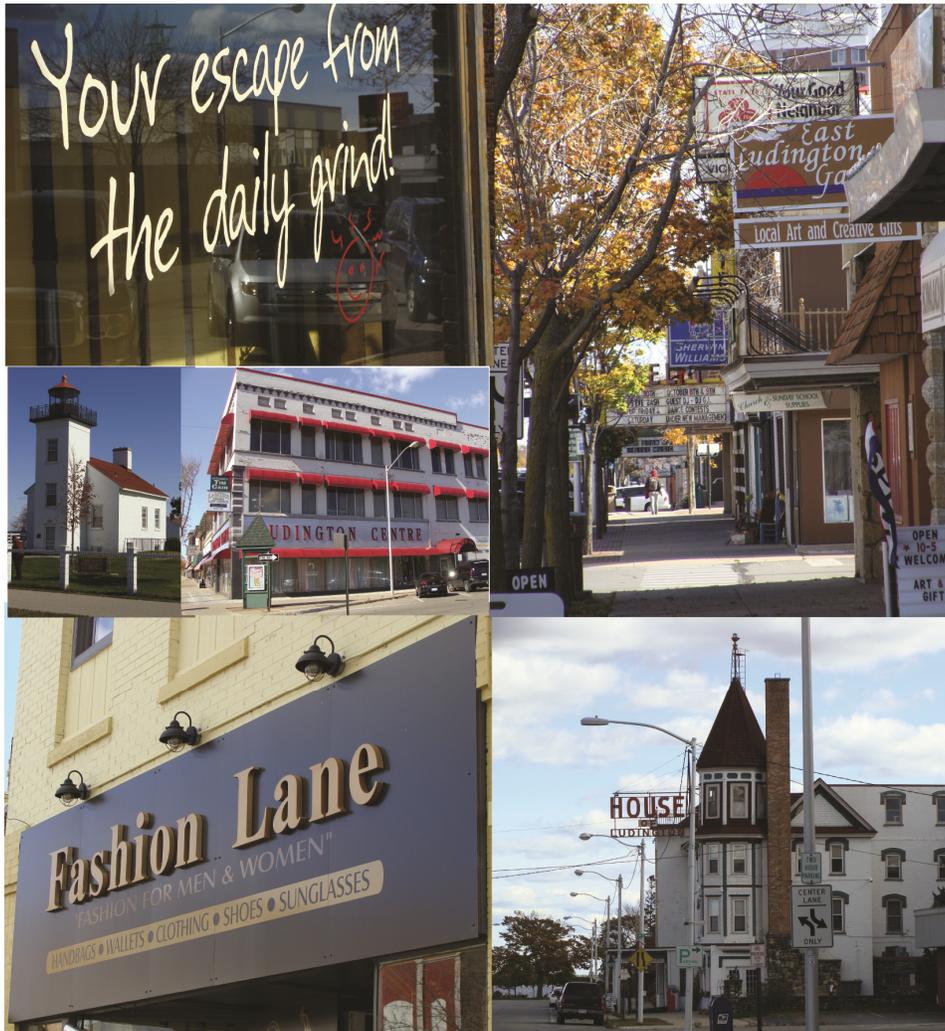


City of Escanaba
Downtown Development Authority
Amended and Restated
Development Plan and Tax Increment Financing Plan



December 2011

City of Escanaba
Delta County, Michigan

DEVELOPMENT PLAN and TAX INCREMENT FINANCING PLAN
December 2011

City Council

Leo Evans,, Mayor
Mayor Pro Tem Brady Nelson
Walter "Pete" Baker
Patricia Baribeau
Ronald J. Beauchampu

Gilbert Cheves (former Mayor)

Escanaba Downtown Development Authority

Peter Strom, Chairman
Matt Sviland, Vice Chairman
Amy Hubert, Treasurer
James O'Toole
Gilbert Cheves
Rachel Scerine

Former DDA Board Members
Paula Hughes-Jonsson
Dale Gartland

James O'Toole, City Manager
Robert Richards, CMC, City Clerk

TABLE OF CONTENTS

BACKGROUND AND PURPOSE

Purpose of the Tax Increment Financing Authority	1
Creation of the Tax Increment Financing Authority	1
Basis for the Development Plan	1

GENERAL DEVELOPMENT PLAN

General Development Plan	2
--------------------------	---

DEVELOPMENT PLAN

1.	Designation of Boundaries of the Development Plan	5
2A.	Location and Extent of Existing Streets and other Facilities	5
2B.	Existing Public and Private Land Uses within the Development Area	6
3.	Location and Extent of Proposed Public and Private Land Uses	7
4.	Legal Description of the Development Area	7
5.	Existing Improvements to be Demolished, Repaired or Altered	8
6.	Location, Extent, Character and Estimated Cost of Improvements	8
	<i>Concepts for the Ludington Street Business District</i>	13
7.	Statement of the Construction or Stages of Construction Planned	19
8.	Parts of the Development to be Left as Open Space	19
9.	Portions of the Development Area to Sell, Donate, Exchange or Lease	19
10.	Desired Zoning Changes and Changes in Streets	19
11.	Estimate of the Cost of Development, Proposed Method of Financing	19
12.	Designation of Person(s) To Benefit from Improvements	19
13.	Procedures for Bidding Conveyance of Property	20
14.	Estimate Number of Persons Residing in the Development Area	20
15.	Plan for Establishing Priority for the Relocation of Persons Displaced	20
16.	Provision for the Costs of Relocation	20
17.	A Plan for Compliance with Act 227 of PA of 1972	20

TAX INCREMENT FINANCING PLAN

1.	Definitions as Used in This Plan	21
2.	Purpose of the Tax Increment Financing Plan	22
3.	Explanation of the Tax Increment Procedure	22
4.	Taxing Jurisdictions Agreements	23
5.	Property Valuations and Captured Revenue	23
6.	Maximum Indebtedness	27
7.	Use of Captured Revenues	28
8.	Duration of the Program	28
9.	Plan Impact on Local Taxing Jurisdictions	29
10.	Release of Captured Revenues	29
11.	Assumptions of Tax Increment Financing Plan	29
12.	Operating Agreement Between DDA and Local Unit of Government	30
13.	Relationship of the TIF Plan with Other Funding Programs	30
14.	Relationship to Community Master Plan	30
15.	Submission of an Annual Report to Governing Body	30

MAPS

1	Escanaba Downtown Development Authority District	2
2	Ludington Street Character Zones	4
3	Development Plan Area and Tax Increment Financing Plan Boundary	5

TABLES

1	Existing Land Use within the DDA Development Area by Property	6
2	Prioritization of Capital Projects and Initiatives	9
3	Priorities Identified by Group	10
4	Collective Prioritization (September 27, 2011)	11
5	Estimated Cost of Improvements and Implementation Schedule	12
6	Base Taxable Valuation	23
7	Taxable Valuations Growth Assumptions	23
8	Anticipated Captured Taxable Valuation	24
9	Anticipated Captured Revenue	25
10	Anticipated Millage to be Captured	24
11	Revenues Available for Capital Projects	26
12	Forecasted Revenue by Source	27

GRAPHICS

1	Business / Mixed Use Zone Options	14
2	Transition Zone Options	15
3	Retail Zone Options	16
4	Governmental / Institutional Zone Options	17
5	Downtown Elements and Character	18

EXHIBITS and ADOPTION DOCUMENTATION

Index of Supporting Documentation	31
-----------------------------------	----

BACKGROUND AND PURPOSE

Purpose of the Downtown Development Authority Act

Act 197 of Public Acts of 1975 of the State of Michigan, commonly referred to as the Downtown Development Authority Act, was created in part to correct and prevent deterioration of business districts; to promote economic growth and revitalization; to encourage historic preservation; to authorize the acquisition and disposal of interests in real and personal property; to authorize the creation of the authority; to authorize the levy and collection of taxes, the issuance of bonds and the use of tax increment financing in the accomplishment of specific downtown development activities contained in locally-adopted development plans.

The Act seeks to attack problems of urban decline, strengthen existing areas and encourage new private developments in the downtown districts of Michigan communities. It seeks to accomplish this goal by providing communities with the necessary legal, monetary and organizational tools to revitalize downtown districts either through public-initiated projects or in concert with privately motivated development projects. The manner in which downtown development authorities chose to make use of these tools does, of course, depend on the problems and opportunities facing each particular downtown district and the development priorities sought by the community in the revitalization of its business area.

Creation of the Escanaba Downtown Development Authority

On March 17, 1988, the City of Escanaba City Council adopted Ordinance No. 792 which created the Escanaba Downtown Development Authority. A copy of this Ordinance is included as Exhibit 1. The Authority was given all of the powers and duties prescribed for a downtown development authority pursuant to the Act.

Basis For The Tax Increment Finance Plan and Development Plan

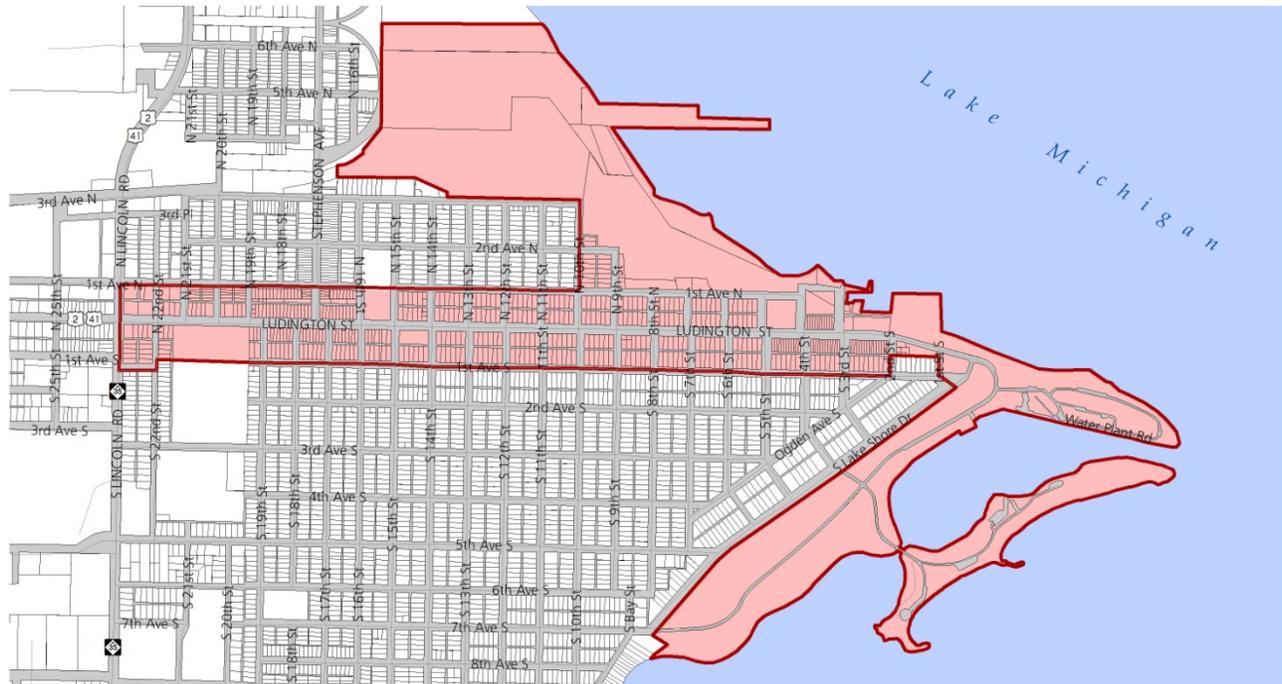
Act 197 of Public Acts of 1975, the Downtown Development Authority Act, provides the legal mechanism for local officials to address the need for economic development in the central business district. In Escanaba, the Downtown Development Authority district incorporates properties between 1st Avenue North, 1st Avenue South, S. 26th Street, and 1st Street South. Ludington Park and properties along the Northshore owned by the City of Escanaba, Wendy Irish, Basic Marine and the south portion of the Chicago Northwest Railroad are also in the DDA District. The initial Development Plan and Tax Increment Financing Plan was adopted on November 17, 1988 focused on the implementation of its strategic plan which included establishing a distinctive image of the downtown and providing an attractive retail and service mix for the community.

