

Agenda

Downtown Economic Growth Authority

Board of Directors



City of Kalamazoo

Monday, August 17, 2026

3:00 PM

City Hall Community Room 241 W. South St. Kalamazoo Mi 49007

A. CALL TO ORDER/ROLL CALL

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 July 13, 2026. (**Action: Motion to approve**)

D. REPORTS AND PRESENTATIONS

1. Financial Report - June 2026 (**Action: Motion to accept the June 2026 Downtown Economic Growth Authority financial statement**)
2. 2025 Financial Audit
3. Downtown Report - August 2026

E. DISCUSSION/ACTION ITEMS

1. Wayfinding Vendor Approval (**Action: Motion to approve entering into an agreement with Corbin Design to complete the Downtown Kalamazoo Pedestrian Wayfinding and Signage Master Plan in an amount not to exceed \$62,990, and authorize the Board Chair to execute all documents necessary to proceed, in consultation with legal counsel**)
2. CEDAM CED Corps (**Action: Authorize the Downtown Coordinator to submit DEGA's CED Corps Host Site Application and approve the required \$13,000 host contribution, funded through existing 2026 personnel budget savings, contingent upon DEGA being selected for the program**)

F. PUBLIC COMMENTS

G. DIRECTOR COMMENTS

H. ADJOURNMENT

Board of Directors Regular Meeting Minutes

July 13, 2026, 3 p.m. | City Hall, 241 W. South Street

PRESENT: Curt Aardema, Mayor Anderson, Harvin Sandhu, Trisha Kidd, Clarence Lloyd, Stanley Steppes (virtual), Cheng Kidd Sun, Connor Sampson

ABSENT: Rick Searing

STAFF: Meghan Behymer (Downtown Coordinator),
Maria Smith (Community Investment Administrative Assistant),
Bobby Boyd (Economic Development Supervisor),
Officer Christopher Brouwer (KDPS)

OTHER: Greg Dobson, Jared Lutz, Bennett Carpenter

A. CALL TO ORDER

DIRECTOR AARDEMA CALLED THE MEETING TO ORDER AT 3:02 P.M.

PRESENT: Curt Aardema, Mayor Anderson, Harvin Sandhu, Trisha Kidd, Clarence Lloyd, Stanley Steppes - remote, Cheng Kidd Sun, Connor Sampson

EXCUSED ABSENCE: Rick Searing

UNEXCUSED ABSENCE: None.

JULY 13, 2026, ATTENDANCE, INCLUDING EXCUSED AND UNEXCUSED ABSENCES, IS RECORDED.

1. Purpose Statement:

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.

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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

Director Aardema made a recommendation to include E.5 Legal Counsel Update.

MAYOR ANDERSON MOTIONED TO ADOPT THE JULY 13, 2026, DOWNTOWN ECONOMIC GROWTH AUTHORITY AGENDA AS AMENDED. DIRECTOR SUN SECONDED. NO OBJECTIONS. MOTION CARRIED.

C. APPROVAL OF MINUTES

DIRECTOR SUN MOTIONED TO APPROVE THE MINUTES FROM JUNE 15, 2026, DOWNTOWN ECONOMIC GROWTH AUTHORITY MEETING. DIRECTOR SANDHU SECONDED. NO OBJECTIONS. MOTION CARRIED.

D. REPORTS AND PRESENTATIONS

1. Financial Report – May 2026 (Meghan Behymer, Downtown Coordinator)

Behymer reviewed the May 2026 financial report: 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.

MAYOR ANDERSON MOTIONED TO ACCEPT THE MAY 2026 DOWNTOWN ECONOMIC GROWTH AUTHORITY FINANCIAL REPORT. DIRECTOR LLOYD SECONDED. NO OBJECTIONS. MOTION CARRIED.

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2. Step-Aside Request – Rose Phase 3 Development Presentation (Greg Dobson, AVB & Jared Lutz, Miller Johnson)

Chair Aardema abstained from discussions and actions due to a conflict of interest.

Representatives from AVB and Miller Johnson, Greg Dobson, and Jared Lutz presented a 30-year DEGA step aside request for the proposed construction of Rose Phase III (116 W. Cedar Street) 71-unit mixed use residential development. The unit mix will consist of 31 studios, 28 one-bedroom, and 2 two-bedroom apartments at, near, or below 100% Area Median Income (AMI). Fifteen units will remain income restricted for 20 years, with affordability levels ranging from 30% to 90% AMI.

There is approximately \$19 million total capital investment for which \$15 million is hard construction costs. The project is expected to create 172 temporary construction jobs. Basic amenities and surface parking will be available in lieu of underground parking to reduce development costs. A first floor commercial suite will be included to satisfy Neighborhood Enterprise Zone requirements. The estimated project completion is by December 2027.

The current taxable value of the properties included in this project is about \$80,000. The projected taxable value upon completion is about \$4.1million. The step-aside is worth about \$1.6 million through the end of the existing TIF plan's expiration in 2048.

The Board discussed parking availability and management, long term affordability commitments, Brownfield Tax Increment (TIF) Financing, duration of the Brownfield capture period, Neighborhood Enterprise Zone impacts, and long-term financial benefits to DEGA following expiration of incentive periods.

MAYOR ANDERSON MADE A MOTION TO ENTER INTO INTERLOCAL AGREEMENT IN ORDER TO PERMIT THE BROWNFIELD AUTHORITY TO CAPTURE RELATED TO THE ROSE PHASE III DEVELOPMENT AND TO AUTHORIZE BOARD VICE CHAIR AND LEGAL COUNSEL TO SIGN IT IN A FORM ACCEPTED. DIRECTOR SUN SECONDED. DIRECTOR AARDEMA AND DIRECTOR STEPPES ABSTAINED. MOTION APPROVED VIA ROLL CALL VOTE.

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Director Aardema returned to the meeting.

3. Downtown Report – July 2026 (Meghan Behymer)

Behymer presented the July Downtown Report. Updates include construction that is underway at Rose Street Plaza, and Farmers Alley Pocket Park construction that is anticipated to begin in late July. Caribbean Festival was successful through collaboration among Downtown Ambassadors, R&A Landscaping, Public Services and other City staff. Canadiana Festival is scheduled for September 19 prior to closure of Arcadia Creek Festival Place for construction activities.

The Grazing Table received a Match on Main grant award of approximately \$17,233 for business expansion and outdoor seating improvements. Downtown Dollars June sales and redemptions continued to demonstrate program participation across downtown businesses, with 60% of businesses receiving Downtown Dollars for the year. Business Recruitment and Retention Committee continued working on 2027 budget recommendations. There is continued promotion of the Shop Local initiatives amidst construction.

Behymer gave Placemaking and maintenance updates including planning for the BigBelly sponsorship recycling education campaign launch expected for mid- to late-September. Downtown maintenance coordination continued. Decorative fountain and bricks along the Kalamazoo Mall were repaired by Public Services.

Behymer reviewed Ambassador Program accomplishments, including event support for Pride and Caribbean Festivals, power washing and site preparation, public space maintenance, business outreach, and assistance addressing cleanliness and safety concerns. Board discussion focused on downtown maintenance responsibilities, Arcadia Creek Festival Place construction planning, and a need for earlier communication between City departments and downtown stakeholders regarding future construction projects. The group identified opportunities to improve coordination through committee communications. Mayor Anderson led a discussion about the Ambassador report, how it highlights the continued challenges associated with the unhoused populations downtown, the significant amount of Ambassador time devoted to outreach and response activities, and the need for solution-based actions.

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Behymer announced that the Kalamazoo Avenue construction started today July 13, with weekly progress updates going out to corridor businesses, and the City is planning a ribbon cutting for Monday, July 20.

E. DISCUSSION/ACTION ITEMS

1. 2027 DEGA Draft Budget Review

Behymer reviewed the 2027 budget timeline;

- Draft budget is due to the City by July 31
- Strategic retreat is August 5
- Committee and Board discussions continue in September
- Final budget is due for the Boards approval in October
- City Commission approves the budget in December

Behymer presented preliminary recommendations for the 2027 operating budget. Discussion included reducing reliance on a limited fund balance, anticipated increases in taxable value, operational priorities, committee recommendations, and long-term financial sustainability. Board budget suggestions included Ambassadors expanded hours, nighttime safety escorts, public access to additional restrooms, Downtown staff office space, BigBelly expansion, wayfinding implementation, Bates Alley, ADA, corridor improvements, and business campaign funding or incentive for construction, retention, and attraction. Other suggestions included having paid social worker interns working with the Kalamazoo Public Safety CST Team, and a construction area family day event.

Director Aardema formally welcomed Katrina Davidson as the new Downtown Projects Coordinator.

2. Strategic Retreat Facilitator Recommendation

Behymer recommended engaging Dams & Associates, Inc. to facilitate the Board's strategic planning retreat.

DIRECTOR LLOYD MADE A 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. SUPPORTED BY DIRECTOR SAMPSON. NO

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OBJECTIONS. MOTION APPROVED. MAYOR ANDERSON WAS NOT PRESENT FOR THE DISCUSSION OR VOTE.

3. Ambassador Program Grant Acceptance

Behymer presented a \$15,000 Jim Gilmore Jr. Foundation grant to enhance the Downtown Ambassador Program. The Board discussed using the funding to support service enhancements identified through the Placemaking Committee.

DIRECTOR LLOYD MADE A 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. DIRECTOR SUN SECONDED. NO OBJECTIONS. MOTION APPROVED. MAYOR ANDERSON WAS NOT PRESENT FOR THE DISCUSSION OR VOTE.

4. Farmer's Alley Fencing Grant Acceptance

Behymer presented a \$25,000 Jim Gilmore Jr. Foundation grant supporting fencing improvements associated with the Farmer's Alley placemaking project.

DIRECTOR LLOYD MADE A 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. DIRECTOR SUN SECONDED. NO OBJECTIONS. MOTION APPROVED. MAYOR ANDERSON WAS NOT PRESENT FOR THE DISCUSSION OR VOTE.

5. Legal Counsel Update

Behymer reviewed the proposed transition of legal services and the memorandum included in the Board packet. The Board discussed the proposed transition and implementation process.

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MAYOR ANDERSON MADE A MOTION TO APPROVE THE TERMINATION OF EXISTING LEGAL SERVICES WITH DICKINSON WRIGHT PLLC AND AUTHORIZE BOARD CHAIR TO EXECUTE LEGAL SERVICES AGREEMENT WITH BLOOM SLUGGET, PC. SUBSTANTIALLY IN THE FORM PRESENTED, FOR CONTINUATION OF LEGAL SERVICES UNDER THE SAME TERMS AND CONDITIONS, SUBJECT TO FINAL LEGAL REVIEW. DIRECTOR LLOYD SECONDED. NO OBJECTIONS. MOTION APPROVED.

F. PUBLIC COMMENTS

None.

G. DIRECTOR COMMENTS

Director Lloyd provided details of the Chambers Choice Conference and celebration which is open through 8/16 for the public to nominate a company.

H. ADJOURNMENT

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

The meeting was adjourned at 5:06 P.M.

**Downtown Economic Growth Authority
June 2026 Financial Summary**

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

In June, DEGA expenditures totaled \$122,555. Key expense categories included: **Professional and Contractual Services (\$57,504)** for Ambassador Program Block by Block Contract (\$35,500), Bigbelly Waste and Recycling (\$11,733) for May and June, and Kalamazoo Mall Beautification (\$10,271); **Consulting Services and Fees (\$1,529)** for Maestro hosting and maintenance; **Audit Fees (\$13,400)**; **Legal Services (\$552)**; **Administrative Fees (\$46,875)** for City Service Agreement; and **Promotion and Advertising (\$2,695)** for Arcadia Creek Festival Place banners. 2026 year-to-date expenditures total \$511,939.

