 2018, the following paragraphs of the Development Plan serve to meet the minimum standards required for the use of tax increment financing within the downtown district.

**MCL 125.4217 (2)(a):** The designation of boundaries of the development area in relation to highways, streets, streams, or otherwise.

Within the established DDA District, the City has identified a targeted development area to utilize tax increment financing. The City of Ionia's Development Area focuses on the core downtown located on four blocks of Main Street and several streets such as Steele and Dexter which serve as major commercial corridors. Figure 2 provided below provides a snapshot of the Development Area boundaries. The complete Development Area Map is included as Appendix A.

**Figure 2: Development Area Map**



**MCL 125.4217 (2)(b):** The location and extent of existing streets and other public facilities within the development area, shall designate the location, character, and extent of the categories of public and private land uses then existing and proposed for the development area, including residential, recreational, commercial, industrial, educational, and other uses, and shall include a legal description of the development area.

The legal description of the **Development Area boundary is included as Appendix B**. In addition to the legal description, Table 2 identifies each street within the area and the closest intersections or approximate distances from an intersection to highlight the location and extent of existing streets.

<b>Street Name</b>	<b>From</b>	<b>To</b>
Adams	Main	Church
Brown Boulevard	Dexter	Steele
Nash Boulevard	Brown	Steele
Steele	Dexter	Washington
Dexter	Steele	Lincoln Avenue
Well	Dexter	~275 Ft. West of Dexter
Hudson	Main	Adams
Library Court	Washington	Main
Kidd	Washington	Adams
Depot	Washington	Adams
Main	~250 Ft. West of Adams	Church
High	Dexter	~280 Ft. East of Dexter
Lincoln Avenue	Hall	~160 Ft. East of Baldie

The Development Area has a total of approximately 197 parcels consisting of 0.24 square miles. The majority of these parcels are classified into one of the City’s commercial zoning districts, however there are four properties with a residential zoning classification and six located in a Planned Unit Development District. It is noteworthy that non-conforming residential uses exist throughout the Area. The non-conforming uses are essentially “grandfathered-in,” but the City envisions these properties transitioning over time to commercial uses, due to their location on major corridors. Table 3 provides a breakdown of the different zoning classifications and existing land uses by number of parcels.

<b>Zoning Classification</b>	<b>Approx. % of Development Area</b>
B-1, Neighborhood Business District	4.1 % (8 parcels)
B-2, Central Business District	59.9% (118 parcels)
B-3, General Business District	31.0% (61 parcels)
LDR, Low-Density Residential District	0.5% (1 parcel)
MDR, Medium-Density Residential District	1.5% (3 parcels)
PUD-2, Res. Life Church Planned Unit Development	3.0% (6 parcels)
<b>Existing Land Use</b>	<b>Approx. % of Development Area</b>
Commercial (single-use)	26.4% (52 parcels)
Industrial	0.0% (0 parcels)
Institutional (government buildings, public parking lots, religious buildings, etc.)	22.3% (44 parcels)
Mixed-Use (downtown commercial core with combined retail, residential, office, etc.)	42.6% (84 parcels)
Recreational (parks)	3.0% (6 parcels)
Residential Only	5.6% (11 parcels)

### **Land Use Descriptions**

#### **Commercial Uses**

Ionia’s Development Area includes a variety of commercial businesses, and all of the City’s zoning classifications offer the opportunity for mixed-use development. Mixed-use spaces tend to be found in the central business district while the majority of single-use commercial spaces are typically located further away from Main Street commercial corridor. The City’s three commercial zoning districts include:

1. **B-1, Neighborhood Business District:** Intended to meet the day-to-day convenience shopping and service needs of persons residing in adjacent and nearby residential areas.
2. **B-2, Central Business District:** Intended to cater to the needs of the City's traditional downtown business district, which serves a more significant consumer population than the B-1 Neighborhood Business District and is generally characterized by an integrated or planned cluster of establishments served by a common parking area and generating more significant volumes of vehicular and pedestrian traffic, along with mixed-use residential dwelling units within this district.
3. **B-3, General Business District:** Intended to provide sites for more diversified business types that are often incompatible with the pedestrian movement in the B-1 Neighborhood Business District or the B-2 Central Business District.

### **Residential Uses**

There are two of the City's three residential zoning classifications that are currently active within the Development Area. While these districts allow flexible residential options, they only permit residential-only development. For this reason, a low percentage of properties with these zoning classifications are located within the Development Area as compared to the commercial uses that support mixed-use development. The following residential districts are present in the Development Area:

1. **LDR, Low-Density Residential District:** Intended to provide larger lots for traditional single-dwelling unit homes while permitting two-unit dwellings on corner lots that meet the district's minimum lot and width standards as a flexible bonus. The LDR also intends to allow for infill development, recognizing the need for increased housing opportunities in the City.
2. **MDR, Medium-Density Residential District:** Intended to maintain similar lot dimensions that follow historical patterns in the City, the MDR - Medium Density Residential District is designed to act as a transitional buffer between the LDR - Low-Density Residential District, the core downtown, and other more densely populated areas of the City. One intention of the MDR- Medium-Density Residential District is to provide a more comprehensive array of housing options on smaller lots, thereby developing a higher dwelling unit density in a smaller area when compared with the LDR Low-Density Residential District. Permitted uses include single, two-, and three-unit dwellings, while special land use approval permits attached dwellings of up to 8 units in townhouse formats.

### **Public and Quasi-Public Uses**

In addition to the privately-owned properties, there are many uses that are classified as institutional, due to their public or quasi-public purposes. These uses include government and municipal buildings and facilities such as Ionia City Hall, Ionia County Courthouse, U.S. Post Office, Ionia County Administrative Building, Ionia Theatre, Armory Community Center, Farmers' Market Pavilion, and multiple public parking lots. Numerous public recreational facilities are located within the Development Area including the Dog Park, Trailhead Park, Veterans Memorial Park, Fred Meijer Grand River Valley Rail Trail, and Fred Thwaites Grand River Trail. A few churches and religious centers serve as quasi-public uses throughout the area. One of the larger quasi-public uses is the Restore Church located on Main Street within the Resurrection Life Church Planned Unit Development District.

**MCL 125.4217 (2)(c):** A description of existing improvements in the development area to be demolished, repaired, or altered, a description of any repairs and alterations, and an estimate of the time required for completion.

