Agenda
Downtown Economic Growth Authority
Board of Directors

City of Kalamazoo

Monday, July 13, 2026 3:00 PM

City Commission Chambers – 241 West South Street

A. CALL TO ORDER/ROLL CALL

1. **Purpose:**

The purpose of this Downtown Development Authority is to halt property value deterioration and promote economic growth within its business district, to increase property value.

The purpose of this Downtown Economic Growth Authority is to correct and prevent deterioration in residential, commercial, and industrial areas, to authorize the acquisition and disposal of interests in real and personal property; to authorize the creation and implementation of development plans and development areas.

The Kalamazoo DDA and DEGA, acting in concert, have set forth the strategic objective of focusing its resources on improving “The First 16 Feet”, a three-dimensional volume of space including buildings ground floor façade, the frontage that exists between the façade and the common space, and the common space that provides access to and through the district.

B. ADOPTION OF FORMAL AGENDA

C. APPROVAL OF MINUTES

1. Approval of the minutes from the meeting of the Downtown Economic Growth Authority Board on June 15, 2026. (**Action: Motion to approve**)

D. REPORTS AND PRESENTATIONS

1. Financial Report - May 2026 **(Action: Motion to accept the May 2026 Downtown Economic Growth Authority financial statement)**

2. Step-Aside Request - Rose Phase 3 Development Presentation

3. **Downtown Report - July 2026**

E. DISCUSSION/ACTION ITEMS

1. 2027 DEGA Draft Budget Review

2. Strategic Retreat Facilitator Recommendation **[ACTION: Motion to approve the engagement of Dams & Associates, Inc. to provide strategic planning and retreat facilitation services as outlined in the attached proposal, for a total cost not to exceed $4,200]**

3. Ambassador Program Grant Acceptance **[Action: Motion to accept a $15,000 grant from the Jim Gilmore Jr. Foundation to support enhancements to the 2026 Downtown Ambassador Program, with specific service enhancements to be developed by the Placemaking Committee in partnership with the Foundation]**

4. Farmer's Alley Fencing Grant Acceptance **[Action: Motion to accept a $25,000 grant from the Jim Gilmore Jr. Foundation to support the Farmer's Alley placemaking project through the installation of new fencing adjacent to the project area]**

F. PUBLIC COMMENTS

G. DIRECTOR COMMENTS

H. ADJOURNMENT

KALAMAZOO DOWNTOWN ECONOMIC GROWTH AUTHORITY

Board of Directors Regular Meeting Minutes

June 15, 2026, 3 p.m. | City Hall, 241 W. South Street

PRESENT: Curt Aardema, Harvin Sandhu, Trisha Kidd, Rick Searing, Stanley Steppes, Cheng Kidd Sun, Connor Sampson

STAFF: Meghan Behymer (Downtown Coordinator),
Maria Smith (Community Investment Administrative Assistant),
Jessica Wood (DEGA Legal Counsel) virtual, Edith Aviles (CPED Intern)
Christina Anderson (Deputy Director of CPED & City Planner)

OTHER: Dorcia Mulder (Okun Brothers Shoes), Amanda Paul (Okun Brothers Shoes),
Rob Peterson (Dover Birch)

A. **CALL TO ORDER**
DIRECTOR AARDEMA CALLED THE MEETING TO ORDER AT 3:01 P.M.

PRESENT: Curt Aardema, Harvin Sandhu, Trisha Kidd, Rick Searing, Stanley Steppes, Cheng Kidd Sun, Connor Sampson

EXCUSED ABSENCE: Mayor David Anderson, Clarence Lloyd

UNEXCUSED ABSENCE: None.

JUNE 15, 2026, ATTENDANCE, INCLUDING EXCUSED AND UNEXCUSED ABSENCES, IS RECORDED.

1. **Purpose Statement**:
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B. ADOPTION OF FORMAL AGENDA

DIRECTOR SEARING MOTIONED TO ADOPT THE JUNE 15, 2026, DOWNTOWN ECONOMIC GROWTH AUTHORITY AGENDA. DIRECTOR STEPPES SECONDED. NO OBJECTIONS. MOTION CARRIED.

C. APPROVAL OF MINUTES

DIRECTOR SUN MOTIONED TO APPROVE THE MINUTES FROM MAY 11, 2026, DOWNTOWN ECONOMIC GROWTH AUTHORITY MEETING. DIRECTOR SAMPSON SECONDED. NO OBJECTIONS. MOTION CARRIED.

Trisha Kidd entered the meeting at 3:03PM.

D. REPORTS AND PRESENTATIONS

1. **Financial Report – April 2026 (Meghan Behymer, Downtown Coordinator)**
   Behymer reviewed the April 2026 financial report: In April, the Downtown Economic Growth Authority (DEGA) received $1,083,440 in total revenue. Key revenue categories included: Taxes ($1,081,940) and Private Contributions and Sponsorships ($1,500) from the Arts Council of Greater Kalamazoo in support of Beats on Bates. 2026 year-to-date revenues total $1,142,650. In April, DEGA expenditures totaled $67,731. Key expense categories included: Professional and Contractual Services ($50,158) for Ambassador Program Block by Block Contract ($35,500), Bigbelly Waste and Recycling ($8,158), and Earley & Associates concrete our for Bigbelly pads ($6,500); Solid Waste Disposal ($550); Repairs and Maintenance Services ($966) for Portland Loo pipe repair; Consulting Services and Fees ($5,906) for A5 Group Inc. services; Legal Services ($1,403); and Community Promotion ($8,748) for Beats on Bates marketing ($6,500), Chili Cook-Off sponsorship

($1,000) and holiday lighting grant ($1,248). 2026 year-to-date expenditures total $346,877.