For purposes of designating a development plan district and for establishing a tax increment financing plan, the Act refers to a "downtown district" as being in a business district which is specifically designated by ordinance of the governing body of the municipality and a "business district" as being an area in the downtown of a municipality zoned and used principally for business. Tax increment financing can be used to provide the necessary funds for project implementation. By definition, a tax increment financing plan seeks to capitalize on and make use of the increased tax base created by economic development within the boundaries of a downtown district. The legal basis or support for the Tax Increment Plan and Development Plan are identified in Act 197 of the Public Acts of 1975, as amended. Since 1988, the Escanaba Downtown Development Authority has utilized tax increment financing and other funds to implement a variety of programs.

GENERAL DEVELOPMENT PLAN FOR THE ESCANABA DDA

The need for establishing the Escanaba Development District (referred to as "Development Area") is founded on the basis that the future success of Escanaba's current effort to revitalize its commercial area will depend, in large measure, on the readiness and ability to initiate public improvements that strengthen the commercial area and when feasible to participate in the development of new private uses that clearly demonstrate the creation of new jobs, the attraction of new business, and the generation of additional tax revenues.

Map 1



CITY OF ESCANABA

Existing Downtown Development Authority District

 District Boundary



Over the years the City of Escanaba downtown has been the subject of several studies and numerous recommendations, including:

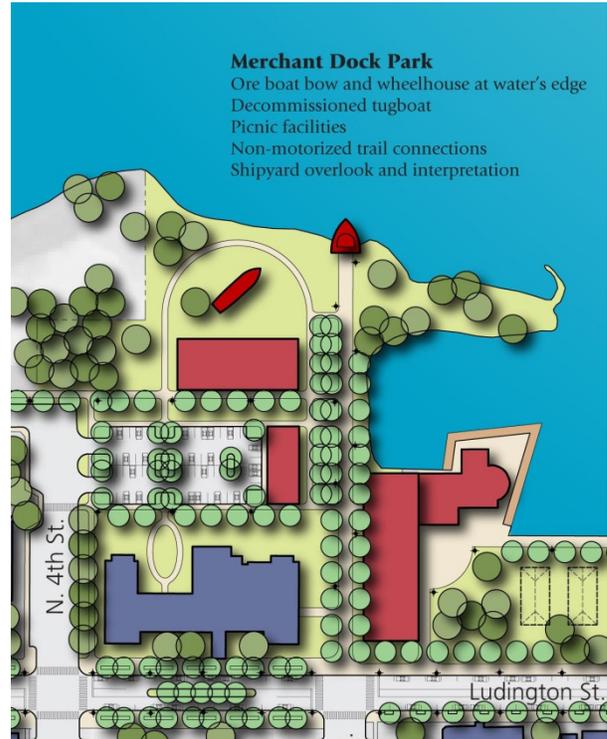
- Downtown – Waterfront Redevelopment Plan prepared by Camiros, Ltd.
- Downtown Revitalization Plan prepared by Camiros, Ltd.
- Downtown Escanaba Retail Market Assessment and Conceptual Development Plan prepared by Design/Economics
- Long-Term Economic Development Marketing Strategy prepared by The Fantus Company
- Development Plan prepared by the Central Upper Peninsula Planning and Development (CUPPAD)
- Downtown Market Assessment prepared by Anderson Economic Group (AEG)
- City of Escanaba Community Master Plan prepared by Beckett & Raeder, Inc.
- Northshore Redevelopment Master Plan, prepared by Beckett & Raeder, Inc.

The common thread through these plans recommends consolidation of downtown Escanaba's retail district between 15th and 6th Streets, consolidation of governmental uses at the eastern end of Ludington Street, and greater access to the Escanaba waterfront. The Camiros, Ltd. Plan for the Escanaba waterfront was by far the most ambitious recommending the replacement with working waterfront businesses with marina's, hotel and conference center, and residential development.

The Northshore Redevelopment Master Plan recommended that the Delta County Jail be relocated from the waterfront and this property, in conjunction with City of Escanaba property, be used to create Merchant Dock Park. Further, private property within this project area will be required for use as the Chamber of Commerce / Convention Center offices adjacent to a new small marina for transient boaters and shoppers dock. The proposed Merchant Dock Park would be linked to the Municipal Dock creating the public access desired and recommended in the various plans. Property acquisition would be through a typical buyer-seller arrangement. However, it is recommend that the DDA explore "first right of refusal" to ensure that the DDA has the long term opportunity to acquire these properties.

In addition to the Merchant Dock Park concept, Delta County has been evaluating the opportunity to utilize the State of Michigan Office building across the street from the Delta County Courthouse and Administrative Offices building. Conversion of the State of Michigan office building would make available to county employees and jurors the parking lot behind the building. Although the County has inquired about placing angle parking along Ludington Street to increase parking in the immediate area the longer term plan would envision removing all parking on this segment of Ludington Street in order to tie the two buildings together in a campus setting and creating a gateway approach to the Escanaba waterfront.

Creating a governmental campus and opening the waterfront to public access will create the connection to the Bay that the downtown has envisioned. In addition, this concept reestablishes the historic context for the merchant dock and business district that existed at this end of the downtown.

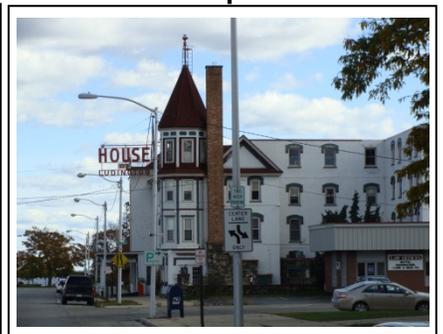


Map 2
 City of Escanaba – Ludington Street Character / Project Zones



CITY OF ESCANABA
Character Zones

■ Downtown Development Authority District

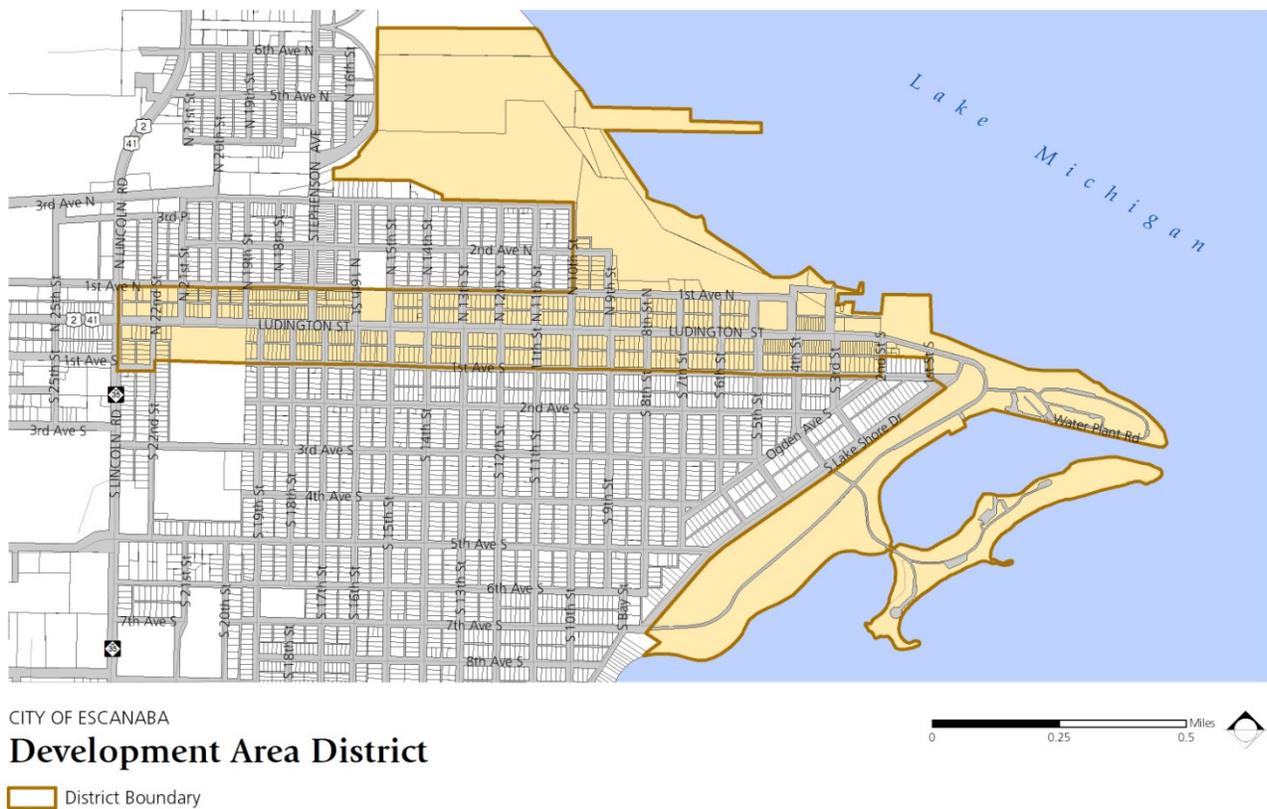


DEVELOPMENT PLAN

1. Designation of Boundaries of the Development Area

The Development Area boundary is located within the jurisdictional limits of the City of Escanaba and the City of Escanaba Downtown Development Authority. The City of Escanaba established the Downtown Development Authority pursuant to Act 197 of Public Acts of 1975 through adoption and publication of Ordinance No. 792 adopted March 17, 1988. The Downtown Development Authority district boundary and the Development Area boundary are illustrated on Maps 1 and 2, and generally described as incorporating all public and private real estate between 1st Avenue North, 1st Avenue South, S. 26th Street, and 1st Street South and Ludington Park and properties along the Northshore owned by the City of Escanaba, Wendy Irish, Basic Marine and the south portion of the Chicago Northwest Railroad including public rights-of-way and alleys. Map 2 illustrates in more detail the boundary of the Escanaba DDA Development Area district.

Map 3



2A. Location and Extent of Existing Streets and other Public Facilities within the Development Area; Location, Character and Extent of Existing Public and Private Land Uses.

Existing land uses within the Development Area are comprised of public and private land uses. These land uses include commercial uses consisting of retail businesses, offices, governmental and institutional uses, parks and open spaces and residential properties. Collectively, these land uses create a mixed-use downtown and business district.

2B. Existing Public and Private Land Uses within the Development Area.