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
6/30/2026

Total Available Cash 1,217,621

	2026 Budget	June	2026 YTD Actuals
Revenues			
Taxes	1,126,558		1,081,940
Other Revenue			-
Private Contributions and Sponsorships	1,500		1,500
Contributions from COK	59,210		59,210
Contributions from Solid Waste Fund	32,000		-
Contributions from Grants	50,000		-
Total Revenues	1,269,268	-	1,142,650
Expenses			
Operating Supplies			-
Professional And Contractual Services	550,500	57,504	243,219
Solid Waste Disposal	8,500		3,327
Communication And Network Services	600		-
Repairs And Maintenance Services	24,000		966
Consulting Services And Fees	27,166	1,529	16,360
Audit Fees	13,400	13,400	13,400
Legal Services	30,000	552	6,555
Memberships And Subscriptions	2,500		-
Professional Development	7,000		-
Payroll	80,000		-
Administrative Fees	187,500	46,875	93,750
Promotion And Advertising	65,000	2,695	18,241
Contribution To General Fund	30,000		-
Contribution To DDA	104,748		-
Community Promotion	166,500		63,748
Notes Payable - Principle	92,667		45,806
Notes Payable Interest	41,266		6,568
Total Expenses	1,431,347	122,555	511,939
Revenues Less Expenses	(162,079)	(122,555)	630,711

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:	June	2026 YTD Actuals
Recycling Services - BIG BELLY SOLAR LLC	11,733	55,448
Ambassador Services - BLOCK BY BLOCK	35,500	177,500
Kalamazoo Mall - 2026 Beautification	10,271	10,271
Website Domain Renewal - WHOIS.COM		
Domain Reimbursement - SOUTHWEST MI FIRST		
TOTAL	57,504	243,219
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

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Expenditure Status Report

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City of Kalamazoo
1/1/2025 through 12/31/2025

251 DOWNTOWN ECONOMIC GROWTH AUTHORITY FUND

441 DEPARTMENT OF PUBLIC WORK (DPW)

<u>Account Number</u>	<u>Adjusted Appropriation</u>	<u>Expenditures</u>	<u>Year-to-date Expenditures</u>	<u>Year-to-date Encumbrances</u>	<u>Balance</u>	<u>Prct Used</u>
251-441-01.000 DOWNTOWN MAINTENANCE						
251-441-01.000 DOWNTOWN MAINTENANCE						
251-441-01.000-729.000 OPERATING SUPPLIES	2,004.00	152.38	152.38	0.00	1,851.62	7.60
251-441-01.000-801.000 PROFESSIONAL AND CONTRACTUAL SERVICES	502,448.00	479,767.06	479,767.06	0.00	22,680.94	95.49
251-441-01.000-810.006 SOLID WASTE DISPOSAL	7,500.00	6,564.17	6,564.17	0.00	935.83	87.52
251-441-01.000-850.000 COMMUNICATION AND NETWORK SERVICES	576.00	0.00	0.00	0.00	576.00	0.00
251-441-01.000-930.000 REPAIRS AND MAINTENANCE SERVICES	2,000.00	938.25	938.25	0.00	1,061.75	46.91
Total DEPARTMENT OF PUBLIC WORK (DPW)	514,528.00	487,421.86	487,421.86	0.00	27,106.14	94.73

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Expenditure Status Report

City of Kalamazoo
1/1/2025 through 12/31/2025

251 DOWNTOWN ECONOMIC GROWTH AUTHORITY FUND

737 DOWNTOWN DEVELOPMENT

<u>Account Number</u>	<u>Adjusted Appropriation</u>	<u>Expenditures</u>	<u>Year-to-date Expenditures</u>	<u>Year-to-date Encumbrances</u>	<u>Balance</u>	<u>Prct Used</u>
251-737-00.000 DOWNTOWN DEVELOPMENT						
251-737-00.000 DOWNTOWN DEVELOPMENT						
251-737-00.000-801.003 CONSULTING SERVICES AND FEES	55,150.00	62,679.50	62,679.50	0.00	-7,529.50	113.65
251-737-00.000-801.004 AUDIT FEES	13,800.00	12,800.00	12,800.00	0.00	1,000.00	92.75
251-737-00.000-802.001 LEGAL SERVICES	30,000.00	17,662.00	17,662.00	0.00	12,338.00	58.87
251-737-00.000-810.003 MEMBERSHIPS AND SUBSCRIPTIONS	3,000.00	2,538.00	2,538.00	0.00	462.00	84.60
251-737-00.000-811.000 PROFESSIONAL DEVELOPMENT	13,000.00	7,246.09	7,246.09	0.00	5,753.91	55.74
251-737-00.000-830.001 ADMINISTRATIVE FEES	125,000.00	125,000.00	125,000.00	0.00	0.00	100.00
251-737-00.000-880.000 PROMOTION AND ADVERTISING	10,000.00	151.25	151.25	0.00	9,848.75	1.51
251-737-00.000-959.248 CONTRIBUTION TO DOWNTOWN DEVELOP AUTH	0.00	52,373.71	52,373.71	0.00	-52,373.71	0.00
Total DOWNTOWN DEVELOPMENT	249,950.00	280,450.55	280,450.55	0.00	-30,500.55	112.20
Total DOWNTOWN DEVELOPMENT	249,950.00	280,450.55	280,450.55	0.00	-30,500.55	112.20

Expenditure Status Report

City of Kalamazoo
1/1/2025 through 12/31/2025

251 DOWNTOWN ECONOMIC GROWTH AUTHORITY FUND

738 DOWNTOWN EVENTS

<u>Account Number</u>	<u>Adjusted Appropriation</u>	<u>Expenditures</u>	<u>Year-to-date Expenditures</u>	<u>Year-to-date Encumbrances</u>	<u>Balance</u>	<u>Prct Used</u>
251-738-00.000 DOWNTOWN EVENTS						
251-738-00.000 DOWNTOWN EVENTS						
Total DOWNTOWN EVENTS	0.00	0.00	0.00	0.00	0.00	0.00
251-738-01.000 DOWNTOWN WINTER EVENTS						
251-738-01.000 DOWNTOWN WINTER EVENTS						
251-738-01.000-960.101 CONTRIBUTION TO GENERAL FUND	20,000.00	25,000.00	25,000.00	0.00	-5,000.00	125.00
Total DOWNTOWN WINTER EVENTS	20,000.00	25,000.00	25,000.00	0.00	-5,000.00	125.00
251-738-02.000 DOWNTOWN OTHER EVENTS						
251-738-02.000 DOWNTOWN OTHER EVENTS						
251-738-02.000-801.000 PROFESSIONAL AND CONTRACTUAL SERVICES	114,850.00	20,000.00	20,000.00	0.00	94,850.00	17.41
251-738-02.000-882.000 SPONSORSHIPS	0.00	60,000.00	60,000.00	0.00	-60,000.00	0.00
Total DOWNTOWN OTHER EVENTS	114,850.00	80,000.00	80,000.00	0.00	34,850.00	69.66
Total DOWNTOWN EVENTS	134,850.00	105,000.00	105,000.00	0.00	29,850.00	77.86

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City of Kalamazoo
1/1/2025 through 12/31/2025

251 DOWNTOWN ECONOMIC GROWTH AUTHORITY FUND

906 DEBT SERVICE

<u>Account Number</u>	<u>Adjusted Appropriation</u>	<u>Expenditures</u>	<u>Year-to-date Expenditures</u>	<u>Year-to-date Encumbrances</u>	<u>Balance</u>	<u>Prct Used</u>
251-906-00.000 DEBT SERVICE						
251-906-00.000 DEBT SERVICE						
251-906-00.000-993.003 INTEREST EXPENSE - NOTES PAYABLE	52,400.00	0.00	0.00	0.00	52,400.00	0.00
Total DEBT SERVICE	52,400.00	0.00	0.00	0.00	52,400.00	0.00
Total DOWNTOWN ECONOMIC GROWTH AUTHORITY FUND	951,728.00	872,872.41	872,872.41	0.00	78,855.59	91.71
Grand Total	951,728.00	872,872.41	872,872.41	0.00	78,855.59	91.71

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DOWNTOWN KALAMAZOO, MICHIGAN

PEDESTRIAN WAYFINDING & SIGNAGE MASTER PLAN

Proposal Reference #: 90664-020.0

Submission Date: June 4, 2026



People get lost. We fix that.®

SUBMITTED BY:

Shelley Steele, President
Corbin Design
415 S Union, Second Floor
Traverse City, MI 49684
corbindesign.com

☎ (231) 360-5228

✉ shelley@corbindesign.com

1. COVER LETTER & EXECUTIVE SUMMARY

Meghan Behymer, Downtown Coordinator

City of Kalamazoo

Purchasing Division

241 West South Street

Kalamazoo, MI 49007

Meghan, thank you for considering our team for this project. Corbin Design, Inc. (Corbin Design) understands that the City of Kalamazoo (the City) is accepting proposals from qualified firms for the purpose of developing a pedestrian wayfinding and signage master plan for Downtown Kalamazoo.

Over the past 49 years, Corbin Design has earned a reputation as one of the most experienced firms in the field of wayfinding and signage design. We're proud to say that we've developed wayfinding systems for 125 cities, 200 hospital campuses, and 60 educational campuses. Our Michigan civic experience includes Ann Arbor, Battle Creek, Bay City, Belle Isle, Berkley, Birmingham, Chelsea, East Lansing, Frankenmuth, Frankfort, Grand Rapids (2000 system), Harbor Springs, Holland, Howell, Kalamazoo (2001 system), Lansing, Mackinaw City, Meridian Township, Mount Clemens, Petoskey, Port Austin, Rochester, Saline, St. Joseph, and our hometown of Traverse City. This experience has provided us with a deep understanding of community wayfinding needs as well as MDOT/MUTCD signage compliance requirements. Each of these projects reflects our clients' unique brand attributes while improving visitor experiences.

Our goal is to design a plan that you can afford to implement and maintain. Our implementation rate is 90% on projects where we have developed sign location and messaging documentation.

This proposal includes: our project understanding and how that aligns with the other plans and projects in process; the process our team of professionals proposes to accomplish each task; the qualifications and experience of our firm and key staff members proposed for the project; examples of similar projects and references to contact regarding our past performance; a discussion on the engagement plan; a work plan and schedule; a review of the deliverables; a fee proposal; and project sheets displaying our civic wayfinding experience.

Our wayfinding programs are designed to complement your environment and mesh with other design disciplines such as brand communications, architecture, and streetscape design, and to create a strong first impression, boost visitor satisfaction and, ultimately, improve the Downtown's tourism business by encouraging exploring, longer stays, and return visits.

We welcome the opportunity to discuss this project further with you and your team. Please let me know if you have any questions or need additional information.

Best regards,



Shelley Steele, President

2. PROJECT UNDERSTANDING & PLAN ALIGNMENT

Corbin Design understands that the project goals are to develop a cohesive, user-friendly, and maintainable pedestrian signage system that: strengthens the downtown's identity and sense of welcome; improves walkability and the visitor journey for parking, transit stops, and trailheads; meets or exceeds ADA/universal design standards; and is implementable through a phased, cost-realistic roadmap aligned to the DEGA's projected budgets for 2027-2030.

The following plans have goals that this new signage system can support. The alignments are noted in the below table. Further development of these goals will be discovered during the analysis process.

PLAN	RELEVANT GOALS & THEMES	ALIGNMENT WITH PROJECT
Imagine Kalamazoo 2025	Welcoming, connected, walkable public realm; equity and access	Develop a comprehensive family of pedestrian sign types that: - Direct to key destinations - Encourage exploration - Clarify paths and key decision points - Are inclusive for all users - Located for accessible use - Ensure information is accessible across multiple languages
City of Kalamazoo Economic Development Strategy	Visitor experience, business attraction/retention, talent pipeline	- Ensure that the new pedestrian system directs users to: retail clusters; cultural anchors; civic services; and entrepreneurship zones. - Design the signs to be cohesive and reinforce the downtown brand.
Downtown Kalamazoo Notre Dame Charettes	District identity, placemaking, art integration	- Incorporate district identifiers in signage design strategy. - Use interpretive elements and art in kiosks. - Design welcome gateways/boundary markers for the downtown and districts. - Reinforce key walkways in maps.
Streets for All	Safe, multimodal circulation; calm streets	Ensure locations coordinate with other streetscape elements
DDA/DEGA 2025–2027 Strategic Plan	Streetwise & Connected, Vibrant & Visible, Place with Purpose	Develop phased implementation tied to annual budgets including a quick-win starter phase

3. APPROACH & METHODOLOGY



ANALYSIS

TASK

1

- An initial virtual meeting with the Downtown Economic Growth Authority (DEGA) and City to confirm objectives, constraints and discuss roles, the community engagement plan, and onsite kickoff trip agenda;
- On-site visit to learn about your downtown area, gather information about your visitors, meet the Core Team and Stakeholders, and determine your pedestrian wayfinding and signage needs;
- Inventory the existing pedestrian wayfinding signage;
- Document recommended logic and circulation patterns/key routes;
- Develop a destination list;
- Prepare a detailed project plan with defined roles; and
- Assemble, discuss, and refine existing conditions and recommendations documents.

TASK ONE DETAILS

To begin Task One, Analysis, we familiarize ourselves thoroughly with your downtown and what draws people there: its history, culture, destinations, and events. We also discuss your plans and the current and planned construction, identifying wayfinding issues and opportunities to be addressed. Corbin Design will assist the City in selecting the appropriate representatives to form a Stakeholder Group and a smaller Core Team that will work with us throughout the project.

During the kickoff trip, we will complete the following:

- A tour of the downtown area
- Initial Core Team meeting
- Stakeholder Group meeting (plus targeted interview afterwards, if needed)
- Community engagement meeting (plus online survey afterwards)
- On-site research and analysis
- Initial findings, design direction, and next steps meeting with the Core Team

During the initial meeting with the Core Team, we will discuss the project scope and objectives, wayfinding needs, budget, schedule, roles for the DEGA, City departments (Planning, Public Works, Engineering, Parks & Recreation, Public Safety), Discover Kalamazoo, WMU, and other business partners, physical and architectural characteristics of downtown area, and potential design aesthetics of the signage and other wayfinding elements.

During this task, we:

- *Learn how people move into, around and out of the downtown area in order to review pedestrian circulation patterns/key routes;*
- *Identify user groups, their specific needs, and expectations regarding wayfinding, particularly as they affect the disabled, senior citizens, and non-English speaking users;*
- *Develop the community engagement plan and conduct the first meeting to gather feedback;*
- *Review existing plans that contain wayfinding information and project goals;*
- *Discuss the district boundaries;*
- *Inventory the existing downtown pedestrian wayfinding signage;*
- *Determine the destinations that should be included in the system;*
- *Review destination names and, if needed, suggest alternative terms that might clarify wayfinding to develop the destination list;*
- *Develop the site plan showing entrances, pedestrian circulation patterns from parking options, key decision points, primary public destinations, etc.;*
- *Learn about the use of existing identity elements such as logos, colors, etc.;*
- *Discuss the need for electronic kiosks, a mobile app, or other technology tools;*
- *Review Americans with Disabilities Act (ADA) conformance and any right-of-way issues;*
- *Learn about the required bidding process, maintenance, budget, and phasing issues; and*
- *Develop a detailed project management plan with defined roles and a schedule.*

At the end of this task, we will conduct a web-based conference call to discuss the existing conditions and recommendations documents. After the conference call, these documents will be updated once before final approval.