Behymer also noted the contracts and agreements didn't include the execution of the Food Service Packaging Institute MOU, grant funded recycling and education signage efforts.
DIRECTOR SUN MOTIONED TO ACCEPT THE APRIL 2026 DOWNTOWN ECONOMIC GROWTH AUTHORITY FINANCIAL REPORT. DIRECTOR SANDHU SECONDED. NO OBJECTIONS. MOTION CARRIED.

2. **Downtown Report – June 2026 (Meghan Behymer, Downtown Coordinator)**
Behymer reviewed the Downtown Report and gave updates including installation of 31 new self-watering planters throughout the Kalamazoo Mall through a donation from a philanthropic partner, Perregrine-Huff Foundation. The Ambassador team supported installation and ongoing maintenance. Pride Festival and Jumpstart Weekend were successfully activated at Festival Place despite prior construction closure. Banners were installed denoting progress at the festival site. Lessons learned from initial festival activation are expected to support upcoming festival operations.

Behymer gave an update on the Business Recruitment and Retention Committee that is working on a physical occupancy campaign expected to launch in July, reviewing business recruitment marketing piece data, and developing a downtown business listening tour.

Behymer's other updates included that Downtown Dollars have been accepted at 60% of businesses this year. The Downtown Ambassadors have expanded their peak operating schedule and have been working to add planters, install BigBelly units, and prepare for summer and Festival Place events.

Director Searing and Behymer gave updates from the Placemaking Committee including status on Placemaking projects, efforts to coordinate with Landscape Forms to install furniture donations, the City-owned Portland Loo being repaired late June, and review of the 9 way-finding RFP proposals. Director Aardema discussed the several neglected areas around downtown and the need for maintenance and identifying who is responsible.

Director Kidd reviewed updates from the Events & Marketing Committee including a recommendation for a new website service provider, planning a pilot Student Content Creator Program, recapping approved event sponsorship grants, development of a digital business directory, and plans for an expanded WMU Downtown Event Day.

Behymer introduced an idea for an educational social media post regarding the new parking system. Additional updates included exploration of stronger marketing coordination, continued committee work and preparation for future board budget and strategic planning initiatives, and announcement that a new downtown staff position has been filled, with anticipated onboarding in early July to support business outreach, events, marketing, committee operations, and downtown initiatives.

E. DISCUSSION/ACTION ITEMS

1. **Student Creator Program**
The Board reviewed a recommendation to support 1-2 local college students in a 10-week pilot student content creation initiative in partnership with Discover Kalamazoo during the fall 2026 semester. The intent of the program is to engage students in downtown storytelling and promotion, expand digital and social media content, and increase visibility of downtown experiences. The proposed Board contribution of $3,000 in partnership with other entities is expected to help cover the total cost for the program at $6,000.
DIRECTOR SUN MADE A MOTION TO AUTHORIZE A CONTRIBUTION OF UP TO $3,000 TO DISCOVER KALAMAZOO TO SUPPORT IMPLEMENTATION OF THE KALAMAZOO STUDENT CONTENT CREATOR PROGRAM PILOT DURING FALL 2026 SEMESTER. DIRECTOR SANDHU SECONDED. MOTION APPROVED WITH NOONE OPPOSED.

2. **Website Services Provider and Brand Implementation**
The Board reviewed a website refresh and service transition to align with the downtown brand rollout. The scope of the website service will include website refresh, hosting and maintenance, and implementation of approved branding for 6 months starting July 1, 2026.
DIRECTOR SEARING MADE A MOTION TO AUTHORIZE KZOOM TO COMPLETE THE DOWNTOWNKALAMAZOO.ORG WEBSITE REFRESH ASSOCIATED WITH THE DOWNTOWN KALAMAZOO BRAND ROLLOUT AND

PROVIDE WEBSITE HOSTING AND MAINTENANCE SERVICES THROUGH DECEMBER 31, 2026, IN AN AMOUNT NOT TO EXCEED $5,340. AUTHORIZE THE BOARD CHAIR TO EXECUTE ALL DOCUMENTS NECESSARY TO TRANSITION WEBSITE SERVICES FROM MAESTRO TO KZOOM AND IMPLEMENT THE APPROVED SERVICES. SUPPORTED BY DIRECTOR SUN. NO OBJECTIONS. MOTION APPROVED.

3. **Pedestrian Wayfinding Kiosk Updates**
   The Board discussed a proposal to refresh 5 out of 8 pedestrian wayfinding kiosks using the Downtown Kalamazoo/Streets For All map design. The intent is to create an early improvement while broader wayfinding planning continues and improve visibility and business discovery downtown. Board members expressed concerns about the high cost for a temporary change, but it was agreed that the other quotes would be obtained to seek a lower cost vendor. Other ideas discussed were replacing a kiosk with just branding, including a QR code on the map, and placing the map on businesses and vacant storefronts.
   DIRECTOR SUN MADE A MOTION TO AUTHORIZE AN INVESTMENT OF UP TO $11,200 FOR THE UPDATE OF FIVE EXISTING PEDESTRIAN WAYFINDING KIOSKS UTILIZING THE PROPOSED DOWNTOWN KALAMAZOO/STREETS FOR ALL MAP DESIGN, AS RECOMMENDED BY THE PLACEMAKING COMMITTEE. DIRECTOR STEPPES SECONDED. NO OBJECTIONS. MOTION APPROVED.

F. PUBLIC COMMENTS
None.

G. DIRECTOR COMMENTS

Director Searing thanked Behymer for her work to get the Festival Place running after the lengthy vacancy and lack of maintenance. He acknowledged that thousands of people were able to attend the festival because of the commitment to get the space reactivated.