Public and Quasi-Public Land Uses

Public uses within the DDA District and DDA Development Plan and TIF Plan Boundary include the Escanaba City Hall, Escanaba Public Library, Delta County Courthouse, State of Michigan regional offices, Escanaba Middle School, Ludington Park, the Municipal Dock including the public flower gardens and public plaza with interpretative historical displays and maritime artifacts, Delta County Historical Museum, and the historic Sand Point Lighthouse. Public and governmental uses account for 6% of the development area properties. Other public uses include street and alley rights-of-way located within the Development Area. Street rights-of-ways account for 33,336 lineal feet or 6.3 miles of public owned property.

Table 1
Existing Land Use within the DDA Development Area by Property

Land Use Class	Number of Properties	Percent of Total
<i>Specific Classification</i>		
Retail	55	21%
Finance, Insurance, Law, and Real Estate	48	19%
Personal	30	12%
Eating and Drinking Establishments	26	10%
Service	17	7%
Residential (Parcels)	21	8%
Health	14	5%
Vacant	14	5%
Government	13	5%
Other	10	4%
Automotive Related	7	3%
Educational	2	1%
Total	257	100%
<i>General Classification</i>		
Residential	21	8%
Commercial	197	77%
Institutional and Other	39	15%
Total	257	100%

Private Land Uses

Commercial land uses (retail, service businesses, and office) account for the largest land use type within the development area consisting of 38 acres or 61% of the land area.

A. Residential – There are residential properties consisting of single-family attached homes within the Downtown Development Authority district and the Development Area district on Ludington Street between Lincoln Avenue and 17th Street. Harbor Towers, a high rise residential complex, is also located in the Development Area district at the corner of Ludington Street and 5th Street South.

B. Commercial - The majority of property (77%) within the Downtown Development Authority district and Development Area consists of commercial property. These commercial uses include professional offices, retail, food service, and service businesses.

C. Institutional and Other – This land use category includes such uses as Escanaba City Hall, Delta County Courthouse, U.S. Geological Survey, Delta Chamber of Commerce, Bays de Noc Convention and Visitors Bureau, Downtown Development Authority offices and Center Court facility, and the Economic Development Alliance.

D. Warehousing and Industrial – Warehousing and industrial uses are located along the Northshore within the DDA District. Basic Marine, a custom builder of marine-related boats, and C. Reiss Coal Company are located in the DDA District and Development Area boundary within the Northshore area.

Recreational Uses

Recreational uses within the development area include Ludington Park and the Municipal Dock which is used as a passive park along Little Bay De Noc.

Semi-Public Uses

The William Bonifas Arts Center located at 700 1st Avenue South is in the Development Area. The Bay Area Art Association occupies the William Bonifas Arts Center, which used to be part of St. Joseph Catholic Church.

Educational Uses

The Escanaba Middle School, operated by the Escanaba Public Schools, is located in the Downtown Development Authority district and the Development Area district.

3. Location and Extent of Proposed Public and Private Land Uses.

Existing land uses within the Development Area conform to current zoning designations and development patterns outlined in the adopted Escanaba Community Master Plan. The Community Master Plan, as well as, the Downtown Market Strategy prepared by Anderson Economic Group, have recommended that the retail business district along Ludington Street be consolidated into a more compact and manageable area. During the preparation of this plan the DDA concluded that Ludington Street between 15th Street South and 6th Street South would be the defined retail zone along the corridor. Portions of Ludington Street east and west of the retail zone would be classified for business/mixes use, transition uses, and governmental/institutional uses. Additional information on these zones is referenced in the Appendix Tab 1.

4. Legal Description of the Development Area

The downtown district shall consist of the following territory in the city subject to such changes as may hereinafter be made pursuant to this article and Public Act No. 197 of 1975 (MCL 125.1651 et seq.):

That part of Section 29 and Section 30 of Township 39 North, Range 22 West lying in the City of Escanaba, Delta County, Michigan, described as follows:

Beginning at the intersection of the south right-of-way line of 1st Avenue South and the east right-of-way line of South Lincoln Road (M-35); thence easterly along said south right-of-way line of 1st Avenue South extended one hundred sixty (160) feet; thence north three hundred twenty (320) feet to a point one hundred sixty (160) feet south of the south right-of-way line of Ludington Street; thence east and parallel with said Ludington Street right-of-way line to the west right-of-way line of South 19th Street; thence south two hundred forty (240) feet to the south right-of-way line of 1st Avenue South; thence easterly along said south right-of-way line of 1st Avenue South extended to the west right-of-way line of South 7th Street; thence south one hundred eighty (180) feet; thence east one hundred eighty (180) feet; thence north one hundred eighty (180) feet to the south right-of-way line of 1st Avenue South; thence east along said right-of-way to the east right-of-way of South 2nd Street extended; thence north along the east right-of-way line of South 2nd Street extended three hundred eighty (380) feet; thence east one hundred thirty (130) feet; thence south one hundred sixty (160) feet to the south alley right-of-way line of Block 2 of Original Plat; thence east four hundred seventy (470) feet; thence north to a point being one-thousand two hundred (1,200) feet north of the north right-of-way of 3rd Avenue

North extended; thence west along a line being one-thousand two hundred (1,200) feet north and parallel to said north right-of-way line of 3rd Avenue North to a point on the north and south centerline of Section 30, said point being three hundred twenty (320) feet more or less south of the north quarter corner of said Section 30; thence south along the north and south centerline of said Section 30 a distance of four hundred sixty-eight (468) feet more or less; thence southwesterly along a curve to the right with one-thousand four hundred thirty-two and $69/100$ (1,432.69) foot curve radius a chord distance of five hundred ninety (590) feet more or less; thence south one hundred seventy (170) feet more or less to the northwest corner of Lot 9, Block 1 of Cleary's Subdivision; thence easterly seven hundred ninety-seven and $95/100$ (797.95) feet; thence southeasterly two hundred seventy-five (275) feet more or less; thence north thirteen (13) feet more or less; thence southeasterly ninety (90) feet more or less; thence south one hundred twenty-eight (128) feet more or less to a point on the south right-of-way line of 3rd Avenue North; thence east along the south right-of-way line of 3rd Avenue North one-thousand four hundred thirteen (1,413) feet more or less to the east right-of-way line of North 10th Street; thence south eight hundred thirty (830) feet along the east right-of-way line of North 10th Street to the north right-of-way line of 1st Avenue North; thence west along the north right-of-way line of 1st Avenue North to the east right-of-way line of North Lincoln Road (US 2-41 & M-35); thence south along said east right-of-way line extended to the point of beginning.

Also -

That part of Section 28, Section 29, and Section 32 of Township 39 North, Range 22 West lying in the City of Escanaba, Delta County, Michigan, described as follows:

All those lands lying between the waters of Little Bay de Noc and lying easterly of a line described as beginning at the intersection of the south right-of-way line of 7th Avenue South and the southeasterly right-of-way line of Lake Shore Drive; thence northeasterly along said Lake Shore Drive right-of-way line to a point intersecting the east right-of-way line of South 1st Street extended south; thence north along said east right-of-way line of South 1st Street extended to the shore line of Little Bay de Noc.

5. Existing Improvements in the Development Area to be Demolished, Repaired or Altered and Time Required for Completion.

The scope of projects identified by the Escanaba DDA primarily focus on improving existing conditions and infrastructure. As a result, elements within the downtown such as curb and gutters, street pavement, water mains, storm and sanitary systems, lighting, landscaping and sidewalks may be subject to demolition, removal and reconstruction. In addition, the DDA is proposing to allocate funds to be used to acquire and demolish, if necessary, vacant and blighted buildings for public and/or private redevelopment projects.

6. The Location, Extent, Character and Estimated Cost of Improvements including Rehabilitation for the Development Area and an Estimate of Time Required for Completion.

The thrust of the projects identified in the Amended and Restated Development Plan and Tax Increment Financing Plan reflect the proposed reconstruction and improvements to Ludington Street. As a result, the majority of funds forecasted through the tax increment plan will be directed to this effort. The proposed improvements include major reconstruction of the road, implementation of Complete Streets best practices, consolidation of curb-cuts to reduce vehicular conflict points, help maintain the streets so that they are reasonably safe and fit for travel, installation of medians, signalization, sidewalks, utilities, lighting, and street trees, and acquisition of property. The City of Escanaba will be responsible for utilities and roadway enhancements. The downtown area is envisioned to include a combination of mixed uses (residential, retail, and office) and multiple uses (civic, governmental, and private) at densities higher than the surrounding residential neighborhoods or existing commercial uses along Lincoln Street.

Projects and programs for the Development Plan and Tax Increment Financing Plan were identified through several joint special meetings with the City Council, City Administration, Planning Commission, Downtown Development Authority and business owners. A list of projects and programs was compiled and a survey was offered to each of the groups for rating and prioritization. Forty-four members representing the various groups mentioned above responded to the survey coordinated through the City Manager's office.

The results of the prioritization exercise are outlined below in Table 2, 3 and 4. Table 2 graphically and numerically identifies how each project was rated and prioritized by all respondents to the City Manager’s Downtown Survey conducted May through July, and Table 3 reflects how the projects were rated by City Council, DDA, City Administration, and Business Owners (Other). Table 4 shows the results of a collective prioritization exercise held at a Special Meeting of the City Council and Downtown Development Authority September 27, 2011. Each of the surveys and the collective prioritization create the framework for DDA future projects and their sequencing.

Table 2
Priorities – Projects and Programs based on Survey

Project or Program	Near Term (0 to 5 Years)	Mid Term (6 - 15 Years)	Long Term (+ 15 Years)
Downtown Building Façade improvement program	26	12	6
Create an Infrastructure Replacement Plan	23	14	5
Creation and Combination of a DDA and Northshore Administrative Promoter (Champion)	16	6	17
Streetscape – 15th to 6th (includes underground utilities)	16	9	15
Downtown Promotion and Marketing program	16	9	16
Public parking lot improvements (paving, stripping, landscape, and lighting)	3	25	14
National Register of Historic Places inventory for eligible tax credits	9	22	9
Establish a retail incubator	8	20	11
Include the Escanaba Northshore into the DDA District (As a non-funding contributor)	6	15	16
Downtown District-wide Wireless / Broadband network	10	13	18
Install trees along Ludington Street where trees have been removed	7	13	16
Side street enhancements (paving, stripping, landscape, and lighting)	8	9	23
Conversion of One-way side streets to Two-way	7	10	22
Streetscape – Lincoln to 15th (includes underground utilities)	9	9	21
Interior lease space improvement loan program	7	12	20
Municipal Dock enhancements consistent with a passive park	8	11	19
Indoor / outdoor Farmers Market Building (Year Round Use)	10	12	18
Streetscape – 6th to 1st (includes underground utilities)	15	8	16
Downtown Upper story residential redevelopment program	9	11	14
Downtown Property acquisition, purchase and demolition	15	10	12

