# 410 EAST DRIVE MARSHALL, MICHIGAN Request for Developer Qualifications

MICHIGAN ECONOMIC DEVELOPMENT CORPORATION



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### 410 East Drive, Marshall

The Calhoun County Land Bank seeks a development partner for a 7.5-acre property in the middle of the community's core residential neighborhoods and a short five-minute walk from the historic downtown area. This is a unique piece of property and the only one of its kind in the city of Marshall.





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### DEVELOPMENT OPPORTUNITY

The Calhoun County Land Bank Authority (CCLBA) seeks a development partner for a 7.5-acre property ("Eastside Development") in the middle of the community's core residential neighborhoods and a short five-minute walk from the historic downtown. This unique property is the only one of its kind in the city of Marshall. There are some critical housing types and price points missing or not readily available in the marketplace that the CCLBA is trying to provide as part of this process. These include duplex and cottage-style homes, as well as new housing at obtainable price points. Given the uniqueness of the property and policy goals of the Land Bank, the Land Bank is seeking only serious offers from developers eager to negotiate a mutually beneficial agreement. Respondents that propose to work with the Land Bank to create the desired mix of housing types and price points on the site, and receive the necessary points required will be considered.

The city of Marshall, a Redevelopment Ready Community<sup>®</sup>, is home to an active and vibrant downtown, which serves as the city's hub. The past year has seen new developments in the city's core, but also commitments for new industry that will bring an estimated 700 new jobs. The city also seeks to be an active partner in housing development through the creation of the Neighborhood Improvement Area (NIA) under Public Act 61 of 2007, as amended. The Northeast Marshall Neighborhood NIA, which includes the site in question, allows the city to bond for public improvements and to use tax increment financing (TIF) to pay the debt service. Marshall's growth and its vibrant downtown along with the city's commitment to developing housing through the NIA tool should make the Eastside Redevelopment site an attractive opportunity.

### **IMPORTANT DATES**

RFQ issue date: January 22, 2020 Showcase event (MANDATORY): Marshall Site Showcase Event February 11, 2020 • 12:00 p.m. - 2:00 p.m. Schuler's Restaurant – Heritage Room 115 South Eagle St., Marshall, MI 49068 RSVP Required Questions due: March 3, 2020, at 5:00 p.m. Answers available: March 9, 2020, at 5:00 p.m. Proposal due date: March 27, 2020, at 3:00 p.m. Evaluation period: March 30–April 24, 2020 Finalist teams notified: April 27, 2020 Finalist teams presentation to evaluation committee: May 2020 Tentative award date: June 2020

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### COMMUNITY OVERVIEW

With a population of 7,000 residents, Marshall is a small town with a rich history, and is one of the most beautiful cities in Michigan. It's a storehouse of 19th century architecture that has given it status as a National Historic Landmark District. The National Park Service and the U.S. Department of the Interior announced the designation on July 17, 1991. The district includes over 850 homes and businesses. Today, Marshall is a growing city again with new homes, apartments and condominiums being developed on its outskirts. New industry and distribution centers are developing in its industrial park and the city enjoys the popularity of its appeal as an escape into the past. It was recently named by the National Trust as one of the "Dozen Distinctive Destinations" in the country.

### **EDUCATION**

The Marshall School District is widely respected in the region with strong academic, athletic and arts programs. Students in the district area are served by three elementary schools, one middle school, and one high school.

The project site is a few short blocks from Gordon Elementary School which serves students from prekindergarten through sixth grade. The school is highly regarded and has a low teacher to student ratio of 17:1. Students at the elementary school regularly score in the top 30 percent of all schools in Michigan for both reading and math proficiency. The school was named a Blue-Ribbon School in 2015.

### ECONOMY AND TOP EMPLOYER OVERVIEW

Home to a diverse business environment, Marshall hosts the operations of many companies that work around the globe. Its historic downtown is home to a diverse group of shops, restaurants, and service providers and has a 96 percent occupancy rate bringing vitality to the economic center of the community.

#### OAKLAWN HOSPITAL

#### Employees: 1,000

Oaklawn Hospital was founded in 1925 and is a 94-bed, independently owned facility. It is one of Marshall's largest employers and serves a multi-county area. Its reputation for advancing medicine and providing compassionate, personal care has earned Oaklawn numerous awards and recognition.

