



# 2021 Development Plan and Tax Increment Financing Plan

DOWNTOWN DEVELOPMENT AUTHORITY · CITY OF CHEBOYGAN, MI





# 2021 Development Plan and Tax Increment Financing Plan

*for the*

City of Cheboygan Downtown Development Authority

Downtown Development Authority (DDA)  
City of Cheboygan, Michigan

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In particular, we acknowledge the efforts of:

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This Development and TIF Plan contains the information required by Sections 125.4214 and 125.4217 of Public Act 57 of 2018, the Recodified Tax Increment Financing Act.

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*Acknowledgements*

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# Executive Summary

The City of Cheboygan DDA was formed as a response to the ongoing need for upkeep, maintenance, enhancement, and preservation of Cheboygan's emerging downtown area. Over the years, the City of Cheboygan DDA has accomplished many exciting projects and programs such as façade Improvements, wayfinding signs, construction of Festival Square, construction of the pedestrian footbridge, downtown decorations and plantings, vibrancy microgrant awards, marketing activities, and much more. This purpose of this Plan is to celebrate the DDA's success, but also outline a plan for the future of Downtown Cheboygan, by means of project Implementation and financing.

Overall, the key components of this Plan can be summarized into the following overarching goals:

- Utilizing DDA resources to build and enhance the character and charm of Downtown Cheboygan
- Continue to promote Downtown Cheboygan as a regional landmark and destination for fun, culture, and outdoor recreation in Northern Michigan
- Work with public and private institutions in and around downtown to build community connections and ensure a sustainable economy
- Foster strategic redevelopment partnerships with transparent development processes, business assistance programs, and strategic acquisitions

Further, through a robust public engagement program as a component to this Plan, the Downtown Cheboygan residents, business owners, and stakeholders identified several areas that which the DDA should focus throughout the duration of this Plan including (but not limited to):

- Riverfront Improvements and enhancements
- Business Incubator events
- Aesthetic enhancements (e.g., rear façade Improvements, seasonal decorations, etc.)
- Streetscape Improvements
- And others!

## INTRODUCTION

The purpose of this Development Plan and Tax Increment Financing (TIF) Plan is to provide for the acquisition, construction, and financing of the necessary street, sidewalk, lighting, streetscaping, parking, leisure, recreational and other facilities in Cheboygan's Downtown District. The 2021 Development Plan and TIF Plan are anticipated to carry out the objectives of the Downtown Development Authority (DDA) so as to prevent any deterioration of the Downtown District while promoting economic growth, which is to the benefit of all taxing jurisdictions located within and benefitted by the Downtown District.

Public Act 197 of 1975, the Downtown Development Authority Act, has been one of the most successful tools to facilitate reinvestment and the boom in popularity of downtowns. With over 40 years of success, 100s of DDAs in Michigan have been established to revive declining downtowns. While Public Act 57 of 2018 replaced the DDA Act, the entity along with its powers and duties remains. All the powers and duties are given by P.A. 57 of 2018 and are excerpted below:

An ACT to provide for the recodification and establishment of certain tax increment finance authorities; to prescribe the powers and duties of the authorities; to correct and prevent deterioration in residential, commercial, and industrial areas and certain other areas; to authorize the acquisition and disposal of interests in real and personal property; to authorize the creation and implementation of development plans and development areas; to promote residential and economic growth; to create certain boards; to prescribe the powers and duties of certain boards; to authorize the issuance of bonds and other evidences of indebtedness; to levy certain taxes; to authorize the use of tax increment financing; to prescribe powers and duties of certain state officials; to provide for rule promulgation; to provide for enforcement of this act; and to repeal acts and parts of acts.

The DDA wishes to attract and stimulate additional investment in the development area as well as maintain and nurture existing businesses and partnerships. As such, this Plan includes marketing, recreation, economic development, organizational, and planning and design projects to stimulate investment in the District.

As required by P.A. 57 of 2018, the Cheboygan Downtown Development Authority has prepared this Development and Tax Increment Financing Plan to guide the continued development of the Downtown District. It is the purpose of this Development and TIF Plan to establish the legal basis and procedure for the capture and expenditure of tax increment revenues in accordance with P.A. 57 of 2018, for the purpose of stimulating and encouraging private investment.

## OVERVIEW OF CHEBOYGAN'S DDA

The City of Cheboygan's Downtown Development Authority (DDA) was established in 1986. Around that time, the City of Cheboygan DDA and City Council adopted the City's first Development and Tax Increment Financing (TIF) Plan, which outlines the goals, objectives, and specific projects designed to enhance the Downtown with corresponding project schedules, ranging both short-term and long-term.

The Cheboygan DDA's current operating TIF Plan was adopted in Fall 2017 and the current operating Development Plan was adopted in Fall 2018.

The TIF component of the Development Plan identifies the amount of tax capture revenue projected over a 30-year time span for properties located within the designated DDA Boundary. TIF revenue can be expended on projects located within a specified boundary within the Downtown District, known as the Development Area.

The City of Cheboygan Development Area Boundary can generally be described as the area encompassing the Downtown Core of Cheboygan and immediately surrounding areas on both sides of the Cheboygan River. The northernmost boundary of the Development Area is the shore of Lake Huron, while the southernmost boundary is Nelson Street. The easternmost boundary is South B Street and the westernmost boundary is Huron Street to West Elm Street, where the boundary then expands, encompassing parcels located along May Street, Clinton Street, as well as the parkland and industrial properties located along the shoreline.

Since the organization of the DDA in 1986, the City of Cheboygan's DDA consists up to 10 members, including the Mayor, Cheboygan residents, and at least 7 members having interest in property located within the downtown district.

The City of Cheboygan's DDA has achieved noteworthy and substantial success in marketing Downtown Cheboygan as a regional destination for all residents and visitors to enjoy.

## A Brief History of Cheboygan

The City of Cheboygan, located on the coast of Lake Huron, in the northern Michigan county of Cheboygan, is the location of the County seat. The City of Cheboygan is located approximately 15 miles southeast of Mackinaw City and approximately 25 miles south of St. Ignace in Michigan's upper peninsula. According to the American Community Survey 5-Year Estimates, in 2019, the City of Cheboygan was home to about 4,700 residents.

The City of Cheboygan experienced its first settlers in the mid-1800s as a result of the lumber boom that occurred around the same time. The City's connection to Native American history should also be recognized in that the area now known as Cheboygan County was home to individuals belonging to the Ottawa and Chippewa tribes. It is speculated that Cheboygan got its name from Native Language, meaning channel or passage for a canoe.

The Cheboygan County area quickly became a regional port and destination for fur trading between northern Michigan and the Detroit area, approximately 240 miles to the southeast as well as to Chicago, approximately 400 miles to the southwest. During this time, the City of Cheboygan experienced a growth in population and development to accommodate the lumber and fur trade industries.

Today, the City of Cheboygan boasts approximately 3.5 miles of coastline along Lake Huron. Additionally, the Cheboygan River flows through the city from north to south, offering many scenic waterfront views and outdoor recreation opportunities. Downtown Cheboygan is located within close proximity to the Cheboygan River and a public beach, which offer prime opportunities for shopping, dining, entertainment, outdoor recreation, tourism, and other activities.

The Downtown fabric is comprised of a historic building stock with traditional downtown infrastructure such as brick buildings, mixed uses, sidewalks, decorative streetscape elements, and more.



## **Vision Statement**

The DDA Plan has as its goal, the improvement of the functional quality as well as the aesthetics of Cheboygan's Downtown area while preserving its character where warranted.

## DDA GOALS AND OBJECTIVES

Goals are general in nature and are statements of ideals. Goals represent the values and environment that the community views as important to protect. Objectives, in contrast, are more specific and are intended to provide a strategy for achieving the goals.

Together, the goals and objectives provide the foundation for the DDA's Development Plan and framework for implementation.

# Goal 01: Making Places.

Utilize DDA resources to build and enhance the character and charm of Downtown Cheboygan.

### OBJECTIVES:

- **Development Assistance.** Advance programs and partnerships that foster redevelopment of underperforming sites, adaptive reuse of structures, and strategic upgrades to within Downtown and surrounding neighborhoods.
- **Streetscape Improvements.** Work to update, reimagine, and reinvest the streetscape within the Development Area to create a cohesive transition to and from the Downtown Core.
- **Mobility Improvements.** Invest in new mobility infrastructure, bike system improvements, and pedestrian enhancements that connect Cheboygan residents to Downtown and other City resources such as parks, cultural institutions, and businesses.
- **Natural Features.** Continue to pursue and support the Downtown's scenic riverfront as a catalyst for new and innovative development opportunities and/or public space.
- **Marketing and Promotion.** Develop strategies to promote and advertise Downtown Cheboygan as a means to attract year-round businesses, residents, and customers.

## Goal 02: Promoting Community

Continue to promote Downtown Cheboygan as a regional landmark and destination for fun and culture in Northern Michigan.

### OBJECTIVES:

- **Amenities and Culture.** Foster the growing spirit of Cheboygan's cultural presence through support of the arts, creation of public space, and sponsorship of public events.
- **Diversity, Equity, and Inclusion.** Ensure the Downtown community welcomes all people and promotes the spirit of diversity through elevating young voices and creating opportunities for people of all races, ages, abilities, and cultures to visit, live, and start a business in Downtown Cheboygan.
- **Public Programming.** Ensure that the public infrastructure and utilities are provided to support community growth through both parks system needs assessments and even resources, like stages, shelters, bathrooms, power, and storage for movable equipment in the Downtown area.
- **Outdoor Recreation.** Support the growth and development of Downtown Cheboygan as a regional destination for year-round outdoor recreation activities.

## Goal 03: Connecting Organizations

Work with public and private institutions in and around downtown to build community connections and ensure a sustainable economy.

### Objectives:

- **Technical Assistance.** Continue to provide businesses and community members with technical assistance to build capacity and resources available to Cheboygan businesses and residents.
- **Supporting Collaboration.** Continue to support and encourage working partnerships between City Departments and applicable committees/organizations to realize a common vision for Downtown Cheboygan.
- **Enhanced Partnerships.** Continue to support and search for new public and private partnerships that will help to further build community connections and support project implementation.

## Goal 04: Foster Business.

Foster strategic redevelopment partnerships with transparent development processes, business assistance programs, and strategic acquisitions.

### OBJECTIVES:

- **Business Assistance.** Provide resources and guidance to businesses on how best to interact with the public realm to ensure consistency, equity, and uniformity in the district.
- **Business Attraction.** Continue to develop and deploy economic development, marketing, and regional outreach strategies to secure Cheboygan's spot as the premier Cheboygan County Downtown for prospective businesses to site and grow entrepreneurial vision.