Table 3

Priorities Identified by Group

	City Council	DDA	Administration	Other	Total
Downtown Building Façade improvement program	3	2	6	5	16
Downtown Property acquisition, purchase and demolition	3	1	5	2	11
Create an Infrastructure Replacement Plan	3	0	6	2	11
Streetscape – Stephenson Avenue to 6th (includes underground utilities)	2	2	3	3	10
Downtown Promotion and Marketing program	2	0	3	5	10
National Register of Historic Places inventory for eligible tax credits	2	1	2	2	7
Conversion of One-way side streets to Two-way	2	1	2	1	6
Streetscape – 6th to 1st (includes underground utilities)	0	1	3	2	6
Interior lease space improvement loan program	0	2	1	3	6
Creation and Combination of a DDA and Northshore Administrative Promoter (Champion)	1	0	1	4	6
Public parking lot improvements (paving, stripping, landscape, and lighting)	0	0	2	3	5
Indoor / outdoor Farmers Market Building (Year Round Use)	1	0	2	2	5
Downtown District-wide Wireless / Broadband network	1	0	2	2	5
Municipal Dock enhancements consistent with a passive park	0	0	3	1	4
Establish a retail incubator	2	2	0	0	4
Downtown Upper story residential redevelopment program	0	0	2	2	4
Include the Escanaba Northshore into the DDA District (As a non-funding contributor)	1	0	1	2	4
Streetscape – Lincoln to 15th (includes underground utilities)	0	1	1	1	3
Install trees along Ludington Street where trees have been removed	0	1	1	1	3
Side street enhancements (paving, stripping, landscape, and lighting)	0	0	1	1	2

At the September 27, 2011 City Council and DDA special joint meeting board members in attendance included the Escanaba City Council, Escanaba Downtown Development Authority, Escanaba Planning Commission, and Delta County Economic Development Alliance. In addition to board members several interested citizens were in attendance and offered their insight on the proposed plan. The main thrust of the Special Meeting was to collectively identify priorities for the DDA Development Plan. Although the Manager’s Survey provided the framework for the development plan and budgets, the DDA Board desired to have other agencies weigh-in on the projects and programs. Prior to voting on the priorities all meeting participants were given an opportunity to discuss projects, add additional projects and programs, or consolidate projects and programs. Once completed, each meeting participant (board members and citizens) were given the opportunity to vote for their three most important projects. Table 4 highlights the results.

Table 4
Collective Prioritization (September 27, 2011 Special Meeting)

	Votes
Downtown Building Façade improvement program	20
Establish a retail incubator	19
Indoor / outdoor Farmers Market Building (Year Round Use)	14
Commercial Building Weather Optimization Program	14
Streetscape – Stepenson to 6th (includes underground utilities)	11
National Register of Historic Places inventory for eligible tax credits	11
Create an Infrastructure Replacement Plan	8
Downtown Property acquisition, purchase and demolition	6
Downtown Promotion and Marketing program	4
Conversion of One-way side streets to Two-way	4
Streetscape – 6th to 1st (includes underground utilities)	3
Downtown Upper story residential redevelopment program	3
Creation and Combination of a DDA and Northshore Administrative Promoter (Champion)	2
Public parking lot improvements (paving, stripping, landscape, and lighting)	1
Interior lease space improvement loan program	0
Downtown District-wide Wireless / Broadband network	0
Municipal Dock enhancements consistent with a passive park	0
Include the Escanaba Northshore into the DDA District (As a non-funding contributor)	0
Install trees along Ludington Street where trees have been removed	0
Side street enhancements (paving, stripping, landscape, and lighting)	0



The top six projects and programs based solely on the number of times selected by meeting participants were:

- Downtown Building Façade improvement program
- Establish a Retail Incubator
- Indoor / Outdoor Farmers Market
- Commercial Building Weather Optimization Program
- Streetscape from Stephenson Avenue to 6th Street, and
- National Register of Historic Places Inventory for the downtown.

After a review of the key priorities the group decided to consolidate the Farmers Market project and Retail Incubator into one project and potentially one facility.

Applying the prioritization, Table 5 includes both capital improvement projects and DDA initiatives/programs segmented into the three general implementation timeframes. Capital costs are based on 2011 construction dollars and estimates for similar scope downtown projects. Initiatives classified as “Project Based” are identified DDA priorities that are dependent on private redevelopment projects with the potential for DDA participation.

Table 5
Estimated Cost of Improvements and Implementation Schedule

Project / Program	Description	Budget
Near Term Projects and Programs (0 to 5 Years)		
Downtown Building Façade improvement program	Continuation of the DDA's successful façade improvement program.	\$ 450,000
Indoor / outdoor Farmers Market Building (Year Round Use) with Retail Incubator Space	Construct a year-round farmers market building on the current site of the farmers market facility.	\$ 2,500,000
Commercial Building Weather Optimization Program	Provide grants to assist property owners with energy saving measures on their buildings	\$ 250,000
Streetscape – Stephenson to 6th (includes underground utilities)	Construction of streetscape enhancements along Ludington Street between 15th to 6th Streets. This would include new sidewalks, curb and gutter, trees and other landscaping, and pedestrian level lighting.	\$ 4,425,000
National Register of Historic Places inventory for eligible tax credits	Using a phased approach inventory and prepare the nomination applications to incorporate Ludington Street historic structures into the National Register of Historic Places. This designation will allow property owners access to historic preservation tax credits. A local example of how the historic tax credits can be utilized is the Lofts on Ludington project. <i>Local review of exterior planned improvements is not required under this program.</i>	\$ 40,000
Create an Infrastructure Replacement Plan	Prepare an infrastructure plan which evaluates the condition and replacement of water, sanitary and storm facilities in the downtown especially along Ludington Street.	\$ 45,000
Near Term Projects and Programs Budget		\$ 7,710,000
Mid Term Projects and Programs (6 to 15 Years)		
Project / Program	Description	Budget
Downtown Property acquisition, purchase, rehabilitation and/or demolition	Create a reserve fund for the acquisition of buildings or property for public use or public/private redevelopment projects	\$ 500,000
Downtown Promotion and Marketing program	Develop a coordinated promotion and marketing program. Elements should include interactive web site, greater use of social media, shoppers gift card program, and retail lease incentive program.	\$ 50,000

Conversion of One-way side streets to Two-way	Conversion of current one-way streets to two-way. Conversion may include modifications to curbs and parking configuration.	\$ 175,000
Streetscape – 6th to 1st (includes underground utilities)	Construction of streetscape enhancements along Ludington Street between 6th and 1st Streets. This would include new sidewalks, curb and gutter, trees and other landscaping, and pedestrian level lighting.	\$ 1,715,000
Downtown Upper story residential redevelopment program	Establish a program and procure MSHDA funding to construct upper story residential units in the downtown.	\$ 150,000
Creation and Combination of a DDA and Northshore Administrative Promoter (Champion)	Revise the role of the DDA Manager or administrative staff to incorporate both management of the DDA and economic development of the Northshore.	\$ -
Public parking lot improvements (paving, stripping, landscape, and lighting)	Standardize improvements and amenities for public parking lots to create an identifiable network of public parking lots. Improvements to public parking lots would include pavement resurfacing, installation of landscape islands, uniform lighting, landscaping and signage.	\$ 1,125,000
Mid Term Projects and Programs Budget		\$ 3,715,000
Long Term Projects and Programs (More Than 15 Years)		
Project / Program	Description	Budget
Interior lease space improvement loan program	Establish a loan program to assist property owners with improvements to increase the amount and quality of leasable space.	\$ 375,000
Downtown District-wide Wireless / Broadband network	Establish a district-wide broadband wireless service.	\$ 35,000
Municipal Dock enhancements consistent with a passive park	Prepare a detailed design and passive park improvements to the Municipal Dock facility.	\$ 1,550,000
Include the Escanaba Northshore into the DDA District (As a non-funding contributor)	Extension of the DDA District to include the Northshore. This would allow the DDA Manager to assist with marketing and economic development within the Northshore.	\$ -
Install trees along Ludington Street where trees have been removed	Install street trees along Ludington Street.	\$ 178,000
Side street enhancements (paving, stripping, landscape, and lighting)	Improvements of street, sidewalks and lighting on side streets intersecting with Ludington Street.	\$ 4,564,000
Long Term Projects and Programs Budget		\$ 6,702,000
Total Program Budget		\$ 18,127,000

Note: *The scope and cost of the project may vary depending on the final design of each component. Project descriptions reflect the illustrative plan used to communicate the overall scope of the projects envisioned by the Escanaba Downtown Development Authority. The Downtown Development Authority recognizes that market forces, private investment, and future public-private partnerships may result in changes to the final design and cost, consistent with overall concepts embodied in this Development Plan and Tax Increment Financing Plan.*

Graphic 1
Business / Mixed Use Zone Options

Graphic 2
Transition Zone Options

Graphic 3
Retail Zone Options

Graphic 4
Governmental / Institutional Zone Options

Graphic 5
Downtown Elements and Character

7. A Statement of the Construction or Stages of Construction Planned, and the Estimated Time of Completion.

The time schedule for construction of the public improvement program for the Development Area is outlined in the preceding Section. The completion timeframe will vary depending on the form of capital funding. If the DDA elects a pay-as-you-go approach (banking surplus revenues until you have enough to pay for the project with cash) then the timeframe to complete the projects identified will be spread out over many fiscal years. On the other hand, if the DDA elects to utilize a limited general obligation bond (long term debt obligation of DDA) issued through the City then the timeframe for several projects will be accelerated. Lastly, depending on opportunities presented to the DDA the sequencing of projects and programs in order to channel the funding needed to exercise those opportunities may vary. The success of this development plan is predicated on the DDA's ability to change funding sequencing and the prioritization of funding in order to maximize public and private project opportunities as they materialize.

8. Parts of the Development Area to be Left as Open Space and Contemplated Use.

In reference to the public improvements outlined, open space within the Downtown Development Authority district and Development Area will be used for right-of-ways, plazas, and parks within the District. Depending on land availability the DDA may acquire property along Ludington Street to facilitate redevelopment projects and/or develop infill pedestrian plazas for downtown events.

9. Portions of the Development Area which the Authority Desires to Sell, Donate, Exchange, or Lease to or From the Municipality and the Proposed Terms.

There are currently no parcels that the Downtown Development Authority plans to sell, donate, exchange, or lease to the City of Escanaba, as part of this Development Plan. However, future opportunities may arise which will require the exchange of property between these entities.

10. Desired Zoning Changes and Changes in Streets, Street Levels, Intersections and Utilities.

The proposed improvements to Ludington Street will alter the cross section of the right-of-way from its present configuration. Based on the assessment of "character zones" as outlined in Appendix Tab 1 the City has the opportunity to reconsider the zoning along Ludington Street to facilitate the conversion of each zone into its intended primary use and character (i.e. Business / Mixed Use, Retail, and Governmental). In addition, the zoning ordinance may be amended to promote upper story residential dwellings, and broad-based building design standards.

11. An Estimate of the Cost of the Development, Proposed Method of Financing and Ability of the Authority to Arrange the Financing.

Financing for the public improvement projects outlined in Section 6 would be provided through funds generated by the Tax Increment Financing Plan induced by annual increases in property valuations within the Development Area. The amount of the funding will be predicated on the stability of the taxable valuation base of the downtown area and the extent of new future redevelopment and rehabilitation projects.

12. Designation of Person or Persons, Natural or Corporate, to whom all or a portion of the Development is to be Leased, Sold, or Conveyed in any manner and for whose benefit the Project is being undertaken if that information is available to the Authority.