#### **TENNECO INC.**

#### Regional employees: 1,000

Tenneco Inc. is one of the world's leading designers, manufacturers and distributors of clean air and ride performance products. They also develop systems for the automotive, commercial truck and off-highway markets and the aftermarket. Its Marshall facility focuses on highly skilled manufacturing and machining.

#### EATON CORPORATION

#### **Employees: 200**

Eaton Corporation, the worldwide diversified power management leader, makes the automotive, aerospace, electrical, hydraulics and truck industries go faster. Marshall is home to their torque control specialty and proving grounds.

#### AUTOCAM

#### **Regional employees: 110**

Autocam is one of the world's best precision components manufacturers for a variety of industries. The company has two facilities in Marshall, both focused on highly skilled manufacturing and machining.

### PROGRESSIVE DYNAMICS Employees: 90

Progressive Dynamics is a manufacturer of power converters and battery charging systems for a variety of applications, including recreational vehicles, marine equipment and medical devices. Established in Marshall in 1964, the company continues to expand its product line and keeps its manufacturing and headquarters in its hometown.



### COMMUNITY OVERVIEW continued

### TRIBAL MANUFACTURING

#### Employees: 100

Tribal Manufacturing is a highly automated, qualityfocused machining and manufacturing company with a remarkable infrastructure and equipment list. In a time when most other companies like Tribal have shut their doors or moved operations, Tribal stands resolute. The company is proud to put its heart, soul and headquarters in Marshall.

### MARSHALL EXCELSIOR COMPANY Employees: 220

For over 30 years, Marshall Excelsior Company has been a progressive manufacturer of top quality and competitively priced LPG and NH3 equipment. The company is leading the industry in innovation and low emission products. Its location in Marshall houses administrative, operations and manufacturing functions.

### BORGWARNER

### Employees: 105

BorgWarner creates technologies to improve efficiencies, emissions and performance in all types of vehicles. The company is a propulsion system leader for combustion, hybrid and electric automobiles. BorgWarner's Marshall facility is a technical center.

### DOWNTOWN ECONOMIC DEVELOPMENT PROJECTS

The site is within walking distance of the city's historic downtown, an area that has seen recent investment and boasts a 93 percent occupancy rate. Downtown Marshall is one of the community's major strengths and has been cited as a reason for many people to move to Marshall. The downtown is home to several festivals like Friday nights at the Fountain, the Marshall Blues Fest, among others that connect residents and attract visitors. The recently redeveloped Cronin department store is now home to seven apartments and the Grand River Brewery. This development along with the great mix of retail stores and existing restaurants, like Schuler's, Zarazuela, and Louie's Bakery, is one of the many reasons people come and stay downtown.

For more information, the Marshall Area Economic Development Alliance (MAEDA), which serves as the economic development and chamber of commerce for Marshall, produced a video early in 2019 highlighting the projects and improvements in Marshall. It can be found at the following website: https://vimeo.com/310896423/620a242be3.

For additional information about the Marshall community or specific job creation projects, please contact MAEDA CEO Scott Fleming, at 269.558.0307 or scott@choosemarshall.com.



### MARKET CONDITIONS AND OPPORTUNITIES

### HOUSING MARKET OVERVIEW

#### Age of homes

Marshall has an older overall housing stock; however, that housing stock is in very good condition. This makes the city one of the top examples of historic housing in the state of Michigan. The historic nature of the community, coupled with little vacant land for the development of new housing, means the community is missing a product the market needs in quality new housing within the historic community.



### **Types of homes**

Over 60 percent of the community's housing stock is single-family in nature. The influx of younger buyers moving into the community to work for the diverse industry base, coupled with empty-nesters looking to downsize, has created a demand for town homes, duplexes, and cottages, which has exceeded market availability.



### Size of homes

The significant number of historic homes in the community tends to be large and causes an issue like the one discussed above. An influx of younger professionals working in the community, putting off marriage and having children, coupled with a growing empty-nester contingent has placed a significant amount of pressure on smaller one- and two-bedroom homes. Most of the two-bedroom homes available in the community are in condominium developments and sell very quickly when they come on the market.



### **Current market activity**

On June 15, 2019, there were a total of 44 properties on the market including two condominiums with a median listing price of \$230,900. The average price per square foot for a home purchased in Marshall is \$130 which is an increase of 8 percent over the past 12 months.

These numbers are consistent with what the overall market experienced in 2018 when there were 148 sales that had an average time on market of 41 days.