The Development Area contains a variety of existing public improvements that require investment to meet current safety, accessibility, or functional standards. The full extent of demolition, repair, or alteration of existing improvements has not been fully determined at the time of adoption of this Plan, as design and engineering plans for individual projects remain in preliminary or draft form. However, implementation of the identified projects is expected to involve the demolition, removal, repair, enhancement, and/or replacement of existing infrastructure elements, which may include pavement, sidewalks, curbing, above- and below-ground utilities, lighting systems, signage, decorative walls, fencing, landscaping, and other public improvements. In some cases, existing improvements may be reconfigured or altered to improve safety, accessibility, traffic flow, or compatibility with adjacent redevelopment.

Many of these existing improvements were constructed decades ago and now require reinvestment to support continued downtown use, private redevelopment activity, and compliance with modern design and accessibility standards. There has also been innovation in terms of placemaking and adjustment of downtown priorities for the community, which will result in improvements beyond the scope of existing assets. Repairs and alterations will primarily focus on rehabilitation rather than full replacement and may include street resurfacing or reconstruction, sidewalk and curb replacement, Americans with Disabilities Act (ADA) accessibility upgrades, utility repairs or replacements, stormwater management improvements, lighting upgrades, streetscape enhancements, and repairs to public parking facilities. In some cases, demolition may be necessary to remove obsolete pavement, deteriorated structures, or incompatible site features to allow for improved layout, safety, and functionality. Alterations may also include reconfiguration of rights-of-way, installation of traffic calming measures, landscape improvements, signage, and other enhancements intended to improve the pedestrian environment and overall appearance of the downtown. The improvements outlined in this Plan will be completed as funding becomes available but are expected to require approximately 30 years for completion in alignment with the duration of this Plan.

**MCL 125.4217 (2)(d): The location, extent, character, and estimated cost of the improvements including rehabilitation contemplated for the development area and an estimate of the time required for completion.**

The Downtown Development Authority anticipates implementing a range of public improvement and redevelopment projects over a thirty-year planning horizon to strengthen the downtown district and enhance its role as a vibrant, distinctive center of community and economic activity. These initiatives are intended to address aging public infrastructure both above and below ground; improve streetscapes and pedestrian amenities; enhance public gathering spaces and placemaking features; and support projects that encourage private reinvestment, business growth, and long-term tax base expansion. Facilitating development and reinvestment that increases the taxable value within the Development Area is a primary objective of this Plan.

The location, general nature, and estimated cost of the proposed improvements within the Development Area, are identified in Table 4: Planned Projects within the Development Area. For planning and budgeting purposes, the projects are organized into five general implementation phases: Phase 1 (2026–2031), Phase 2 (2032–2037), Phase 3 (2038–2043), Phase 4 (2044–2049), and Phase 5 (2050–2055). While the Plan establishes a long-term framework, project timing is intended to remain flexible to allow the City to respond to private development interest, funding availability, and land opportunities as they arise. Projects may be accelerated, delayed, or implemented concurrently across phases based on changing conditions and priorities.

The proposed phasing is based on several factors, including anticipated growth in tax increment revenues, alignment with the City’s Capital Improvement Program, opportunities to promote economic development and job creation, the availability of complementary funding sources, and the relative complexity and duration of individual projects. While each project is assigned an estimated

phase for planning purposes, projects identified in earlier phases may extend into later phases, and projects identified in later phases may be advanced sooner if circumstances warrant. The projects within each phase are not intended to be mutually exclusive, and implementation may overlap across multiple phases.

Cost estimates included in Table 4 are preliminary and represent planning-level estimates based on currently available information. Detailed design, engineering, and construction documents have not yet been completed, and therefore costs are expressed as general budget ranges or subject to refinement. Actual project costs may vary based on final design, market conditions, regulatory requirements, and opportunities to leverage partnerships or achieve efficiencies. Final project scopes and cost estimates will be developed and approved prior to implementation.

Funding for the projects will be derived from a variety of sources. Tax increment revenues are expected to be modest during the initial years of the Plan but are anticipated to grow over time as redevelopment and reinvestment occur within the Development Area. Additional funding sources may include, but are not limited to, federal and state grants, City funds, private contributions, and other sources authorized under the Recodified Tax Increment Financing Act, PA 57 of 2018. The Downtown Development Authority intends to leverage tax increment revenues with other available funding sources to the greatest extent practicable in order to maximize public benefit and advance the projects outlined in this Plan.

<b>Table 4: Planned Projects within the Development Area</b>		
<b>Project Name</b>	<b>Project Description</b>	<b>Estimated Cost</b>
<b>Phase 1: 2026-2031</b>		
Adams Street Parking Lot – Curb Jets and Berms Re-Landscaping	Landscaping improvements to the Adams Street public parking lot, including curb jets and berm enhancements to improve drainage, appearance, and functionality.	\$20,000
Wayfinding Signs	Installation of wayfinding signage to improve navigation and connectivity along downtown trails and pedestrian corridors as well as for municipal parking lots and other public amenities.	\$30,000
Benches, Tables & Waste Receptacles	Purchase and installation of coordinated street furniture to improve comfort and pedestrian experience.	\$25,000
Adams Street Parking Lot Resurfacing (Adjacent to Depot Building)	Resurfacing of the Adams Street public parking lot, including pavement repair and surface improvements to address deterioration and extend service life.	\$250,000
Public Art	Installation of permanent or temporary public art, murals, sculptures, or artistic features within the DDA District to enhance placemaking and community identity.	\$40,000
Barricade Upgrades	Purchase new barricades and reusable temporary event signage for downtown events and street closures.	\$20,000
Alley Improvements	Evaluate need for vehicular access on downtown alleys. Shift focus to pedestrians with emphasis on creating public gathering spaces featuring new landscaping and public art.	\$75,000
<b>Phase 1 Estimated Cost:</b>		<b>\$460,000</b>
<b>Phase 2: 2032-2037</b>		