# Development Plan

## **DESIGNATION OF BOUNDARIES OF THE DEVELOPMENT AREA**

*REFERENCE TO P.A. 57 OF 2018: SECTION 125.4217(2)(A)*

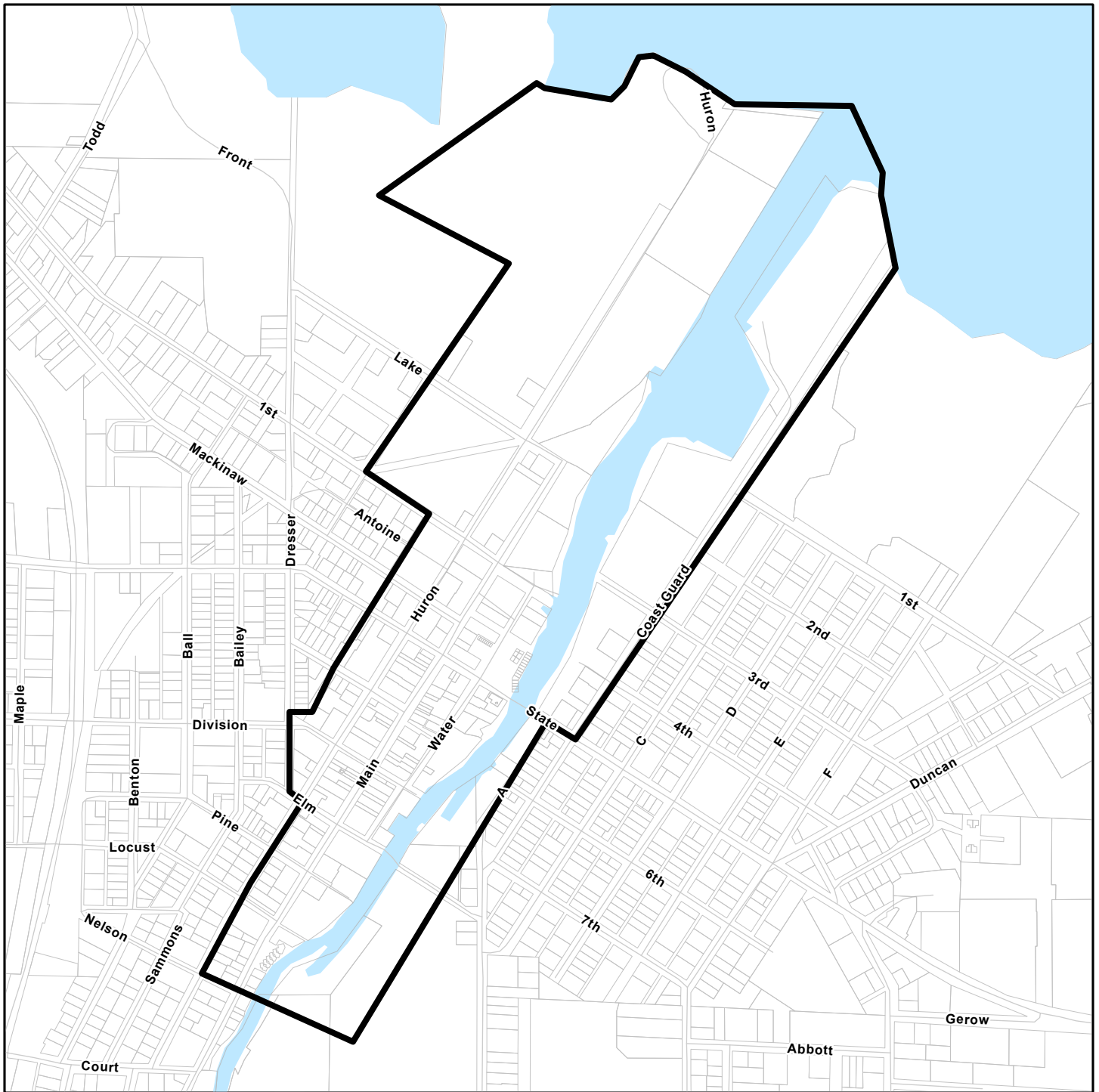
A Development Area encapsulates a geographic area, within the Downtown District established by the DDA, for proposed future development that will be guided by a development plan and financed through tax increment financing.

In general, Cheboygan's Development Area encompasses the City's historic Downtown core located on Main Street and immediately adjacent areas. More specifically, this area can be described as including properties located on both sides of North Huron Street from Nelson Street to the lakeshore. The Development Area's westernmost boundary includes Gordon Turner Park. The Development Area's easternmost boundary includes B Street from approximately Nelson Street to the lakeshore. The Development Area includes properties on both sides of the Cheboygan River.

## **LEGAL DESCRIPTION OF THE DEVELOPMENT AREA**

*REFERENCE TO P.A. 57 OF 2018: SECTION 125.4217(2)(B)*

The legal description of the Development Area boundary is contained in Appendix A, as provided by the City of Cheboygan.





# DDA District Boundary

City of Cheboygan, Michigan

December 14, 2021

## LEGEND

-  DDA District Boundary
-  Bodies of Water



*Basemap Source: Michigan Center for Geographic Information, v. 17a. Data Source: County or City of Cheboygan 2021. McKenna 2021.*



## LOCATION AND EXTENT OF EXISTING STREETS AND OTHER PUBLIC FACILITIES WITHIN THE DEVELOPMENT AREA; AND THE LOCATION, CHARACTER AND EXTENT OF EXISTING PUBLIC AND PRIVATE LAND USES

*REFERENCE TO P.A. 57 OF 2018: SECTION 125.4217(2)(B)*

Existing land uses in the Development Area are shown on Map 2: Existing Land Use, and are classified based on City, County and Google Earth data.

The Existing Land Uses within the DDA Boundary are largely commercial in nature, with a variety of retail, entertainment, and restaurant establishments in mixed-use and single-use buildings. Further, within the DDA Boundary, there is a notable amount of public/semi-public land uses. The DDA Boundary also encompasses residential land uses as well as office and recreation land uses.

Within the DDA Boundary, a breakdown of the existing land uses is included in the table below.

Table 1: Existing Land Use Within the Development Area

Existing Land Use Type	Approx. Percentage of Development Area
Residential (single-family homes)	28.5%
Commercial (includes single-use retail, restaurant, and office buildings)	52.7%
Mixed-Use (such as buildings in the Downtown Core with ground floor retail and upper floor residential units or office)	7.2%
Industrial	0.0%
Public/Semi-Public (includes City buildings, parking lots, other government buildings, and parks)	11.6%

### RESIDENTIAL USES

Residential uses are categorized by three (3) different housing typologies:

1. **Single Family Residential.** This classification includes parcels with one-family, detached homes.
2. **Two Family Residential.** This classification includes improved single land parcels with attached, single family structures. These are typically single-family homes that have been converted into rental units and are randomly located within single family neighborhoods.
3. **Multiple Family Housing.** Multiple family uses consist primarily of apartment buildings, however, there are several areas in the community where single-family homes have been transformed into multiple family units. This multiple family housing category also encompasses the condominium developments located on the Main Street riverfront.

## COMMERCIAL USES

Cheboygan's Development Area includes a variety of commercial businesses that can be subclassified into multiple commercial uses including:

1. **Single-Use Retail.** This classification includes all retail businesses within the Development Area in which retail is the only dedicated use located on the site. Primarily, the single-use retail classification includes single-story retail businesses located within the Downtown Core on North Main Street.
2. **Single-Use Restaurant/Entertainment.** This classification within the commercial designation includes sites in which a bar, restaurant, or theatre is the sole dedicated use on site.
3. **Single-Use Office.** The single-use office classification includes all office buildings that are the sole land uses located on the site.

## MIXED-USES

Cheboygan's Development Area also includes a variety of mixed-use development located primarily within the Downtown Core on Main Street. The mixed-use land uses greatly contribute to the Development Area's downtown historic charm and context. For the purposes of this analysis, the mixed-use classification is subclassified into several different types of mixed-uses:

1. **Mixed-Use Retail/Commercial.** This subclassification includes all the sites within the Development Area, particularly within the Downtown Core, that include ground floor retail or other similar type commercial businesses with upper floor residential dwelling units or offices. Most of the sites classified as mixed-use fall within this subclassification.
2. **Mixed-Use Office.** Within the Development Area, several sites are subclassified as mixed-use office. These lots are located within the Downtown Core and include businesses with ground floor office space with upper floor residential dwelling units, or other commercial space.
3. **Mixed-Use Restaurant/Entertainment.** The Development Area consists of mixed-use developments with ground floor bars or restaurants and upper floor residential dwelling units or office space. This land use subclassification is primarily located within the Downtown Core located on Main Street.

## PUBLIC / SEMI-PUBLIC USES

Public and semi-public land uses include government and municipal buildings and facilities such as the Cheboygan City Hall, Cheboygan Opera House, pedestrian footbridge, and the Post Office. The Public / Semi-Public designation includes City or DDA owned parking lots located within the Development Area. Lastly, this existing land use designation encompasses parkland and outdoor recreation uses such as Gordon Turner Park, Washington Park, and the Cheboygan Village Marina.