### **Market opportunities**

The need for increased housing production in the city of Marshall was underscored by a 2016 market study supported by the Michigan Economic Development Corporation (MEDC) and the Michigan State Housing Development Authority (MSHDA) of numerous housing markets throughout the state of Michigan that showed the city had a market potential for 68 new units of



### MARKET CONDITIONS AND OPPORTUNITIES

housing each year for the next four years, under this assumption.

There are two very specific niches which the CCLBA is trying to serve with this project. First are emptynesters who are looking to downsize but stay in the community. Second is young families and professionals moving into the community. Given the style and size of housing stock available in the community, sufficient product does not exist to meet the needs of either group who are both searching for the same product.

In short, when a house is listed, it does not stay on the market long and there is a significant amount of demand for smaller and newer homes that is not being met with the current housing stock. Creating product in this market would create a unique offering in the community to reach a currently underserved market.





### SITE OVERVIEW

In 2018, the Land Bank demolished the former State Farm headquarters building which had occupied the site for the past several decades. During that process, it worked with neighboring residents and consultants to understand the area and to create a vision for the site. The site has significant potential for redevelopment through the planned unit development process. There is also another piece of vacant land south of the site across Mann Road under different ownership.

### ZONING

The property is currently zoned POSD (Professional Office Service) and surrounded by R-2 (Suburban Residential) zoned property. Given the preferred redevelopment plan for the property, rezoning to a PUD (planned unit development) is anticipated.

Additional planning and zoning questions regarding the site and site plan approval process can be directed to Eric Zuzga, City of Marshall, Director of Special Projects at 269.558.0354 (direct) or ezuzga@cityofmarhsall.com. An electronic copy of the city's zoning ordinance can be accessed <u>here</u>.



### SITE UTILITIES

The site, located at the intersection of Mann Road and East Drive, is served by utilities from City of Marshall. For the sanitary sewer, there is an 8-inch sanitary sewer main that runs north and south along East Drive. There is a 200-foot main that runs down Mann Road from the intersection of Mann Road and East Drive. There are two water mains serving the site, including a 12-inch water main that runs north and south along East Drive, while an 8-inch water main runs along Mann Road. Two storm sewer lines run north and south along East Drive with another storm sewer line running east along Mann Road.

The parcel is served by all utilities as well as fiber. Engineers have evaluated the capacity of the surrounding utilities and all can support the proposed developments. Following is information on the various utilities serving the site. A detailed utility map can be found in the attachments.

### ELECTRICITY

Marshall is served primarily by Marshall Public Power, a municipal system owned and managed by City of Marshall. Marshall Public Power is familiar with available sites and buildings in the area and can easily provide cost and timing information so companies can make informed decisions quickly. Additional information can be obtained from Eric Zuzga, City of Marshall, Director of Special Projects, at 269.558.0354 (direct) or zuzga@cityofmarshall.com.

### **NATURAL GAS**

With over one-tenth of the nation's natural gas storage capacity, Michigan cycles more natural gas through underground storage than any other state in the nation. Natural gas is supplied to all of Marshall's sites by Consumers Energy. The Consumers Energy economic development team is always prepared to work with Marshall to meet a company's needs. Additionally, substantial business energy savings rebates are available for achieving energy efficiencies. Additional information can be obtained from Consumers Energy at 800.477.5050.

### WATER AND SEWER

City of Marshall provides water and sewer services directly to the customer. Marshall provides utility services within city boundaries, and under PA 425 agreements with townships, the utilities are available outside of the city. Marshall's public services currently have the capacity to provide potable and usable water as well as wastewater services to new or expanding companies. The city also can supply both services to not only industrial users, but also to food processing companies.

### **MARSHALL FIBERNET**

City of Marshall has created a new Marshall Internet department that will offer a state-of-the-art fiber-optic Internet service to all city residents and businesses, including the industrial park. Additional information can be obtained from Eric Zuzga, City of Marshall, Director of Special Projects, at 269.558.0354 (direct) or ezuzga@cityofmarshall.com.



### SITE UTILITIES



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MICHIGAN ECONOMIC DEVELOPMENT CORPORATION

#### redevelopment ready communities



### ADDITIONAL SITE INFORMATION

### **ENVIRONMENTAL INFORMATION**

A Phase I for the property was completed in 2018 by SME. Historical uses of the property included that by 1938, the property appeared to have been developed with agricultural fields and a possible barn. By 1950, the agricultural building was removed, and a portion of the former office building was constructed for State Farm Insurance. From the 1950s through the late 1980s, several additions were added to the building. State Farm operated the building until approximately 2006 and the building was demolished in 2018 by the CCLBA.