- **Deliverables:** *Digital versions of the engagement plan, inventory, existing conditions report, recommendations, and project management plan*
- **On-site Meetings:** *One, three-person trip to complete the kickoff trip plus monthly virtual check-in meetings*



ONE-TWO MONTHS





TASK

2

SYSTEM DESIGN

- We design and present three initial signage design concepts;
- Revise the selected design concept;
- Develop the pedestrian sign type array and map artwork;
- Present, discuss, and revise the sign type array and map artwork;
- Prepare editable templates for each sign type;
- Add detailed specifications to each sign type drawing; and
- Build a preliminary cost estimate.

TASK TWO DETAILS

We begin Task Two, System Design and Standards, by further analyzing your brand standards, project goals and objectives, and feedback from our initial meetings. We discuss integrating design cues such as historical, architectural, or topographical features, streetscape elements, materials, and themes as we develop an appropriate design aesthetic for the pedestrian system.

We then prepare color elevation design drawings for three initial signage design concepts. Each concept will show the form, scale, typography, and color for three high-level wayfinding sign types. Corbin Design will present three design concepts for the City's review and approval and will modify the selected design concept up to two times to obtain final approval of the visual design direction.

Once the City has given final approval on the visual design of the system, we apply the design to any additional sign types or sizes and develop the map artwork. The map artwork will be drawn flat with layers for each feature and provided in various orientations with "you are here" locators based on the proposed location.

We present these designs and revise the individual sign type designs and map artwork up to two more times to obtain final approval of the visual design of the entire pedestrian sign type array. The full pedestrian sign type array generally includes varying sizes of the following sign types:

- Gateway signage, boundary markers, or welcoming signs
- Pedestrian directional signs
- Pedestrian map kiosks
- Interpretive sign template or integration with kiosk
- Temporary pedestrian signs for construction areas

Once we have design approval for the full pedestrian sign type array, we will prepare the editable templates for each sign type in Adobe InDesign and add fabrication and installation specifications to each sign type in order to prepare Design Intent Drawings. This will include dimensions, letter heights, material specifications, general mounting methods, and color specifications.

At this point, we can develop a preliminary cost estimate for the fabrication and installation of the system, based on approximate unit cost and estimated quantities.

- **Deliverables:** *Digital versions of the final Sign Type Array, map artwork, editable sign templates, Design Intent Drawings, and preliminary unit cost estimates*
- **On-site Meetings:** *One, three-person trip to complete an onsite design presentation and sitework to review the proposed sign locations plus monthly virtual check-in meetings*



TWO-THREE MONTHS



TASK

3

- We develop a Sign Location Plan and Sign Message Schedule;
- Review the sign locations and sign messaging with the team;
- Refine the cost estimate;
- Develop a phasing plan; and
- Prepare the Pedestrian Wayfinding and Signage Master Plan.

DOCUMENTATION

TASK THREE DETAILS

With the City's final approval of the wayfinding recommendations and designs, we begin Task Three, Documentation. This task provides information necessary for the specification, purchase, fabrication, and installation of the approved signage system and development of the Wayfinding and Signage Master Plan.

The programming documentation consists of a detailed Sign Location Plan in GIS format and a Sign Message Schedule in Microsoft Excel format. The Sign Location Plan and Sign Message Schedule identify the high-level public wayfinding signage we have designed for the proposed system, plot its location, and define its content. A Sign Location Plan is a site plan that graphically illustrates the preferred location of each proposed sign from a wayfinding standpoint, with locations depicted as accurately as possible given the plan's scale. A Sign Message Schedule identifies the sign-specific details such as sign type, what each sign will say, and whether any graphics are included (directional arrows, icons, or symbols).

We ask the City to review the Sign Location Plan and Sign Message Schedule closely for accuracy. We will modify these documents up to two times before asking for final approval.

Using the final Sign Location Plan and Sign and Sign Message Schedule, we update the cost estimate and develop a phasing plan for the implementation of the signage elements. The phasing plan will include a year one starter phase for a cost-effective quick win.

We then prepare the Pedestrian Wayfinding and Signage Master Plan (Master Plan). This document will include:

- *A brief review of the issues and objectives of the wayfinding system;*
- *Documentation of the approved wayfinding strategy;*
- *A summary of the community engagement feedback;*
- *Evaluation metrics for determining ROI;*
- *A final cost estimate with maintenance cost assumptions;*
- *The phasing plan for years 2027-2030;*
- *The final destination list including terminology for primary, secondary, and tertiary destinations;*
- *Sign type drawings with specifications that are ready for bid;*
- *Sign type templates for each sign type; and*
- *The Sign Location Plan and Sign Message Schedule.*

At the end of this task, we will present the plan and then update the document once before approval.

- **Deliverables:** *A digital version of the Pedestrian Wayfinding and Signage Master Plan*
- **On-site Meetings:** *One, two-person trip to present the Master Plan plus monthly virtual check-in meetings*



ONE-TWO MONTHS



4. TEAM & ORG CHART

Corbin Design was established in Traverse City, Michigan in 1976. Since then, we have earned a reputation as a leader in wayfinding and environmental graphic design throughout North America. Our wayfinding clients include 125 cities and towns, 200 hospitals, and 60 colleges and universities.

We employ ten people, including five designers and three project managers. In 2002, we became employee-owned, giving each staff member an increased stake in the success of our firm and its clients.

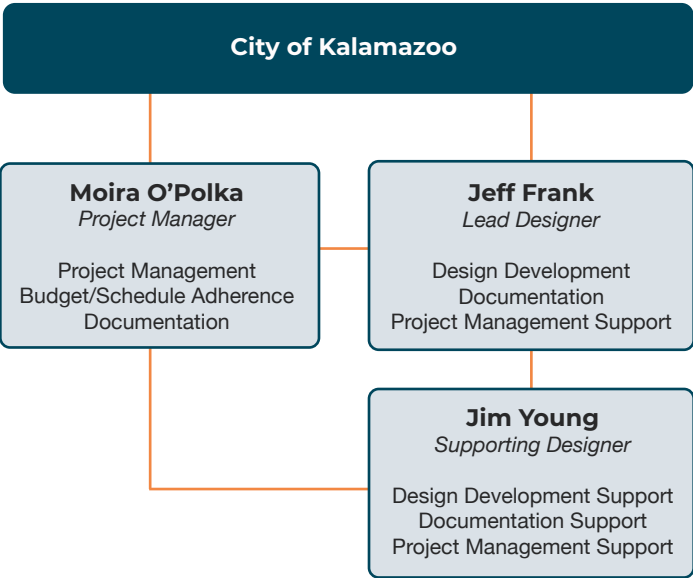
Our Mission Statement is “To design intuitive and creative wayfinding systems that guide users through complex environments.” We define wayfinding simply as direction for people in motion. In this discipline, we merge information and visual design to help people find their way through complex environments more comfortably and more successfully. By tying the wayfinding logic to all forms of communication that a visitor experiences as they come into contact with your downtown, we assure a consistent, seamless journey.

The proposed team members have been selected for your project due to their extensive experience with civic wayfinding projects and their availability to start and complete your project within the proposed timeline.

Moira O’Polka and Jeff Frank have worked together on the majority of our recent civic wayfinding projects and have over 40 years of combined wayfinding experience. They will be assisted by one of our supporting designers.

The team roles are defined in the organizational chart below, and their resumes follow.

Our firm is managed by two women and does not discriminate by race, color, religion, sex (including pregnancy, gender identity, and sexual orientation), national origin, age, disability or genetic information, or any other consideration made unlawful by federal, state, or local laws.



JEFF FRANK

LEAD DESIGNER/DESIGN DIRECTOR



Jeff joined Corbin Design with eight years of studio experience in environmental graphic and industrial design and eight years of manufacturing and installation experience. In April 2023, Jeff was promoted to the role of Design Director to provide creative leadership and ensure that our designs consistently reflect the firm's high standards for creativity, innovation, affordability, and flexibility. His creative ideas are grounded by his strong background in fabrication and industrial design. With over thirty years of experience in environmental graphic design, he is prepared to address complex wayfinding and design challenges.

Joined Firm: 2005

WAYFINDING AND SIGNAGE PROJECT EXPERIENCE:

CIVIC

- Addison, TX
- Albany, NY – Downtown
- Alva, OK – Downtown
- Ann Arbor, MI – Downtown
- Atlanta, GA – Downtown
- Bay City, MI
- Berkley, MI
- Birmingham, MI - Downtown
- Carthage, MO
- Cary, IL
- Cedar Rapids, IA - Downtown
- Charles City, IA
- Danville, IL
- Enid, OK
- Eureka, MO
- Fairborn, OH
- Fort Worth, TX
- Fox Lake, IL
- Frankenmuth, MI
- Frisco, TX
- Georgetown, SC - Downtown
- Grand Rapids, MI – Skywalk and Riverwalk
- Harbor Springs, MI - Downtown
- Indianapolis, IN - Downtown
- Lansing, MI - Downtown
- Lehigh Valley, PA
- Mammoth Lakes, CA
- McKinney, TX
- Milwaukee, WI - Downtown
- Montgomery County/Crawfordsville, IN
- Mount Clemens, MI - Downtown
- Mount Pleasant, SC – Coleman Blvd.
- Oak Point, TX
- Peoria, IL - Downtown
- Plano, TX
- Racine, WI
- Rochester, MI - Downtown
- Rocky Mount, NC
- Sioux City, IA - Downtown
- South Bend, IN
- Springfield, MO
- St. Clair Shores Nautical Mile, MI
- St. Louis County, MO
- Syracuse, UT
- Traverse City, MI – Downtown
- Wausau, WI - Downtown
- Wilkes-Barre, PA – Downtown
- Wisconsin Rapids, WI – Downtown and Trails

EDUCATION

- College of Davidson and Davie Counties, Thomasville, NC

- Grand Valley State University, Allendale, MI
- Lansing Community College, Lansing, MI
- St. Cloud State University, St. Cloud, MN
- University of Nebraska-Kearney, Kearney, NE
- University of Nebraska-Omaha, Omaha, NE

CORPORATE / RECREATION / RESORT

- Cantigny Park, Wheaton, IL
- Cobo Center, Detroit, MI
- Dakota County Greenways, MN
- Department of Natural Resources Trail System, MI
- Erie Insurance, Erie, PA
- Forest Park, St. Louis, MO
- Great Rivers Greenway, St. Louis, MO
- JW Marriott, Grand Rapids, MI
- Kingsport, TN - Greenbelt Trail
- Lake County Bike Path, Libertyville, IL
- Little Traverse Wheelway, Petoskey, MI
- Mammoth Lakes Trails-Public Access, Mammoth Lakes, CA
- Mecklenburg County Greenways, Charlotte, NC
- TART Leelanau Trail, Traverse City, MI
- Terre Haute Convention Center, Terre Haute, IN

MOIRA O'POLKA

PROJECT MANAGER



Moira works to assure that each project stays within budget and on schedule. Acting as the main client contact, Moira tracks all details of her projects and facilitates teamwork between client teams and Corbin Design. Her information-gathering skills combined with her knowledge of wayfinding ensure that her clients' best interests and expectations will be met. She also assists with documentation and the proofing of all project components.

Joined Firm: 2012

Education: Master of Arts – Gonzaga University; Bachelor of Science and Humanities – Ball State University

WAYFINDING AND SIGNAGE PROJECT EXPERIENCE:

CIVIC

- Addison, TX
- Albany, NY – Downtown
- Alva, OK – Downtown
- Berkley, MI
- Birmingham, MI
- Carthage, MO
- Cary, IL
- Cedar Rapids, IA - Downtown
- Charles City, IA
- Clinton, IA
- Columbus, IN - Downtown
- Danville, IL
- East Lansing, MI – Downtown
- Eureka, MO
- Fairborn, OH
- Fort Wayne, IN
- Fox Lake, IL
- Frankfort, MI
- Galveston, TX
- Harbor Springs, MI - Downtown
- Lafayette, IN – Downtown
- Lansing, MI - Downtown
- McKinney, TX
- Montgomery County/Crawfordsville, IN
- Mount Pleasant, SC – Coleman Blvd.