Downtown Fire Pit or Warming Feature	Installation of a permanent or seasonal fire pit to create a year-round public gathering space within the commercial district.	\$200,000
Downtown Holiday Decoration Replacement	Replacement of seasonal downtown holiday decorations to maintain visual quality and support downtown events and tourism.	\$35,000
Washington / Steele Street (East Lot) Parking Lot Resurfacing and Expansion	Resurfacing and expansion of the public parking lot located at Washington and Steele Streets to increase parking capacity and improve circulation and accessibility.	\$1,000,000
Outdoor Seating Zones	Creation of defined outdoor seating areas with tables, chairs, planters, and barriers to support social district use.	\$30,000
Steele Park Parking Lot	Creation of a parking lot along Steele Street to support Steele Park.	\$750,000
	<b>Phase 2 Estimated Cost:</b>	<b>\$2,015,000</b>
<b>Phase 3: 2038-2043</b>		
Façade Matching Grant Program	Grant or reimbursement program to assist property owners with exterior building improvements.	\$200,000
Steele Park (Phase 2)	Expansion of Steele Park to include multi-purpose athletic fields.	1,500,000
Bike Racks & Micro-mobility Amenities	Installation of bicycle racks, repair stations, and related micro-mobility infrastructure to support alternative transportation.	\$20,000
Gateway Park Development	Development and enhancement of Gateway Park, including site improvements, amenities, and placemaking elements to improve downtown entry and public space functionality. This project may include the acquisition and demolition of adjacent buildings to allow for a larger park space.	\$2,000,000
Downtown Marketing Signage	Installation of promotional signage, banners, and messaging at gateways, parking areas, and key corridors to reinforce downtown identity.	\$30,000
Development Area Promotion and Marketing	Encourage new businesses to located in the Development Area while retaining existing businesses and facilitating expansions.	\$250,000
Social District Enhancements	Improvements supporting a designated social district, including signage, street furnishings, pavement markings, planters, and safety features.	\$75,000
	<b>Phase 3 Estimated Cost:</b>	<b>\$4,075,000</b>
<b>Phase 4: 2044-2049</b>		
Property Acquisition	Selective property acquisition for redevelopment as determined by the City.	\$500,000
Pop-Up Plazas/ Parklets/Alley Improvements	Temporary or semi-permanent conversion of parking spaces or alleys into pedestrian plazas or seating areas.	\$100,000
Burying of Overhead Power Lines	Utility line burial along Adams and Steele Streets to enhance the aesthetics of the corridors.	\$500,000
Fire Suppression Line Expansion	Extend the dedicated fire suppression water main along Main Street to support redevelopment of mixed-use buildings.	\$2,000,000
	<b>Phase 4 Estimated Cost:</b>	<b>\$3,100,000</b>

Phase 5: 2050-2055		
Resurfacing Downtown Parking Lots on Adams Street	Resurfacing of four public parking lots located along Adams Street to increase parking capacity and improve circulation and accessibility.	\$1,500,000
Electrical and Fiber Upgrades on Main Street	Install new electrical and fiber infrastructure along Main Street including lamppost upgrades.	\$1,500,000
Restoration of Main Street	Restoration of bricks on Main Street to preserve the historic character of the downtown business district.	\$4,000,000
	<b>Phase 5 Estimated Cost:</b>	<b>\$7,000,000</b>
	<b>Total Estimated Cost for all Projects:</b>	<b>\$16,650,000</b>

**MCL 125.4217 (2)(e): A statement of the construction or stages of construction planned, and the estimated time of completion of each stage.**

The implementation of the Development Plan is anticipated to occur in five general stages over a thirty-year period. Phase 1 (2026–2031) will focus on streetscape enhancements and near-term public improvements intended to address immediate needs and support early private reinvestment. Phase 2 (2032–2037) will emphasize priority infrastructure improvements, expanded placemaking amenities, and projects that further strengthen downtown as development activity and tax increment revenues increase. Phase 3 (2038–2043) will include additional public space enhancements, parking and mobility improvements, and redevelopment-supportive projects as market conditions and funding allow. Phase 4 (2044–2049) will concentrate on more long-term capital improvements, reinvestment in existing facilities, and strategic enhancements to sustain downtown vitality. Phase 5 (2050–2055) will focus on ensuring key infrastructure will last for years to come.

The timing and sequencing of projects within each phase are intended to remain flexible, and individual projects may overlap phases or be advanced or delayed in response to funding availability, private development interest, and other opportunities. The exact details will not be available until specific plans have been drawn up and completion times projected by the City’s engineering or design architect consultant. The City acknowledges that the list of projects in Table 4 far exceeds the estimated capture for this Plan, however the City will aim to maximize all available dollars through grants, donations, and other sources of revenue to facilitate the improvements.

**MCL 125.4217 (2)(f): A description of any parts of the development area to be left as open space and the use contemplated for the space.**

Steele Park is in development for an initial phase with future phases anticipated to include multipurpose athletic fields. The initial phase will result in open space until the determined use and specific plans are created. This may happen within the term of this Plan or in the future. Besides Steele Park, there are no areas within the development district that are anticipated to be left as open space while a future use is contemplated.

**MCL 125.4217 (2)(g): A description of any portions of the development area that the authority desires to sell, donate, exchange, or lease to or from the municipality and the proposed terms.**

The DDA has no plans to sell, donate, exchange, or lease land to or from the City of Ionia in the Development Area. If opportunities arise consistent with the goals and purposes of this Plan, land and/or building purchases may be considered and terms would be determined at that time. The City and the DDA will follow the procedures and rules outlined in Chapter 212 “Purchases, Contracts, and Sales” of the City of Ionia Codified Ordinances, if this situation arises

**MCL 125.4217 (2)(h): A description of desired zoning changes and changes in streets, street levels, intersections, or utilities.**

This Plan does not propose any zoning changes at this time. Should zoning amendments be considered in the future for properties within the Development Area, such changes will be reviewed and coordinated by the Downtown Development Authority, Planning Commission, and City Council in accordance with applicable state enabling legislation and the City's adopted ordinances. Any zoning changes will be undertaken to ensure that future land uses within the district are appropriate, compatible, and consistent with community goals.

**MCL 125.4217 (2)(i): An estimate of the cost of the development, a statement of the proposed method of financing the development, and the ability of the authority to arrange the financing.**

Over the thirty-year term of this Development Plan and Tax Increment Financing Plan, the total cost of public improvements to be undertaken by the Downtown Development Authority is estimated at approximately \$16,650,000. This estimate includes costs associated with project administration, engineering, planning, design, and related professional services. Actual costs may vary as projects advance through design and implementation.

Funding for the proposed improvements is expected to be derived primarily from tax increment revenues generated by increases in taxable value resulting from redevelopment, new construction, and reinvestment within the Development Area, in accordance with this Plan. During the early years of the Plan, tax increment revenues are anticipated to be limited and may require supplementation from additional sources, including developer contributions, state and federal grants, donations, City funds, and other revenues permitted under PA 57 of 2018. Projects will not proceed until sufficient funding has been identified to cover project costs.

Most projects are anticipated to be financed on a "pay-as-you-go" basis using tax increment revenues collected and accumulated over time. However, the Downtown Development Authority may determine that alternative financing mechanisms are necessary to advance certain improvements. Such mechanisms may include bonding, loans, grants, special assessments, or other funding sources authorized under PA 57 of 2018. Any issuance of debt or similar financing instruments will require approval by the City Council. The availability and timing of funding will depend on the stability and growth of the Development Area's taxable value and the extent of future redevelopment and rehabilitation activity.