The public improvements undertaken pursuant to this Development Plan will remain in public ownership for the public benefit.

13. The Procedures for Bidding for the Leasing, Purchasing, or Conveying of all or a portion of the Development upon its completion, if there is no expressed or implied Agreement between the Authority and Persons, Natural or Corporate, that all or a portion of the Development will be Leased, Sold, or Conveyed to those Persons.

At present there are no agreements for property conveyance between the City of Escanaba, Escanaba Downtown Development Authority or any person(s), natural or corporate. The Development Plan utilizes a voluntary acquisition strategy to acquire property within the Development Area. Acquisition of such property would be on a negotiated basis between the Downtown Development Authority and the interested party.

Any such sale, lease or exchange shall be conducted by the Downtown Development Authority pursuant to requirements specified in Act 197 of Public Acts of 1975, as amended, with the consent of the City Council. If needed, more detailed procedures will be developed prior to the transactions, in accordance with applicable city policy and Michigan state law.

14. Estimates of the Number of Persons residing in the Development Area and the Number of Families and Individuals to be Displaced.

Based upon a review of the properties within the Downtown Development Authority district and Development Area it is estimated that over 100 individuals permanently reside within the Development Area. The Development Plan does not require the acquisition and clearance of occupied residential property or the displacement of individuals and families within the Downtown Development Authority district and Development Area.

15. A Plan for Establishing Priority for the Relocation of Persons Displaced by the Development in any New Housing in the Development Area.

The Development Plan does not require the acquisition and clearance of occupied residential property or the displacement of individuals and families. As a result, a plan for compliance Federal Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 is not addressed.

16. Provision for the Costs of Relocating Persons Displaced by the Development, and Financial Assistance and Reimbursement of Expenses, including Litigation expenses and expenses incident to the Transfer of Title in accordance with the Standards and Provisions of the Federal Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970.

The Development Plan does not require the acquisition and clearance of occupied residential property or the displacement of individuals and families. As a result, a plan for compliance Federal Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 is not addressed.

17. A Plan for compliance with Act 227 of the Public Acts of 1972.

Act 227 of Public Acts of 1972 is an Act to provide financial assistance; advisory services and reimbursement of certain expenses to persons displaced from real property or deprived of certain rights in real property. This Act requires procedures and policies comparable to the Federal Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970. Because the Development Plan does not require the acquisition of property and displacement of persons a plan for compliance with Act 227 is not addressed.

TAX INCREMENT FINANCING PLAN

1. Definitions as Used in This Plan.

- a. "Captured assessed value" means the amount in any 1 year by which the current assessed value of the project area, including the assessed value of property for which specific local taxes are paid in lieu of property taxes as determined in subdivision (c), exceeds the initial assessed value. The state tax commission shall prescribe the method for calculating captured assessed value.
- b. "Initial assessed value" means the assessed value, as equalized, of all the taxable property within the boundaries of the development area at the time the ordinance establishing the tax increment financing plan is approved, as shown by the most recent assessment roll of the municipality for which equalization has been completed at the time the resolution is adopted. Property exempt from taxation at the time of the determination of the initial assessed value shall be included as zero. For the purpose of determining initial assessed value, property for which a specific local tax is paid in lieu of a property tax shall not be considered to be property that is exempt from taxation. The initial assessed value of property for which a specific local tax was paid in lieu of a property tax shall be determined as provided in subdivision (z). In the case of a municipality having a population of less than 35,000 that established an authority prior to 1985, created a district or districts, and approved a development plan or tax increment financing plan or amendments to a plan, and which plan or tax increment financing plan or amendments to a plan, and which plan expired by its terms December 31, 1991, the initial assessed value for the purpose of any plan or plan amendment adopted as an extension of the expired plan shall be determined as if the plan had not expired December 31, 1991. For a development area designated before 1997 in which a renaissance zone has subsequently been designated pursuant to the Michigan renaissance zone act, 1996 PA 376, MCL 125.2681 to 125.2696, the initial assessed value of the development area otherwise determined under this subdivision shall be reduced by the amount by which the current assessed value of the development area was reduced in 1997 due to the exemption of property under section 7ff of the general property tax act, 1893 PA 206, MCL 211.7ff, but in no case shall the initial assessed value be less than zero.
- c. "Specific local tax" means a tax levied under 1974 PA 198, MCL 207.551 to 207.572, the commercial redevelopment act, 1978 PA 255, MCL 207.651 to 207.668, the technology park development act, 1984 PA 385, MCL 207.701 to 207.718, and 1953 PA 189, MCL 211.181 to 211.182. The initial assessed value or current assessed value of property subject to a specific local tax shall be the quotient of the specific local tax paid divided by the ad valorem millage rate. However, after 1993, the state tax commission shall prescribe the method for calculating the initial assessed value and current assessed value of property for which a specific local tax was paid in lieu of a property tax.
- d. "Tax increment revenues" means the amount of ad valorem property taxes and specific local taxes attributable to the application of the levy of all taxing jurisdictions upon the captured assessed value of real and personal property in the development area, subject to the following requirements:
 - (i) Tax increment revenues include ad valorem property taxes and specific local taxes attributable to the application of the levy of all taxing jurisdictions other than the state pursuant to the state education tax act, 1993 PA 331, MCL 211.901 to 211.906, and local or intermediate school districts upon the captured assessed value of real and personal property in the development area for any purpose authorized by this act.
 - (ii) Tax increment revenues include ad valorem property taxes and specific local taxes attributable to the application of the levy of the state pursuant to the state education tax act, 1993 PA 331, MCL 211.901 to 211.906, and local or intermediate school districts upon the captured assessed value of real and personal property in the development area in an amount equal to the amount necessary, without regard to subparagraph (i), to repay eligible advances, eligible obligations, and other protected obligations.
 - (iii) Tax increment revenues do not include any of the following:

- (A) Ad valorem property taxes attributable either to a portion of the captured assessed value shared with taxing jurisdictions within the jurisdictional area of the authority or to a portion of value of property that may be excluded from captured assessed value or specific local taxes attributable to such ad valorem property taxes.
- (B) Ad valorem property taxes excluded by the tax increment financing plan of the authority from the determination of the amount of tax increment revenues to be transmitted to the authority or specific local taxes attributable to such ad valorem property taxes.
- (C) Ad valorem property taxes exempted from capture under section 3(3) or specific local taxes attributable to such ad valorem property taxes.
- (iv) The amount of tax increment revenues authorized to be included under subparagraph (ii) or (v), and required to be transmitted to the authority under section 14(1), from ad valorem property taxes and specific local taxes attributable to the application of the levy of the state education tax act, 1993 PA 331, MCL 211.901 to 211.906, a local school district or an intermediate school district upon the captured assessed value of real and personal property in a development area shall be determined separately for the levy by the state, each school district, and each intermediate school district as the product of sub-subparagraphs (A) and (B):
 - (A) The percentage that the total ad valorem taxes and specific local taxes available for distribution by law to the state, local school district, or intermediate school district, respectively, bears to the aggregate amount of ad valorem millage taxes and specific taxes available for distribution by law to the state, each local school district, and each intermediate school district.
 - (B) The maximum amount of ad valorem property taxes and specific local taxes considered tax increment revenues under subparagraph (ii) or (v).

2. Purpose of the Tax Increment Financing Plan

The City of Escanaba Downtown Development Authority District was established pursuant to ordinance because the city experienced notable property value deterioration and loss in its traditional downtown along Ludington Street. In order to halt property tax value deterioration, increase property tax valuations and facilitate the overall economic growth of its business district, it was deemed to be beneficial and necessary to create and provide for the operation of a Downtown Development Authority in the City under the provisions of Act 197 Public Acts of Michigan, 1975 as amended (the "Act").

The "Downtown Development Authority Act", authorizes the Authority to prepare a Tax Increment Financing Plan (the "Plan"), which includes the Development Plan, a detailed explanation of the tax increment procedure, the maximum amount of bonded indebtedness to be incurred or reimbursed, duration of the program, the impact of tax increment financing on the taxable values of all taxing jurisdictions in which the development area is located, and a statement of the portion of the captured taxable value to be used by the Authority. The benefit of using tax increment financing as a method to finance district improvements is that all local units of government levying taxes within the City of Escanaba contribute to the revitalization of the business district. Prior to legislative authorization of tax increment financing only the municipality provided tax revenues for revitalization activities while the other taxing authorities shared in the benefits of the revitalization efforts. The City of Escanaba deems it to be in the best interest of the City and the Downtown Development District to amend and restate the adopted November 17, 1988 Development Plan and Tax Increment Financing Plan for the Downtown Development District area.

3. Explanation of the Tax Increment Procedure

The theory of tax increment financing holds that investment in necessary capital improvements in a designated area within a municipality will result in greater property tax revenues from that area than would otherwise occur if no special development were undertaken. This section is intended to explain the tax increment procedure.

- a. In order to provide a Downtown Development Authority with the means of financing development proposals, the Act affords the opportunity to undertake tax increment financing of development programs. These programs must be identified in a tax increment financing plan, which has been approved

by the governing body of a municipality. Tax increment financing permits the Authority to capture incremental tax revenues attributable to increases in value of real and personal property located within an approved development area. The increases in property value may be attributable to new construction, rehabilitation, remodeling, alterations, additions or any other factors that cause growth in value.

- b. At the time the ordinance establishing the first tax increment financing plan is adopted, the sum of the most recently taxable values, as equalized, of those taxable properties located within the development area is established as the "Initial Taxable Value" (the "ITV). Property exempt from taxation at the time of determination of the Initial Taxable value is included as zero. In each subsequent year, the total real and personal property within the district, including abated property on separate rolls, is established as the "Current Taxable value."
- c. The amount by which the total taxable value exceeds the ITV is the Captured Taxable Value (the "CTV"). During the period in which a tax increment financing plan is in effect, local taxing jurisdictions continue to receive ad valorem taxes based on the ITV. Property taxes paid on a predetermined portion of the CTV in years subsequent to the adoption of tax increment financing plan, however, are payable to an authority for the purposes established in the tax increment financing plan.

4. Taxing Jurisdiction Agreements.

Tax increment revenues for the Downtown Development Authority ("DDA") result from the application of the general tax rates of the incorporated municipalities and all other political subdivisions, which levy taxes in the development area to the captured taxable value. Since the Plan may provide for the use of all or part of the captured tax increment revenue, the DDA may enter into agreements with any of the taxing units to share a portion of the revenue of the District. Because the DDA had no obligated expenditures prior to the change in Michigan property tax law, capture of school district and ISD millage by the DDA is not allowed.

The Authority intends to utilize captured revenue from the District, as referenced in Table 8, until the projects addressed in the Development Plan are completed and, until any bonded indebtedness is paid, whichever is the later occurrence.

5. Property Valuations and Captured Revenue.

The property valuation on which tax increment revenues will be captured is the difference between the Initial Assessed Valuation and the Current Assessed Valuation. The purpose of this section is to set forth the Initial Assessed Valuation, the projected Captured Assessed Valuation and the anticipated increment revenues to be received by the Authority from the local taxing jurisdictions including the City of Escanaba, Delta County, Other County (Sheriff, Communications and Central Dispatch), Bay College and any other authorities or special tax districts that may be eligible to levy property taxes within the boundaries of the Downtown Development Authority, herein collectively referred to as the "Local Taxing Jurisdictions."