H. ADJOURNMENT

DIRECTOR SUN MOTIONED TO ADJOURN, SUPPORTED BY DIRECTOR SEARING. MOTION APPROVED WITH NOONE OPPOSED.

The meeting was adjourned at 4:06 P.M.

Downtown Economic Growth Authority
May 2026 Financial Summary

In May, the Downtown Economic Growth Authority (DEGA) received no revenue. 2026 year-to-date revenues total $1,142,650.

In May, DEGA expenditures totaled $42,508. Key expense categories included: **Professional and Contractual Services ($40,083)** for Ambassador Program Block by Block Contract ($35,500) and Bigbelly Waste and Recycling ($4,583);; **Solid Waste Disposal ($1,091);** and **Legal Services ($1,334).** 2026 year-to-date expenditures total $389,384.

Contract and Agreement Snapshot (see full table below) includes agreements the DEGA is currently entered into and the contract period.

Contract and Agreement Snapshot

Contractor	**Contract Description**	**Contract Period**
Big Belly Solar	Bigbelly Waste & Recycling	December 2021 – May 15, 2028
Block by Block	Ambassador Program Agreement	October 2025 – Sept. 2028
City of Kalamazoo	Service Agreement	February 2024 – February 2027
City of Kalamazoo	Loan Agreement	Dec. 2024 – Dec. 2035
Guess Who’s Dancing Fitness	Beats on Bates	February 2026 – Dec. 2026

Downtown Economic Growth Authority
Statement of Activity
5/31/2026

Total Available Cash	**1,217,621**

	2026 Budget	May	2026 YTD Actuals
Revenues			
Taxes	1,126,558		1,081,940
Other Revenue			-
Private Contributions and Sponsorships			1,500
Contributions from COK	59,210		59,210
Contributions from Solid Waste Fund	32,000		-
Contributions from Grants			-
Total Revenues	**1,217,768**	**-**	**1,142,650**
Expenses			
Operating Supplies			-
Professional And Contractual Services	544,000	40,083	185,715
Solid Waste Disposal	8,500	1,091	3,327
Communication And Network Services	600		-
Repairs And Maintenance Services	24,000		966
Consulting Services And Fees	27,166		14,831
Audit Fees	13,400		-
Legal Services	30,000	1,334	6,003
Memberships And Subscriptions	2,500		-
Professional Development	7,000		-
Payroll	80,000		-
Administrative Fees	187,500		46,875
Promotion And Advertisting	65,000		15,546
Contribution To General Fund	30,000		-
Contribution To DDA	52,374		-
Community Promotion	165,000		63,748
Notes Payable - Principle	92,667		45,806
Notes Payable Interest	41,266		6,568
Total Expenses	**1,370,973**	**42,508**	**389,384**
Revenues Less Expenses	**(153,205)**	**(42,508)**	**753,266**

Notes:

Long Term Debt:	Agreement Amount	Payments Made*	Balance
Mavcon Agreement	483,000	90,934	392,066
City of Kalamazoo	1,060,000	-	1,060,000

**Will include all payments to show decreasing balance*

Professional And Contractual Services:	May	2026 YTD Actuals
Recycling Services - BIG BELLY SOLAR LLC	4,583	43,715
Ambassador Services - BLOCK BY BLOCK	35,500	142,000
TOTAL	**40,083**	**185,715**

Community Promotion:		
Beats on Bates Events - Sponsorship		56,500
Chili Cook Off – SOUTHWEST MI FIRST		1,000
Winter In the Zoo		5,000
Holiday Lighting Grant		1,248
TOTAL	**-**	**63,748**

June 24, 2026

Downtown Economic Growth Authority
Attn: Clarence Lloyd, Vice Chair
Attn: Meghan Behymer, Downtown Coordinator City of Kalamazoo Staff Liaison
241 W South St
Kalamazoo, MI 49007

RE: 116 W Cedar DEGA Opt-Out Request

Please accept this DEGA Step-Aside request for the 116 Cedar project located in the DEGA. In addition to project information included in the DEGA Step-Aside form, please see additional information below related to this project. A site plan, renderings, and property map are also included in this DEGA Step-Aside request. This project represents an excellent opportunity to build on the investment progress in the City's downtown by activating an underutilized property to bring it to its highest and best use. The completion of this project will add 71 new residential units to the downtown market, complimenting adjacent housing developments in 400 Rose Phase I and Phase II, and adding density to the urban core. We look forward to discussing this project with you and the need for a DEGA Step-Aside to bring this project with significant affordability to fruition.

Project Affordability

This project will include income-restrictions on 15 units (20% of the development) for a duration of 20 years. These income-restricted units include one unit at 30% AMI, one unit at 40% AMI, one unit at 50% AMI, three units at 60% AMI, and 9 units between 60% to 90% AMI. In addition to the income restrictions for 20 years, the project is expected to deliver all market rate units at or below 100% AMI rents. While these units will not carry income and rent restrictions, they are expected to be offered at rates that meet the market demands.

DEGA Opt Out

The DEGA Opt Out quantified in the application assumes all local millage rates identified in the DEGA TIF Plan through 2048, the anticipated term end of the DEGA TIF Plan. Should the DEGA TIF Plan be extended through the duration of TIF Capture on this project (2058), the total DEGA opt out is estimated at $3,347,606. The value of the DEGA Opt Out is significantly reduced in the first 15 years of the project as a result of the Neighborhood Enterprise Zone (NEZ) abatement being pursued on this project.

Job Creation

This project is primarily residential in nature, and not expected to be a significant source of new permanent job creation. Given a hard cost construction estimate on this project of approximately $15.9 million, there is expected to be significant temporary construction job creation through the construction phase of this project. This project is expected to include a small ground-floor commercial suite, which may include permanent job creation. These jobs would ultimately be dependent on the tenant to occupy the space.