**MCL 125.4217 (2)(j): Designation of the person or persons, natural or corporate, to whom all or a portion of the development is to be leased, sold, or conveyed in any manner and for whose benefit the project is being undertaken if that information is available to the authority.**

The improvements planned in the Development Area are predominantly public in nature. At this time, there are no plans by the Authority to sell, lease, or convey any portions of the development to any particular person, natural or corporate, although such plans shall not be precluded from implementation in the future as need arises. The projects will serve to benefit the public in general, and not any particular person or corporation.

**MCL 125.4217 (2)(k): The procedures for bidding for the leasing, purchasing, or conveying in any manner of all or a portion of the development upon its completion, if there is no express or implied agreement between the authority and persons, natural or corporate, that all or a portion of the development will be leased, sold, or conveyed in any manner to those persons.**

There are no specific plans at this point to lease, sell, or convey any improvements within the development area. In the event that properties are to be leased, sold, or conveyed by the Authority to another person, natural or corporate, the City of Ionia Code of Codified Ordinances will be followed.

**MCL 125.4217 (2)(l): Estimates of the number of persons residing in the development area and the number of families and individuals to be displaced. If occupied residences are designated for acquisition and clearance by the authority, a development plan shall include a survey of the families and individuals to be displaced, including their income and racial composition, a statistical description of the housing supply in the community, including the number of private and public units in existence or under construction, the condition of those units in existence, the number of owner-occupied and renter-occupied units, the annual rate of turnover of the various types of housing and the range of rents and sale prices, an estimate of the total demand for housing in the community, and the estimated capacity of private and public housing available to displaced families and individuals.**

Based on the Development Area Map included as Appendix A, it has been estimated from the 2020 Decennial Census that the Development Area of approximately 0.24 square miles within the DDA District contains approximately 133 residents. No families or individuals are planned to be displaced and no occupied residences are designated for acquisition and clearance by this Plan. Since it is estimated that more than 100 people reside in the Development Area, a Development Area Citizens Council (DACC) is required by the DDA Act. The Ionia City Council has created the DACC.

**MCL 125.4217 (2)(m): A plan for establishing priority for the relocation of persons displaced by the development in any new housing in the development area.**

It is anticipated that no persons will be displaced as a result of development within the development area. If displacement of persons does occur due to new development, a plan for establishing priority for the relocation of displaced persons in any new housing in the development area will be developed.

**MCL 125.4217 (2)(n): Provision for the costs of relocating persons displaced by the development and financial assistance and reimbursement of expenses, including litigation expenses and expenses incident to the transfer of title, in accordance with the standards and provisions of the federal uniform relocation assistance and real property acquisition policies act of 1970, Public Law 91-646, 42 USC 4601.**

This Plan does not include the acquisition of residential property by the Downtown Development Authority, therefore it is anticipated that no persons will be displaced and relocated. Any residential redevelopment occurring within the Development Area is anticipated to be undertaken by private entities for private development and ownership. If, at some future time, property acquisition through condemnation is determined to be necessary to achieve the objectives of this Plan and such action would result in the displacement of residents, the Downtown Development Authority will prepare and submit an acquisition and relocation plan to the City Council. Any such plan will comply with the requirements of the Federal Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, including provisions for relocation assistance, financial support, and reimbursement of eligible expenses for displaced persons.

**MCL 125.4217 (2)(o): A plan for compliance with 1972 PA 227, MCL 213.321 to 213.332.**

The DDA does not intend to condemn property in conjunction with this plan. However, in the future if the condemnation of property is necessary to meet the objective of this plan, the DDA will submit to the City Council a plan and will comply with Act No. 227 of the Public Acts of 1972, as amended, Sections 213.321 to 213.332 of the Michigan Compiled Laws.

**MCL 125.4217 (2)(p): Other material that the authority, local public agency, or governing body considers pertinent.**

None.

### **TAX INCREMENT FINANCING PLAN**

The Tax Increment Financing (TIF) Plan incorporates the Development Plan and provides a comprehensive description of the tax increment financing mechanism, including the maximum amount of bonded indebtedness that may be issued, the duration of the TIF program, the anticipated impact of tax increment capture on the taxable values of the affected taxing jurisdictions, and the portion of captured taxable value to be utilized by the Downtown Development Authority. This TIF Plan was written in accordance with PA 57 of 2018 and follows the requirements indicated in MCL 125.4214.

#### **Tax Increment Procedure**

Tax increment financing, as authorized under the Recodified Tax Increment Financing Act, PA 57 of 2018, is a redevelopment tool that allows a Downtown Development Authority to capture a portion of future property tax revenue generated by increases in taxable value within a designated Development Area and use those revenues to fund public improvements that support redevelopment. When a Tax Increment Financing Plan is adopted, the taxable value of all real and personal property within the Development Area, as equalized on the most recent assessment roll, is established as the initial taxable (or assessed) value. In each subsequent year, the current taxable value of property within the Development Area is determined. The amount by which the current taxable value exceeds the initial taxable value is known as the captured taxable (or assessed) value.

Tax increment revenue is generated by applying the eligible local tax levies of participating taxing jurisdictions to the captured taxable value. During the life of the TIF Plan, taxing jurisdictions continue to receive property tax revenues based on the initial taxable value, while taxes attributable to the captured value are transmitted to the Downtown Development Authority, excluding those millages that are not eligible for capture under state law, such as the State Education Tax and school operating millages. Increases in taxable value that generate tax increment revenues may result from new construction, rehabilitation, remodeling, additions, inflation, or other factors that contribute to property value growth within the Development Area.

Tax increment revenues may be expended annually as they are received, accumulated for future improvements, or pledged to support financing mechanisms such as bonds or loans, all in accordance with the approved Tax Increment Financing Plan. The DDA may use these revenues only for purposes identified in the Plan, and any surplus revenues must be returned proportionally to the affected taxing jurisdictions. The Tax Increment Financing Plan may be amended or terminated by the governing body following required notice and public hearing procedures, and the Downtown Development Authority is required to provide annual reporting on tax increment revenues, expenditures, and outstanding obligations in compliance with PA 57 of 2018.

#### **Initial Assessed Value and Millage Rate**

For purposes of this Plan, the initial assessed value is defined as the total taxable value of all real and personal property located within the Development Area as of December 31, 2024, as shown on the City's assessment roll that was equalized in May 2025. This is the most recent assessment roll for

which equalization was completed at the time this Plan was adopted. Based on that assessment roll, the initial assessed value of the Development Area is \$12,070,390.00.