- a. The Initial Assessed Valuation is established based on the 1988 state taxable valuations on real property and on all non-exempt parcels within that portion of the Development Area as of December 31, 1988. The Initial Assessed Valuation of the Authority is set forth below.

Table 6

Base Taxable Real and Personal Property Valuations

<i>City of Escanaba "DDA" TIF</i>	Base Year	Taxable Valuation 2010	Captured Valuation 2010
1988 District	\$12,457,000	\$21,683,042	\$9,226,042
Total			\$9,226,042

- b. The anticipated Captured Taxable value is equivalent to the annual total taxable value within the Development Area boundaries less the Initial Taxable value as described above. The tax increment revenues are then the product of all millages levied by all taxing units in the Development Area on the CTV. The CTV is projected based on a number of factors including historical growth patterns, recent construction trends, economic indicators and the impact of certain development projects anticipated to be undertaken by the Downtown Development Authority. For projection purposes, the annual growth rate is based upon information provided by the City of Escanaba.

Table 7

Taxable Valuations Growth Assumptions

Fiscal Year	Taxable Valuation Growth Rate
2011-2012	-1%
2012-2013	-1%
2013-2014	-0%
2014-2015	1%
2015-2016	1%
2017-2030	2%
2030-2041	3%

A more detailed depiction of the Captured Taxable Valuations can be found in Table 8 and Table 9.

- c. The Authority will receive that portion of the tax levy of all taxing jurisdictions paid each year on the Captured Taxable Value of the eligible property included in the Development Area. The Authority may use the revenues for any legal purpose as is established under the Act including the payment of principal and interest on bonds.

The Treasurer will collect the general property taxes from property owners in the development area district. After taxes are collected, the Treasurer will deduct that portion of the total tax revenues that is derived from captured taxable value within the development area and distribute them to the DDA to use for purposes outlined in the development plan. A review of the 2011 millage rates for all Local Taxing Jurisdictions in the development area is as set forth in Table 10.

Table 8
Anticipated Captured Taxable Valuation

Fiscal Year July-June	Tax Roll Assessment Date	Annual Taxable Growth (+ / -)	Initial Base Valuation	Taxable Valuation	Captured Valuation
			\$ 12,457,000		
2010 - 11	12-31-09	2%	\$ 12,457,000	\$ 21,683,042	\$ 9,226,042
2011 - 12	12-31-10	-1%	\$ 12,457,000	\$ 21,683,042	\$ 9,226,042
2012 - 13	12-31-11	-1%	\$ 12,457,000	\$ 21,466,212	\$ 9,009,212
2013 - 14	12-31-12	0%	\$ 12,457,000	\$ 21,466,212	\$ 9,009,212
2014 - 15	12-31-13	1%	\$ 12,457,000	\$ 21,680,874	\$ 9,223,874
2015 - 16	12-31-14	1%	\$ 12,457,000	\$ 21,897,682	\$ 9,440,682
2016 - 17	12-31-15	1%	\$ 12,457,000	\$ 22,116,659	\$ 9,659,659
2017 - 18	12-31-16	2%	\$ 12,457,000	\$ 22,558,992	\$ 10,101,992
2018 - 19	12-31-17	2%	\$ 12,457,000	\$ 23,010,172	\$ 10,553,172
2019 - 20	12-31-18	2%	\$ 12,457,000	\$ 23,470,376	\$ 11,013,376
2020 - 21	12-31-19	2%	\$ 12,457,000	\$ 23,939,783	\$ 11,482,783
2021 - 22	12-31-20	2%	\$ 12,457,000	\$ 24,418,579	\$ 11,961,579
2022 - 23	12-31-21	2%	\$ 12,457,000	\$ 24,906,950	\$ 12,449,950
2023 - 24	12-31-22	2%	\$ 12,457,000	\$ 25,405,090	\$ 12,948,090
2024 - 25	12-31-23	2%	\$ 12,457,000	\$ 25,913,191	\$ 13,456,191
2025 - 26	12-31-24	2%	\$ 12,457,000	\$ 26,431,455	\$ 13,974,455
2026 - 27	12-31-25	2%	\$ 12,457,000	\$ 26,960,084	\$ 14,503,084
2027 - 28	12-31-26	2%	\$ 12,457,000	\$ 27,499,286	\$ 15,042,286
2028 - 29	12-31-27	2%	\$ 12,457,000	\$ 28,049,272	\$ 15,592,272
2029 - 30	12-31-28	2%	\$ 12,457,000	\$ 28,610,257	\$ 16,153,257
2030 - 31	12-31-29	3%	\$ 12,457,000	\$ 29,468,565	\$ 17,011,565
2031 - 32	12-31-30	3%	\$ 12,457,000	\$ 30,352,622	\$ 17,895,622
2032 - 33	12-31-31	3%	\$ 12,457,000	\$ 31,263,200	\$ 18,806,200
2033 - 34	12-31-32	3%	\$ 12,457,000	\$ 32,201,096	\$ 19,744,096
2034 - 35	12-31-33	3%	\$ 12,457,000	\$ 33,167,129	\$ 20,710,129
2035 - 36	12-31-34	3%	\$ 12,457,000	\$ 34,162,143	\$ 21,705,143
2036 - 37	12-31-35	3%	\$ 12,457,000	\$ 35,187,007	\$ 22,730,007
2037 - 38	12-31-36	3%	\$ 12,457,000	\$ 36,242,618	\$ 23,785,618
2038 - 39	12-31-37	3%	\$ 12,457,000	\$ 37,329,896	\$ 24,872,896
2039 - 40	12-31-38	3%	\$ 12,457,000	\$ 38,449,793	\$ 25,992,793
2040 - 41	12-31-39	3%	\$ 12,457,000	\$ 39,603,287	\$ 27,146,287
2041 - 42	12-31-40	3%	\$ 12,457,000	\$ 40,791,385	\$ 28,334,385

Table 9

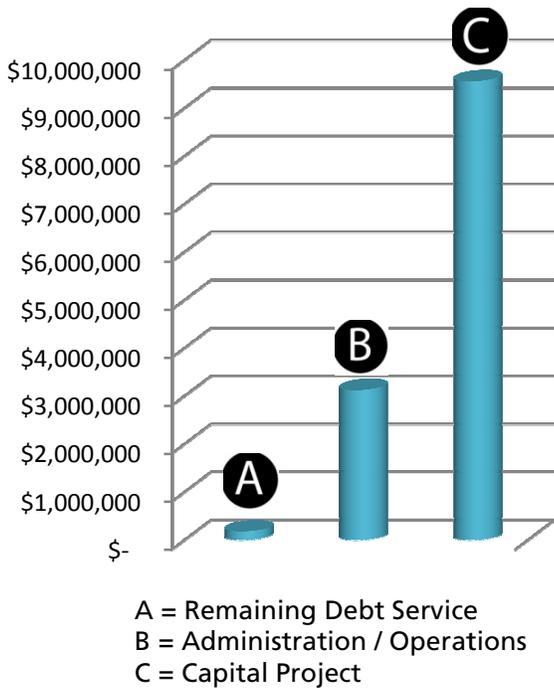
Anticipated Captured Revenue

Fiscal Year July-June	City of Escanaba 17.0000	Delta Co. Operating 5.0317	County Other 1.8000	College Operating 1.1538	College Debt 0.6018	Captured Revenue 25.5873
2010 - 11	\$ 156,843	\$ 46,423	\$ 16,607	\$ 10,645	\$ 5,552	\$ 236,070
2011 - 12	\$ 156,843	\$ 46,423	\$ 16,607	\$ 10,645	\$ 5,552	\$ 236,070
2012 - 13	\$ 153,157	\$ 45,332	\$ 16,217	\$ 10,395	\$ 5,422	\$ 230,521
2013 - 14	\$ 153,157	\$ 45,332	\$ 16,217	\$ 10,395	\$ 5,422	\$ 230,521
2014 - 15	\$ 156,806	\$ 46,412	\$ 16,603	\$ 10,643	\$ 5,551	\$ 236,014
2015 - 16	\$ 160,492	\$ 47,503	\$ 16,993	\$ 10,893	\$ 5,681	\$ 241,562
2016 - 17	\$ 164,214	\$ 48,605	\$ 17,387	\$ 11,145	\$ 5,813	\$ 247,165
2017 - 18	\$ 171,734	\$ 50,830	\$ 18,184	\$ 11,656	\$ 6,079	\$ 258,483
2018 - 19	\$ 179,404	\$ 53,100	\$ 18,996	\$ 12,176	\$ 6,351	\$ 270,027
2019 - 20	\$ 187,227	\$ 55,416	\$ 19,824	\$ 12,707	\$ 6,628	\$ 281,803
2020 - 21	\$ 195,207	\$ 57,778	\$ 20,669	\$ 13,249	\$ 6,910	\$ 293,813
2021 - 22	\$ 203,347	\$ 60,187	\$ 21,531	\$ 13,801	\$ 7,198	\$ 306,065
2022 - 23	\$ 211,649	\$ 62,644	\$ 22,410	\$ 14,365	\$ 7,492	\$ 318,561
2023 - 24	\$ 220,118	\$ 65,151	\$ 23,307	\$ 14,940	\$ 7,792	\$ 331,307
2024 - 25	\$ 228,755	\$ 67,708	\$ 24,221	\$ 15,526	\$ 8,098	\$ 344,308
2025 - 26	\$ 237,566	\$ 70,315	\$ 25,154	\$ 16,124	\$ 8,410	\$ 357,569
2026 - 27	\$ 246,552	\$ 72,975	\$ 26,106	\$ 16,734	\$ 8,728	\$ 371,095
2027 - 28	\$ 255,719	\$ 75,688	\$ 27,076	\$ 17,356	\$ 9,052	\$ 384,891
2028 - 29	\$ 265,069	\$ 78,456	\$ 28,066	\$ 17,990	\$ 9,383	\$ 398,964
2029 - 30	\$ 274,605	\$ 81,278	\$ 29,076	\$ 18,638	\$ 9,721	\$ 413,318
2030 - 31	\$ 289,197	\$ 85,597	\$ 30,621	\$ 19,628	\$ 10,238	\$ 435,280
2031 - 32	\$ 304,226	\$ 90,045	\$ 32,212	\$ 20,648	\$ 10,770	\$ 457,901
2032 - 33	\$ 319,705	\$ 94,627	\$ 33,851	\$ 21,699	\$ 11,318	\$ 481,200
2033 - 34	\$ 335,650	\$ 99,346	\$ 35,539	\$ 22,781	\$ 11,882	\$ 505,198
2034 - 35	\$ 352,072	\$ 104,207	\$ 37,278	\$ 23,895	\$ 12,463	\$ 529,916
2035 - 36	\$ 368,987	\$ 109,214	\$ 39,069	\$ 25,043	\$ 13,062	\$ 555,376
2036 - 37	\$ 386,410	\$ 114,371	\$ 40,914	\$ 26,226	\$ 13,679	\$ 581,600
2037 - 38	\$ 404,356	\$ 119,682	\$ 42,814	\$ 27,444	\$ 14,314	\$ 608,610
2038 - 39	\$ 422,839	\$ 125,153	\$ 44,771	\$ 28,698	\$ 14,969	\$ 636,430
2039 - 40	\$ 441,877	\$ 130,788	\$ 46,787	\$ 29,990	\$ 15,642	\$ 665,085
2040 - 41	\$ 461,487	\$ 136,592	\$ 48,863	\$ 31,321	\$ 16,337	\$ 694,600
2041 - 42	\$ 481,685	\$ 142,570	\$ 51,002	\$ 32,692	\$ 17,052	\$ 725,000
	\$ 8,546,953 66.44%	\$ 2,529,747 19.66%	\$ 904,972 7.03%	\$ 580,087 4.51%	\$ 302,562 2.35%	\$ 12,864,321 100.00%

6. Maximum Indebtedness.

The maximum amount of indebtedness to be incurred by the DDA will be limited to only those projects and programs identified in the Development Plan and will be limited by the annual revenues available to Downtown Development Authority for bond interest and principal payments. This amount may vary depending on the size of the Development Area District, the type and intensity of development and redevelopment, and the balance of indebtedness owed by the DDA on previous bond issues or loans. Revenues captured will be used to accomplish projects in the Development Area outlined in Table 5. Currently the DDA has four payments remaining on a previously issued bond and based on annual budgets the DDA commits approximately \$80,000 per years for administrative-related costs and maintenance (snow removal) to public parking lots. Table 9 below reflects these costs to determine what amount is remaining and available for capital projects.