The Phase I Environmental Site Assessment (ESA) identified the potential for environmental impact associated with a former onsite underground storage tank (UST), historical onsite operations and chemical usage/storage in the building, and migration of impact from a release of fuel oil on an adjoining site. Based on the results of the Phase I ESA, 18 soil borings were advanced across the property and soil samples were collected for laboratory analysis. Arsenic was measured in multiple soil samples at concentrations above Part 201, "Generic Residential Cleanup Criteria." The soil sampling results were summarized in an environmental coordination plan for construction (ECPC) that was prepared to support building demolition activities. A full copy of the Phase I and a due care plan for the demolition of the building that was on the site is available via the Calhoun County Land Bank. The successful respondent would need to conduct all appropriate environmental inquires, including a Phase 1 baseline environmental assessment (BEA), and a plan to comply with due care as needed.

### **SOIL INFORMATION**

A total of seven borings were taken around the site on March 13, 2018. The borings extended between 10 and 25 feet in depth. Silty sand and clayey sand presented as the predominate material types found throughout the site with intermittent levels of fill and gravel in the upper areas of the site which one would anticipate given the previous use of the site. A full geotechnical report is available via the Calhoun County Land Bank for review.



## PRELIMINARY SITE PLAN AND DEVELOPMENT ANALYSIS

The proposed site plan shows the preferred development strategy of the CCLBA for the subject site. The development concept has been through extensive study and community outreach to solicit input from the surrounding neighborhood. The site plan was developed to take advantage of the natural topography of the site creating a natural transition from the existing single homes in the neighborhood to duplexes and finally the development's cottage component. The density of the site increases as the development moves west to east towards the existing retaining wall which serves as a buffer to the existing single-family neighborhood to the west of the site.

### INFRASTRUCTURE AND SITE PREPARATION COSTS

Engineers from Abonmarche developed a cost estimate to design and construct the site infrastructure illustrated to City of Marshall standards. The cost estimates were based on June 2019 data available from the Michigan Engineering Resources Library and include survey, engineering and inspection costs as well as a 15 percent contingency. A detailed cost estimate is available with the CCLBA.

### UNIT MIX AND COUNT

The total housing units proposed for this project equate to less than one year of the current unmet market demand

### 1. Single family homes

16 Lots; Home Size: 1,800 to 2,220 sq. ft.; Average Lot Size: 50' x 85'

### 2. Duplex units

8 Buildings x 2 Units = 16 Housing Units Duplex; Size: 1,250 to 1,450 sq. ft.

### 3. Cottage homes

14 Units @ 900 sq. ft. each with shared common space

### TOTAL HOUSING UNITS: 46

\* Lot reserved for landscaping and secondary ingress/egress route for emergency vehicles.



### **LEGAL DESCRIPTION**

MARSHALL CITY, PART OF SEC 24-2-6 BEG SE COR LOT 140 EAST DR PLAT NO. 5 W ALG N LI MANN RD TO EAST DR-NLY ALG E LI EAST DR TO S LI EAST DR PLAT NO. 2- ELY ALG S LI EAST DR PLAT NO. 2 & 4 TO W LI EAST DR PLAT NO. 5 S TO POB.

### **ARCHITECTURAL STYLE**

The following design concepts build on the historic architecture of the city of Marshall and surrounding neighborhoods yet strives to meet today's housing market demands for smaller, flexible and open interior spaces more suited to today's needs of individuals, couples and families.

All the houses are design in a neo-traditional style that reflect the residential architecture of the neighborhoods that surround the redevelopment area. The scale of the structures and materials used are a conscious attempt to tie the new construction into the existing fabric of the immediate area.



**SINGLE FAMILY HOME** is a basic 1,800-squarefoot home for options with either an attached or detached garage depending on the selected lot. The design features a great room with kitchen, dining and vaulted sitting area with an optional fireplace. It provides three sleeping areas with one as an optional home office

or den. The design allows for the development of a lower level (basement) and/or an upper level loft. The loft area can be enlarged to provide for an additional bath. Service amenities include: two full baths and a powder room; laundry room and pantry.