The tax increment levy applicable within the Development Area consists of the combined millage rates levied by the eligible taxing jurisdictions. The participating taxing jurisdictions and the millage rates subject to capture are identified in Table 1, and together total 16.9674 mills per \$1,000 of taxable value.

<b>Taxing Unit</b>	<b>Millage</b>
City of Ionia Operating	3.0000
DDA	1.9088
Dial-A-Ride	0.7158
Env. Response	0.1008
Parks	2.0000
Public Safety	1.1500
Solid Waste Disposal	1.0000
Ionia Theatre	1.0000
Ionia County	4.5181
Ionia Co. Commission on Aging	0.4863
Ionia Co. Road Department	0.9884
Ionia Co. Veterans	0.0992
<b>Total</b>	<b>16.9674</b>

### **Statement of Estimated Impact of TIF on All Involved Taxing Jurisdictions**

Under this Plan, the impact on the taxing jurisdictions within which the Development Area is located is that the taxable value upon which property taxes are currently levied will remain unchanged for the duration of the Plan. To the extent that private investment and redevelopment occur and taxable values increase as anticipated, a portion of the resulting tax revenues will be captured by the Downtown Development Authority in accordance with this Plan. Table 5 estimates the captured taxable valuation for the life of the Plan while Table 6 estimates tax increment revenues attributable to each participating taxing jurisdiction over the life of the Plan.

	Fiscal Year (July 1-June 30)	Tax Roll Assessment Date	Initial Assessed Value	Annual Taxable Growth	Current Valuation	Captured Valuation
	2024-2025	12-31-24	\$12,070,390			
1	2025-2026	12-31-25		2.70%	\$12,564,882.00	\$494,492.00
2	2026-2027	12-31-26		2.50%	\$12,879,004.05	\$808,614.05
3	2027-2028	12-31-27		6.00%	\$13,651,744.29	\$1,581,354.29
4	2028-2029	12-31-28		2.50%	\$13,993,037.90	\$1,922,647.90
5	2029-2030	12-31-29		3.50%	\$14,482,794.23	\$2,412,404.23
6	2030-2031	12-31-30		2.50%	\$14,844,864.08	\$2,774,474.08
7	2031-2032	12-31-31		2.50%	\$15,215,985.68	\$3,145,595.68
8	2032-2033	12-31-32		2.50%	\$15,596,385.33	\$3,525,995.33
9	2033-2034	12-31-33		2.50%	\$15,986,294.96	\$3,915,904.96
10	2034-2035	12-31-34		2.50%	\$16,385,952.33	\$4,315,562.33
11	2035-2036	12-31-35		2.50%	\$16,795,601.14	\$4,725,211.14
12	2036-2037	12-31-36		2.50%	\$17,215,491.17	\$5,145,101.17

13	2037-2038	12-31-37		2.50%	\$17,645,878.45	\$5,575,488.45
14	2038-2039	12-31-38		2.50%	\$18,087,025.41	\$6,016,635.41
15	2039-2040	12-31-39		2.50%	\$18,539,201.05	\$6,468,811.05
16	2040-2041	12-31-40		2.50%	\$19,002,681.07	\$6,932,291.07
17	2041-2042	12-31-41		2.50%	\$19,477,748.10	\$7,407,358.10
18	2042-2043	12-31-42		2.50%	\$19,964,691.80	\$7,894,301.80
19	2043-2044	12-31-43		2.50%	\$20,463,809.10	\$8,393,419.10
20	2044-2045	12-31-44		2.50%	\$20,975,404.32	\$8,905,014.32
21	2045-2046	12-31-45		2.50%	\$21,499,789.43	\$9,429,399.43
22	2046-2047	12-31-46		2.50%	\$22,037,284.17	\$9,966,894.17
23	2047-2048	12-31-47		2.50%	\$22,588,216.27	\$10,517,826.27
24	2048-2049	12-31-48		2.50%	\$23,152,921.68	\$11,082,531.68
25	2049-2050	12-31-49		2.50%	\$23,731,744.72	\$11,661,354.72
26	2050-2051	12-31-50		2.50%	\$24,325,038.34	\$12,254,648.34
27	2051-2052	12-31-51		2.50%	\$24,933,164.30	\$12,862,774.30
28	2052-2053	12-31-52		2.50%	\$25,556,493.41	\$13,486,103.41
29	2053-2054	12-31-53		2.50%	\$26,195,405.74	\$14,125,015.74
30	2054-2055	12-31-54		2.50%	\$26,850,290.88	\$14,779,900.88