- Muscatine, IA
- Oak Point, TX
- Peoria, IL - Downtown
- Plano, TX
- Port Austin, MI
- Racine, WI
- Rocky Mount, NC
- Sault Ste Marie, Ontario, Canada
- Sioux City, IA - Downtown
- South Bend, IN
- St. Clair Shores Nautical Mile, MI
- St. Joseph, MI
- St. Joseph, MO - Downtown
- Syracuse, UT
- Wausau, WI - Downtown
- West Lafayette, IN – Downtown
- Wichita, KS - Downtown
- Wisconsin Rapids, WI – Downtown and Trails

EDUCATION

- Buffalo State College, Buffalo, NY
- Grand Rapids Community College, Grand Rapids, MI
- Grand Valley State University, Allendale, MI
- Hope College, Holland, MI
- Lake Michigan College, Benton Harbor, MI

- Purdue University, West Lafayette, IN
- SUNY Cortland, Cortland, NY
- University of Southern Indiana, Evansville, IN

CORPORATE / RECREATION / RESORT

- Cantigny Park, Wheaton, IL
- Cobo Center, Detroit, MI
- Dakota County Greenways, MN
- Department of Natural Resources Trail System, MI
- Kingsport, TN - Greenbelt Trail
- Lake County Bike Path, Libertyville, IL

HEALTHCARE

- Battle Creek VA Medical Center, Battle Creek, MI
- Brookwood Medical Center, Birmingham, AL
- Buffalo Niagara Medical Campus, Buffalo, NY
- Detroit Medical Center, Detroit, MI
- Memorial Health, Springfield, IL
- Mosaic Life Care, St. Joseph, MO
- Munson Healthcare, Traverse City, MI
- Ochsner Medical Center, New Orleans, LA
- Saint Luke's Hospital of Kansas City, Kansas City, MO
- Sparrow Hospital, Lansing, MI

5. RELEVANT EXPERIENCE

Corbin Design has developed successful wayfinding systems for more than 125 cities, towns, and regions. This experience has made us one of the nation's top firms in the field of wayfinding and signage design for civic environments and provided us with a deep understanding of community wayfinding needs as well as MDOT/MUTCD signage compliance requirements. Details on projects with a similar scope are shown on the project sheets and civic experience list in the appendix.

PROJECT:

DOWNTOWN ALBANY, NEW YORK WAYFINDING SYSTEM

Year Completed: 2025

Services Provided:

Developed a comprehensive vehicular and pedestrian wayfinding and signage system for this 50-city block area.

Budget: \$113,380

Reference:

Georgette Steffens, Executive Director, Downtown Albany Business Improvement District

☎ 518.465.2143 x115,

✉ GSteffens@Downtownalbany.org



PROJECT:

CITY OF FRANKENMUTH WAYFINDING AND SIGNAGE SYSTEM

Year Completed: 2024

Services Provided:

Developed a vehicular and pedestrian wayfinding and signage plan and consulted during the implementation of the system for this 3.17 square mile city.

Budget: \$63,131

Reference:

Dan Hopp, City of Frankenmuth DDA Executive Director

☎ 989.652.8702

✉ dhopp@frankenmuthcity.com



PROJECT:

CITY OF SOUTH BEND, INDIANA WAYFINDING SIGNAGE PLAN

Year Completed:

2019 (we also recently completed a complementary trail signage project with this client that links Notre Dame to Downtown)

Services Provided:

Developed a Wayfinding Signage Plan for vehicles, bicycles and pedestrians exploring this 42-square mile college town.

Budget: \$79,697

Reference:

Cara Grabowski, Director of Marketing, Department of Public Works

☎ 574.235.5819

✉ cgrabows@southbendin.gov



6. ENGAGEMENT PLAN

Though a wayfinding system is typically created with the first-time visitor in mind, approval and support from community members is an integral part to the program's overall success. To ensure that the community is aware of the wayfinding project you should publicize each community engagement opportunity through use of traditional and social media.



The public engagement plan varies from project to project and is customized based on your needs and goals. We have included time to prepare the materials and facilitate two onsite public workshops and will start the project by discussing when those workshops will take place and what the goals are for each workshop. To ensure inclusive participation, we can also collect input through an online survey, reaching those unable to attend the workshops. In addition, virtual sessions can be hosted to gather real-time feedback. The information and data gathered during the public engagement process will help guide the Core Team in making decisions. Below are some options we will discuss with you prior to the kickoff trip when we are developing the public engagement plan together.

KICK-OFF WORKSHOP/MEET & GREET

In an effort to get immediate community buy-in and input, the first workshop is generally scheduled in conjunction with the initial kick-off trip. During this event, community members are encouraged to come and go as they please while spending time meeting with the Corbin Design team and Core Team to provide input and gather their thoughts on the visitor experience and wayfinding. We like to conduct interactive work sessions where attendees can help us identify circulation routes, key entrances to the downtown area, hidden gems, and destinations. These workshops help attendees become more familiar with the concept of wayfinding and goals of the new wayfinding system.



LOGIC AND LANGUAGE SURVEYS

We often say a wayfinding system is only as strong as the information it contains. If that information is not embraced by the community—and instead feels like a manufactured recommendation from an outside consultant—the system risks failure. That’s why it is essential to build understanding around logic-based recommendations, such as district or destination names. Public surveys can help gauge the community’s understanding and acceptance of the wayfinding recommendations. Ultimately, Downtown Kalamazoo’s new wayfinding system should reflect the city’s spirit of hospitality, offering clear, friendly direction—just like a local would.

DESIGN CONCEPT WORKSHOP

Because of the minutia that goes into the development of the documentation in the project, our civic clients often leave the public out of that part of the process but provide community members an opportunity to voice their opinion on the design concepts. Typically, these concepts have already been vetted and approved by the Core Team. During the workshop, the designs are presented on boards or digitally to gain votes and feedback on each concept, colors, etc. After the workshop, an online survey can be made available for additional participation.

7. WORK PLAN & SCHEDULE

TASK ONE: ANALYSIS

Familiarization with Downtown Area and Plans; Set Up Mtgs; Prepare Agenda	June 22-26, 2026
<i>Conduct Virtual Kickoff Meeting via Teams</i>	<i>June 29, 2026</i>
Develop Stakeholder Engagement Plan/Online Survey	June 30-July 2, 2026
Conduct Kickoff Trip (Meetings, Inventory, and Site Work)	July 7-8, 2026
Develop Project Objectives, Analysis Findings, Roles, and Project Plan/Schedule	July 9-17, 2026
Develop Site Plan with Existing Locations (KMZ) and Routes, and Destination List	July 9-17, 2026
<i>Discuss Existing Conditions & Recommendations via Teams</i>	<i>July 20, 2026</i>
Refine Analysis Documents; Submit Electronically	July 21-24, 2026

TASK TWO: SYSTEM DESIGN

Develop Initial Pedestrian Design Concepts (Three) including Gateway Elements	July 27-August 10, 2026
Present Initial Design Concepts/Verify Sign Locations	August 11, 2026
Revise Selected Concept	August 12-21, 2026
<i>Present Revised Concept via Teams</i>	<i>August 24, 2026</i>
Develop Full Pedestrian Sign Type Array & Map Concept	August 25-September 8, 2026
<i>Present Full Pedestrian Sign Type Array & Map via Teams</i>	<i>September 9, 2026</i>
Refine Full Sign Type Array and Map Artwork; Develop Directory Layer/Legend/QR	September 10-18, 2026
Prepare Additional Map Orientations & You Are Here Locators	September 21-25, 2026
Prepare Editable Templates for Each Sign Type	September 21-25, 2026
Complete Fabrication and Installation Sign Specifications	September 28-October 2, 2026
Develop Cost Estimate; Submit Electronically	October 5-16, 2026

TASK THREE: DOCUMENTATION

Prepare Location Plan (GIS/KMZ Format) and Message Schedule (Excel)	October 19-23, 2026
<i>Review Sign Location/Messaging via Teams</i>	<i>October 26, 2026</i>
Revise Location Plan and Message Schedule	October 27-30, 2026
Refine Cost Estimate and Develop Phasing Plan	November 2-6, 2026
Assemble Pedestrian Wayfinding & Signage Master Plan	November 9-20, 2026
Present Pedestrian Wayfinding & Signage Master Plan	November 23, 2026
Revise Pedestrian Wayfinding & Signage Master Plan; Submit Electronically	November 24-30, 2026

8. DELIVERABLES & FILE STANDARDS

During the kickoff trip we will discuss the best file formats for each deliverable. We will use the following file standards during the project:

- *Adobe Creative Suite Illustrator and InDesign for native sign type and map design file sharing*
- *Google Earth GIS maps exported out to KMZ or KML files for the existing and proposed sign location plans*
- *Microsoft Excel for sign messaging*
- *Microsoft PowerPoint for presentations*
- *Adobe Acrobat PDF for all deliverables*

ADDITIONAL SERVICES

Corbin Design is often asked to provide additional services in conjunction with a wayfinding and signage program, to promote the program and/or expand its reach. If asked to provide any of these services, we will submit a detailed cost estimate and obtain approval before performing any work.

These services include but are not limited to:

- *Designing or developing:*
 - Custom icons, logos, maps, or directory artwork beyond the map artwork included above
 - Donor recognition signs and sign elements
 - Interior wayfinding signage for any parking decks/garages
 - Presentation materials for use in education or promotion of the program
 - Electronic, interactive, or web-based wayfinding applications
 - Documentation beyond the items listed as deliverables in this proposal
- *Translating sign messaging into languages other than English*
- *Developing mockup, temporary, prototype, or sample signs, including:*
 - Production, coordination, or management
 - Fabrication or installation
- *Determining electrical or structural requirements for building-mounted signage*
- *Construction documents with a seal from a licensed architect and/or engineer*
- *Managing the Zoning, DOT, or Planning approval process, including:*
 - Attendance at meetings
 - Development of custom documentation
- *Building the logic or providing consulting services for soliciting funding*
- *Management of a bid, fabrication, or installation process*

**WE LOOK FORWARD TO DISCUSSING THIS
EXCITING PROJECT FURTHER WITH YOU!**

SECTION II
PROPOSAL AND AWARD

The undersigned having become thoroughly familiar with and understanding all of the proposal/contract documents incorporated herein, agrees to provide consulting services as specified herein:

Downtown Kalamazoo Pedestrian Wayfinding & Signage Master Plan

The total combined price to be paid for Downtown Kalamazoo Pedestrian Wayfinding & Signage Master Plan proposal/contract and services provided by Contractor pursuant to this Contract shall not exceed:

\$75,000 INCLUDE IN PRICE PROPOSAL

A price proposal shall be submitted in a separate sealed envelope marked “**Price Proposal**”. **The pricing in the sealed envelope shall be the only listed pricing in the proposal.** This Price Proposal shall only be opened by City personnel after the scoring of other evaluation criteria has been completed.

The total combined not-to-exceed price quoted must include all costs associated with the performance of the services specified, including materials, supervision, labor, insurance, transportation, delivery, fuel or other surcharges, demurrage, and related costs. Charges not listed in the RFP response will not be allowed. All prices and fees must be in U.S. dollars.

Price stated shall be firm for the full term of this Contract.

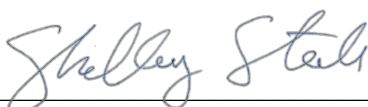
Proposer/Contractor has examined and carefully studied the bidding documents and attachments, and acknowledges receipt of the following addenda:

Addendum No: 1 _____

Dated: May 27, 2026 _____

Proposer shall provide all of the information as requested herein with their proposal. **Failure to do so and/or failure to provide post-proposal requested information may be cause for rejecting the proposal as non-responsive.**

By my signature below, I certify that the firm bidding on this contract, when making hiring decisions, does not use a past criminal conviction as a bar to or preclude a person with a criminal conviction from being considered for employment with the bidding firm unless otherwise precluded by federal or state law. I further certify that I have read and agree to be bound by the provisions of the City’s Non-Discrimination Clause found in Appendix A and as updated by City Ordinance 1856.

Signed:  Name: Shelley Steele

Title: President

QUALIFICATIONS QUESTIONNAIRE

Please answer the following questions completely. You may submit answers on this form or as an attachment to this document, additional information (brochures, illustrations, etc.) will also be used in determining qualifications. If not using this form, please follow its format.

1. Firm name: Corbin Design, Inc. (dba Corbin Design)
2. Established: Year 1976 State Michigan
3. Type of organization:
a. Individual _____ b. Partnership _____
c. Corporation X d. Other _____
4. Former firm name(s) if any, and year(s) in business:
Jeffry Corbin Design, Inc. 1976-2010 (dba Corbin Design)

5. Home office business address and telephone number where work will be performed.
415 S Union, 2nd Floor, Traverse City, MI 49684 / (231) 947-1236

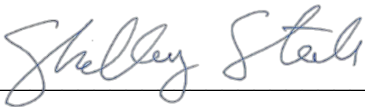
6. Branch office(s) if work will be performed there:
n/a - single office

7. Personnel of firm who will be working on this project. Attach resumes of key personnel:
YRS
NAME AND TITLE SPECIALTY EXPERIENCE EXPECTED ROLE
Jeff Frank, Lead Designer, 37 years of signage design, planning, and fabrication, lead designer
Jim Young, Designer, 19 years of graphic design experience, supporting designer
Moira O'Polka, Project Manager, 14 years of wayfinding project management, project manager

QUALIFICATIONS QUESTIONNAIRE (cont.)

8. Total personnel of firm:
- a. Professional: 10 b. Non-professional: _____
9. Attach a list of similar projects performed over the last five (5) years. Include: description of professional services provided, project size, contact person and phone number. Projects should demonstrate experience in the types of consulting services you wish to provide.
Please see proposal content.
10. Identify projects in Item 9 which most closely match the work required by the City.
- Addison, Texas; Downtown Albany, New York; Berkley, Michigan; Birmingham,
Michigan; Cary, Illinois; Clinton, Iowa; Fort Wayne, Indiana; Frankenmuth, Michigan;
Frankfort, Michigan; Galveston, Texas; Gaylord, Michigan; McKinney, Texas; Downtown
Milwaukee, Wisconsin; Muscatine, Iowa; Downtown Peoria, Illinois; Plano, Texas; Port
Austin, Michigan; Rocky Mount, North Carolina; Sault Ste. Marie, Ontario, Canada;
Downtown Sioux City, Iowa; St. Joseph, Michigan; and Wisconsin Rapids, Wisconsin.
11. Provide your understanding of the project and any special qualifications you bring to this project.
Please see proposal content.
12. Identify any additional professional consulting service(s) you will utilize to work on this project and their expected role(s).
- Corbin Design has been developing wayfinding plans for almost 50 years. During that time, we
have developed successful wayfinding systems for more than 125 cities, towns, and regions. This
experience has made us one of the nation's top firms in the field of wayfinding and signage design
for civic environments and provided us with a deep understanding of community wayfinding needs
as well as MDOT/MUTCD signage compliance requirements. Details on other projects with a
similar scope are shown in the next section and on the project sheets and civic experience list in the
appendix.
13. Provide the address for your website.
<https://www.corbindesign.com>

I hereby certify that all of the information provided is true and answered to the best of my ability.