Please do not hesitate to reach out with any questions or additional information needed for the DEGA to review and evaluate this request.

Greg Dobson
116 West Cedar, LLC
269-323-2022

KALAMAZOO DOWNTOWN
ECONOMIC GROWTH
AUTHORITY

Step-Aside Project Information Request Form

This form must be submitted to the Downtown Economic Growth Authority prior to presenting a project for step-aside consideration. The information provided will be shared with the DEGA Board as a reference during project review and deliberation.

PROJECT INFORMATION

Project Name

116 Cedar

Project Address/Location (include parcel ID number)

116 W Cedar and 427, 431, and 433 S Rose St (06-22-130-004, 06-22-130-003, 06-22-130-002, 06-22-130-001)

Description of Project Concept

The proposed redevelopment consists of four parcels totaling approximately 0.943 acres in the City of Kalamazoo, Kalamazoo County. The project will involve preparing the site for redevelopment to make way for 71 residential rental units. This project will be adjacent to the completed 400 Rose Phase I and Phase II projects at the northwest corner of the intersection of South Rose Street and West Cedar Street. The development will redevelop a piece of property in the urban core that was formerly used as a fire station and surface parking lot, prior to a relocation of the fire department. The completion of this project will create density in the urban core and bring this site to its highest and best use, while supporting complete neighborhoods by complementing existing residential development in the surrounding area. The development is expected to include 31 studio units, 28 one-bedroom units, and 12 two-bedroom units. The development is expected to include 15 income-restricted residential units for a duration of 20 years. These units will include a mix of studio units, one-bedroom units, and two-bedroom units with varying levels of affordability. The income-restricted units are expected to be affordable to households earning approximately 30% of Area Median Income (AMI) to 90% of Area Median Income (AMI).

Visual Aids

Please list and describe below any visual aids attached to this information form (e.g. conceptual site plans, architectural renderings, before/after photographs, or other visual materials)

Eligible Property Map, Site Plan, Renderings

Total Estimated Investment	Total Plan Length	Estimated Project Start/Completion Date
$19,320,217	30	Fall 2026/Fall 2028

PROJECT APPROVAL STATUS

Please describe the current stage of approval with relevant departments (e.g., Part 1 application to BRA submitted, site plan approval underway, etc.):

CKBRA Part II Application, underwriting materials and a Brownfield Plan have been submitted to the BRA. Site Plan approval is in process with the City of Kalamazoo.

KALAMAZOO DOWNTOWN
ECONOMIC GROWTH
AUTHORITY

TAXABLE VALUE INFORMATION

Current Taxable Value

$80,328

Anticipated Taxable Value Upon Project Completion

$4,093,492

Estimated DEGA Capture Lost

Assuming a 100% step aside, what is the estimated DEGA capture lost. We can calculate the impact of a partial step aside (e.g., 80-20) from this information.

$1,572,302

HOUSING COMPONENT

Is housing a component of the project? ▣ Yes ☐ No **If yes, indicate housing type:** ▣ Rental ☐ Sales

Does the project include affordable housing (if yes, provide details below)? ▣ Yes ☐ No

Total Number of Units: 71

Percentage Breakdown: ***Affordable*** 15 ***Workforce*** 56 ***Market Rate*** 0

JOB CREATION

Number of Jobs Created: ***Full-time*** ***Part-time***:

Type of Employment: ☐ Permanent ☐ Temporary

OTHER INCENTIVES

List any local, state, or federal incentives considered, applied for, or awarded.

City Housing Development Fund Grant; County Housing for All Grant; City of Kalamazoo Brownfield Redevelopment Authority Demolition Grant

Submission Instructions: *Completed forms and supporting documents must be submitted to the Downtown Economic Growth Authority at downtown@kalamazoocity.org. Submission of this form is required before presenting a step-aside request to the DEGA Board. Developers are expected to reference and discuss the information provided during their project presentation.*

116 W Cedar Street Parcel ID: 06-22-130-004 0.766 Acres
Kalamazoo, MI 49007

Legal Description:

6622 Section 22-2-11 Beginning at a point on the east line of South Rose Street 109.5ft North of the north line of West Cedar Street; thence North 82.5ft along the east line of South Rose Street; thence East 99ft parallel to the north line of West Cedar Street; thence South 20ft parallel to the east line of South Rose Street; thence East parallel to the north line of West Cedar Street to a point 227.7ft East of the east line of South Rose Street; thence Southerly to a point on the north line of West Cedar Street 141.87ft West of the west line of South Burdick Street; thence West along the north line of West Cedar Street to a point 71ft East of the east line of South Rose Street; thence North 109.5ft parallel to the east line of South Rose Street; thence West 71ft parallel to the north line of West Cedar Street to the place of beginning.

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427 S Rose Street Parcel ID: 06-22-130-003 0.059 Acres
Kalamazoo, MI 49007

Legal Description:

6614 COM ON E LI OF ROSE ST 73FT N OF N LI OF CEDAR ST, TH E 71FT, TH N 36.5 FT, TH W 71FT, TH S 36.5FT TO BEG.

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431 S Rose Street Parcel ID: 06-22-130-002 0.059 Acres
Kalamazoo, MI 49007

Legal Description:
6616 COM ON E LI OF ROSE ST 36.5FT N OF N LI OF CEDAR ST, TH E 71FT, TH N 36.5FT, TH W 71FT, TH S 36.5FT TO BEG.