**Table 6: Estimated Tax Increment Revenues Attributable to Each Participating Taxing Jurisdiction**

	Tax Roll Assmt. Date	Captured Valuation	City of Ionia Op.	DDA	Dial-a-Ride	Env. Resp.	Parks	Public Safety	Solid Waste Disposal	Ionia Theatre	Ionia Co.	Ionia Co. COA	Ionia Co. Roads	Ionia Co. Veterans	Total TIF Revenue
			3.0000	1.9088	0.7158	0.1008	2.0000	1.1500	1.0000	1.0000	4.5181	0.4863	0.9884	0.0992	
1	12-31-25	\$494,492.00	\$1,483.48	\$943.89	\$353.96	\$49.84	\$988.98	\$568.67	\$494.49	\$494.49	\$2,234.16	\$240.47	\$488.76	\$49.05	\$8,390.24
2	12-31-26	\$808,614.05	\$2,425.84	\$1,543.48	\$578.81	\$81.51	\$1,617.23	\$929.91	\$808.61	\$808.61	\$3,653.40	\$393.23	\$799.23	\$80.21	\$13,720.08
3	12-31-27	\$1,581,354.29	\$4,744.06	\$3,018.49	\$1,131.93	\$159.40	\$3,162.71	\$1,818.56	\$1,581.35	\$1,581.35	\$7,144.72	\$769.01	\$1,563.01	\$156.87	\$26,831.47
4	12-31-28	\$1,922,647.90	\$5,767.94	\$3,669.95	\$1,376.23	\$193.80	\$3,845.30	\$2,211.05	\$1,922.65	\$1,922.65	\$8,686.72	\$934.98	\$1,900.35	\$190.73	\$32,622.34
5	12-31-29	\$2,412,404.23	\$7,237.21	\$4,604.80	\$1,726.80	\$243.17	\$4,824.81	\$2,774.26	\$2,412.40	\$2,412.40	\$10,899.48	\$1,173.15	\$2,384.42	\$239.31	\$40,932.23
6	12-31-30	\$2,774,474.08	\$8,323.42	\$5,295.92	\$1,985.97	\$279.67	\$5,548.95	\$3,190.65	\$2,774.47	\$2,774.47	\$12,535.35	\$1,349.23	\$2,742.29	\$275.23	\$47,075.61
7	12-31-31	\$3,145,595.68	\$9,436.79	\$6,004.31	\$2,251.62	\$317.08	\$6,291.19	\$3,617.44	\$3,145.60	\$3,145.60	\$14,212.12	\$1,529.70	\$3,109.11	\$312.04	\$53,372.58
8	12-31-32	\$3,525,995.33	\$10,577.99	\$6,730.42	\$2,523.91	\$355.42	\$7,051.99	\$4,054.89	\$3,526.00	\$3,526.00	\$15,930.80	\$1,714.69	\$3,485.09	\$349.78	\$59,826.97
9	12-31-33	\$3,915,904.96	\$11,747.71	\$7,474.68	\$2,803.00	\$394.72	\$7,831.81	\$4,503.29	\$3,915.90	\$3,915.90	\$17,692.45	\$1,904.30	\$3,870.48	\$388.46	\$66,442.73
10	12-31-34	\$4,315,562.33	\$12,946.69	\$8,237.55	\$3,089.08	\$435.01	\$8,631.12	\$4,962.90	\$4,315.56	\$4,315.56	\$19,498.14	\$2,098.66	\$4,265.50	\$428.10	\$73,223.87
11	12-31-35	\$4,725,211.14	\$14,175.63	\$9,019.48	\$3,382.31	\$476.30	\$9,450.42	\$5,433.99	\$4,725.21	\$4,725.21	\$21,348.98	\$2,297.87	\$4,670.40	\$468.74	\$80,174.55
12	12-31-36	\$5,145,101.17	\$15,435.30	\$9,820.97	\$3,682.86	\$518.63	\$10,290.20	\$5,916.87	\$5,145.10	\$5,145.10	\$23,246.08	\$2,502.06	\$5,085.42	\$510.39	\$87,298.99
13	12-31-37	\$5,575,488.45	\$16,726.47	\$10,642.49	\$3,990.93	\$562.01	\$11,150.98	\$6,411.81	\$5,575.49	\$5,575.49	\$25,190.61	\$2,711.36	\$5,510.81	\$553.09	\$94,601.54
14	12-31-38	\$6,016,635.41	\$18,049.91	\$11,484.55	\$4,306.71	\$606.48	\$12,033.27	\$6,919.13	\$6,016.64	\$6,016.64	\$27,183.76	\$2,925.89	\$5,946.84	\$596.85	\$102,086.66
15	12-31-39	\$6,468,811.05	\$19,406.43	\$12,347.67	\$4,630.37	\$652.06	\$12,937.62	\$7,439.13	\$6,468.81	\$6,468.81	\$29,226.74	\$3,145.78	\$6,393.77	\$641.71	\$109,758.90
16	12-31-40	\$6,932,291.07	\$20,796.87	\$13,232.36	\$4,962.13	\$698.77	\$13,864.58	\$7,972.13	\$6,932.29	\$6,932.29	\$31,320.78	\$3,371.17	\$6,851.88	\$687.68	\$117,622.96
17	12-31-41	\$7,407,358.10	\$22,222.07	\$14,139.17	\$5,302.19	\$746.66	\$14,814.72	\$8,518.46	\$7,407.36	\$7,407.36	\$33,467.18	\$3,602.20	\$7,321.43	\$734.81	\$125,683.61
18	12-31-42	\$7,894,301.80	\$23,682.91	\$15,068.64	\$5,650.74	\$795.75	\$15,788.60	\$9,078.45	\$7,894.30	\$7,894.30	\$35,667.24	\$3,839.00	\$7,802.73	\$783.11	\$133,945.78
19	12-31-43	\$8,393,419.10	\$25,180.26	\$16,021.36	\$6,008.01	\$846.06	\$16,786.84	\$9,652.43	\$8,393.42	\$8,393.42	\$37,922.31	\$4,081.72	\$8,296.06	\$832.63	\$142,414.50
20	12-31-44	\$8,905,014.32	\$26,715.04	\$16,997.89	\$6,374.21	\$897.63	\$17,810.03	\$10,240.77	\$8,905.01	\$8,905.01	\$40,233.75	\$4,330.51	\$8,801.72	\$883.38	\$151,094.94
21	12-31-45	\$9,429,399.43	\$28,288.20	\$17,998.84	\$6,749.56	\$950.48	\$18,858.80	\$10,843.81	\$9,429.40	\$9,429.40	\$42,602.97	\$4,585.52	\$9,320.02	\$935.40	\$159,992.39
22	12-31-46	\$9,966,894.17	\$29,900.68	\$19,024.81	\$7,134.30	\$1,004.66	\$19,933.79	\$11,461.93	\$9,966.89	\$9,966.89	\$45,031.42	\$4,846.90	\$9,851.28	\$988.72	\$169,112.28
23	12-31-47	\$10,517,826.27	\$31,553.48	\$20,076.43	\$7,528.66	\$1,060.20	\$21,035.65	\$12,095.50	\$10,517.83	\$10,517.83	\$47,520.59	\$5,114.82	\$10,395.82	\$1,043.37	\$178,460.17
24	12-31-48	\$11,082,531.68	\$33,247.60	\$21,154.34	\$7,932.88	\$1,117.12	\$22,165.06	\$12,744.91	\$11,082.53	\$11,082.53	\$50,071.99	\$5,389.44	\$10,953.97	\$1,099.39	\$188,041.75
25	12-31-49	\$11,661,354.72	\$34,984.06	\$22,259.19	\$8,347.20	\$1,175.46	\$23,322.71	\$13,410.56	\$11,661.35	\$11,661.35	\$52,687.17	\$5,670.92	\$11,526.08	\$1,156.81	\$197,862.87
26	12-31-50	\$12,254,648.34	\$36,763.95	\$23,391.67	\$8,771.88	\$1,235.27	\$24,509.30	\$14,092.85	\$12,254.65	\$12,254.65	\$55,367.73	\$5,959.44	\$12,112.49	\$1,215.66	\$207,929.52
27	12-31-51	\$12,862,774.30	\$38,588.32	\$24,552.46	\$9,207.17	\$1,296.57	\$25,725.55	\$14,792.19	\$12,862.77	\$12,862.77	\$58,115.30	\$6,255.17	\$12,713.57	\$1,275.99	\$218,247.84
28	12-31-52	\$13,486,103.41	\$40,458.31	\$25,742.27	\$9,653.35	\$1,359.40	\$26,972.21	\$15,509.02	\$13,486.10	\$13,486.10	\$60,931.56	\$6,558.29	\$13,329.66	\$1,337.82	\$228,824.11
29	12-31-53	\$14,125,015.74	\$42,375.05	\$26,961.83	\$10,110.69	\$1,423.80	\$28,250.03	\$16,243.77	\$14,125.02	\$14,125.02	\$63,818.23	\$6,869.00	\$13,961.17	\$1,401.20	\$239,664.79
30	12-31-54	\$14,779,900.88	\$44,339.70	\$28,211.87	\$10,579.45	\$1,489.81	\$29,559.80	\$16,996.89	\$14,779.90	\$14,779.90	\$66,777.07	\$7,187.47	\$14,608.45	\$1,466.17	\$250,776.49
															\$3,606,032.75