Signed:  Name: Shelley Steele
Type or Print

Title: President Date: June 3, 2026

CITY OF KALAMAZOO EX-OFFENDER POLICY CHECKLIST

As part of the City's commitment to reducing unacceptable poverty, encouraging rehabilitation, reducing recidivism and strengthening families in Kalamazoo, the City has updated its Purchasing Policy to ensure that firms with whom the City does business share in this commitment by utilizing hiring practices that do not unfairly deny people with arrest and conviction records gainful employment. *(Important: This requirement also extends to any subcontractors the bidder intends to use to fulfill the contract for goods or services being sought from the City.)*

Part I: Proof that the bidder does not inquire about an individual's past arrest or criminal history on the bidder's employment application form

- ☐ Attach a copy of the current application for employment being used by the bidder

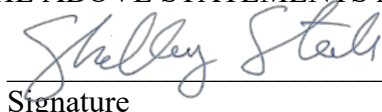
Part II: Certification that the bidder does not use an individual's past arrest or criminal history to unlawfully discriminate against them by checking *one or more* of the following:

- ☐ That pursuant to federal or state law bidder is precluded from hiring persons with certain criminal records from holding particular positions or engaging in certain occupations by providing a cite to the applicable statute or regulation; if checking this box, provide a citation to the applicable statute or rule upon which the bidder is relying: _____
- ☐ That bidder conducts criminal history background checks only as necessary, and only after making a conditional offer of employment; that any withdrawal of an offer of employment to an individual because of a past criminal history is job-related and consistent with business necessity after the individual has been provided an individualized assessment opportunity to review and challenge or supplement the history of past criminal conduct being relied upon by the bidder;
- ☒ That the use by bidder of criminal history background checks complies with the U.S. Equal Employment Opportunity Commission's Enforcement Guidance on the Consideration of Arrest and Conviction Records in Employment Decisions and that the bidder has not had a determination rendered against it in past 7 years that it discriminated against a person through the use of an individual's arrest or criminal history

I CERTIFY THAT THE ABOVE STATEMENTS ARE TRUE.

6/3/26

Date



Signature

Shelley Steele

Printed Name

President

Position

November 2017

Downtown Kalamazoo Pedestrian Wayfinding & Signage

Proposal Reference #: 90664-020.0

Master Plan

I hereby state that all of the information I have provided is true, accurate and complete. I hereby state that I have the authority to submit this proposal which will become a binding contract if accepted by the City of Kalamazoo. I hereby state that I have not communicated with nor otherwise colluded with any other proposer, nor have I made any agreement with nor offered/accepted anything of value to/from an official or employee of the City of Kalamazoo that would tend to destroy or hinder free competition.

The firm's identification information provided will be used by the City for purchase orders, payment and other contractual purposes. If the contractual relationship is with, or the payment made to, another firm please provide a complete explanation on your letterhead and attach to your bid. Please provide for accounts payable purposes:

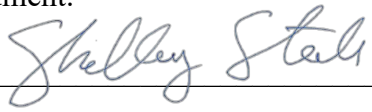
Tax Identification Number (Federal ID): 38-2326679

Remittance Address: 415 S Union, 2nd Floor, Traverse City, MI 49684

Financial Contact Name: Andrea Kolka Financial Contact Phone Number: (231) 947-1236

Financial Contact Email Address: andrea@corbindesign.com

I hereby state that I have read, understand and agree to be bound by all terms and conditions of this proposal document.

SIGNED:  NAME: Shelley Steele
(Type or Print)

TITLE: President DATE: June 3, 2026

FIRM NAME: Corbin Design, Inc.
(if any)

ADDRESS: 415 S Union, 2nd Floor, Traverse City, MI 49684
(Street address) (City) (State) (Zip)

PHONE: (231) 360-5228 EMAIL ADDRESS: shelley@corbindesign.com

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**MANAGEMENT SERVICES DEPARTMENT
PURCHASING DIVISION**

241 W. South Street
Kalamazoo, Michigan 49007-4796
Telephone (269) 337-8020
cokpurchasing@kalamazoo-city.org

**ADDENDUM #1
May 27, 2026**

TO: ALL Prospective Proposers

PROJECT: Downtown Kalamazoo Pedestrian Wayfinding & Signage Master Plan

PROPOSAL REFERENCE: 90664-020.0

PROPOSAL CLOSING/DUE DATE/TIME: June 4, 2026 at 3:00 p.m. Local Time (ET)

The purpose of this addendum is to clarify and/or modify the Drawings and/or Specifications for this project. All work affected is subject to all applicable terms and conditions of the Bidding and Contract Documents.

1. QUESTION 1: How does the future sign implementation process work?

ANSWER 1: The selected consultant will develop a comprehensive Pedestrian Wayfinding & Signage Master Plan that establishes sign types, design standards, recommended locations, priorities, phasing considerations, and implementation guidance for Downtown Kalamazoo.

Future sign fabrication and installation are anticipated to occur as subsequent implementation phases and are not included within the scope of this contract unless otherwise specifically authorized by the City. Upon completion of the master plan, implementation would be evaluated and prioritized based on funding availability, organizational priorities, coordination with related infrastructure and streetscape projects, and any future procurement processes required for fabrication and installation services.

Implementation is anticipated to occur in a phased approach over time, allowing the City and downtown partners to align investments strategically, maximize efficiencies, and coordinate improvements in a manner that minimizes disruption while supporting broader downtown initiatives.

2. QUESTION 2: Where would the optional signs be installed? Will there be removal and restoration work to be included in the proposal for these sites?

ANSWER 2: Through this wayfinding process as outlined in the RFP, we are interested in firms that can help identify the most important key locations to pilot up to five locations.

3. QUESTION 3: Are both the existing pedestrian and vehicular wayfinding signs to be replaced as part of this master plan?

ANSWER 3: The wayfinding plan is for pedestrian-level wayfinding signs. The City of Kalamazoo already has vehicular traffic signage planned aligned with the Streets for All work over the next several years.

4. QUESTION 4: How will the two-way road conversion projects impact the vehicular wayfinding signs?

ANSWER 4: Signage will be implemented by City of Kalamazoo to align with the new traffic flow from one-way to two-way.

5. **QUESTION 5:** Section 3.2.1 Existing Conditions & Photolog requests “Inventory existing pedestrian signs and related elements; condition, visibility, obstructions, and compliance notes”. Does a plan exist that the awarded bidder can reference that identifies existing pedestrian sign locations?

ANSWER 5: Yes, we have been working on identifying the existing wayfinding locations as an original map has not been located.

6. **QUESTION 6:** Section 3.2.3 Destination Framework requests tier destinations (Primary, Secondary, Tertiary) and a draft message schedule for each sign. Will an existing list of potential destinations be available for the awarded bidder to reference?

ANSWER 6: Yes, a list of existing potential destinations can be supplied.

7. **QUESTION 7:** What is the intent for the gateway signage scale? Would this require the skills of a landscape architect?

ANSWER 7: We request the vendor selected to provide recommendations on gateway signage scale for creating a welcoming, engaging entrance to the downtown to be phased in as the Streets for All work occurs. Landscape architect could be a component of this signage.

8. **QUESTION 8:** Is it anticipated that the city’s Downtown Kalamazoo brand / brand standard will be considered the basis of design for the pedestrian signage system?

ANSWER 8: Yes, brand guidelines have been added as an attachment (Attachment #1).

9. **QUESTION 9:** Does the 25 page limit for the proposal include any page dividers to delineate sections of the response?

ANSWER 9: Double sided is acceptable and dividers do not count toward this limit.

10. **QUESTION 10:** Does the 25-page limit refer to 25 sides of a page or 25 pages that are double sided (i.e. 50 sides of a page)?

ANSWER 10: Double sided is acceptable

11. **QUESTION 11:** Will covers and dividers count toward the 25-page limit?

ANSWER 11: No

12. **QUESTION 12:** Can the City expound upon what it wants to see for the DEI Commitments under Section 5.4 Team and Org Chart? Does it want to see firmwide DEI trainings or specific DEI work done by each individual staff member?

ANSWER 12: Under Section 5.4, we are seeking to understand the firm’s overall approach and commitment to diversity, equity, and inclusion as it relates to both organizational practices and project delivery, which may include firmwide policies or trainings, team composition, prior experience engaging diverse communities, and/or how DEI principles are incorporated into project work and community engagement; we are not specifically requiring detailed DEI activities for each individual staff member, and respondents may use their discretion in determining the most relevant information to demonstrate their commitment and approach.

13. **QUESTION 13: Would the City allow for electronic (emailed) submittals, instead of hard copies? If not, would the City consider receiving an electronic submittal by the deadline, if followed up by mailed hard copies that may arrive after the deadline?**

ANSWER 13: Electronic proposals will not be accepted.

Questions regarding the specifications to Meghan Behymer, Downtown Coordinator, at behymerm@kalamazoocity.org. Questions regarding terms, conditions and other related bid requirements may be addressed to Stephanie Losey, Buyer, at loseys@kalamazoocity.org.

In order for a bid to be responsive, this signed and dated addendum must be returned with your bid. If you have already submitted your bid, acknowledge receipt and acceptance of this addendum by signing in the place provided and returning it to the undersigned and it shall be incorporated in your bid. Please identify your return envelope with the bid reference number and project description.

Sincerely,

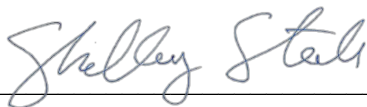


Michelle Emig
Purchasing Division Manager

c: Meghan Behymer, Downtown Coordinator

FIRM: Corbin Design, Inc.

NAME: Shelley Steele

SIGNED: 

DATE: June 3, 2026



APPENDIX

DOWNTOWN ALBANY

ALBANY, NEW YORK



In order to secure funding for a new wayfinding signage system, Albany needed to develop a master plan that presented a vision for directional signage, created portals to the city, and provided concepts for interpretive/placemaking signs for the historical and cultural assets in the downtown area. Working with the Downtown Albany Business Improvement District, Albany Parking Authority, and members of Albany's Cultural Heritage & Tourism Partnership, Corbin Design developed a thorough plan and design for Albany leaders to present for grant applications.

With status as a state capital and significant growth and development, Albany had several challenges they were looking to alleviate with a new wayfinding plan. The original system was focused on the Central Business District, but the new design and system has the flexibility to grow with the city in the future. The existing wayfinding in Albany was a layered result of several signage projects executed over the years by various groups. The sign design has an updated and unified aesthetic that will help visitors identify and use the system and creates a cohesive look. Working with the client we developed the design and a Master Plan document that clearly shows the benefits of the system that can be used to help the city secure funding.

CITY OF FRANKENMUTH

FRANKENMUTH, MICHIGAN



To enhance navigation and enrich the visitor experience in Frankenmuth, Michigan, Corbin Design partnered with the city to develop a new wayfinding signage system. Frankenmuth, known for its Bavarian charm and hosting 3 million visitors annually within its compact three-square-mile area, needed an updated system to replace its previous 25-year-old wayfinding program, also designed by Corbin Design. The previous system had become outdated and no longer met the needs of the city or its guests.

The new signage program draws heavily from Frankenmuth's unique Bavarian architecture, the iconic archway at the city's southern entrance, and its vibrant tourism branding. The goal was to seamlessly integrate the signage into the city's aesthetic while improving functionality for visitors navigating the area's festivals, family restaurants, and popular attractions like the world's largest Christmas store.

This updated wayfinding system celebrates Frankenmuth's heritage while addressing the modern needs of a bustling tourism hub. By blending aesthetic appeal with practical design, the program ensures that visitors can navigate the city effortlessly, enhancing their overall experience and reinforcing Frankenmuth's reputation as a welcoming destination.

CITY OF SOUTH BEND

SOUTH BEND, INDIANA



Located in northern Indiana, South Bend needed a fresh wayfinding system that would welcome and guide visitors to the various downtown districts and destinations. Spanning over 40 square miles, the sprawling landscape, and many diverse destinations throughout made districts an essential part of the wayfinding logic. While many districts existed informally throughout the city, this plan formalized the district names by featuring them on signage in both an identification and direction-giving capacity.

The city flag inspired the design. Color and design elements were reinterpreted into physical sign components, such as the brackets, dimensional letters, and the rigid vertical banner on the back. Signposts and bases were selected to coordinate with the existing downtown streetscape. Bold colored graphics call attention to the downtown pedestrian map kiosks, helping first-time visitors identify wayfinding information. Pedestrian signage also includes maps to orient the viewer and provide nearby walkable destinations to encourage exploration of this vibrant community.