Table 10
Revenues Available for Capital Projects



	Captured Revenue 25.5873	Debt Service Commitment	Administration and Operations Commitment	Available Capital Projects
\$ 236,070	\$ 48,582	\$ 80,000	\$ 107,488	
\$ 236,070	\$ 46,130	\$ 81,000	\$ 108,940	
\$ 230,521	\$ 43,678	\$ 82,013	\$ 104,831	
\$ 230,521	\$ 41,226	\$ 83,038	\$ 106,258	
\$ 236,014	\$ -	\$ 84,076	\$ 151,938	
\$ 241,562	\$ -	\$ 85,127	\$ 156,435	
\$ 247,165	\$ -	\$ 86,191	\$ 160,974	
\$ 258,483	\$ -	\$ 87,268	\$ 171,215	
\$ 270,027	\$ -	\$ 88,359	\$ 181,668	
\$ 281,803	\$ -	\$ 89,463	\$ 192,339	
\$ 293,813	\$ -	\$ 90,582	\$ 203,232	
\$ 306,065	\$ -	\$ 91,714	\$ 214,351	
\$ 318,561	\$ -	\$ 92,860	\$ 225,700	
\$ 331,307	\$ -	\$ 94,021	\$ 237,286	
\$ 344,308	\$ -	\$ 95,196	\$ 249,111	
\$ 357,569	\$ -	\$ 96,386	\$ 261,182	
\$ 371,095	\$ -	\$ 97,591	\$ 273,504	
\$ 384,891	\$ -	\$ 98,811	\$ 286,080	
\$ 398,964	\$ -	\$ 100,046	\$ 298,918	
\$ 413,318	\$ -	\$ 101,297	\$ 312,021	
\$ 435,280	\$ -	\$ 102,563	\$ 332,717	
\$ 457,901	\$ -	\$ 103,845	\$ 354,056	
\$ 481,200	\$ -	\$ 105,143	\$ 376,057	
\$ 505,198	\$ -	\$ 106,457	\$ 398,741	
\$ 529,916	\$ -	\$ 107,788	\$ 422,128	
\$ 555,376	\$ -	\$ 109,135	\$ 446,241	
\$ 581,600	\$ -	\$ 110,500	\$ 471,100	
\$ 608,610	\$ -	\$ 111,881	\$ 496,729	
\$ 636,430	\$ -	\$ 113,279	\$ 523,151	
\$ 665,085	\$ -	\$ 114,695	\$ 550,390	
\$ 694,600	\$ -	\$ 116,129	\$ 578,471	
\$ 725,000	\$ -	\$ 117,581	\$ 607,420	
\$ 12,864,321	\$ 179,616	\$ 3,124,035	\$ 9,560,670	
100.00%	1.40%	24.28%	74.32%	

Table 11

Anticipated Millage To Be Captured

Local Unit of Government	
City of Escanaba (All Millages)	17.000
Delta County	5.0317
Delta County Other	1.8000
College Operating	1.1538
College Debt	0.6018
Total Millage Capture	25.5873

7. Use of Captured Revenues

Revenues captured through this Tax Increment Plan will be used to finance those improvements and projects outlined in Table 5 of the Development Plan in accordance with procedures specified in this Plan. In addition, captured revenues can be used for the following purposes:

- Finance current financial obligations of DDA;
- Contract for professional and administrative services, such as, an executive director, promotions and marketing professional and clerical staff.
- Create, operate, and fund marketing initiatives that benefit only retail and general marketing of the downtown district;
- Contract for broadband service and wireless technology service in the downtown district;
- Correct and prevent deterioration in the development area district;
- Encourage historic preservation;
- Create, operate, and fund a loan program to fund improvements for existing buildings located in a downtown district to make them marketable for sale or lease;
- Create, operate, and fund retail business incubators in the downtown district;
- Authorize the acquisition and disposal of interests in real and personal property;
- Pay for the preparation of feasibility, design and engineering for capital projects and public-private initiatives;
- Contribute funds toward matching grant programs used to implement projects outlined in this plan; and
- Pay for costs incurred by the City/DDA in implementing and administering both the Development Plan and the Tax Increment Financing Plan;

In addition, the Development Plan encourages the use of Tax Increment Financing Plan revenues to support public improvements associated with private redevelopment and new development projects.

The amount available for capital improvements will increase as the valuations in the district increase above the forecasted assumptions and with the implementation of new development not incorporated in the forecast. For every \$1,000,000 of added valuation the tax increment revenues will increase by \$25,587.

8. Duration of the Program

The 2011 Amended and Restated Development Plan and Tax Increment Financing Plan shall extend the Tax Increment Financing Plan until such time that all projects and programs identified in the Development Plan have been implemented but in any event no longer than 30 years from the effective date of adoption.

9. Plan Impact on Local Taxing Jurisdictions

The Authority recognizes that future development and continued enhancements in the DDA business area will not be likely in the absence of tax increment financing. The Authority also recognizes that enhancement of the value of nearby property will indirectly benefit all local governmental units included in this plan. It is expected that the effected local taxing jurisdictions will experience a gain in property tax revenues from improvement made in the Development Area during the duration of the plan and should realize increased property tax revenues thereafter as a result of activities financed by the plan. Such future benefits cannot be accurately quantified at this time. However based on the tax increment revenue forecast the City of Escanaba and other taxing authorities would contribute the following percentage of revenues as enumerated in Table 12.

Table 12

Forecasted Revenue by Source

Local Unit of Government		
City of Escanaba	66.44%	\$8,546,953
Delta County	19.66%	\$2,529,747
Delta County Other	7.03%	\$904,972
College Operating	4.51%	\$580,087
College Debt	2.35%	\$302,562
Total Millage Capture	100.00%	\$12,864,321

10. Release of Captured Revenues After Completion of Plan

When the Development and Financing Plans have been accomplished, the captured revenue is released and the local taxing jurisdictions receive all the taxes levied from that point on.

11. Assumptions of Tax Increment Financing Plan.

The following assumptions were considered in the formulation of the Tax Increment Financing Plan for the Escanaba Downtown Development Authority:

- A. Property valuations are based on the following taxable valuation assumptions:

Fiscal Year	Taxable Valuation Growth Rate
2011-2013	-1%
2013-2014	0%
2014-2017	1%
2017-2030	2%
2030-2042	3%

- B. Costs provided for the various DDA projects and programs enumerated in Table 5 are estimated costs in 2011 dollars. Final costs are determined after final design and the acceptance of bids at the time of construction. The effects of inflation may also have an undetermined amount of influence on these cost figures.
- C. The forecasted tax increment revenues do not include any taxable valuations from new construction. New construction from redevelopment within the downtown district will inflate the current forecast resulting in a higher amount of revenues available for needed public infrastructure.

12. Operating Agreement Between Downtown Development Authority and Local Unit of Government Regarding Use of Tax Increment Revenues.

The Downtown Development Authority will not spend any funds outside of those annually approved through the budget process and shall not commit to any loans, leases, or purchases without sufficient evidence of adequate revenue sources to support the proposal.

13. Relationship of the Tax Increment Financing Plan with Other Funding Programs.

As discussed in the Development Plan, the revitalization of the downtown business district will include tax increment financing and other forms of intergovernmental financing such as grants, special assessments, and loans. It is strongly recommended that tax increment financing revenues be used to leverage public funds and private financing in order to implement the planned program.

14. Relationship to Community Master Plan

The Development Plan indicates the need to revitalize the business areas of the community, which is an integral component of the community's redevelopment program and master plan.

Projects and programs advanced in the Downtown Development Plan are consistent with those initiatives outlined in the adopted Escanaba Community Master Plan and the Northshore Redevelopment Master Plan.

If it is determined that any portions of the Master Plan conflict with the provisions of the Downtown Development Plan, then the Development Plan shall be adopted as a component of the Master Plan pursuant to Section 39 of Act 33 of 2008; the Michigan Planning Enabling Act.

15. Submission of an Annual Report to Governing Body and State Tax Commission.

Annually the Authority shall submit to the City of Escanaba City Council and the State Tax Commission a report on the status of the tax increment financing account. The report shall include those items enumerated in Section 15 (3) of Act 197 of 1975 (MCL 125.1665). Further, the report shall be published in a newspaper of general circulation.

DEVELOPMENT PLAN and TAX INCREMENT FINANCING PLAN Appendices

Approval Documentation

- Minutes of the Escanaba DDA Meeting approving the Development Plan and Tax Increment Financing Plan
- Minutes of the Escanaba City Council Regular Board Meeting establishing a Public Hearing regarding the adoption of the Development Plan and Tax Increment Financing.
- Affidavit of Publication of Public Hearing.
- Specimen Letter to Property Owners within the DDA District.
- List of Property Owners notified of Public Hearing
- Affidavit of Posting Notice of Public Hearing Posters on the Development Plan and Tax Increment Financing Plan.
- Letter to Affected Tax Jurisdictions regarding Public Hearing.
- List of Tax Jurisdictions notified.
- Minutes of the Escanaba City Council Meeting where the Public Hearing on the Development Plan and Tax Increment Financing Plan was convened.
- Ordinance regarding the Approval and Adoption of Development Plan and Tax Increment Financing Plan.
- Ordinance Certification and Statement of Publication in the Escanaba Daily Press.