The public improvements proposed in this Plan, together with the private investment they are intended to stimulate, are expected to promote long-term stability, reinvestment, and economic growth within the Development Area and the community as a whole. Over time, these improvements are anticipated to result in increased property values both within and adjacent to the Development Area, as well as enhanced taxable values throughout the City upon completion of the Tax Increment Financing Plan. Because the vitality of the downtown district located within the Development Area is closely tied to the overall economic health of the community, all taxing jurisdictions are expected to benefit from a strengthened and expanded tax base resulting from the implementation of this public improvement program.

### **Duration of Tax Increment Financing Plan**

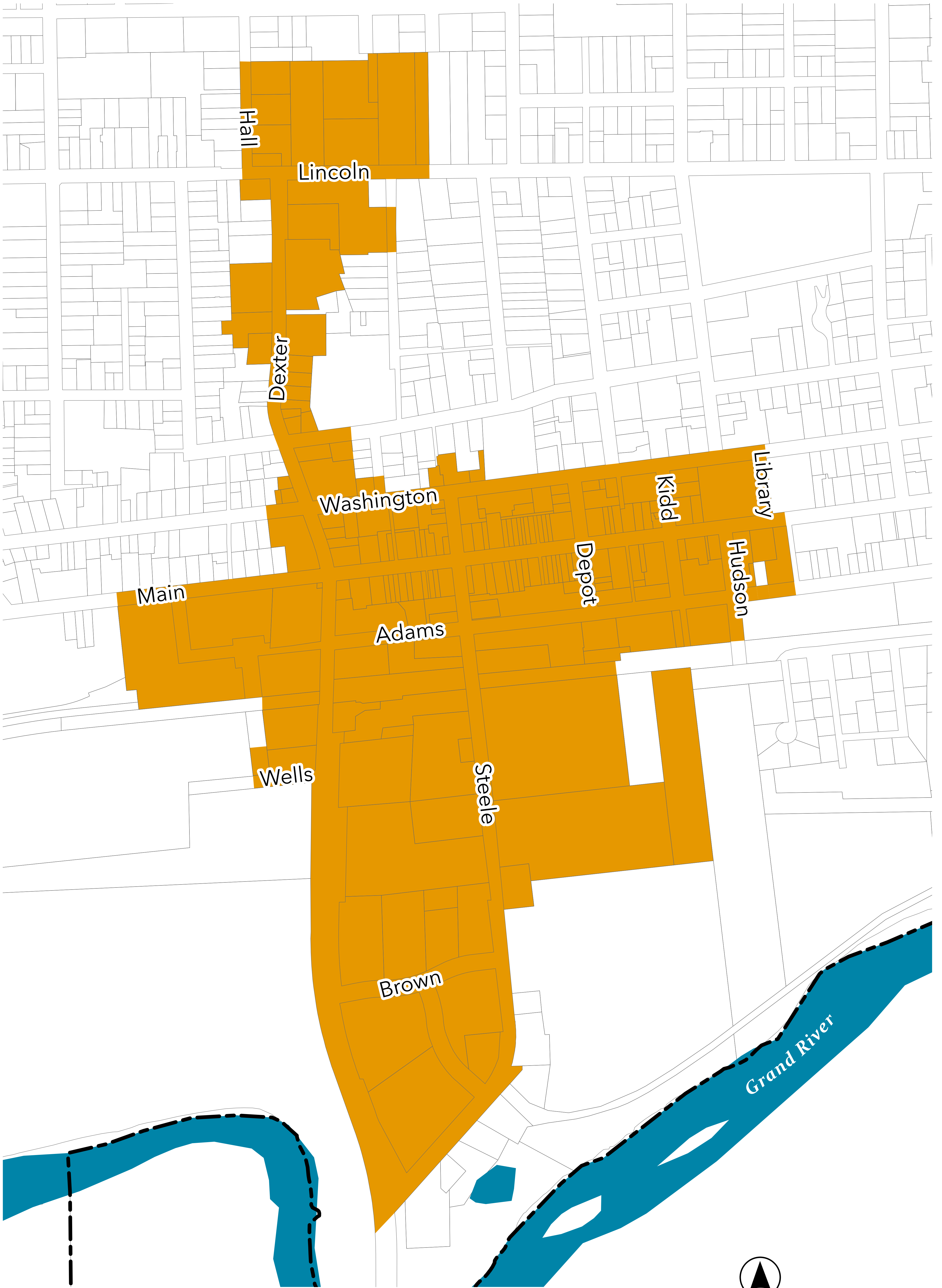
The TIF plan program shall be in effect for a period of 30-years from 2026 through 2055. Tax increment revenues collected under the Plan shall be used solely for purposes authorized in and consistent with the Development Plan, including project implementation, administration, maintenance, and other eligible activities. The Plan shall not be terminated while any bonded indebtedness remains outstanding, unless sufficient funds have been set aside to retire such obligations in full. Any surplus tax increment revenues remaining after the satisfaction of authorized expenditures and obligations shall be returned proportionally to the affected taxing jurisdictions.

Tax increment revenues may be expended annually as received, accumulated for future use, or allocated on an as-needed basis for eligible development activities, including façade and rehabilitation assistance, blight remediation, property acquisition, right-of-way acquisition, marketing efforts, and other public or public-private projects consistent with the objectives of this Plan. In accordance with the Recodified Tax Increment Financing Act, PA 57 of 2018, the DDA shall prepare and submit an annual report to the City Council and the State Tax Commission detailing the status of the tax increment financing account, including revenues, expenditures, and outstanding obligations, and shall make such report available to the public as required by law.