DOWNTOWN LANSING

LANSING, MICHIGAN



In effort to celebrate its uniqueness as a capital city, Downtown Lansing worked with Corbin Design to implement a wayfinding program that focused on Downtown's new destination branding.

We worked with a Core Team to evaluate the ways people were navigating to and from downtown destinations. As a result, four new wayfinding districts - Capital Complex, Riverfront District, Stadium District, and Washington Square - were created to help simplify and strengthen the visitor experience.

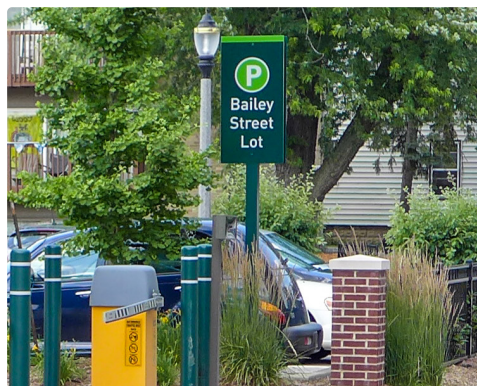
The unique, modular vehicular signage design was created to be installed on the city's new light poles when possible. When signs could not be installed on existing light poles, custom octagonal posts were created to coordinate with the existing light poles and streetscape. The system's individual message panels allow the city the flexibility to update the system when individual destinations change.

Because of the importance of getting first-time visitors to public parking opportunities, the sign design features a modular, integrated footer panel that accommodates directions to public parking.

Design considerations were made so that this system could be extended beyond the downtown boundaries when city-wide expansion of the program is desired.

DOWNTOWN EAST LANSING

EAST LANSING, MICHIGAN



Known as the home of Michigan State University and a number of government offices and businesses, East Lansing is the epitome of a 'town and gown' city. The MSU campus and a number of student bookstores, entertainment and dining venues are divided by Grand River Avenue; on any given football Saturday, thousands of visitors may need wayfinding help. However, the program was initiated due to the construction of the Broad Art Museum on MSU's campus: the City correctly assumed that these new visitors might be less familiar with East Lansing, and decided that a parking and pedestrian wayfinding program was needed.

Corbin Design recommended first that parking garages and lots be prominently named and identified from primary roadways. Second, we designed a number of pedestrian kiosks directing to public destinations, both within downtown and on the campus shared boundary. The maps prominently indicate opportunities to safely cross Grand River Ave. and are designed for accessibility. Since a college town can be tough on signage, they are also designed to resist Michigan weather and vandalism.

For art lovers, students, Spartan fans and residents, the program is designed to reduce traffic confusion and increase visitor confidence.

DOWNTOWN ANN ARBOR

ANN ARBOR, MICHIGAN



Ann Arbor is not your typical college town. Home to the University of Michigan and a vibrant arts community, A2, as it's known locally, offers many cultural attractions. One question visitors have is "Where does the university end and downtown begin?" The wayfinding system needed to clarify this, then distinguish between four unique districts. Corbin and the city's Downtown Development Authority, working with community leaders over a series of meetings, helped to conceptualize the verbal and visual logic of the program. Since many university buildings are also key cultural venues, the city adopted detailed requirements for their appearance on signage, helping to define the integration of "town and gown" to the estimated four million annual visitors.

A grassroots effort by the local design community provided critical input that we used to further refine the design of the signage elements, helping them better conform to the streetscape.

The wayfinding program includes recommendations to the Michigan Department of Transportation on directing people into town from major highways. The logic continues as drivers progress to downtown districts, directing them to parking, civic, and cultural destinations. Once parked, visitors can rely on a range of pedestrian elements that define what to see and do within each district.

DOWNTOWN KALAMAZOO

KALAMAZOO, MICHIGAN



Kalamazoo is a bustling city in southwest Michigan home to an outdoor pedestrian mall, a thriving craft brewery scene, Western Michigan University, and Kalamazoo College. The wayfinding program for downtown Kalamazoo defines six “neighborhoods” or districts within the downtown area to direct people to a certain district before pointing them to specific destinations. To identify these districts, a symbol and color were designed for each. Symbol characters and sign designs reflect the art deco aesthetic being implemented in the capital improvements. The wayfinding system includes these elements:

- Trailblazers lead visitors to downtown Kalamazoo from outlying areas.
- Cultural Luminaries announce one’s arrival in the downtown area while providing cultural and historical information.
- Vehicular Directional Signs define the various districts and lead visitors to specific destinations in each district.
- Pedestrian Directional Signs direct pedestrians to nearby destinations.
- Pedestrian Maps located throughout the downtown direct people to destinations in the immediate neighborhood.

The wayfinding program is designed so that over time it can be expanded to include the entire city, incorporating the names of the many existing residential neighborhoods.



CITY OF BERKLEY

BERKLEY, MICHIGAN



Known for its small-town appeal, Berkley, a suburb of Detroit, offers residents and visitors unique dining and shopping opportunities in both of its Downtown districts.

With a city motto of “Small City - Big Impact”, it is important for Berkley to provide its residents and visitors with a positive experience when they enter the city limits and that begins with wayfinding.

Because of the ease in which visitors can transition from town to town in this area, one of the main objectives of this program is for Berkley to clearly identify its boundaries and welcome visitors to the city. To accomplish this, the new wayfinding signage design includes multiple options for gateway and welcome signs to be used throughout the city including a retrofit option which reuses existing brick walls. The full sign type array also includes large gateway signs and smaller single-post welcome signs that introduce the Downtown districts as well as the city brand.

This unique design takes subtle inspiration from the City’s brand standards while giving a nod to the local architecture through panel shapes and pattern applications. Modular pieces including framing structures and message panels have been designed in order to simplify long-term program maintenance and keep down future costs.

DOWNTOWN BAY CITY

BAY CITY, MICHIGAN



Bay City is a tourist town nestled in the crook of the “thumb” in Mid-Michigan. Located on Lake Huron’s Saginaw Bay, it has the advantages of quaint historical architecture, local culture and a thriving summer tourist trade, along with a manufacturing base that sustains businesses and incomes throughout the region. The goal of the wayfinding system was three-fold: build awareness, direct to downtown from area highways, and connect people to a variety of opportunities for entertainment, recreation, shopping, dining and festivals.

Because of its maritime heritage, the design of the sign system reflects a mast and sail. Within this unique design context, the information directing to primary public destinations is presented for drivers and pedestrians. Additionally, the negative spaces between sign panels generate less wind load, allowing for the slim post to carry the proper aesthetic.

Considerable work was done with the Michigan Department of Transportation (MDOT) to assure that the program meets all requirements for viewing in the environment. Type size and style, contrast, reflectivity, color, scale, road speeds and setback were all considered as design constraints. Within those, we worked with Bay City stakeholders to present the culture and heritage of the city in a bold, memorable way.

CITY OF ST. JOSEPH

ST. JOSEPH, MICHIGAN



Located where the St. Joseph River meets Lake Michigan, St. Joseph is known for its sandy beaches, vibrant downtown, and cultural attractions. Easily accessible from Chicago, Detroit, and via Amtrak, the city partnered with Corbin Design to develop a wayfinding program that reflects its identity, encourages exploration, and improves navigation.



Designed as a 360-degree experience, the system design ensures every view of the sign contributes to the visitor experience. The program incorporates local landmarks into its identity—drawing inspiration from the historic carousel, Compass Fountain, and iconic lighthouse. These symbols, combined with custom illustrated motif of water and sand on the reverse, anchor the system within the city's unique sense of place. At the top of each sign, "St. Joseph" appears in a timeless dark red serif font, creating a civic presence that unifies the program across the city.



By blending functionality with local storytelling, the program helps visitors navigate with ease while celebrating St. Joseph's heritage and lakefront culture—strengthening both wayfinding and civic pride.

DOWNTOWN TRAVERSE CITY

TRAVERSE CITY, MICHIGAN



Research showed that travelers were having a difficult time finding the historic core of our very own hometown, Traverse City. The city is known primarily for Front Street, a main shopping district, but businesses and the Traverse City DDA wanted to connect visitors to all three downtown districts, giving each equal importance. Building awareness would drive traffic within and between each.

The design needed to stand out visually, be cost-effective and require minimum maintenance. We worked with the Michigan DOT to guide visitors from surrounding roadways into each of the districts via main gateways. From there, we direct internally to primary destinations and parking.



Pedestrian elements direct between main streets to beaches, marina, recreational and civic destinations. Pedestrian kiosks feature merchant directories and event information; the DDA has budgeted for regular changes on a set schedule; low-cost impregnated fiberglass products keep maintenance costs down.

Overall the system has been extremely well received. Our client said he's never worked on an initiative that received such an immediate outpouring of positive commentary, from merchants, residents and those all-important tourists!



CITY OF HARBOR SPRINGS

HARBOR SPRINGS, MICHIGAN



Nestled on the north shore of the Little Traverse Bay on Lake Michigan is the resort community of Harbor Springs. Known for its four-season appeal, Harbor Springs boasts a thriving downtown with unique shops and dining, access to a multitude of year-round outdoor activities, as well as natural amenities like the harbor, bluffs and popular Tunnel of Trees. The primary objective of this program was to create a seamless wayfinding experience for vehicles, pedestrians, cyclists and boaters by connecting Harbor Springs' three distinct districts - Bluffs, Downtown and Waterfront.



The current Harbor Springs brand is intentionally understated, and the sign design needed to be the same. The final design reflects the relaxed coastal lifestyle of Harbor Springs and coordinates with the downtown architecture. Though no true logo or branding is used in this system, the wayfinding program becomes its own brand through unique shapes, colors, and graphics. In effort to keep the costs down, the design features an off-the-shelf base and commercially available crown molding.



To achieve final approval from the mayor and city council, photo-renderings and full-size mock-ups were displayed to give a better understanding of the signs' sizes and how they would work within the existing streetscape.

CITY OF MILWAUKEE

MILWAUKEE, WISCONSIN



Downtown Milwaukee was preparing for three major events coming in summer 2020: The Democratic National Convention, USA Triathlon Age Group National Championships, and Ryder Cup. It was the perfect time for a refresh of their nearly 20-year-old vehicular wayfinding system and to implement additional pedestrian signage. Corbin Design worked with VISIT Milwaukee, Milwaukee Downtown BID #21 and Poblocki Signs on our fastest design and installation to date, to ensure the city was ready to go in time for these planned events.

This proud Midwestern city heavily influences the unique design. The red Milwaukee letters on the top of the sign were inspired by the Milwaukee Public Market and Pabst brewery signs. Exposed fasteners and decorative brackets reflect the industrial heritage of the city, with the arch at the top inspired by the Daniel Hoan Memorial Bridge. A subtle

chevron pattern in the blue destination panels is a nod to the "M" in Milwaukee. Elements of this new design will also be incorporated into Milwaukee's new CityPost digital kiosks.

The existing system had permanent poles that were recycled to keep the project on time and budget. New sign panels were designed to be modular so that a single destination could be updated more easily. Vehicular signs are DOT and MUTCD compliant with full face reflective to improve visibility at night.

Eight large map kiosks were retrofitted to complement the new design. Forty brand-new pedestrian directional signs have been added to the wayfinding system around key visitor areas. The new pedestrian signs feature walking distances to encourage exploration, and maps with a "You Are Here" icon to help orient the visitor.

GREATER RACINE REGION

RACINE, WISCONSIN



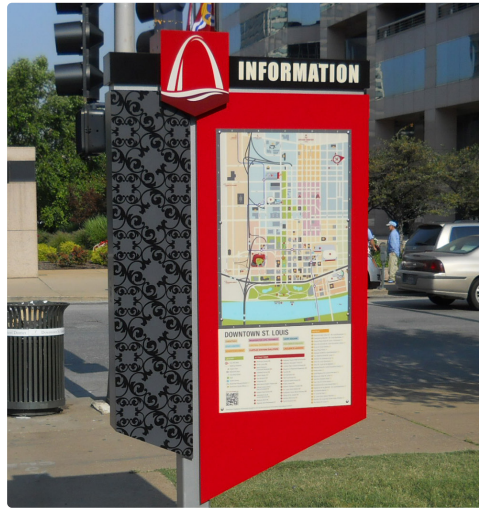
Between Chicago and Milwaukee sits Racine, Wisconsin, the Kringle capital of the world, home to S.C. Johnson headquarters, Wisconsin's largest beach and world-class museums. In effort to build awareness of Racine and help connect visitors to the city and its vast amount of visitor destinations, the city of Racine hired Corbin Design in 2015 to develop and design a city wayfinding program.

Because visitors have to travel more than 10 miles from the highway to reach downtown Racine, traversing several other communities along the way, it was imperative to create a region-wide plan that not only connected visitors to the city of Racine but also the communities within Greater Racine. To do so, a Core Team made up of various community representatives worked closely to create a comprehensive system that represents the entire region and benefits each of the communities.

The final aesthetic of the wayfinding signage design took inspiration from some of the region's prairie-style architecture as well as Frank Lloyd Wright's local works. It is flexible enough to allow for each community to uniquely identify itself with a custom footer/color, while retaining the same shape and sign elements throughout the entire program.

ST. LOUIS REGION

ST. LOUIS, MISSOURI



Representatives from the Missouri DOT and the St. Louis Convention & Visitors Commission (CVC) saw an opportunity when Interstate 64 was reconstructed. Rather than just replace existing interstate signs, they sought to create an inclusive utility that connects tourists and residents to attractions across 92 individual communities, each containing distinct districts – some with their own unique wayfinding systems.