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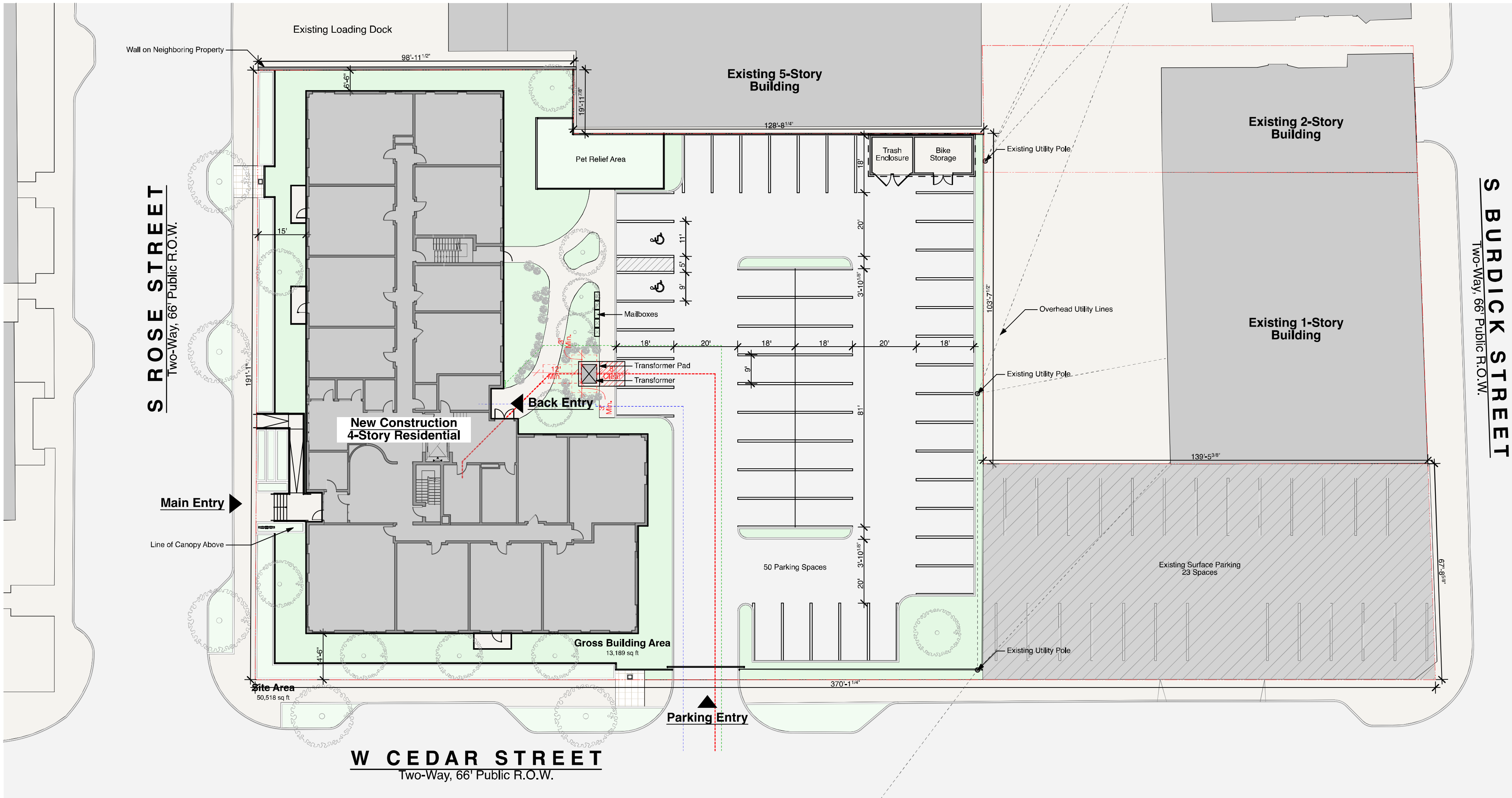
433 S Rose Street Parcel ID: 06-22-130-001 0.059 Acres
Kalamazoo, MI 49007

Legal Description:
6618 Commencing on the northeast corner of Rose Street & Cedar Street; thence North 36.5ft; thence East 71ft; thence South 36.5ft; thence West 71ft to the point of beginning.



Site Plan

SCALE: 1" = 30'

0 30' 60'