### **Maximum Amount of Bond Indebtedness**

The Downtown Development Authority does not currently have any bonded indebtedness and anticipates that most public improvement projects will be implemented on a “pay-as-you-go” basis using tax increment revenues as they are received or accumulated over time and held in reserve for future projects. If the DDA determines that issuing debt would be advantageous to advance all or a portion of the improvement program, bonded indebtedness or other borrowing may be undertaken, subject to approval by the City Council and in accordance with PA 57 of 2018. Any debt issued under this Tax Increment Financing Plan shall be limited to projects identified in the Development Plan and constrained by the availability of tax increment revenues sufficient to cover debt service. The maximum amount of bonded indebtedness authorized under this Plan shall not exceed \$20 million, and bonds may be issued in any form permitted by state law.

# Appendix A: Development Area Map



## Legend

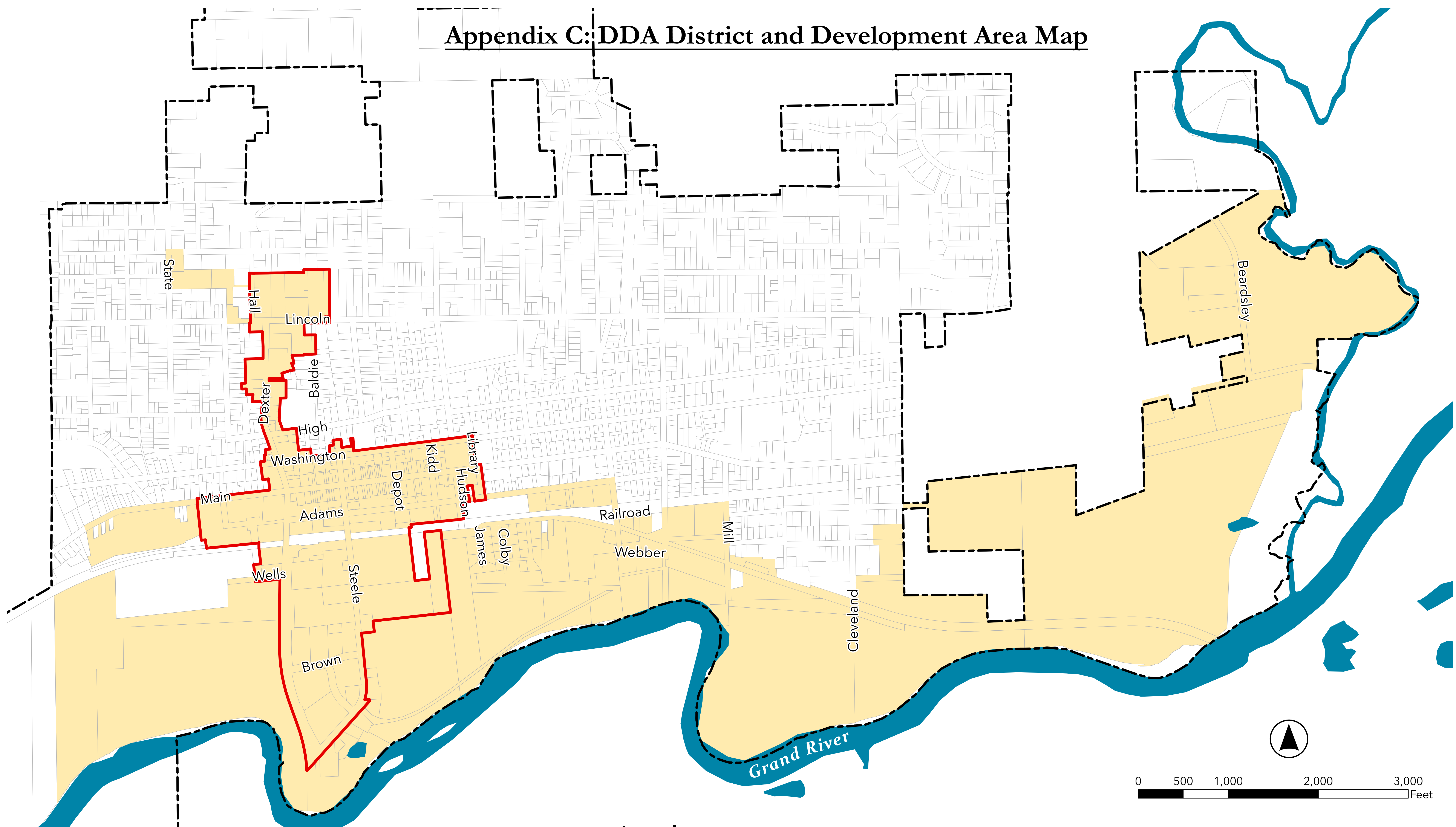
-  City Boundary
-  Parcels
-  Development Area

The Development Area consists of approximately .24 square miles within the DDA District and contains approximately 133 residents, per the 2020 Decennial Census.

**City of Ionia**  
Downtown Development Authority  
December, 2025

**Appendix B: Development Area Legal Description**

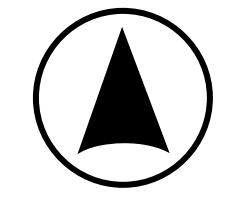
# Appendix C: DDA District and Development Area Map



### Legend

- City Boundary
- Parcels
- DDA Boundary
- Development Area

The Ionia DDA District consists of approximately 1.18 square miles and contains approximately 194 residents, per the 2020 Decennial Census.



**City of Ionia**  
Downtown Development Authority  
December, 2025

## DDA Marketing Committee Update

2.18.26

- Group Target Marketing – partnership with IACC targeting groups outside of town to have a day trip in downtown Ionia – approval of up to \$300 in purchases for print materials
- Schedule Block Highlight Days and create content highlighting each block or service
- Develop Downtown Architecture Scavenger Hunt
- Bulldogs Unleashed on track with six concepts provided: America 250, Hero Dog, Theatre driven, Downtown Postcard Series, Comic Book/Graphic Novel Style, in style of Roy Lichtenstein or various other artists. Do we keep it open until Autumn Celebration again or shorten the window?
- 2026 Placemaking/events
  - May – Mega Mixer
  - June – Bulldogs Unleashed, Fireworks Display, America 250
  - July – Bulldogs Unleashed, America 250, IFF
    - Create window cling to unify downtown businesses and potentially available for residents
  - August – Bulldogs Unleashed, Billy Strings
    - develop plan around event to maximize downtown exposure
  - September – Bulldogs Unleashed
  - October – Bulldogs Unleashed, Autumn Celebration
  - November – Small Business Saturday
  - December – Festival of Trees: Tree Lighting, Parade, Cookie Walk, Social District Stroll
- Encourage educational opportunities through chamber offerings: How to build a consistent brand! in June and Business Owner’s Succession Plan in August