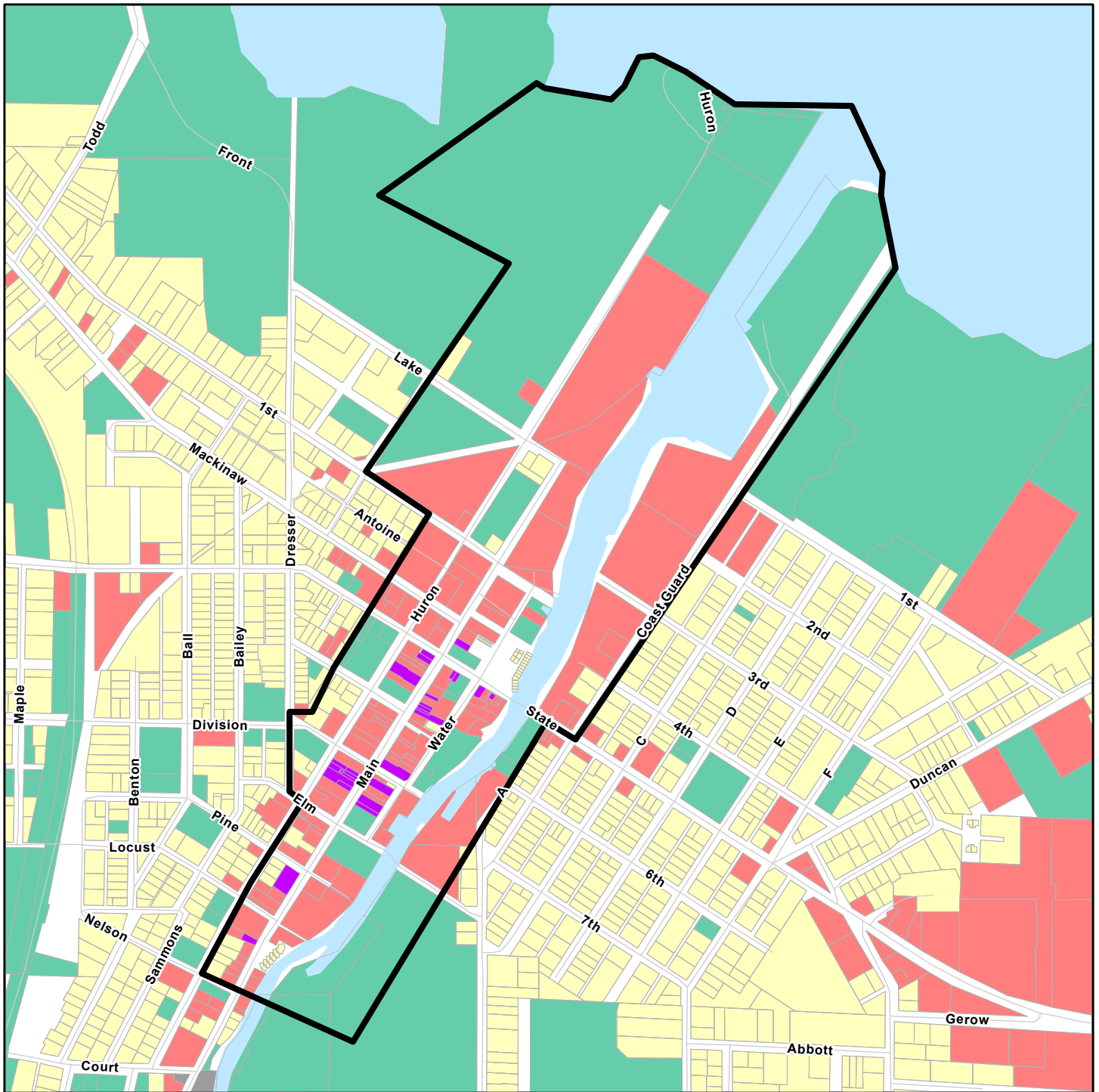
## STREETS AND OTHER PUBLIC FACILITIES

*REFERENCE TO P.A. 57 OF 2018: SECTION 125.4217(2)(B)*

There are no parcels dedicated to the railroad right-of-way within the Development Area, in addition to street right-of-way, alleys or easements.

Public streets within the Development Area include portions of the following:

- North Huron Street
- South Huron Street
- Lake Street
- North Main Street
- South Main Street
- West First Street
- Mackinaw Avenue
- Second Street
- Clinton Street
- West State Street
- Backus Street
- Dresser Street
- Water Street
- Division Street
- West Elm Street
- Pine Street
- Locust Street
- Nelson Street
- North B Street
- South B Street
- A street
- Cleveland Avenue



# Existing Land Use

City of Cheboygan, Michigan

December 14, 2021

## LEGEND

- Residential
- Commercial
- Industrial
- Exempt
- Mixed Use
- DDA District Boundary
- Bodies of Water



Basemap Source: Michigan Center for Geographic Information, v. 17a. Data Source: City of Cheboygan 2021. McKenna 2021.



## LOCATION AND EXTENT OF PROPOSED PUBLIC AND PRIVATE LAND USES

*REFERENCE TO P.A. 57 OF 2018: SECTION 125.4217(2)(B)*

Existing and proposed land uses for the Development Area are generally consistent with those in the City Comprehensive Plan. Mixed-use developments, entertainment opportunities, public spaces (especially along the riverfront and lakefront), and contemporary upgrades to make the downtown a more desirable, walkable, attractive district are envisioned.

It is the intent of this Plan that all potential land use changes are contingent upon agreement between the property owner, DDA, City of Cheboygan, and the Cheboygan Planning Commission. Redevelopment must also be considered within the context of the City's Comprehensive Plan and zoning regulations to further the DDA's adopted goals.

## EXISTING IMPROVEMENTS IN THE DEVELOPMENT AREA TO BE DEMOLISHED, REPAIRED OR ALTERED, AND TIME REQUIRED FOR COMPLETION

*REFERENCE TO P.A. 57 OF 2018: SECTION 125.4217(2)(C)*

The implementation projects detailed in Table 2 are anticipated to be accomplished over the next 20 years and further the priorities of the DDA.

Public improvements, as Identified In Table 2, offers a plethora of possible improvement projects. The DDA may assist with renovation, alteration, and repair of existing public improvements such as public roads and utility facilities within the Development Area boundaries; assistance with construction of public infrastructure, utilities, and drainage improvements; landscaping, lighting, sidewalks, open space, and streetscape enhancements; installation of public art; construction of new improvements such as the addition of sidewalks and bike paths; repair/upgrading and installation of street lights; and public transportation facilities. Improvements will be located throughout the Development Area, along the road corridors, at intersections and gateways, or on publicly owned or controlled sites.

The full extent of demolition, repair, or alternation of existing improvements has not been determined as of yet, however design plans remain In draft format for the various projects. Demolition, repair, construction, enhancement, and/or replacement of existing infrastructure is likely as part of the various projects, including sidewalks, curbing, pavement, above and below-ground utilities, decorative walls, fencing, and others. Replacement of landscaping, public signs, lighting and other projects may require demolition, removal, repair or alteration to the existing conditions. Further, redevelopment of privately owned sites may be assisted, on a case-by-case basis, consistent with the priorities and procedures in this Plan, and only as permitted under PA 57 of 2018.

The projects listed in Table 2 below have been identified as a result of a robust public engagement process that includes:

- Strategic working sessions with the DDA Board and City Staff
- Online survey publicly advertised and administered to the public
- Three (3) public roundtable discussions with Development Area stakeholders



## LOCATION, EXTENT, CHARACTER, AND ESTIMATED COST OF IMPROVEMENTS AND STAGES OF CONSTRUCTION PLANNED

*REFERENCE TO P.A. 57 OF 2018: SECTION 125.4217(2)(E)*

The Cheboygan DDA plans a variety of projects over the next 20 years that will help make the Downtown District into a more special and distinctive place. These proposals include: improving public infrastructure (both above and underground); enhancing streetscapes; placing special emphasis on public gathering spaces and other amenities; implementing projects that more directly lead to new private business investment and tax base increase. Facilitation of development to increase the Development Area's tax base is a high priority.

The location, extent, character, and estimated cost of the improvements including rehabilitation contemplated for the Development Area and an estimate of the time required for completion are listed in Table 2: Planned Projects within the Development Area. Generally, the projects described in Table 2 will be undertaken over a period of one (1) to 20 years and are proposed to remain flexible to permit the DDA to respond to private interest when said interest is expressed and as funding and land opportunities become available. The sequence of timing for implementing the recommendations of this Plan are also flexible to allow the DDA to take advantage of funding and other opportunities which may arise.

As anticipated, the implementation projects in Table 2 are grouped into the following three (3) phases:

- Phase 1: 2022 – 2026
- Phase 2: 2026 – 2030
- Phase 3: 2031 – 2041

This phasing is based on several factors, including input from the DDA Board members, expected timing of tax increment revenues, City of Cheboygan Capital Improvements Program (CIP), opportunities to promote jobs and economic development, the availability of other related investments and funding, the relative speed with which various projects are likely to be accomplished, and potential collaboration and partnerships, along with the benefits and value of each to the community. It should be noted that while each project is assigned a phase and estimated timing for budget and planning purposes, the projects in Phase 1 may be expedited in Phase 1, may continue into Phases 2 or 3, may not begin until Phase 2 or 3, and those in Phase 2 or 3 may begin sooner. Overall, the projects within each phase are not mutually exclusive to one phase or another.

Cost estimates for projects in Table 2 are very preliminary as the extent of these projects is not yet known, construction/engineering drawings have not been completed, and therefore costs are presented as general budget estimates or with costs to be determined and in current 2021 dollars. Actual costs may increase or decrease based on changes, opportunities to maximize return, or factors that are unknown today. Specific plans and refined cost estimates will be completed and approved prior to the initiation of each project.

Funding will be obtained from a variety of sources. The amount of tax increment revenues generated will be low for the first several years, but will increase as property values increase due to development and reinvestment. Important outside funding sources may include federal and state grants (which may include but are not limited to HUD, CDBG, MDOT, Michigan Economic Development Corporation, Michigan State Housing Development Authority); private donations; City funds; and additional sources consistent with PA 57 of 2018, and to be determined. The DDA intends to leverage its TIF dollars with other funding sources to the maximum extent practicable to achieve its goals.

Table 2: Planned Projects within the Development Area

Phase I: 2022-2026

<b>GOAL: Making Places</b>		
<b>Objective</b>	<b>Project Name / Brief Project Details</b>	<b>Estimated Cost</b>
<b>Natural Features</b>	<b>Riverfront Boardwalk</b> ✓ Acquire property and easements (as applicable) to construct a riverfront boardwalk on both side of the River connecting Gordon Turner Park to Downtown Core.	\$5,000,000
	<b>Riverfront Improvements</b> ✓ Determine and record any unsightly or unsafe Riverfront conditions. ✓ Establish partnerships with property owners and applicable governmental agencies to clean-up or market properties for adaptive reuse. ✓ Upgrade the Riverfront seawall, electrical, and landscaping elements.	\$5,000,000
	<b>River Recreation</b> ✓ Work with local outdoor recreation businesses to develop opportunities for additional River activities such as kayak launches, canoe rentals, paddle boarding, and other activities.	\$15,000
<b>Development Assistance</b>	<b>Remove incompatible land uses along Cheboygan Riverfront</b> ✓ Determine the type(s) of development desired along the Riverfront. ✓ Acquire property on the Riverfront (if applicable). ✓ Market vacant or underutilized Riverfront properties as prime locations for innovative high-quality development.	\$1,000,000
	<b>Façade Improvement Program (projected \$15,000/year)</b> ✓ Develop a set checklist and guidelines for the administration of the DDA’s façade improvement program. ✓ Encourage historic preservation best practices for façade improvements. ✓ Administer the Façade Improvement Program and streamline the application review process. ✓ Encourage high-quality design that will serve as quality examples, and preserve the architectural character that is distinctive to Cheboygan.	\$60,000
<b>Streetscape Improvements</b>	<b>Sidewalk Improvements</b> ✓ Assess current walking conditions in the Development Area. ✓ Develop a list of priority enhancement segments or corridors. ✓ Secure funding for sidewalk enhancements and construct.	\$100,000
<b>Mobility Improvements</b>	<b>Sidewalk Connections</b> ✓ Determine primary sidewalk routes that connect the Downtown Core with connecting secondary residential streets. ✓ Enhance walking conditions on these routes to provide a visible transition from Downtown Core to adjacent areas - continued community character	\$100,000