### DUPLEXES

\*City of Marshall and the CCLBA believe the options below to be a minimum density. Two- to three-bedroom units are encouraged for the duplex housing type.

**Unit 1** is a 1,450-square-foot home with an attached garage. The design features a great room with kitchen, dining and sitting areas. The deck off the sitting area can be enclosed to provide either a covered porch or four-season room. Two sleeping areas are provided with one being convertible to a den or home office. Service

amenities include: two full baths, laundry room and pantry.

**Unit 2** is 1,250-square-foot home with an attached garage. The design features a great room with kitchen, dining and sitting areas. The deck off the sitting area can be enclosed to provide either a covered porch or a four-season room. This is a one- to two-bedroom unit. Service amenities include: one full bath and powder room and laundry room.



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### **COTTAGE HOMES**

A 900-square-foot **one-bedroom option** offers an upper area loft with a vaulted ceiling over the living area with dining off a galley kitchen. Access is provided to the deck from both the kitchen and living room. Service amenities include: one full bath with an option for a second bath in the loft, an enclosed laundry area with a sink, washer and dryer, loft and under-eave storage with an additional under-stair pantry/storage. The **two-bedroom cottage** is a compact 900-square-foot home yet features a great room with kitchen, dining and sitting areas with an option for a fireplace. The service amenities include two full bathrooms and an enclosed area with washer and dryer.







### **COTTAGE HOMES**

#### 450 sq. ft. one-bedroom option

Two one-bedroom, 450-square-foot units are placed side-by-side to give the same exterior appearance of the one- and two-bedroom bungalows. These units provide a great room with kitchen. Service amenities include: one full bath and stackable washer and dryer. The design of these homes lends them to a modular construction approach for improved efficiency and lower overall cost.





### POTENTIAL PROJECT INCENTIVES

State of Michigan and City of Marshall both can support incentives in the project to ensure financial viability. The availability and level of advocacy for incentives will be commensurate with the proposer's alignment with the vision of the community, for the redevelopment of the site. Furthermore, as a designated "Core Community," Marshall has access to programs not available in every community throughout the state.

#### **BROWNFIELD REDEVELOPMENT**

Financial assistance is available to help offset the cost of redeveloping contaminated, blighted or functionally obsolete property. Utilizing tax increment financing, which captures the new property taxes generated by a development project, an investor can be reimbursed over time for certain eligible activities. Core communities can use brownfield tools not only on contaminated property but blighted and functionally obsolete sites as well. In addition, the tax increment financing component can pay for site preparation and public infrastructure, as well as environmental remediation.

### **NEIGHBORHOOD ENTERPRISE ZONES**

This program provides property tax incentives for new home construction and home rehabilitation. For new home construction, instead of the full millage rate, the new home is taxed at half of the statewide average. For rehabilitation projects, the assessment is frozen at preimprovement levels. Each of these abatements can be approved for six to 15 years. Land is not abated.

### NEIGHBORHOOD IMPROVEMENT AUTHORITY

In 2018, Marshall created the Northeast Neighborhood Improvement Authority (NIA), which includes the Eastside Redevelopment site, to assist in the construction of all public utilities (i.e., streets, water, sewer, electric and fiber) for new housing projects. Through the NIA, the city becomes a partner in new residential developments because the NIA allows the city to bond for public infrastructure improvements and to use tax increment financing (TIF) to capture the increased level of taxes in the district to pay the debt service. If there is a gap between the debt service and amount of tax capture, the developer is responsible for paying that gap. City staff will work with the chosen developer to create a strategy to finance and build the necessary infrastructure. Marshall is one of the first communities in the state to utilize this unique tool.



### SUBMITTAL GUIDELINES

The CCLBA, in cooperation with City of Marshall, will review and evaluate all complete proposals in response to this request for qualifications (RFQ) to identify and engage with qualified developers for Eastside Redevelopment located at 401 East Drive. An initial response to this RFQ must include the following information:

### LETTER OF INTEREST

Provide a letter (up to three pages) identifying the development team and providing a brief description of the team's vision for the site.

**CONCEPT PLANS OR RENDERINGS** of a vision for site development if different from the conceptual site plan contained in the RFP.

### **DEVELOPMENT EXPERIENCE/PORTFOLIO**

Provide a short description of past projects of a similar nature completed by the development team (up to 10 pages). Include a description of the projects, cost, completion date and references.