431 S Rose Kalamazoo, MI

Site Plan
9/9/25

N

Pappageorge Haymes Partners

2027 DEGA Annual Budget Plan

	2025 Budget	2026 Budget	2027 Draft Budget	% Change	if >10%, need to explain reason for variance
Expenditures:					
Strategic Pillar: Strong & Sustainable	**$ 237,200.00**	**$ 507,307.04**	**$ 697,614.08**	**37.5%**	
Downtown Projects Coordinator	$ -	$ 80,000.00	$ 85,000.00	6.3%	
City Service Agreement (Downtown Coordinator role inclusive)	$ 125,000.00	$ 187,500.00	$ 187,500.00	0.0%	
Legal Services	$ 30,000.00	$ 30,000.00	$ 30,000.00	0.0%	
Professional Development	$ 13,000.00	$ 7,000.00	$ 8,000.00	14.3%	Additional staff
Memberships	$ 3,000.00	$ 2,500.00	$ 3,500.00	40.0%	Additional staff
Audit	$ 13,800.00	$ 13,400.00	$ 12,800.00	-4.5%	
Cell Phone	$ 600.00	$ 600.00	$ 600.00	0.0%	
Debt Servicing	$ 52,400.00	$ 186,307.04	$ 320,214.08	71.9%	Accelerated payment of City loan
Debt Servicing - CoK Principal	$ -	$ 92,666.41	$ 185,332.82	100.0%	
Debt Servicing - CoK Interest	$ -	$ 41,240.63	$ 82,481.26	100.0%	
Debt Servicing - Mavcon	$ 52,400.00	$ 52,400.00	$ 52,400.00	0.0%	
Rent	$ -	$ -	$ 50,000.00	New	
Strategic Pillar: Clean, Safe & Welcoming	**$ 431,500.00**	**$ 564,500.00**	**$ 965,000.00**	**70.9%**	
Ambassador Program	$ 399,000.00	$ 426,000.00	$ 750,000.00	76.1%	Service expansion to align with broader downtown coverage; addition of public restrooms
Bigbelly Program		$ 100,000.00	$ 140,000.00	40.0%	Service expansion to align with broader downtown
Landscaping	$ 20,000.00	$ 20,000.00	$ 55,000.00	175.0%	Increased beautification needs throughout downtown
Landscaping - Kalamazoo Mall	$ 20,000.00	$ 20,000.00	$ 35,000.00	75.0%	
Landscaping - Bates Alley		$ -	$ 5,000.00	New	
Landscaping - Michigan Avenue			$ 3,500.00	New	
Landscaping - North Mall			$ 7,500.00	New	
Landscaping - Rose Street Median			$ 4,000.00	New	
Portland Loo	$ 5,000.00	$ 10,000.00	$ 10,000.00	0.0%	
Solid Waste	$ 7,500.00	$ 8,500.00	$ 10,000.00	17.6%	Increased Ambassador and Bigbelly service area
Strategic Pillar: Streetwise & Connected	**$ -**	**$ 75,000.00**	**$ 150,000.00**	**100.0%**	
Wayfinding Implementation	$ -	$ 75,000.00	$ 150,000.00	100.0%	
Strategic Pillar: Place with Purpose	**$ 20,000.00**	**$ 42,000.00**	**$ 245,000.00**	**483.3%**	
Placemaking Project: Water Street Overpass	$ -	$ -	$ 55,000.00	New	
Placemaking Enhancement: Bates Alley	$ -	$ 12,000.00	$ 75,000.00	525.0%	
Holiday Lighting Contribution	$ 20,000.00	$ 30,000.00	$ 35,000.00	16.7%	
Arcadia Creek Bridge Repairs	$ -	$ -	$ 80,000.00	New	
Strategic Pillar: Vibrant & Visible	**$ 4,000.00**	**$ 182,166.68**	**$ 200,500.00**	**10.1%**	
Marketing & Advertising	$ -	$ 88,166.68	$ 100,000.00	13.4%	
Event Sponsorship Program		$40,000.00	$40,000.00	0.0%	
Beats on Bates		$ 50,000.00	$ 56,500.00	13.0%	
Website	$ 4,000.00	$ 4,000.00	$ 4,000.00	0.0%	
Website - Hosting and Maintenance	$ 4,000.00	$ 4,000.00	$ 4,000.00	0.0%	
Website - ADA Improvements	$ -	$ -		#DIV/0!	
Signature Event (Extension of Beats on Bates in Fall)					
Strategic Pillar: Built for Business	**$ -**	**$ -**	**$ 225,000.00**		
Marketing & Advertising	$0.00	$0.00	$10,000.00	New	
Downtown Dollars Construction Incentive	$0.00	$0.00	$50,000.00	New	
Retention and Recruitment Incentive Grants	$0.00	$0.00	$50,000.00	New	
Step-up lease or rent subsidy program (new business)	$0.00	$0.00	$40,000.00	New	
Extended Hours Stipend Pilot (existing business)	$0.00	$0.00	$25,000.00	New	
Occupancy Campaign and Public Input	$0.00	$0.00	$10,000.00	New	
Broker or recruitment consultant, scaled down	$0.00	$0.00	$40,000.00	New	
TOTAL EXPENDITURES	$692,700.00	$1,370,973.72	$2,483,114.08	81.1%	
Revenues:					
Local Tax Capture	$883,600.00	$1,126,558.87	$2,530,000.00	124.6%	
Solid Waste Fund	$32,000.00	$32,000.00	$32,000.00	0.0%	
Grants	$50,000.00	$65,000.00			
Mall Maintenance	$59,210.00	$59,210.00	$59,210.00	0.0%	
TOTAL REVENUES	$1,024,810.00	$1,282,768.87	$2,621,210.00	104.3%	
Excess (Deficit)	$332,110.00	-$88,204.85	$138,095.92	256.6%	

Dams & Associates, Inc.
Experience the power of planning

July 2, 2026

Curt Aardema, Chair
Downtown Development Authority & Downtown Economic Growth Authority

Meghan Behymer, Downtown Coordinator
City of Kalamazoo

SUBJECT: Strategic Planning Statement of Work

Dear Meghan and Curt:

Thank you for the invitation to facilitate the DDA/DEGA strategic planning retreat.

Attached please find my statement of work that outlines the process we discussed on June 26.

Please do not hesitate to let me know if we need to modify the scope of work in order to make this proposal better suit your expectations.

Respectfully submitted,

Dams & Associates, Inc.

Peter Dams, Ph.D.
President

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A. Consultant Bio

Dr. Peter Dams is a facilitator and strategic planner with over twenty years' experience leading a wide range of strategic planning processes.

Clients include nonprofit organizations, small to mid-size businesses, global corporate functions, state and international associations, municipalities, as well as state universities and a federal agency.

Peter received his Ph.D. in Psychology from Western Michigan University with an emphasis on the science of behavior analysis and organizational systems.

In 2005, Peter founded Dams & Associates and since then has authored strategic plans for over 90 organizations in Michigan and around the nation (Exhibit 1).
He is also a frequent presenter at regional and international conferences (Exhibit 2).