**GOAL: Promoting Community**

<b>Amenities and Culture</b>	<p><b>Public Art</b></p> <ul style="list-style-type: none"> <li>✓ Continue efforts to encourage public art within the Development Area such as murals, installations, electrical box paintings, and others.</li> </ul>	\$15,000
<b>Outdoor Recreation</b>	<p><b>Gordon Turner Park Improvements</b></p> <ul style="list-style-type: none"> <li>✓ Itemize current amenities at Gordon Turner Park and revitalize equipment as necessary.</li> <li>✓ Determine the best location for a new pavilion at Gordon Turner Park.</li> <li>✓ Construct Pavilion.</li> </ul>	\$70,000

**GOAL: Foster Business**

<b>Business Assistance</b>	<p><b>Outdoor Dining</b></p> <ul style="list-style-type: none"> <li>✓ Assess the City's need for a Downtown Social Zone.</li> <li>✓ Determine primary locations in the Development Area for outdoor dining equipment.</li> <li>✓ Assist business owners in renting or purchasing outdoor dining equipment (as needed).</li> </ul>	\$60,000
	<p><b>Marketing and Promotion</b></p> <ul style="list-style-type: none"> <li>✓ Continue to work with businesses and the community to market and promote Cheboygan.</li> </ul>	\$50,000
<b>Other projects consistent with this Plan</b>		TBD
<b>TOTAL for Phase I</b>		<b>\$11,470,000</b>

## PHASE II: 2027-2031

GOAL: Making Places		
Objective	Project Name / Brief Project Details	Estimated Cost
Streetscape Improvements	<b>Wayfinding Signage System</b> <ul style="list-style-type: none"> <li>✓ Evaluate the City's existing wayfinding signage system</li> <li>✓ Determine the best locations for wayfinding signage within the Development Area, such as near parking lots, the Farmers Market, Gordon Turner Park, and other locations</li> <li>✓ Construct wayfinding signs throughout the Development Area</li> </ul>	\$300,000
	<b>Enhanced Landscaping</b> <ul style="list-style-type: none"> <li>✓ Develop a maintenance plan and schedule for planter boxes, parking lot landscaping, and street trees.</li> <li>✓ Routinely trim and maintain the street trees so patrons can see store names and building facades.</li> </ul>	\$15,000
	<b>Corridor Beautification</b> <ul style="list-style-type: none"> <li>✓ Create and maintain aesthetic enhancements in the Development Area such as hanging baskets, holiday/seasonal decorations, planters, and others.</li> </ul>	\$10,000
Mobility Improvements	<b>Bike Racks</b> <ul style="list-style-type: none"> <li>✓ Determine the best locations for new bike rack facilities, such as near popular Downtown destinations, near and within parks and public spaces, near mixed-use buildings, and others.</li> <li>✓ Place new bike rack facilities in strategic locations within the Development Area.</li> </ul>	\$20,000
	<b>Electric Vehicle Charging Stations</b> <ul style="list-style-type: none"> <li>✓ Determine locations within existing parking areas best suited for charging stations.</li> <li>✓ Purchase stations in planned locations.</li> </ul>	\$10,000
Development Assistance	<b>Façade Improvement Program (projected \$15,000/year)</b> <ul style="list-style-type: none"> <li>✓ Develop a set checklist and guidelines for the administration of the DDA's façade improvement program.</li> <li>✓ Encourage historic preservation best practices for façade improvements.</li> <li>✓ Administer the Façade Improvement Program and streamline the application review process.</li> </ul>	\$60,000
GOAL: Promoting Community		
Public Programming	<b>Parking Lot Improvements</b> <ul style="list-style-type: none"> <li>✓ Repave and maintain public parking lots on State Street, City Hall, and Southwest corner of Division &amp; Huron Streets.</li> </ul>	\$1,000,000
Amenities and Culture	<b>Improvements to Festival Square</b> <ul style="list-style-type: none"> <li>✓ Create a grand entrance to Festival Square</li> <li>✓ Improve Festival Square aesthetics fronting Main Street.</li> </ul>	\$1,000,000

<b>GOAL: Foster Business</b>		
<b>Objective</b>	<b>Project Name / Brief Project Details</b>	<b>Estimated Cost</b>
<b>Business Assistance</b>	<b>Enhance rear building facades</b> ✓ Develop a schedule for rear building façade improvements. ✓ Encourage historic preservation best practices for rear façade improvements. ✓ Assist property owners in rear building façade improvements, including screening or enclosures for dumpsters.	\$150,000
<b>Business Attraction</b>	<b>Business Incubators</b> ✓ Host several business incubator events within the Development Area such as fish shanty artisan pop-up booths.	\$50,000
<b>Other projects consistent with this Plan</b>		TBD
<b>Total for Phase II</b>		<b>\$2,615,000</b>

## PHASE III: 2032 - 2041

GOAL: Making Places		
Objective	Project Name / Brief Project Details	Estimated Cost
Development Assistance	<b>Façade Improvement Program (projected \$15,000/year)</b> ✓ Develop a set checklist and guidelines for the administration of the DDA's façade improvement program. ✓ Encourage historic preservation best practices for façade improvements. ✓ Administer the Façade Improvement Program and streamline the application review process.	\$60,000
	<b>Outdoor Recreation</b> <b>Waterway Interpretive Plan</b> ✓ Establish partnerships with the necessary State Departments for design and implementation. ✓ Create a designated water trail on the Cheboygan River (and applicable connections).	\$300,000
GOAL: Foster Business		
Business Attraction	<b>Bike Rental Pilot Program</b> ✓ Determine the feasibility of a bike rental program in Cheboygan. ✓ Develop a pilot program for bike rentals within the Development Area.	\$15,000
	<b>Redevelop Water Street parking lot into a mixed-use development</b> ✓ Determine the feasibility of new mixed-use development on the Water Street parking lot site. ✓ Market and promote the site for mixed-use to areawide developers.	\$5,000,000
	<b>Upper floor residential units</b> ✓ Encourage second story developments when feasible. ✓ Assist property owners in the development of second story residential units where applicable in the Development Area.	\$1,000,000
<b>Other projects consistent with this Plan</b>		TBD
<b>Total for Phase III</b>		<b>\$6,375,000</b>

## ONGOING: 2022 - 2041

<b>GOAL: Making Places</b>		
<b>Objective</b>	<b>Project Name / Brief Project Details</b>	<b>Estimated Cost</b>
<b>Development Assistance</b>	<b>Ongoing trash and recycling maintenance</b> ✓ Ensure that Downtown Cheboygan remains safe and clean by ensuring trash disposal meets the needs of residents and business owners.	\$15,000
	<b>Strategic Land Acquisitions</b> ✓ Assess strategic property acquisition opportunities for property development, housing development, business development, or other types of development to further the goals of this Plan. ✓ Provide assistance for improvements to public roads, utilities and other infrastructure to further the goals of this Development Plan.	\$5,000,000
	<b>Façade Improvement Program (projected \$15,000/year)</b> ✓ Develop a set checklist and guidelines for the administration of the DDA's façade improvement program. ✓ Encourage historic preservation best practices for façade improvements. ✓ Administer the Façade Improvement Program and streamline the application review process.	\$60,000
<b>Mobility Improvements</b>	<b>Non-Motorized Transportation</b> ✓ Determine bike routes that are best suited for new infrastructure to connect to a larger Citywide or regional bike network. ✓ Improve pedestrian access, mobility, and safety with the Downtown. Begin by completing a walkability audit to identify unsafe intersections or road segments. ✓ Plan for all modes of transportation in Downtown (multi-modal crossings, bike parking, maintain sidewalks, etc.)	\$100,000
<b>Amenities and Culture</b>	<b>Winter Destination</b> ✓ Assist business and property owners in the development of winter activities to establish Cheboygan as a year-round tourist destination. ✓ Determine the feasibility of winter activities such as snow shoeing, cross country skiing, ice skating, snowmobiling, and others.	\$25,000
<b>Mobility Improvements</b>	<b>Public Road / Infrastructure Improvements</b> ✓ Partner with applicable organizations to assist in the planning, design, repair, or replacement of roads, alleys, public right-of-way and other infrastructure.	\$1,000,000
<b>GOAL: Promoting Community</b>		
<b>Public Programming</b>	<b>Sustainability</b> ✓ Incorporate best practices in sustainability and environmental resiliency whenever feasible (such as permeable pavement, rain gardens, bioswales, etc.).	\$100,000
	<b>Housing Development</b> ✓ Determine the best locations for additional housing units within the Development Area. ✓ Partner with any applicable local or regional housing agencies to construct more housing for people of all ages. ✓ Assist in the growth and development of the housing market in Cheboygan, acquiring property	\$750,000

	as needed for the marketing of new housing development.	
<b>Amenities and Culture</b>	<b>Public Festivals/Events</b> ✓ Plan and host more public events and festivals for all seasons	\$25,000
<b>Outdoor Recreation</b>	<b>Year-Round Outdoor Recreation</b> ✓ Evaluate the City's existing opportunities for outdoor recreation. ✓ Capitalize on the City's Trail Town designation ✓ Determine opportunities for additional outdoor recreation activities such as fishing, bird watching, and hiking	\$300,000
<b>Amenities and Culture</b>	<b>Cultural Amenities</b> ✓ Attract new development proposals to address universal design by utilizing principles such as walkability, welcoming facades, ADA compliancy, and flexibility of uses.	\$10,000
<b>Enhanced Partnerships</b>	<b>Marketing and Promotion</b> ✓ Create and maintain a robust online presence to market Downtown Cheboygan by utilizing available resources such as social media, press releases, and website enhancements. ✓ Utilize regional resources to market Cheboygan (such as Pure Michigan, NLEA, SBDC, MEDC, MDNR, and other groups as applicable).	\$1,000,000
<b>GOAL: Foster Business</b>		
<b>Business Assistance</b>	<b>Redevelopment Loans</b> ✓ Continue to provide property owners in the Development Area assistance with redevelopment loans.	\$1,000,000
	<b>Vibrancy Micro-Grants</b> ✓ Continue to offer Vibrancy Micro-Grants to property owners within the Development Area. ✓ Determine if additional funding can be secured to further assist property owners as needed.	\$20,000
<b>Business Attraction</b>	<b>Business Attraction</b> ✓ Continue to provide business attraction programs and initiatives in Cheboygan. ✓ Continue partnerships to assist with economic development activities. ✓ Develop a creative approach to business development and encourage innovative business ideas.	\$300,000
<b>Other projects consistent with this Plan</b>		TBD
<b>TOTAL for all projects 2022 - 2041</b>		<b>\$29,790,000</b>

*Footnotes to Table 2:*

- Costs estimated for the projects are preliminary and are budget guides only; specific plans and refined cost estimates for Development Area improvements will be completed upon initiation of each project. Funding is expected to come from a combination of sources to be evaluated and optimized by the DDA, including but not limited to grants, loans, TIF revenues, donations, etc. Expenditures will not exceed available funds. Estimates consider design, construction and associated costs.*
- Other projects that arise and are consistent with the objectives and priorities of the DDA – as outlined in this Plan – may be funded consistent with the financing methods described in the Tax Increment Financing Plan.*



## PROJECT DESCRIPTIONS

The following public improvements, activities, and projects are proposed for implementation in the City of Cheboygan Development Plan and TIF Plan through 2041, the life of this Plan. Please note that not every project listed in Table 2 above is described in detail below.