### **EVIDENCE OF DEVELOPMENT TEAM'S**

**FISCAL CAPACITY** to undertake the proposed project.

**RÉSUMÉ** of firm and lead team members.

The CCLBA reserves the right to select the respondent that best meets its goals and objectives, quality levels, as well as its educational and service level expectations. The CCLBA reserves the right, in its sole discretion, to reject any/or all statement of qualifications, to waive any irregularities and technical defects contained therein, to award the contract in its entirety, in part, or not at all and/or to determine which proposal is the lowest and/or best to enter into a contract, as deemed to be in the best interest of the CCLBA. The CCLBA may also decide not to complete this project if the circumstances dictate it.

The CCLBA has adopted purchasing policies and procedures for the procurement process, available online or through the Calhoun County Purchasing Department at 315 West Green Street, Marshall, MI 49068, or via phone at 269.781.0981.



### EVALUATION AND SCORING

The statement of qualifications from respondents will be determined by the evaluation committee's assessment of technical qualifications contained in the sealed bid. A maximum score of 100 could be awarded with a minimum score of 65 needed to qualify for further consideration.

CRITERIA	POINTS	DESCRIPTION (POINTS AVAILABLE)
Qualification of firm	20	Business organization (5) Statement and management summary (5) References from current clients (10)
Capacity to provide service	40	Familiarity with project components (10) Diversity of proposed funding (15) Knowledge of housing development (15)
Project approach	40	Proposed partnership with the Land Bank (10) Proposed redevelopment process (10) Proposed mix of housing and price points (10) Proposed timeline (10)





### PROPOSAL DUE DATE AND REQUIRED FORMAT

Responses to this RFQ are due by 3:00 p.m. (local time) on Friday, March 27, 2020. The prevailing clock shall be www.time.gov. Each respondent is responsible for labeling the exterior of the sealed envelope containing the proposal response with the proposal number, proposal name, proposal due date and time and your firm's name. Four (4) unbound sealed hard copies of materials and one (1) electronic copy on a USB device are required and must be delivered in one sealed envelope to:

> Calhoun County Purchasing Attn: Leslie R. Obrig 315 West Green Street Marshall, MI 49068

#### LATE SUBMISSIONS WILL NOT BE CONSIDERED.



### SCHEDULE FOR REVIEW AND SELECTION

The selection committee, comprised of staff from the CCLBA and City of Marshall, will review qualifications, in accordance with the objectives and policies. Submissions that are submitted timely and comply with the mandatory requirements of the RFQ will be evaluated in accordance with the terms of the RFQ for compliance. Any contract resulting from this RFQ will not necessarily be awarded to the respondent with the highest purchase price, but instead shall be awarded to the respondent whose proposal receives sufficient points and best meets the overall goals of the CCLBA.

Evaluation period: March 20 through April 24, 2020

**Finalist teams presentations to evaluation committee:** May 2020

**Finalize terms of purchase/development agreement or option:** June 2020

### **BIDDER REGISTRATION**

- 1. Go to www.calhouncountymi.gov/vendors/ registration and follow registration instructions.
- 2. Below are codes that will apply to this RFQ, please select both codes:
  - Codes Type of Respondent
  - 909-57 L& Development and Sub-Division Services

925-61 L& Development and Planning/Engineering (*Key: L&=Land*)

- \* Once registered, an email will be sent to you every time an item for this RFQ is added, and every time a new opportunity for these same codes are added to the website.
- \* Please also select any other codes that apply to services that are offered by your company.
- \* If you have previously registered, please make sure the above codes are checked in your profile.

3. To view bid opportunities, go to www. calhouncountymi.gov, click the "Online Services" tab, and then click on "Online Bids" to view bid opportunities.

### **CONTACT/QUESTIONS**

Written questions must be submitted to Krista Trout-Edwards, Executive Director of the CCLBA, via email to **kedwards@calhouncountymi.gov**, by 5:00 p.m. Tuesday, March 3, 2020. Written answers will be posted on the Calhoun County website (www.calhouncountymi.org) by 5:00 p.m. on Monday, March 9, 2020. The subject line for these emails shall be "Questions – RFQ #03-CCLBA-2020."



Dedicated to shared economic success, the MEDC promotes the state's assets and opportunities that support business investment and community vitality. The MEDC's business assistance programs and services connect companies with people, resources, partners, and access to capital. www.michiganbusiness.org