Survey

- City Manager's Survey Results – Projects and Priorities

Amended Development Plan and Tax Increment Financing Plan Public Hearing Process

Action	Contents	Documentation by City
DDA takes action on Plan	DDA passes Resolution adopting Development Plan and Tax Increment Financing Plan and recommending that the City Council to establish a Public Hearing to review and adopt the same.	Forward copy of Resolution with vote to the City Council
City Council establishes Public Hearing Date	Public Hearing scheduled at least thirty days from date of City Council consideration.	Copy of meeting minutes
Newspaper Advertisement First Notice in Newspaper no less than 20 days from Public Hearing date.	Date, Time, Location of Meeting; General description of purpose and area within community affected by Plan	Affidavit of publication from local newspaper
Newspaper Advertisement Second Notice in Newspaper within 20 days of Public Hearing	Date, Time, Location of Meeting; General description of purpose and area within community affected by Plan	Affidavit of publication from local newspaper
Mailing – First Class Notice to Property Owners within the DDA Development Plan area	Date, Time, Location of Meeting; General description of purpose and area affected by Plan	List of Property Owners sent notification.
Posters	20 Public Hearing posted within the DDA Development Plan area.	List noting the address of each Public Hearing poster
Mailing – Certified Notice of Public Hearing certified mailed to each taxing jurisdiction whose taxes will be captured by the DDA TIF Plan -	Date, Time, Location of Meeting; General description of purpose and area affected by Plan with copy of the Development Plan and TIF Plan	Copy of all letters mailed.
Public Hearing	City Council conducts the Public Hearing	City Council Minutes
Ordinance	City Council adopts ordinance which, by reference, approves the amended Plan	City Council minutes and certified copy of ordinance

1. Using the Priority Assessment Rating System assign a score for the following Downtown Development Projects and Programs.

	Mandatory/Critical	Necessary	Desired	No Reponse	Response Count
Downtown Property acquisition, purchase and demolition	34.1% (15)	22.7% (10)	27.3% (12)	15.9% (7)	44
Public parking lot improvements (paving, stripping, landscape, and lighting)	6.8% (3)	56.8% (25)	31.8% (14)	4.5% (2)	44
Municipal Dock enhancements consistent with a passive park	18.2% (8)	25.0% (11)	43.2% (19)	13.6% (6)	44
Indoor / outdoor Farmers Market Building (Year Round Use)	22.7% (10)	27.3% (12)	40.9% (18)	9.1% (4)	44
Streetscape – Lincoln to 15th (includes underground utilities)	20.5% (9)	20.5% (9)	47.7% (21)	11.4% (5)	44
Streetscape – 15th to 6th (includes underground utilities)	36.4% (16)	20.5% (9)	34.1% (15)	9.1% (4)	44
Streetscape – 6th to 1st (includes underground utilities)	34.1% (15)	18.2% (8)	36.4% (16)	11.4% (5)	44
Install trees along Ludington Street where trees have been removed	15.9% (7)	29.5% (13)	36.4% (16)	18.2% (8)	44
Downtown Building Façade improvement program	59.1% (26)	27.3% (12)	13.6% (6)	0.0% (0)	44
Interior lease space improvement loan program	15.9% (7)	27.3% (12)	45.5% (20)	11.4% (5)	44
National Register of Historic Places inventory for eligible tax credits	20.5% (9)	50.0% (22)	20.5% (9)	9.1% (4)	44
Establish a retail incubator	18.2% (8)	45.5% (20)	25.0% (11)	11.4% (5)	44
Side street enhancements (paving, stripping, landscape, and lighting)	18.2% (8)	20.5% (9)	52.3% (23)	9.1% (4)	44

Downtown Promotion and Marketing program	36.4% (16)	20.5% (9)	36.4% (16)	6.8% (3)	44
Downtown District-wide Wireless / Broadband network	22.7% (10)	29.5% (13)	40.9% (18)	6.8% (3)	44
Downtown Upper story residential redevelopment program	20.5% (9)	25.0% (11)	45.5% (20)	9.1% (4)	44
Conversion of One-way side streets to Two-way	15.9% (7)	22.7% (10)	50.0% (22)	11.4% (5)	44
Creation and Combination of a DDA and Northshore Administrative Promoter (Champion)	36.4% (16)	13.6% (6)	38.6% (17)	11.4% (5)	44
Include the Escanaba Northshore into the DDA District (As a non-funding contributor)	13.6% (6)	34.1% (15)	36.4% (16)	15.9% (7)	44
Create an Infrastructure Replacement Plan	52.3% (23)	31.8% (14)	11.4% (5)	4.5% (2)	44
answered question					44
skipped question					0

2. Is there a Downtown Development Project or Program that you would like the Escanaba DDA and City of Escanaba to consider in addition to what has been listed? (Please Specify)

	Response Count
	18
answered question	18
skipped question	26

3. Using the list below, what would you consider to be your top five (5) priority projects or programs? YOU DO NOT HAVE TO ASSIGN THE PRIORITY BY NUMBER(i.e. 1,2,3...) Each number is equally rated - just select which five projects are your highest priorities.

	1	2	3	4	5	Rating Average	Response Count
Downtown Property acquisition, purchase and demolition	53.8% (7)	30.8% (4)	7.7% (1)	0.0% (0)	7.7% (1)	1.00	13
Public parking lot improvements (paving, stripping, landscape, and lighting)	20.0% (1)	20.0% (1)	0.0% (0)	0.0% (0)	60.0% (3)	1.00	5
Municipal Dock enhancements consistent with a passive park	16.7% (1)	66.7% (4)	0.0% (0)	16.7% (1)	0.0% (0)	1.00	6
Indoor / outdoor Farmers Market Building (Year Round Use)	0.0% (0)	0.0% (0)	42.9% (3)	42.9% (3)	14.3% (1)	1.00	7
Streetscape – Lincoln to 15th (includes underground utilities)	20.0% (1)	20.0% (1)	40.0% (2)	20.0% (1)	0.0% (0)	1.00	5
Streetscape – 15th to 6th (includes underground utilities)	18.2% (2)	27.3% (3)	18.2% (2)	27.3% (3)	9.1% (1)	1.00	11
Streetscape – 6th to 1st (includes underground utilities)	0.0% (0)	42.9% (3)	14.3% (1)	14.3% (1)	28.6% (2)	1.00	7
Install trees along Ludington Street where trees have been removed	60.0% (3)	20.0% (1)	0.0% (0)	20.0% (1)	0.0% (0)	1.00	5
Downtown Building Façade improvement program	26.3% (5)	21.1% (4)	21.1% (4)	26.3% (5)	5.3% (1)	1.00	19
Interior lease space improvement loan program	16.7% (1)	16.7% (1)	16.7% (1)	50.0% (3)	0.0% (0)	1.00	6
National Register of Historic Places inventory for eligible tax credits	0.0% (0)	14.3% (1)	14.3% (1)	42.9% (3)	28.6% (2)	1.00	7
Establish a retail incubator	0.0% (0)	0.0% (0)	50.0% (3)	0.0% (0)	50.0% (3)	1.00	6
Side street enhancements (paving, stripping, landscape, and lighting)	0.0% (0)	0.0% (0)	50.0% (1)	0.0% (0)	50.0% (1)	1.00	2
Downtown Promotion and Marketing program	14.3% (2)	21.4% (3)	28.6% (4)	14.3% (2)	21.4% (3)	1.00	14

Downtown District-wide Wireless / Broadband network	20.0% (1)	0.0% (0)	40.0% (2)	20.0% (1)	20.0% (1)	1.00	5
Downtown Upper story residential redevelopment program	0.0% (0)	28.6% (2)	71.4% (5)	0.0% (0)	0.0% (0)	1.00	7
Conversion of One-way side streets to Two-way	11.1% (1)	33.3% (3)	11.1% (1)	22.2% (2)	22.2% (2)	1.00	9
Creation and Combination of a DDA and Northshore Administrative Promoter (Champion)	22.2% (2)	22.2% (2)	0.0% (0)	33.3% (3)	22.2% (2)	1.00	9
Include the Escanaba Northshore into the DDA District (As a non-funding contributor)	20.0% (1)	60.0% (3)	0.0% (0)	0.0% (0)	20.0% (1)	1.00	5
Create an Infrastructure Replacement Plan	41.7% (5)	0.0% (0)	16.7% (2)	8.3% (1)	33.3% (4)	1.00	12
answered question							34
skipped question							10

4. Please specify your role in Escanaba local government?

		Response Percent	Response Count
City Council		11.4%	5
Planning Commission		13.6%	6
Brownfield Authority		0.0%	0
Other Authority/Commission		31.8%	14
Downtown Development Authority		15.9%	7
City Administration		27.3%	12
answered question			44
skipped question			0

Page 2, Q1. Is there a Downtown Development Project or Program that you would like the Escanaba DDA and City of Escanaba to consider in addition to what has been listed? (Please Specify)

1 Bring back advertising program

Aug 6, 2011 6:10 PM

Page 2, Q1. Is there a Downtown Development Project or Program that you would like the Escanaba DDA and City of Escanaba to consider in addition to what has been listed? (Please Specify)

2	Bring back the DDA/DEBA advertising program	Aug 6, 2011 6:08 PM
3	Broaden business on the lakeshore by Ludington Park. It seems Escanaba is the only place I have been that has not utilized its waterfront to include storefronts and boardwalks along the shoreline. I'm sure boaters and visitors along with year round residents would more than welcome waterfront restaurants and small shops along a boardwalk.	Jul 6, 2011 10:39 AM
4	Allow restaurants and coffee shops to feature outdoor seating; sculpture walks; more landscape green space; city sponsored block parties	May 6, 2011 1:02 AM
5	Bay College housing. Development of the arts downtown.	May 2, 2011 1:27 PM
6	Have successful stores. Recruit stores from other cities to open second cities. Having a greater selection of stores will bring a greater selection of shoppers. Give the new stores incentives such as lower taxes, and free advertising on radio and in print.	May 2, 2011 1:21 PM
7	The City needs a theme - something to hang its hat on. Also we need to work on the Northshore development ship building and repair.	May 2, 2011 12:58 PM
8	Develop a master plan for the central retail district in the mid-section of Ludington Street. Identify what services, as opposed to goods, would be viable as business undertaking based on Ludington. (Escanaba)	May 2, 2011 12:55 PM
9	Attract an anchor store to the downtown retail district. Escanaba has no high end department store(s).	Apr 22, 2011 3:51 PM
10	Improve store hours. Better uses of DATA services to develop regular routes around Escanaba. Increase night-life traffic. Use low interest loans to attract start-up and expanding businesses.	Apr 22, 2011 3:33 PM
11	Establish a program to work with existing businesses to help them become stronger. Business mentoring. Have a business roundtable.	Apr 22, 2011 3:10 PM
12	Curb Replacement	Apr 22, 2011 3:03 PM
13	Condemnation of buildings which are not code compliant. DDA should fund snow-haul efforts. Should demolish entire blocks and turn into green space for future development. Plant grass and put benches in until space is needed for development. There is too much commercial space within the DDA relative to demand for that space. No new buildings of any type should be allowed until existing space is utilized. Farmers Market included.	Apr 11, 2011 12:04 PM
14	I think some streets should be removed and turned into green space to lower incoming and outgoing traffic as well as beautify the downtown.	Apr 11, 2011 11:57 AM
15	Funding for downtown sidewalks, curbs and trees.	Apr 11, 2011 11:53 AM
16	Eliminate angle parking,	Apr 11, 2011 11:49 AM
17	Tax incentives for relocation of business to downtown and more programs to use Ludington Park (bring people in)	Apr 11, 2011 11:47 AM
18	While placing trees remove paver stones sidewalks and replace with stamped	Apr 11, 2011 11:38 AM

Page 2, Q1. Is there a Downtown Development Project or Program that you would like the Escanaba DDA and City of Escanaba to consider in addition to what has been listed? (Please Specify)

concrete sidewalks with new tree wells with tree spread in mind. Not done in the past.