### PHASE I: 2022 – 2026

The following priority projects are proposed to be implemented over the next five years.

**Riverfront Boardwalk.** A primary project for the first phase of the Development Plan is to determine the feasibility and construct a Riverfront Boardwalk along the Cheboygan River. The Boardwalk is planned to include public space along both sides of the Cheboygan River connecting Gordon Turner Park, located on Lake Huron, south, to the Downtown Core area. The Riverfront Boardwalk may include property acquisitions or easements prior to construction and/or completion.

**Riverfront Improvements.** In conjunction with the Riverfront Boardwalk, the City of Cheboygan DDA plans to work alongside local property owners, City Departments, area developers, and other important stakeholders to determine the highest and best uses for Riverfront properties located within the Development Area. The DDA may assist the City in adaptive reuse mechanisms to assist with the growth and development of the Cheboygan Riverfront. This process includes the identification and removal of incompatible land uses along the Riverfront to ensure public health and safety.

**River Recreation.** The DDA will foster partnerships with local businesses to enhance and improve opportunities for recreation opportunities for the Cheboygan River. Some of these may include additional kayak and canoe launches, paddle boarding, canoe and kayak rentals, and other similar activities – as applicable.

**Sidewalk Improvements.** Enhancing the pedestrian experience is an imperative component to enhancing the Development Area. Measures may be taken to analyze current sidewalk infrastructure and other pedestrian facilities to determine priority segments in need of improvements or enhancements. Consideration will also be given to ensure that sidewalks are located on both sides of the street not only within the Downtown Core, but also connecting to adjacent residential areas located on the fringes of the Development Area. The primary goal is to maintain a consistent, fluid, and walkable environment to transition from the Downtown Core to adjacent areas.

**Public Art.** The DDA will continue to work and form partnerships with local artists and art advocacy groups to implement public art within the Development Area. Some forms of public art may include sculptures, installations, murals, electrical box paintings, and other similar projects.

**Gordon Turner Park Improvements.** Located on the shore of Lake Huron, Gordon Turner Park is a significant public space in the Development Area. Currently, public amenities located on the site include a public beach, lighthouse, and recreational equipment. Various park improvements and enhancements such as upgraded recreation equipment will be evaluated and implemented during Phase I of the DDA's Development Plan.

**Outdoor Dining.** The DDA may work alongside Downtown business owners to evaluate, plan, and implement outdoor seating and dining opportunities. The DDA may utilize its financial resources to assist with the purchasing of outdoor seating and dining equipment (including winterized/winterizing equipment).

**Façade Improvement Program.** The Façade Improvement Program will continue to encourage owners, developers, and tenants to upgrade their properties, thus adding to the overall value of the area. The DDA may offer small loans or forgivable grants for the architectural design of building façades and for the construction of such improvements, subject to design guidelines and criteria to be adopted by the DDA. Additional activities that could be considered under such a program include parking lot enhancements, replacement of nonconforming signs, and other exterior improvements that impact the public, consistent with the requirements of PA 57 of 2018.

## PHASE II: 2027 – 2031

The projects anticipated for Phase 2 all focus on improving the business climate for the City, public amenities, appearance, and tax base to spur reinvestment in Cheboygan.

**Wayfinding Signage.** The DDA may hire a marketing firm to develop a design and branding specific to Downtown Cheboygan. The updated design and branding materials can be used to develop wayfinding signage to guide visitors to Downtown businesses, parking areas, parks and trails, municipal offices, and other popular destinations. Defining specific locations for wayfinding signage will be determined.

**Enhanced Landscaping.** The DDA may work alongside applicable City Departments or other organizations to develop a landscaping maintenance schedule for the Development Area. A landscaping maintenance schedule will include upkeep of planters, planter boxes, hanging baskets, street trees, and other items.

**Corridor Beautification.** To maintain and enhance all streetscapes in the Development Area, the DDA may allocate funding to the purchase and maintenance of hanging baskets, holiday/seasonal decorations, planters, and other aesthetic elements.

**Parking Lot Improvements.** The DDA will allocate resources as necessary and applicable to repave, restripe, or complete other improvement tasks to public parking lots within the Development Area, such as those located on State Street, City Hall, and the Southwest corner of Division and Huron Street.

**Improvements to Festival Square.** To enhance festival square, the DDA may allocate resources to establish a grand entrance to the square as well as other aesthetic improvements as needed.

**Enhance Rear Building Facades.** The DDA may work alongside property owners, applicable City Departments, and other necessary organizations to enhance and improve rear building facades within the Development Area. Improvement tasks may include enhancements to dumpster screening and/or enclosures. The DDA may assist Downtown property owners in the improvement and beautification of rear building faces to ensure the safety and contiguous architecture throughout the Development Area. This may include re-siding, updated windows or other infrastructure, signage, and more.

**Business Incubators.** As a means to support and encourage the growth and development of businesses in the Development Area, the DDA may develop a program to host event(s) for artisan business booths. Business incubator events are intended to support and assist small business operations in Cheboygan and the surrounding area.

**Façade Improvement Program.** Continue efforts from Phase 1.

### PHASE III: 2032 – 2041

The following long-term projects are intended to foster regional marketing efforts and support high quality development in the Development Area.

**Waterway Interpretive Plan.** In order to support the Cheboygan River as a regional outdoor recreation destination, the DDA may establish partnerships with applicable local, regional, and State organizations to design and implement a waterway interpretive plan. Over time, the Cheboygan River may become a designated Water Trail.

**Bike Rental Program.** The DDA may assess the need and feasibility of a bike rental program in the Development Area. A bike rental program may start as a pilot program.

**Redevelop Water Street Parking Lot into A Mixed-Use Development.** The DDA, along with applicable City organizations, may determine the highest and best proposed use for the Water Street parking lot and market the property to local development agencies for mixed use development.

**Upper Floor Residential Units.** As a means to encourage the construction of mixed-use buildings within the Development Area, the DDA may allocate resources to assist efforts to expand the stock of mixed-use buildings.

**Façade Improvement Program.** Continue efforts from Phase 2.

### ONGOING: 2022 – 2041

The following projects are anticipated to continue throughout the life of this Plan, as funding permits.

**Business Retention / Attraction.** The DDA may engage in community business outreach to stimulate new economic investment, create an expanded tax base, provide public improvement incentives to attract desirable new business and investment, and to retain existing businesses.

A business recruitment and retention program may involve actions such as hiring staff or consultant(s) to assist, adopting standards for public/private partnerships, identifying financial, infrastructure and other possible incentives, and specifying the criteria for those incentives. A focus will be to ensure that the incentives are only those necessary to make the targeted private investment happen, and to maximize the public return on investment.

One business retention activity the DDA may implement early on is to provide the City with assistance in reviewing procedures to encourage business investment in the Development Area. This will involve a review of current policies for zoning, permitting, and regulatory needs. Additionally, this review process may also include clarifying application procedures, consolidating approvals, and implementing other efficiencies to simplify and expedite the development process.

**Non-Motorized Transportation.** The DDA may engage in the repair, replacement, and construction of sidewalks, crosswalks, multi-use pathways, bicycle infrastructure, and ADA improvements for improved access, mobility and safety throughout the district and to create a pedestrian friendly community. Assistance with new sidewalks, multi-use pathways and other non-motorized elements may all be needed in conjunction with the enhancements of the streetscape within the Development Area. Elements of non-motorized improvements may include, but are not limited to:

- Acquisition of property, right-of-way, and easements.
- Removal of plant material, bituminous material, sidewalk, curb, and gutter, and filling, grading, and site preparation.

- Installation of curb, gutter, sidewalks, and other paving.
- Construction of non-motorized, multi-use pathways and bike lanes.
- Landscape improvements and site amenities including, but not limited to grass, trees, other plantings, and other decorative items.
- Installation of pedestrian amenities such as benches, trash receptacles, lighting, signage, banners, tree grates, bike racks, bike repair stations, trail heads, etc.
- Acquisition of equipment and improvements for those with disabilities.
- Engineering, architectural, legal, and other professional fees.
- Any other items that are necessary or incidental to the items listed above or that the DDA Board determines to be desirable in connection with this project.

**Cultural Amenities.** Throughout the duration of this Plan, the DDA may partner with local artists, production companies, and other cultural groups to enhance opportunities for cultural amenities within Downtown Cheboygan. Cultural amenities can include art galleries, local theatre, a Downtown movie theatre, artisan events, and more. The DDA may work to assist in funding cultural events as well as new culturally-related businesses.

**Public Road / Infrastructure Improvements.** The DDA may partner with and assist the City and other jurisdictions with authority on the planning, design, construction, repair, or replacement of roads, alleys, other public right-of-way, and other public infrastructure. This may include the realignment, modification or improvement of utilities (i.e., water and sewer, storm sewers, and stormwater management facilities) and other improvements that the DDA may determine as necessary to further the goals of this Development Plan and maintain the values of properties in the Development Area.

Public road and infrastructure improvements may include, but are not limited to:

- Acquisition of land, right-of-way, and easements.
- Studying existing infrastructure.
- Grading, erosion control, drainage, and site preparation.
- Installation of the roadbed and paving.
- Installation of new utility mains and lines, lift stations, and associated infrastructures.
- Related energy management and efficiency improvements.
- Improvements for advanced traffic management and autonomous driving.
- Installation of road lighting, signage and traffic signals and control devices.
- Vacating and closing streets, alleys, and right-of-way, removal of the street, and remediation and landscaping, the construction of access roads and the elimination of curb cuts.
- Engineering, architectural, legal, and other professional fees.
- Any other items that are necessary or incidental to the items listed above or that the DDA determines to be desirable in connection with this project.