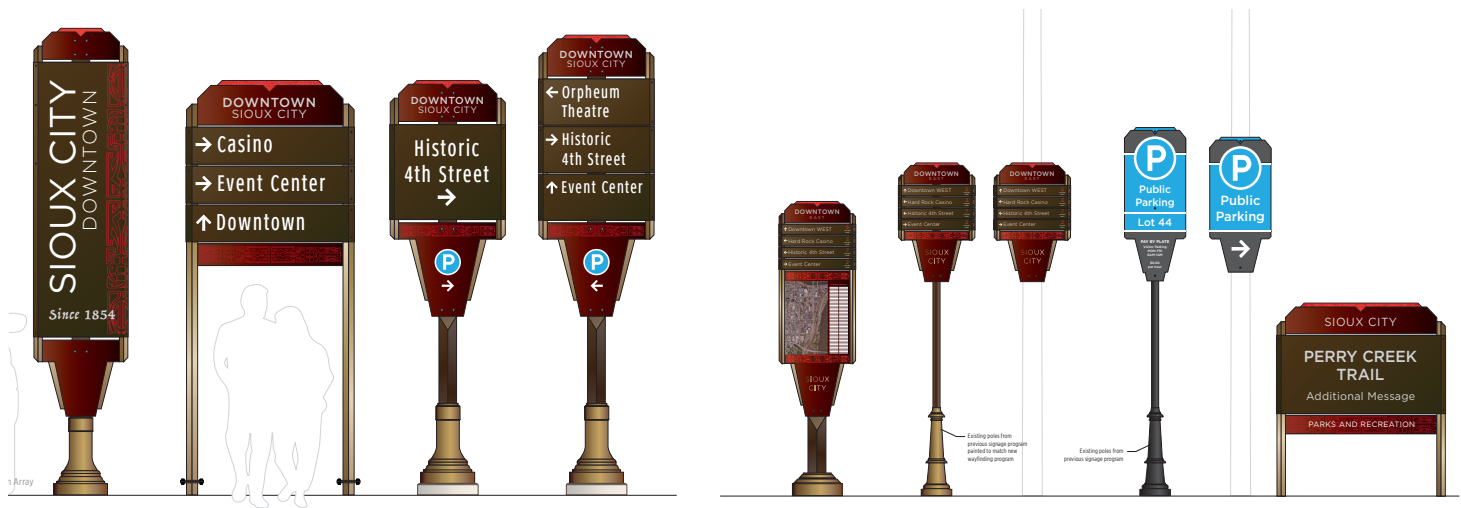
Instead of building an unmanageable destination-based system pointing to every single community and destination, Corbin designed a wayfinding system of “Attraction Corridors” along which most primary districts and destinations reside. Using these, regional visitors can intuitively connect to the region’s diverse history, culture, shopping, dining and entertainment.



Corbin designed not only the logic and signage elements featuring architectural elements of the city, but also an equitable funding formula that places responsibility on those most able to contribute. Any destination, large or small, can now use this logic, directing from throughout the region to their front door.

DOWNTOWN SIOUX CITY

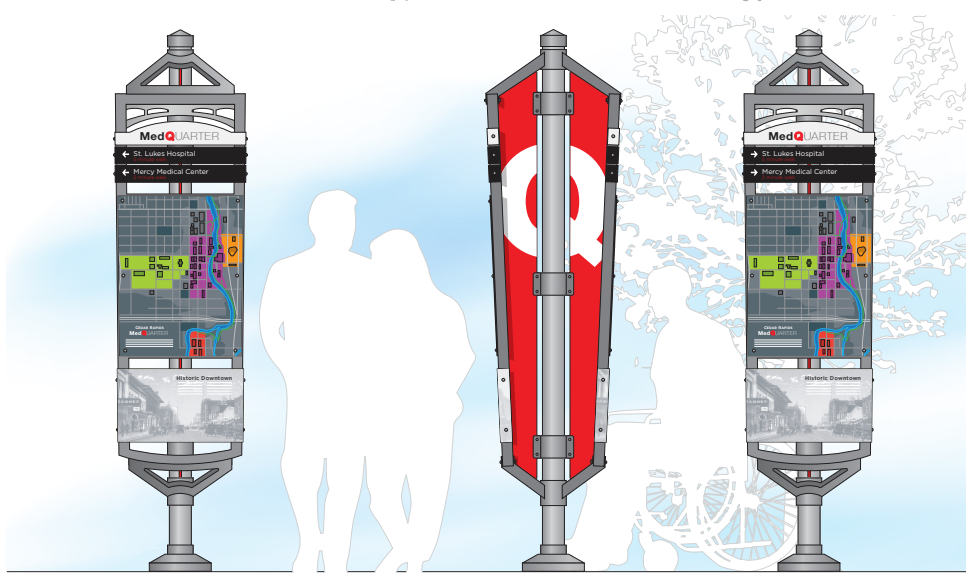
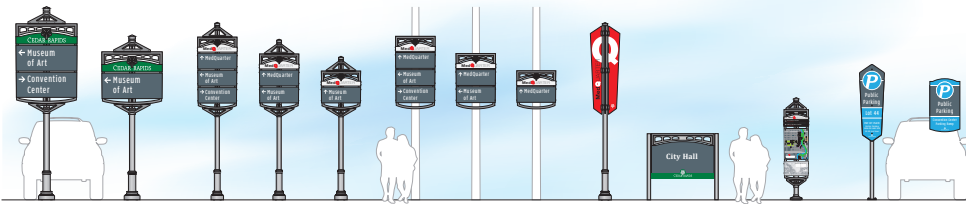
SIOUX CITY, IOWA



What was once known as a raucous, cowtown, Sioux City is now a regional hub for business, culture and entertainment. Historic Downtown is full of unique architecture, museums, shops, and theaters and serves as the tri-state area's only "urban downtown" experience. Though the city has been able to capitalize on its unique downtown, it identified a need to better welcome and guide vehicular traffic from major entrance points into Downtown. The Sioux City wayfinding program was designed to engage visitors from the freeway into Downtown, promoting the downtown districts and over 25 unique destinations.

DOWNTOWN CEDAR RAPIDS

CEDAR RAPIDS, IOWA



As the second largest city in Iowa with more than \$1.5 billion spent toward revitalizing its downtown, Cedar Rapids looked to Corbin Design to develop a comprehensive vehicular and pedestrian wayfinding plan.

The goals of this program were to highlight and create awareness of the city's four core districts – Czech Village, Downtown, MedQuarter and New Bohemia – and to assist visitors in navigating to and among destinations throughout the districts. The system design was inspired by bridges - both the physical bridges within the city and the metaphorical bridges that connect the community. The sign frame features structural bridge elements as well as a replication of the 6th St. bridge as the decorative header.

To highlight Cedar Rapids' core districts, a unique, three-sided sign was designed by combining banner and signage elements into a single structure. In effort to make this system easy to maintain and update, nearly every piece of it is modular, including the message panels, banner panels, city icon and even the decorative bridge bracket.

Each district is uniquely identified with its own brand and color in the header and banner panels to help build recognition throughout the system.

CITY OF MUSCATINE

MUSCATINE, IOWA



Looking to enhance navigation, improve the visitor experience, and drive visitors to local businesses, parks, and cultural attractions, the City of Muscatine, Iowa, partnered with Corbin Design to create a gateway and wayfinding program. The need stemmed from interstate bypass roads that moved traffic efficiently around the city—but in doing so, left many visitors and passing traffic unaware of the depths of destinations within the city. The new wayfinding program is designed to build awareness and to connect the city's top destinations and attractions to Downtown and the Riverfront.

Inspired by Muscatine's proximity to the Mississippi River and its historic pearl button industry, Corbin Design created a design with custom graphics that celebrate this heritage while establishing a distinctive visual brand for the city. The result is a sign family that includes parking, pedestrian, and vehicular signs that not only guide visitors but also tell Muscatine's story—linking its past to a vibrant present.

CITY OF FORT WORTH

FORT WORTH, TEXAS



Fort Worth is a city of contrasts: home to the Historic Stockyards, Kimbell Art Museum, Will Rogers Memorial Center and several universities, this Texas town's reputation runs from cowtown to cultural mecca. Millions of visitors come to Fort Worth each year for its diversity of destinations and the events and entertainment it offers.

The city has three separate districts: Downtown, the Cultural District, and the Historic Stockyards. Our wayfinding challenge was to differentiate these districts, trailblaze between them, and then direct to primary destinations within each district. We began with an already established color logic, which we incorporated into each sign type and map. Once inside a district, visitors can orient themselves and determine whether to walk, drive or take a free trolley to their next stop. This allows visitors to park once and spend time exploring, benefitting more local merchants.

Since the Texas Department of Transportation (TxDOT) funded the signage, we worked extensively with City departments, Historic Districts, and TxDOT to assure compliance. Each district had strict guidelines for the scale, placement and contrast of wayfinding signage. Within these constraints, we designed a simple, dramatic sign system that's easily recognizable throughout the city.

CITY OF MCKINNEY

MCKINNEY, TEXAS



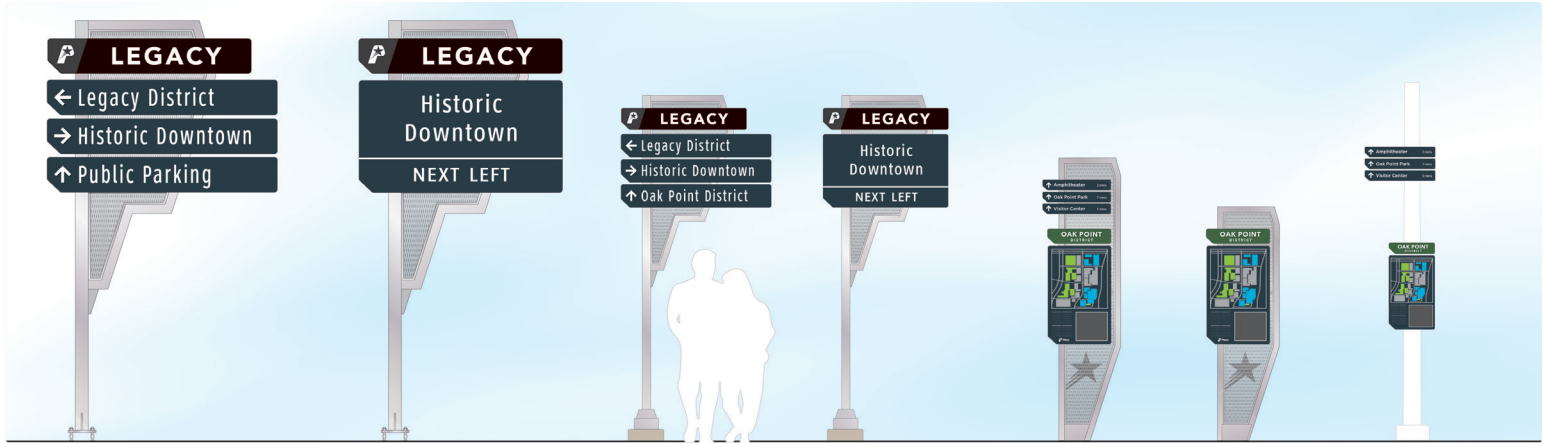
Located in the northeastern corner of the competitive Dallas-Fort Worth Metroplex, McKinney, Texas distinguishes itself through upscale shopping and dining, a vibrant Historic Downtown, and easy access to nature. Known for being “Unique by Nature,” McKinney is one of the fastest-growing cities in the country—an evolution that inspired the development of a new wayfinding system.

In partnership with engineering firm Kimley-Horn, the consultant team collaborated with city staff, business owners, residents, and elected officials to create a system that formally identifies two primary wayfinding districts—Historic Downtown and the 121 District—while guiding visitors and residents to key destinations across the city.

The system’s design features custom cut-out artwork inspired by native Texas plants, each rendered in vibrant colors and placed throughout the city to create a bright, engaging experience. Hidden within the artwork are playful elements—a bird, a squirrel, or a dragonfly—encouraging a city-wide scavenger hunt for all ages.

CITY OF PLANO

PLANO, TEXAS



Known as “a city of excellence,” Plano, Texas is a city with broad appeal. It has an abundance of destinations and amenities for visitors and is home to numerous corporate headquarters including Toyota, JPMorgan Chase and PepsiCo. In an effort to better connect people to community resources, entice visitors to discover new destinations, and enhance the look of the community, the city of Plano decided it needed a city-wide wayfinding program.

Though the city continues to develop, the majority of visitor destinations and attractions reside in five major hubs of activity. However, these hubs are divided by a central residential core making it difficult to understand

the wealth of destinations in Plano and even more difficult to navigate from one destination to the next. This division of destinations required the creation of five districts. For wayfinding purposes, each district has been given a unique name and color.

The system design is a nod to the city’s blend of modern luxury with historic charm. The unique shape of the structure is inspired by the city logo. The structure uses a stainless-steel mesh, creating a more transparent look. Message panels are individually mounted to the mesh allowing for updates to be made without affecting the entire sign.

CITY OF FRISCO

FRISCO, TEXAS



The City of Frisco, TX is a thriving metropolis just north of Dallas. As a destination for sports, arts, culture, entertainment and business, it is unmatched in the greater Fort Worth area. Rather than be overwhelmed by typical urban sprawl, elected officials, planners and residents have controlled growth to fit their vision, as one might expect in this take-charge Texas town.