B. Kalamazoo Projects

Peter's recent clients include the following Kalamazoo-based organizations:

- College of Arts and Sciences, Western Michigan University
- Community Healing Centers
- Community Homeworks
- Department of Biological Sciences, Western Michigan University
- Fontana Chamber Arts
- Fox Music Center
- Gryphon Place
- Kalamazoo Autism Center
- Kalamazoo/Battle Creek International Airport
- Kalamazoo Civic Theatre
- Kalamazoo Neighborhood Housing Services
- Metro Kalamazoo
- Stulberg International String Competition

C. Scope

You are seeking to update and expand the current DDA/DEGA strategic plan created in the summer of 2025. This update has been necessitated by a substantial change in board composition.

D. Planning Process

1. Review the DDA/DEGA strategic plan 2025-2027 and budget planning framework for background and discuss related questions with you.

2. Meet with a Steering Team consisting of you and the executive committee to prepare the retreat agenda to ensure everyone is comfortable moving forward.

3. Facilitate the strategic planning retreat late July or early August.

   Based on our initial conversation, I envision the following planning activities. The actual retreat agenda will be finalized with the Steering Team.

   - Affirm the current mission, vision, guiding beliefs, six pillars, and KPIs
   - Review strategic accomplishments since 2025 (Mrs. Behymer was hired)
   - Map the six pillars against the four active committees
   - Identify emerging opportunities and challenges
   - Brainstorm strategies that build upon the opportunities and mitigate the potential effects of the challenges (priorities for 2027 and beyond)
   - Develop a longer-term outlook: What could downtown Kalamazoo look like ten years from now?

   I anticipate that these planning activities can be accomplished in a 4-to-5-hour planning session.

4. Meet with the Steering Team to refine the brainstormed strategies so they describe tangible accomplishments and assign target completion dates for these strategies. This would entail two to three (virtual) meetings.

5. Submit the updated strategic plan.

E. Proposed Fee

I propose to conduct the above planning process for $4,200.

Exhibit 1: Client Portfolio

Public Sector

- Allegan County CMH
- Calhoun County Board of Health
- City of Battle Creek
- City of Boyne City
- City of Elgin (IL)
- City of Portage
- Community Mental Health & Substance Abuse Services of St. Joseph County
- Kalamazoo/Battle Creek International Airport
- Kalamazoo Central County Transportation Authority
- Kalamazoo Community Mental Health and Substance Abuse Services (KCMHSAS)
- Kalamazoo County Government
- Kalamazoo County Transportation Authority
- Kalamazoo Township
- MBS International Airport
- Michigan Department of Human Services
- Michigan State Historic Preservation Office
- Michigan Works!
- Michigan Universities Self-Insurance Corporation
- NASA
- Network180 (Kent County CMH)
- Oshtemo Township
- Prince of Wales Island Health Network
- Regional Prosperity Initiative - Southwest Prosperity Region
- Riverwood Center (Berrien County Mental Health Authority)
- Township of Kalamazoo Police Department
- Village of Lawrence
- Village of Vicksburg
- Washtenaw County Government
- Washtenaw County Criminal Justice Collaborative Council

Not for Profit / Community Initiatives

- AccessVision
- Advocacy Services for Kids (ASK)
- Adler Aphasia Center
- Allegan County United Way
- Alternatives Care Center
- Boys & Girls Club of Greater Kalamazoo
- Catholic Family Services (now Catholic Charities)
- Cellblock to Classroom (C2C)
- Child Care Resources
- CityLinC Ministries
- Community Homeworks
- GFM The Synergy Center
- Grace Health Family Health Center
- Gryphon Place
- Humane Society of South Central Michigan
- Interfaith Strategy for Advocacy & Action in the Community (ISAAC)
- Kalamazoo Center for Youth and Community
- Kalamazoo Infant Mortality Community Action Initiative (with YWCA Kalamazoo)
- Kalamazoo Loaves & Fishes
- Kalamazoo Neighborhood Housing Services (KNHS)
- Leila Arboretum Society
- Michigan Nonprofit Association
- Neonatal Abstinence Syndrome Prevention and Treatment Project, Kalamazoo County
- Potawatomi Resource Conservation and Development Council
- Poverty Reduction Initiative
- Pretty Lake Camp | Adventure Center | Farm
- Public Media Network
- The Arc of Calhoun County
- United Way of Greater Battle Creek
- United Way of Greater Kalamazoo
- Wings of Hope Hospice
- YMCA of Greater Kalamazoo

Client Portfolio - Continued

Corporate

- Celink
- Gordon Food Service
- Kalsec, Inc.
- Kushner & Company
- Meijer, Inc.
- Midwest Fastener Corporation
- MPI Research
- Pfizer Global Manufacturing
- Southwest Michigan Behavioral Health
- Southwest Michigan First
- Stryker Instruments
- Stryker Medical
- The Studio
- Western Michigan Aviation

Arts and Culture

- Battle Creek Junior Theatre
- Battle Creek Youth Orchestra
- Fontana Chamber Arts
- Fox Music Center
- Glass Art Kalamazoo
- Kalamazoo Civic Theatre
- Kalamazoo Junior Symphony
- Stulberg International String Competition
- Michigan Festival of Sacred Music
- Vicksburg Arts
- Vicksburg Historical Society

Education: Universities and Colleges

- Ferris State University
- Kalamazoo Valley Community College
- Saginaw Valley State University
- Shawnee State University
- Western Michigan University
- Western Michigan University Alumni Association

Education: Primary and Secondary

- Great Start Collaborative
- Greta Berman Arbetter Kazoo School
- Kalamazoo Area Homeschool Association
- Learning Network of Greater Kalamazoo
- The Montessori School
- Woodlawn Preschool