**Marketing Programs.** Promotion and advertising for Downtown Cheboygan is a means of promoting revitalization and attracting businesses, residents and customers. The DDA may engage in marketing and public relations efforts to reinforce that Downtown Cheboygan is a great place to do business.

Maintaining Downtown Cheboygan's strong online presence and marketing collateral such as professionally prepared brochure(s), targeted advertising, marketing of special events, promotion of available business sites and real estate marketing, property tours, use of site consultants, and promotion of the general assets of the Development Area are all elements of a robust marketing program. Collaborative efforts may be pursued with adjacent communities.

Additionally, the DDA may engage in the marketing and promotion of Cheboygan as a year-round tourist destination for winter activities such as ice-skating, snowmobiling, cross-country skiing, snow showing, and other activities.

**Public Events / Festivals.** As a means to attract more residents and visitors to Cheboygan, the DDA may plan and host additional public events and festivals.

**Redevelopment Loans and Vibrancy Micro-Grants.** The Cheboygan DDA will continue to allocate resources to assist property owners in obtaining redevelopment loans and vibrancy-micro grants to enhance properties within the Development Area.

**Sustainability.** Cheboygan is in a prime position for growth and development. As the City's population continues to grow, the DDA will assist with incorporating elements related to sustainability and resiliency in the City. Some of these elements may include rain gardens, bioswales, permeable pavement, best practices in LEED design, and others.

## **PARTS OF THE DEVELOPMENT AREA TO BE LEFT AS OPEN SPACE AND CONTEMPLATED FUTURE USE**

*REFERENCE TO P.A. 57 OF 2018: SECTION 125.4217(2)(F)*

Various park and open space projects will be undertaken pursuant to the DDA's established listing of Planned Projects within the Development Area. These improvements are designed to enhance the walkability and livability of downtown Cheboygan, thereby supporting property values within the community. They also support the business environment by strengthening the downtown market.

## **PORTIONS OF THE DEVELOPMENT AREA WHICH THE AUTHORITY DESIRES TO SELL, DONATE, EXCHANGE OR LEASE TO OR FROM THE MUNICIPALITY AND THE PROPOSED TERMS**

*REFERENCE TO P.A. 57 OF 2018: SECTION 125.4217(2)(G)*

The DDA owns one parcel in the Development Area, Festival Square, located at 115 Backus Street. Further, the DDA has no plans to sell, donate, exchange, or lease to or from the City any land or building in the Development Area. If opportunities arise consistent with the goals and purposes of this Plan, land and/or building purchases may be considered and terms would be determined at that time.

Additional right-of-way and/or easements may be required to accomplish the planned streetscape, connections, utilities and other public improvements. While it is not the intent of the DDA to purchase either right-of-way or easements since considerable benefits will accrue to the abutting parcels from the public improvements, purchase may be required. Any road right-of-way acquired will be transferred to the road agency with jurisdiction.

## **DESIRED ZONING, STREETS, INTERSECTIONS AND UTILITY CHANGES**

*REFERENCE TO P.A. 57 OF 2018: SECTION 125.4217(2)(H)*

No zoning changes are currently proposed as part of this Plan. Zoning changes on parcels in the Development Area will be coordinated between the DDA, the Planning Commission, and the City Council according to State enabling acts and the adopted procedures of the City. Any change will occur in a manner that ensures appropriate future land uses within the district.

## **AN ESTIMATE OF THE COST OF THE DEVELOPMENT, PROPOSED METHOD OF FINANCING AND ABILITY OF THE AUTHORITY TO ARRANGE THE FINANCING**

*REFERENCE TO P.A. 57 OF 2018: SECTION 125.4217(2)(I)*

During the 20-year term of this Development Plan and TIF Plan, the estimated cost of the public improvements to be undertaken by the DDA is approximately **\$29,790,000**. These costs include the cost of associated administration, engineering, planning, and design.

It is anticipated that the proposed projects will be paid for, in part with tax increment revenues generated by annual increases in property valuations from economic growth and new construction within the Development Area, in accordance with this Development and TIF Plan. Particularly in the early years of this Plan, it is expected that the tax increment revenues will be low, and will have to be supplemented with developer contributions, grant dollars, donations, and other funds as may become available. Projects will not be initiated until such time as sufficient funds have been identified and secured to pay for the project or debt service for project financing. Matching funds, contributions from other funding entities, grants, donations, bonding, special assessments, and other sources available to the DDA pursuant to PA 57 of 2018 may be utilized, consistent with the goals and objectives of this Plan.

It is anticipated that most projects will be financed on a “pay-as-you-go” basis using funds on-hand or accumulated from prior years’ captures. However, the DDA may determine that there is a need to sell bonds, obtain loan funds or grants, or receive contributions from any of the other sources permitted under PA 57 of 2018, to facilitate completion of one or more of the improvement projects. Per PA 57 of 2018, City Council approval is required for bonding and other financings.

## **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**

*REFERENCE TO P.A. 57 OF 2018: SECTION 125.4217(2)(J)*

All public improvement projects undertaken as part of this plan will remain in public ownership for the public benefit. The DDA may participate in and/or facilitate a purchase of other land for use or redevelopment in accordance with the City Master Plan and the goals of this Development Plan. The Authority may convey any such property to another entity, yet unknown. Further, the Authority may consider other property acquisition, lease, or sale, as appropriate, in furtherance of the goals of this Plan. The person or persons to whom such property may be leased or conveyed is unknown at this time.

**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**

*REFERENCE TO P.A. 57 OF 2018: SECTION 125.4217(2)(K)*

In the event the DDA purchases, receives a donation of, or otherwise comes to own property in the Development Area, it will conform with any bidding or land disposition process adopted by the City or, in the absence of such procedures, the DDA will adopt suitable procedures to govern the management and disposition of property in conformance with all applicable Federal, State, and local regulations. The DDA currently has no express or implied agreement between the DDA and any persons, natural or corporate, that all or a portion of the development area will be leased, sold, or conveyed to those persons.

**ESTIMATE OF THE NUMBER OF PERSON RESIDING IN THE DEVELOPMENT AREA**

*REFERENCE TO P.A. 57 OF 2018: SECTION 125.4217(2)(L)*

No families or individuals are planned to be displaced and no occupied residences are designated for acquisition and clearance by this Plan. Since it is estimated that approximately 100 people reside in the Development Area, the City Council has appointed a Development Area Citizens Council (DACC) as required by the DDA Act. The DACC has met and will review and make its recommendation on this Plan as required by law.

**PLAN FOR ESTABLISHING PRIORITY FOR THE RELOCATION OF PERSONS DISPLACED AND PROVISION FOR COSTS OF RELOCATION OF DISPLACED PERSONS**

*REFERENCE TO P.A. 57 OF 2018: SECTION 125.4217(2)(M)*

Not applicable. The DDA does not intend to acquire any residential property in conjunction with this Plan. Any residential properties that are redeveloped under this Plan are intended to be acquired by the private sector for private development and ownership. However, in the future, if the condemnation of property is necessary to meet the objectives of this Plan and would result in persons being displaced, the DDA will submit to the City Council an acquisition and relocation plan, consistent with the Standards and Provisions of the Federal Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970. As dictated by that Act, provision for the costs of relocation of displaced persons, including financial assistance and reimbursement of expenses will be made.



## **COMPLIANCE WITH ACT 227 OF THE PUBLIC ACTS OF 1972, SECTIONS 213.321 - 213.332 OF THE MICHIGAN COMPILED LAWS**

*REFERENCE TO P.A. 57 OF 2018: SECTION 125.4217(2)(O)*

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



# Tax Increment Financing Plan

## INTRODUCTION

The TIF Plan includes the preceding Development Plan, along with a detailed explanation of the tax increment procedure, the maximum amount of bonded indebtedness to be incurred, the duration of the program, the impact of tax increment financing on the assessed values of all taxing jurisdictions in which the development area is located, and a statement of the portion of the captured assessed value to be used by the DDA.

## EXPLANATION OF THE TAX INCREMENT PROCEDURE

*REFERENCE TO PA 57 OF 2018: SECTION 125.4214(1)*

As provided in Public Act 57 of 2018, tax increment financing is a tool that can be used to assist redevelopment within a DDA Development Area. Tax increment financing is the process of expending new property tax dollars for improvements that generally benefit the parcels that pay the taxes. Tax dollars generated from new private property developments and from improvements to existing private property within a designated Development Area are “captured” and utilized by the DDA to finance public improvements within that Development Area, which supports and encourages continued private investment.

To utilize tax increment financing, the DDA must prepare and adopt a Development Plan and a Tax Increment Financing Plan. Both plans are submitted to the City Council, are subject to public hearing, and City Council must approve the plans by ordinance. The plans specify the initial assessed value, estimate the captured assessed value, and provide for the expenditure of the funds. These plans may be amended in the future to reflect changes desired by the DDA, subject to approval by Council. All amendments must follow the procedures of PA 57 of 2018.

Captured assessed value is defined in PA 57 of 2018 as the amount, in any one year, by which the current assessed value of the Development Area exceeds the initial assessed value. Initial assessed value is defined as 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 (TIF) plan is approved, as shown by the most recent assessment roll of the municipality for which equalization has been completed at the time the ordinance is adopted. Tax increment revenue is generated when the current assessed value of all properties within a Development Area in each year subsequent to the adoption of the TIF Plan, exceeds the initial assessed value of those properties.

Such funds transmitted to the DDA are termed “tax increment revenues”. Tax increment revenues are the amount of ad valorem and specific local taxes attributable to the application of the levy of all taxing jurisdictions other than the state education tax, local or intermediate school districts, and several other entities specifically exempted under PA 57 of 2018, upon the captured assessed value of real and personal property in the Development Area.

## INITIAL ASSESSED VALUE AND APPLIABLE MILLAGE

REFERENCE TO PA 57 OF 2018: SECTION 125.4214(1)

The initial assessed value under this 2021 Plan is established as the total taxable value for all real and personal property in the Development Area as of December 31, 2019 and as equalized in May 2021 which is the most recent assessment roll of the City for which equalization has been completed at the time of adoption of this Plan. The initial assessed value of the Development Area is \$6,382,625.

The applicable tax levy for tax increment purposes in the Development Area will be the total millage levied by the eligible taxing jurisdictions. A list of the taxing jurisdictions and the current millage subject to capture (rates per \$1,000 of taxable value) is shown below Table 2, and totals 28.9284 mills.