Working with Kimley-Horn and Associates, Corbin Design has developed a comprehensive wayfinding package that places the local culture in the forefront of both verbal and visual aspects of wayfinding. As part of our discovery process, we captured how locals “speak to wayfinding” as they refer to commonly known routes, landmarks and destinations. We identified two current districts, already part of Frisco’s vernacular; the signage leaves room for a future district, still to be determined.

A robust program of public art funding was the major impetus behind the design of the signage elements; so finding ways to incorporate local history into the program was a key design consideration.

The wayfinding logic appears in several media: signage but also print and digital applications such as resident and visitor websites, visitor guides and mobile applications.

DOWNTOWN GEORGETOWN

GEORGETOWN, SOUTH CAROLINA



Georgetown had an identity problem. Located midway between Myrtle Beach and Charleston on South Carolina's Grand Strand, the opportunities presented in this welcoming, historic town were often missed by uninformed tourists.

Our objective was to direct those tourists from Highway 17 to the historic waterfront district, connecting them to dining, shopping and events.



To help manage increased traffic flow, we designed parking signage that clarifies the rules (parking is free) and helps people remember where they've left their car. We also needed to orient visitors as pedestrians once they'd parked, and support circulation between parking, the Harborwalk, along Front St. and throughout the Historic Waterfront District.

Pedestrians are now able to see the variety of destinations, new and old, offered here - and gauge whether they'll be able to walk or drive between them.



The design is meant to reflect the existing architecture, creating a helpful addition to the streetscape without detracting from the environment. Compatible with all current federal, state and local guidelines, the messages are presented quietly, confidently and in proper context with this vibrant, elegant coastal port city.

Addison, Texas

Citywide Wayfinding Plan - 2024-present

Akron, Ohio

Downtown Wayfinding Plan - 2007-2010

Albany, New York

Downtown Wayfinding System - 2018, 2023-2025

Alva, Oklahoma

Sign System Design - 2015

Ann Arbor, Michigan

Downtown Wayfinding System - 2007-2010

Atlanta, Georgia

Downtown/Midtown Wayfinding System - 2002-2006, 2014, 2017

Battle Creek, Michigan

Downtown Wayfinding System - 2004-2005

Bay City, Michigan

Citywide Wayfinding System - 2009-2012

Berkley, Michigan

Citywide Wayfinding System & Map - 2017-2021

Birmingham, Michigan

Citywide and Parking Garage Wayfinding Plans - 2023-2025

Bloomington, Indiana

Citywide Wayfinding System - 2001-2004

Brampton, Ontario, Canada

Citywide Wayfinding System - 2005-2009

Bruce County, Ontario, Canada

Regional Wayfinding Plan - 2008-2009

Bryan and College Station, Texas

Regional Wayfinding Plan - 2005-2009

Calgary, Alberta, Canada

City Centre and Transit Wayfinding Systems - 2009-2020

Carthage, Missouri

Citywide Wayfinding System - 2014-2018

Cary, Illinois

Citywide Wayfinding Plan - 2024-2025

Cedar Rapids, Iowa

Downtown Wayfinding Plan - 2017

Charles City, Iowa

Citywide Wayfinding and Signage Plan - 2017

Chelsea, Michigan

Downtown Wayfinding System - 1991, 2005

Clinton, Iowa

Citywide Wayfinding Plan - 2022-2024

Columbia, Missouri

Downtown Wayfinding Analysis & Design - 2024-present

Columbus, Indiana

Citywide Wayfinding Plan - 2001-2005, 2023-present

Danville, Illinois

Citywide Wayfinding Plan - 2015-2016

East Lansing, Michigan

Downtown Wayfinding System - 2013

Enid, Oklahoma

Downtown Wayfinding Plan - 2016

Eureka, Missouri

Citywide Wayfinding System - 2021-2023

Fairbanks, Alaska

Downtown Wayfinding Analysis and Design - 2013

Fairborn, Ohio

Citywide Wayfinding Plan - 2018-2019

Fort Wayne, Indiana

Citywide Wayfinding System - 2023-present

Fort Worth, Texas

Citywide Wayfinding System - 2012-2015

Fox Cities of Wisconsin

Regional Wayfinding Plan - 2006

Fox Lake, Illinois

Citywide Wayfinding Plan - 2019-2020

Frankenmuth, Michigan

Citywide Wayfinding System - 1997, 2022-2024

Frankfort, Michigan

Citywide Wayfinding Plan - 2022-2024

Frisco, Texas

Citywide Wayfinding System - 2010-2013

Galveston, Texas

Citywide Wayfinding System - 2023-present

Gaylord, Michigan

Citywide Wayfinding Plan - 2025-present

Georgetown, South Carolina

Downtown Wayfinding System - 2010-2011

Grand Rapids, Michigan

Downtown, Skywalk & RiverWalk Wayfinding Plans - 2000-2009

Harahan, Louisiana

Citywide Wayfinding System - 2022-present

Harbor Springs, Michigan

Downtown Wayfinding System - 2016-2018

Holland, Michigan

Downtown Wayfinding System - 2000, 2010

Howell, Michigan

Citywide Wayfinding System - 2004-2005

Indianapolis, Indiana

Downtown Wayfinding System - 1998, 2005, 2010-2011

Kansas City, Missouri

Downtown / Greater Downtown Wayfinding System - 2000-2006

Kingsport, Tennessee

Citywide Wayfinding Plan - 2008-2010, 2016

Lafayette/West Lafayette, Indiana

Downtown Wayfinding Plan - 2012

Lansing, Michigan

Downtown/Capital Complex Wayfinding Plans - 2001-2003, 2016-2018

Lehigh Valley, Pennsylvania

Regional Wayfinding Plan - 2008-2011

Lincoln, Nebraska

Citywide Wayfinding Analysis and Design - 2010-2011

Los Angeles, California (with Hunt Design)

Downtown Wayfinding System - 2000-2005

Mackinaw City, Michigan

Pedestrian Kiosk and Map Design - 2018

McKinney, Texas

Citywide Wayfinding Plan - 2021-present

Medina, Ohio

Historic Business District Wayfinding System - 2006-2010

Meridian Township, Michigan

Municipal Center Wayfinding System - 2020-2023

Milwaukee, Wisconsin

Downtown & Riverwalk Wayfinding - 2003-2010, 2019-2020

Montgomery County/Crawfordsville, Indiana

Regional Wayfinding System - 2019-2023

Mount Clemens, Michigan

Downtown Wayfinding Plan - 2008-2009

Mount Pleasant, South Carolina

Coleman Boulevard and Waterfront Park Signage Design - 2015-2016

Muscatine, Iowa

Citywide Wayfinding System - 2023-2025

Oak Point, Texas

Gateway and Vehicular Wayfinding System - 2021-2025

Oklahoma City, Oklahoma

Downtown Wayfinding System - 2004

Peoria, Illinois

Downtown Wayfinding System - 2018-2025

Petoskey, Michigan

Downtown Wayfinding System - 2003-2004

Plano, Texas

Citywide Wayfinding System - 2017-2024

Port Austin, Michigan

Citywide Wayfinding Plan - 2021-2023

Quad Cities, Illinois, Iowa

Regional Wayfinding Plan - 2001-2007

Racine, Wisconsin

Countywide Wayfinding System - 2015-2019

Raleigh, North Carolina

Downtown Wayfinding System - 2006-2008

Rochester, Michigan

Downtown Wayfinding Plan - 2007-2010

Rochester, New York

Citywide Vehicular Wayfinding Plan - 2001-2008

Rock Hill, South Carolina

Citywide Wayfinding Plan - 2007-2008

Rocky Mount, North Carolina

Citywide and Rocky Mount Mills Wayfinding Plans - 2018-2022

Ross County/Chillicothe, Ohio

Regional Wayfinding System - 2022-2023

Royal Oak, Michigan

Central Business District Wayfinding Master Plan - 2002-2004

Saline, Michigan

Citywide Wayfinding Plan - 2006-2008

Sault Ste. Marie, Ontario, Canada

Citywide Wayfinding Plan/HUB Trail Plan - 2018-2022, 2024-present

Sioux City, Iowa

Downtown Wayfinding Plan - 2017-2020

South Bend, Indiana

Citywide Wayfinding Plan/The Link Trail - 2018-2019, 2023-2024

Springfield, Missouri

Citywide Wayfinding Plan - 2003-2010

St. Clair Shores Nautical Mile, Michigan

District Wayfinding Analysis - 2017-2018

St. Joseph, Michigan

Downtown Wayfinding and Signage System - 2023-2025

St. Joseph, Missouri

Downtown Wayfinding and Signage System - 2025-present

St. Louis / St. Louis County, Missouri

Regional Wayfinding System/Arch Park Plan - 2009-2013, 2018

Syracuse, Utah

Facility Signage Design & Plan - 2021-2023

Traverse City, Michigan

Downtown Wayfinding System - 2008-2009

Tulsa, Oklahoma

Downtown Wayfinding System - 2007-2008

Vail, Colorado

Townwide Wayfinding Plan - 2000

Wausau, Wisconsin

Downtown Wayfinding Plan - 2015-2016

Wichita, Kansas

Downtown Wayfinding & Signage Plan - 2023-2025

Wisconsin Rapids, Wisconsin

Downtown & Trails Wayfinding Plan - 2020-2021



MEMORANDUM

TO: Downtown Economic Growth Authority Board of Directors

FROM: Executive Committee

DATE: August 17, 2026

SUBJECT: Consideration of CED Corps Host Site Application – Downtown Business Growth & Entrepreneurship Initiative

PURPOSE

This memorandum requests Board authorization to apply for the Community Economic Development Association of Michigan (CEDAM) CED Corps Program. Rather than viewing this as a temporary staffing opportunity, the CED Corps member would serve as the implementation strategy for building permanent business development systems that advance the Board's **Built for Business** strategic pillar.

RECOMMENDATION

Authorize staff to submit the attached CED Corps Host Site Application and approve the required **\$13,000 host contribution**, funded through existing 2026 budget capacity associated with the delayed hiring of the Downtown Projects Coordinator. If DEGA is selected, the host contribution would be remitted by September 30, 2026.

WHY NOW?

DEGA has identified in its draft 2027 budget approximately \$215,000 in new Business Recruitment & Retention initiatives, including proposed Downtown Dollars Construction Incentives, Business Recruitment & Retention Grants, a Step-Up Lease Subsidy Program, an Extended Hours Pilot, an Occupancy Campaign, and recruitment consulting support. These initiatives will require implementation systems, documented procedures, business relationships, communications, performance measurement, and ongoing management. The proposed initiative is designed to build that organizational infrastructure before these programs launch.

INITIATIVE OVERVIEW

This initiative represents a long-term organizational investment. The CED Corps member is not the initiative—they are the implementation strategy used to design, document, launch, and institutionalize business development systems that will remain with DEGA long after the service term concludes.



The initiative will focus on three primary areas:

1. Business Intelligence & Relationship Management

- Business and property owner database development
- Business Retention & Expansion (BRE) visits
- Vacancy inventory

2. Business Recruitment & Retention Program Development

- Program procedures and standard operating procedures
- Applications and evaluation criteria
- Reporting and administrative systems
- Performance measurement frameworks

3. Performance Measurement & Organizational Capacity

- Reporting dashboards
- Program evaluation
- Long-term organizational documentation

The result will be permanent organizational assets that strengthen DEGA's capacity to support downtown businesses well beyond the member's service term.

GOVERNANCE

The Business Recruitment & Retention Committee would provide strategic direction for the initiative. The Downtown Coordinator would serve as the member's local supervisor, providing weekly mentoring, project management, and professional development. Regular updates will be presented to the Committee and Board.

FINANCIAL IMPACT

Participation in the CED Corps Program requires a **\$13,000 host contribution**, payable by September 30, 2026, if DEGA is selected.

Staff recommends funding this contribution through existing 2026 budget capacity associated with the Downtown Projects Coordinator position. The 2026 budget included \$80,000 for a full year of personnel costs; however, the position was not filled until July, leaving approximately \$40,000 in unspent salary and benefit appropriations.



A portion of those unspent funds have already been strategically reinvested in Board-approved and organizational priorities, including:

- Website improvements – \$2,869
- Beats on Bates marketing – \$6,500
- Arcadia Creek Festival Place event and infrastructure support – \$2,800

These investments total approximately \$12,000, leaving sufficient unspent personnel funding to support the \$13,000 CED Corps host contribution without requiring an additional appropriation or identifying a new revenue source.

Although the Downtown Projects Coordinator position was budgeted using fund balance, this recommendation simply reallocates a portion of the existing personnel appropriation made available through the mid-year hiring timeline. No additional use of fund balance beyond the 2026 adopted budget is required.

STRATEGIC IMPACT

Approval of this recommendation allows DEGA to leverage a relatively modest one-time investment to establish the systems, relationships, and operational framework necessary to successfully implement the Board's growing portfolio of business recruitment and retention initiatives. Rather than adding temporary capacity alone, the initiative is intended to leave DEGA with permanent organizational assets that will strengthen business support, improve performance measurement, and enhance long-term economic development efforts in Downtown Kalamazoo.

RECOMMENDED BOARD ACTION

Authorize the Downtown Coordinator to submit DEGA's CED Corps Host Site Application and approve the required \$13,000 host contribution, funded through existing 2026 personnel budget savings resulting from the delayed hiring of the Downtown Projects Coordinator, contingent upon DEGA being selected for the program.