Behavioral Health

- Alpine Learning Group (NJ)
- Behavior Interventions, Inc. (PA)
- Braintrust Behavioral Health (MI)
- Collaborative Autism Resources & Education (TX)
- Community Living Options (MI)
- Great Lakes Center for Autism Treatment and Research (MI)
- HGA Support Services (MI)
- Kalamazoo Autism Center (MI)
- Kids Overcoming Inc. (KOI) (CA)
- Melmark, Inc. (MA, PA, NC/SC)
- Milestones Behavioral Services (CT)
- MRC Industries (MI)
- REED Autism Services (NJ)
- Residential Opportunities Incorporated (MI)
- The Arc of Calhoun County (MI)
- Therapeutic Pathways & The Kendall Centers (CA)
- Trading Spaces ABA (CT)

State and International Associations

- Association of Professional Behavior Analysts (APBA)
- Association for Positive Behavior Support (APBS)
- Behavior Analyst Certification Board (BACB)
- Behavioral Health Center of Excellence (BHCOE)
- California Association for Behavior Analysis (CalABA)
- California Society for the Advancement of Behavior Analysis (CalSABA)
- Council of Autism Service Providers (CASP)
- Florida Association for Behavior Analysis
- Massachusetts Association of Behavior Analysis (MassABA)

Exhibit 2: Strategic Planning Presentations

Developing Your True North: Strategic Planning for Airport Business Success
Presented at the annual conference of the Michigan Association of Airport Executives, Bellaire, MI, September 9, 2025. This session was co-authored and co-presented with Craig Williams, AAE, Director, Kalamazoo/Battle Creek International Airport, and Larry Bowron, Aviation Practice Leader, OHM Advisors.

Encore with Dr. Peter Dams: What I've learned about Accomplishment-Based Strategic Planning
Webinar hosted by Dr. Carl Binder, The Performance Thinking Network. April 23, 2025.

Strategic Planning: A Top-level Systems Intervention
Invited presentation, Organizational Performance Improvement Conference, Kalamazoo, MI, April 12, 2025.

Rebooting Your Company Culture: Establishing and Maintaining Culture Using a Strategic Planning Framework
Invited presentation, Michigan Autism Conference, Kalamazoo, MI, October 11, 2024.

Seven Things Leaders Should Know About Strategic Planning
Invited presentation, Association for Professional Behavior Analysists (APBA) Leadership Conference, September 14, 2024.

Strategic Planning 101: An Introduction to Strategic Planning
Invited presentation, Michigan Autism Conference, Kalamazoo, MI, October 12, 2023.

Strategic Planning for Non-Profit Board Members.
Moderator and panelist. The Boston Club. March 21, 2023

Making Strategic Plans More Executable with Performance Thinking©
Webinar hosted by Dr. Carl Binder, The Performance Thinking Network (2022).

10 Things Every Business Leader Should Know About Strategic Planning
Strategy Execution: Tips for Making Strategic Plans More Executable
Invited presentations, Michigan Autism Conference, Kalamazoo, MI, October 8-9, 2022.

Strategic Planning: What it is and how to get the most out of it
Invited breakout session, Council of Autism Service Providers (CASP) Annual Conference, Portland, OR, May 2, 2022.

7 Tips for Making Strategic Plans More Executable
Webinar, Behavior Analysis Leadership Council, May 16, 2022.

Making Strategic Plans More Executable.
Webinar with Dr. Carl Binder; The Performance Thinking® Network, February 16, 2022.

A Power Tool for the Leader's Toolbox: The Total Performance System. Academic Leadership Academy, Western Michigan University, 2013 – 2022.

More Power Tools for the Leader's Toolbox: Compelling Missions and Clear Goal Statements. Academic Leadership Academy, Western Michigan University, 2014 - 2023.

Strategic Planning: Creating a Solid Foundation for New Autism Service Providers

Strategic Planning: Critical Investment in Long-term Client Outcomes and Business Health

Invited presentations, Michigan Autism Conference, Kalamazoo, MI, October 8-9, 2020.

The Rapid Recovery Roadmap: A Virtual Planning Process for Getting Your Business Back on Track after COVID-19

Webinar, California Association for Behavior Analysis, May 8, 2020.

Webinar, Behavior Analysis Leadership Council, Leadership Forum for New Business Leaders, 4th Annual Conference, April 25, 2020.

Out of the Crisis: Developing a Rapid Recovery Roadmap to Help You Get Back on Track After COVID-19

Webinar, Behavioral Health Center of Excellence, Virtual Academy, April 21, 2020.

The TPS on a Napkin: A Practical OBM Job Aid for ABA Practitioners

Association for Behavior Analysis International (ABAI) 45th Annual Convention, Chicago, IL, May 2019.

Strategic Planning for ABA Service Agencies (3-hour workshop)

Association of Professional Behavior Analysts (APBA) 9th Annual Convention, Atlanta, GA, April 11-13, 2019.

Strategic Planning Part 1: The Basics

Strategic Planning Part 2: Advice and Tools for DIYers

Council of Autism Service Providers (CASP) Annual Conference, Scottsdale, AZ, January 14-15, 2019.

Expanding Your Reach: Preparing Your Organization for Growth with Strategic Planning

Behavior Analyst Leadership Council (BALC) Second Annual Conference, New Haven, CT. March 16, 2018.

Using Behavioral Systems Analysis to Improve the Performance of Organizations, Processes, and People. Business Leadership Forum, Behavior Analyst Leadership Council (BALC) Second Annual Conference, New Haven, CT. March 15, 2018.

Applying Behavioral Systems Analysis to Strategic Planning

Annual Convention of the Association for Behavior Analysis International, May 2014, Chicago, IL.

Strategic Planning for Busy Organizations. Encore presentation, Day Conference of the Kalamazoo Human Resource Management Association (KHRMA), Kalamazoo, MI, May 2008.

Strategic Planning for Busy Organizations. Annual conference of the Michigan Council of the Society for Human Resource Management (MISHRM), Kalamazoo, MI, September 2007.