Table 3: Applicable Millage Summary

Taxing Jurisdiction	Projected Captured Millage Rate
City of Cheboygan	15.0000
City of Cheboygan Debt	5.7000
Cheboygan County	8.2284
<b>Total Applicable Millage</b>	<b>28.9284</b>

Source: City of Cheboygan, 2021

## ESTIMATE OF TAX INCREMENT REVENUES

REFERENCE TO PA 157 OF 2018: SECTION 125.4214(1)

Under this TIF Plan, the tax levy on the entire captured assessed valuation is planned to be utilized by the DDA. The tax increment revenues will be expended in the manner set forth in this Plan. Estimates of the projected growth in taxable value and projected captured revenue for the duration of this Plan are in Table 3. Both real and personal property assessments are included in the taxable value projections.

The projected annual growth in taxable value is estimated at the current equalized value for FY 2020-21, the Assessor's estimated taxable value for FY 2021-22, and thereafter at 2% increase per year. Additionally, an assumption has been made to increase the taxable value at 10% in year 2030-2031 due to the expiration of several tax abatements associated with multiple properties. Further, the city has several debt millages that are collected. Those are due to expire (or lessen) at various points throughout the duration of this plan. Over the life of this 20-year Plan, the total tax increment revenue captured is estimated at \$7,801,923.

The actual tax increment revenue to be transmitted to the DDA will likely vary from the estimates herein based upon the actual tax levies of the taxing jurisdictions and the actual taxable value in the Development Area over the duration of the Plan. Additional increases in the assessed valuation for the Development Area and resultant tax increment revenues may occur from new other construction, expansion, rehabilitation, appreciation of property values, or other factors. Such increases are beyond those projected in this Plan, but if increases occur, the tax increment revenues will be spent according to this Plan to accelerate the implementation of the public improvement program. It is the intention of the DDA to use the entire captured assessed value in the Development Area for the purposes defined in the Development Plan and period hereinafter set forth, and to not exclude assessed value growth in property resulting solely from inflation.

## **ESTIMATED IMPACT ON TAXING JURISDICTIONS**

*REFERENCE TO PA 157 OF 2018: SECTION 125.4214(1)*

The maximum effect of this Plan on the taxing jurisdictions in which the Development Area is located is the taxable value upon which taxes are now levied will remain constant over the life of the Plan. If private development occurs and values increase as anticipated in this Plan, potential taxes captured from each taxing jurisdiction over the duration of the Plan are estimated in Table 4.

It is anticipated that the public improvements proposed for the Development Area in this Plan and the private improvements they induce will provide long-term stability and growth in the Development Area and the City as a whole. This will benefit all taxing jurisdictions. Benefits will result from increases in property values surrounding the Development Area, increased property values in the Development Area at the time the TIF Plan is completed, and from increases in property values throughout the entire community which are, to some degree dependent upon the well-being of the downtown district for stability and growth. All taxing jurisdictions will benefit substantially from a tax base that has been stabilized and enhanced as a result of the public improvement program.

Table 4: Future Capture Projections

Tax Day	Fiscal Year	Total TIF Millage	Total Taxable Value	Total Captured Taxable Value	Total Tax Increment Revenue
Base Year	1985-86		\$6,382,625		
12/31/2020	2021-22	28.9284	\$15,545,486	\$9,162,861	\$298,969
12/31/2021	2022-23	28.9284	\$15,856,396	\$9,473,771	\$284,482
12/31/2022	2023-24	28.9284	\$16,173,524	\$9,790,899	\$294,005
12/31/2023	2024-25	28.9284	\$16,496,994	\$10,114,369	\$292,593
12/31/2024	2025-26	28.9284	\$16,826,934	\$10,444,309	\$302,137
12/31/2025	2026-27	28.9284	\$17,163,473	\$10,780,848	\$311,873
12/31/2026	2027-28	28.9284	\$17,506,742	\$11,124,117	\$321,803
12/31/2027	2028-29	28.9284	\$17,856,877	\$11,474,252	\$331,932
12/31/2028	2029-30	28.9284	\$18,214,015	\$11,831,390	\$342,263
12/31/2029	2030-31	28.9284	\$20,035,416	\$13,652,791	\$394,953
12/31/2030	2031-32	28.9284	\$20,436,124	\$14,053,499	\$406,545
12/31/2031	2032-33	28.9284	\$20,844,847	\$14,462,222	\$418,369
12/31/2032	2033-34	28.9284	\$21,261,744	\$14,879,119	\$430,429
12/31/2033	2034-35	28.9284	\$21,686,979	\$15,304,354	\$442,730
12/31/2034	2035-36	28.9284	\$22,120,718	\$15,738,093	\$455,278
12/31/2035	2036-37	28.9284	\$22,563,133	\$16,180,508	\$468,076
12/31/2036	2037-38	28.9284	\$23,014,395	\$16,631,770	\$481,130
12/31/2037	2038-39	28.9284	\$23,474,683	\$17,092,058	\$494,446
12/31/2038	2039-40	28.9284	\$23,944,177	\$17,561,552	\$508,028
12/31/2039	2040-41	28.9284	\$24,423,060	\$18,040,435	\$521,881
			<b>\$395,445,715</b>	<b>\$267,793,215</b>	<b>\$7,801,923</b>

Source: City of Cheboygan, March 2021

**Footnotes to Table 4:**

- a. Tax increment projected using combined real and personal property values and current millage rates.
- b. 1985 DDA base year per Cheboygan DDA 2017/2018 Development and TIF Plan, and first year estimated taxable value per City Assessor, 3/18/21.
- c. Annual change in taxable values estimated as follows: FY 2020-21 value is current equalized; 2021-22 is estimated; 2022-29 is 2% increase; 2030-31 is 10% increase; and thereafter is 2% increase per year.

Table 5: Estimated Capture by Taxing Jurisdiction

Fiscal Year	Total TIF Millage	Total Taxable Value	Total Captured Taxable Value	City Operating	City Debt	County Tax	Total Tax Increment Revenue
				15.0000	5.7000	8.2284	28.9284
1985-86		\$6,382,625					
2021-22	28.9284	\$15,545,486	\$9,162,861	\$137,443	\$86,131	\$75,396	\$298,969
2022-23	28.9284	\$15,856,396	\$9,473,771	\$142,107	\$64,422	\$77,954	\$284,482
2023-24	28.9284	\$16,173,524	\$9,790,899	\$146,863	\$66,578	\$80,563	\$294,005
2024-25	28.9284	\$16,496,994	\$10,114,369	\$151,716	\$57,652	\$83,225	\$292,593
2025-26	28.9284	\$16,826,934	\$10,444,309	\$156,665	\$59,533	\$85,940	\$302,137
2026-27	28.9284	\$17,163,473	\$10,780,848	\$161,713	\$61,451	\$88,709	\$311,873
2027-28	28.9284	\$17,506,742	\$11,124,117	\$166,862	\$63,407	\$91,534	\$321,803
2028-29	28.9284	\$17,856,877	\$11,474,252	\$172,114	\$65,403	\$94,415	\$331,932
2029-30	28.9284	\$18,214,015	\$11,831,390	\$177,471	\$67,439	\$97,353	\$342,263
2030-31	28.9284	\$20,035,416	\$13,652,791	\$204,792	\$69,515	\$112,341	\$394,953
2031-32	28.9284	\$20,436,124	\$14,053,499	\$210,802	\$71,633	\$115,638	\$406,545
2032-33	28.9284	\$20,844,847	\$14,462,222	\$216,933	\$82,435	\$119,001	\$418,369
2033-34	28.9284	\$21,261,744	\$14,879,119	\$223,187	\$84,811	\$122,431	\$430,429
2034-35	28.9284	\$21,686,979	\$15,304,354	\$229,565	\$87,235	\$125,930	\$442,730
2035-36	28.9284	\$22,120,718	\$15,738,093	\$236,071	\$89,707	\$129,499	\$455,278
2036-37	28.9284	\$22,563,133	\$16,180,508	\$242,708	\$92,229	\$133,140	\$468,076
2037-38	28.9284	\$23,014,395	\$16,631,770	\$249,477	\$94,801	\$136,853	\$481,130
2038-39	28.9284	\$23,474,683	\$17,092,058	\$256,381	\$97,425	\$140,640	\$494,446
2039-40	28.9284	\$23,944,177	\$17,561,552	\$263,423	\$100,101	\$144,503	\$508,028
2040-41	28.9284	\$24,423,060	\$18,040,435	\$270,607	\$102,830	\$148,444	\$521,881
		\$395,445,715	\$267,793,215	\$4,016,898	\$1,564,738	\$2,203,510	<b>\$7,801,923</b>

Source: City of Cheboygan, March 2021

**Footnotes to Table 5:**

Tax increment projected using combined real and personal property values and current millage rates.

- a. 1985-86 DDA base year per Cheboygan DDA 201718 Development and TIF Plan, and first year estimated taxable value per City Assessor, 3/18/21.
- b. Annual change in taxable values estimated at the same rates as Table 3.



## EXPENDITURE OF TAX INCREMENT REVENUES

*REFERENCE TO PA 157 OF 2018: SECTION 125.4214 (1)*

The program and schedule for the expenditure of tax increment revenues to accomplish the proposed public improvements for the Development Area is outlined in Table 1 of the Development Plan. As described elsewhere, the cost estimates in Table 1 are approximations and very preliminary. These cost estimates are based solely upon concepts and have not been developed from construction drawings. Specific plans and refined cost estimates for the Development Area improvements will be completed upon initiation of each project.

As can be seen from the projections, the amount of TIF revenues will be very limited until such time as one or more of the larger redevelopments occur. Leveraging of funds will be very important for success. It is intended that outside grants and other sources of funding will be pursued, as permitted under PA 57 of 2018. Other private funds, in kind contributions, public-private partnerships, and non-tax increment sources will also be considered to maximize the success of this Development and TIF Plan.

Any additional tax increment revenues beyond those projected in this Plan will:

- be used to further the implementation of the public improvement program, projects, priorities, and objectives of this Plan,
- be used to expedite any debt service to the extent possible, or
- be returned, pro-rata, to the taxing units as provided by law.

If the tax increment revenues are less than projected, the DDA may choose to:

- Collect and hold the captured revenues until a sufficient amount is available to implement specific public improvements.
- Implement public improvement projects based upon the ability to match existing funds with expenditures, while seeking out additional funding sources.
- Amend the development plan and/or tax increment financing plan to allow for alternative projects and funding.

The DDA shall annually review its proposed increment expenditures and revenues to prioritize the use of any additional funds, or to reduce expenditures if necessary. Other projects that arise and are consistent with the objectives and priorities of the Plan may also be funded consistent with the financing methods described in this Plan.

## **DURATION OF THE PROGRAM**

*REFERENCE TO PA 157 OF 2018: SECTION 125.4214(1)*

DDA Authority maintenance and administration may utilize a reasonable portion of the annual TIF revenues. Additionally, architectural and rehabilitation assistance for facades, blight improvements to commercial buildings, signs, and interior landscaping may be funded by a portion of annual TIF revenues.

TIF revenues may be used on an as-needed basis for development projects that cannot yet be estimated for budgeting purposes, such as parcel assemblage and the acquisition of blighted parcels. Other examples of as-needed projects include right-of-way acquisition for greenways/non-motorized improvements, marketing, public/private opportunities, or other similar projects.

Annually and in accordance with Public Act 57 of 2018, the DDA shall submit to the City Council and the State Tax Commission a report on the status of the tax increment financing account. The report shall be published annually in the official City newspaper, or other paper, as available.

## **MAXIMUM AMOUNT OF BONDED INDEBTEDNESS**

*REFERENCE TO PA 57 OF 2018: SECTION 125.4214(1)*

The DDA has no bonded indebtedness. Most of the DDA's proposed improvements are planned to be implemented on a "pay-as-you-go" basis as tax increment revenues are transmitted to the DDA, or as may be accumulated over more than one year and held in reserve to allocate for projects. However, bonded indebtedness may be undertaken if the DDA determines, subject to City Council approval, that it would be advantageous to completing all or portions of the improvement program.

Alternately, or in combination with bond proceeds, with the approval of City Council, the DDA may borrow funds from other sources as permitted under PA 57 of 2018. Loans from other sources may be used, depending upon the favorability of terms, availability of other funds, and suitability for the size and type of project involved.

The maximum amount of bonded indebtedness to be incurred under this TIF Plan shall be \$10 million. Bonds issued under this TIF Plan may be issued in any form authorized under PA 57 of 2018.

# Appendix



## APPENDIX A: LEGAL DESCRIPTION

The boundaries of the Downtown Development Authority (DDA) District are described as follows: Commencing at Reference Point No. 4 of the Mich. Dept of Natural Resources Environmental Area No. 5-9 Boundary Description in Cheboygan Township, T39N, R1 W, Michigan, Sections 29 and 30; distant from POB at the ordinary high water line of Lake Huron where it intersects the NW right-of-way of Huron Street; th SW'ly along said right-of-way 560 ft; th N 56 deg W 360 ft; th S 20 deg E 160 ft; th S 64 deg W 225 ft; th S 44 deg W 470 ft; th N 82 deg W 170 ft; th N 4 deg W 200 ft; th N 72 deg W 500 ft; to said Reference Point No. 4; th from said point of commencement S 78 deg W 330 ft; th S 16 deg W 280 ft; th S 53 deg E 610 ft; th S 36 deg W to the northern right-of-way line of Lake St; th E'ly along said right-of-way to centerline of Cass Street; th S'ly along said centerline to S'ly right-of-way First St; th E'ly along said right-of-way to centerline of Clinton St; th S'ly along said centerline to N'ly right-of-way of Mackinaw Ave; th W'ly along said right-of-way 199 ft more or less to centerline of May St extended; th S'ly along said extended center line to S'ly terminus of May St; th W'ly 24 ft more or less to W'ly right-of-way of May St; th S'ly along W'ly right-of-way of May St extended 168 ft more or less to centerline of Backus St; th E'ly along centerline of Backus St to centerline of Huron St; th S'ly along centerline of Huron St 151 ft; th W'ly at right angles to centerline of Huron St 231 ft more or less to W'ly line of alley; th S'ly along said W'ly line of alley to S'ly right-of-way of Division St; th W'ly along said right-of-way to E'ly right-of-way of Dresser St; th S'ly along said right-of-way to the S'ly right-of-way of Elm St.; th E'ly to the E'ly right-of-way of Huron St. th S'ly along E'ly right-of-way of Huron St to a point which is 122 ft S'ly of the intersection of S'ly right-of-way of Locust St and E'ly right-of-way of Huron St; th E'ly at right angles to said E'ly right-of-way 99 ft; th S'ly parallel to E'ly right-of-way of Huron St to centerline of Nelson St; th E'ly along said centerline, across the Cheboygan River, to centerline of "A" St extended; th N'ly along said extended centerline to centerline of State St; th E'ly along centerline of State St to centerline of Coast Guard Drive; th N'ly along said centerline to intersection with the ordinary high water line of Lake Huron; th W'ly along said ordinary high water line, across the Cheboygan River to the point of commencement.

## **APPENDIX B: LIST OF PARCELS WITHIN THE DOWNTOWN DEVELOPMENT AREA**

The following real properties, as of February, 2021 are located within the City of Cheboygan DDA Development Area and are eligible for TIF capture:

052-029-200-001-00	053-S50-001-001-01	054-B01-006-006-00	054-M30-003-002-04	056-900-001-081-00
052-031-204-001-00	053-W52-000-001-00	054-B01-006-007-00	054-M30-003-002-05	056-900-001-094-00
052-031-204-002-00	053-W52-000-002-00	054-B01-006-008-00	054-M30-003-002-06	056-900-001-103-00
052-031-204-003-00	053-W52-000-003-00	054-C10-000-010-00	054-M33-001-002-00	056-900-001-105-00
052-W59-031-012-00	053-W52-000-004-00	054-C10-000-010-10	054-N33-001-003-01	056-900-001-116-00
052-W59-031-013-00	053-W52-000-005-00	054-C10-000-011-00	054-N33-001-003-02	056-900-001-127-02
052-W59-032-001-00	053-W52-000-006-00	054-C10-000-012-00	054-P39-001-001-00	056-900-001-129-00
052-W59-031-002-00	053-W52-000-007-00	054-C10-000-013-00	054-P39-001-002-00	056-900-001-132-00
025-W59-031-003-00	053-W52-000-008-00	054-C10-000-014-00	054-P39-001-003-00	056-900-001-134-00
052-W59-032-005-00	053-W52-000-009-00	054-C10-000-015-00	054-P39-002-001-00	056-900-001-135-40
052-W59-032-006-00	053-W52-000-010-00	054-C10-000-016-00	054-P39-002-002-00	056-900-001-138-00
052-W59-033-002-00	053-W52-000-011-00	054-C10-000-017-00	054-P39-002-003-00	056-900-001-151-00
052-W59-034-001-00	053-W52-000-012-00	054-C10-000-018-00	054-P39-002-004-01	056-900-001-152-00
052-W59-035-001-00	053-W52-000-013-00	054-C10-000-018-10	054-P39-002-004-02	056-900-001-155-00
053-029-301-001-00	053-W52-000-014-00	054-H20-000-001-00	054-P39-002-005-00	056-900-001-172-00
053-029-301-002-00	053-W53-000-021-00	054-H20-000-002-00	054-P39-002-007-00	056-900-001-174-00
053-029-301-002-01	053-W53-000-022-00	054-H20-000-003-00	054-P39-002-008-00	056-900-001-174-05
053-029-301-003-00	053-W53-000-023-00	054-H20-000-004-00	054-P39-002-009-00	056-900-001-176-00
053-029-301-005-00	053-W53-000-024-00	054-H20-000-005-00	054-P39-002-011-00	056-900-001-182-01
053-029-303-001-00	053-W53-000-025-00	054-H20-000-006-00	054-P39-003-001-10	056-900-001-196-00
053-029-303-002-01	053-W53-000-026-00	054-H20-000-008-00	054-P39-003-002-00	056-900-001-203-02
053-029-303-002-02	053-W53-000-027-00	054-H20-000-009-00	054-P39-003-003-10	056-900-001-208-10
053-029-303-002-03	053-W53-000-028-00	054-H20-000-012-00	054-P39-003-004-10	056-900-001-213-00
053-029-303-003-00	053-W54-000-001-00	054-H20-000-013-00	054-P39-004-006-00	056-900-001-220-00
053-029-303-004-00	053-W54-000-002-00	054-H20-000-014-00	054-P39-004-008-00	056-900-001-225-00
053-029-303-005-00	053-W54-000-003-00	054-H20-000-015-00	054-P39-004-010-00	056-900-001-236-00
053-029-303-007-00	053-W54-000-004-00	054-H20-000-016-00	054-P39-004-011-00	056-900-001-240-01
053-030-402-001-00	053-W54-000-005-00	054-H20-000-019-00	054-P39-004-013-00	056-900-001-260-05
053-030-404-002-00	053-W54-000-006-00	054-H20-000-020-00	054-P39-009-001-00	056-900-001-263-00
053-C09-000-004-01	054-031-201-001-00	054-H20-000-023-00	054-P39-009-003-00	056-900-001-266-10
053-C09-000-008-00	054-B01-001-001-00	054-H20-000-023-02	054-P41-002-001-01	056-900-001-289-00
053-C09-000-009-00	054-B01-001-005-00	054-H20-000-030-00	054-P41-002-005-00	056-900-001-291-00
053-C09-000-010-00	054-B01-002-001-00	054-H20-000-031-00	054-P41-002-009-00	056-900-001-297-00
053-C09-000-012-00	054-B01-002-005-00	054-H20-000-032-00	054-P41-002-010-00	056-900-001-303-00
053-C09-000-016-00	054-B01-002-006-00	054-H20-000-035-00	054-P41-003-001-00	056-900-001-307-00
053-C10-000-001-00	054-B01-002-007-00	054-H20-000-036-00	054-P41-003-003-00	056-900-001-312-00
053-C10-000-002-00	054-B01-002-008-00	054-H20-000-037-01	054-P41-003-004-00	056-900-001-314-00
053-C10-000-003-00	054-B01-002-009-00	054-H20-000-039-00	054-P41-003-005-01	056-900-001-315-00
053-C10-000-003-01	054-B01-002-010-00	054-H20-000-040-01	054-R46-002-001-00	056-900-001-317-00
053-C10-000-005-00	054-B01-002-011-00	054-H20-000-043-00	054-R46-002-003-00	056-900-001-318-00
053-C10-000-006-00	054-B01-003-001-00	054-H20-000-044-00	054-R46-002-004-00	056-900-001-350-00
053-C10-000-008-01	054-B01-003-004-00	054-H20-000-046-00	056-900-001-011-00	058-C10-000-008-01
053-C10-000-009-00	054-B01-003-005-00	054-H20-000-051-00	056-900-001-018-02	058-C10-000-008-02
053-C10-000-009-10	054-B01-003-006-00	054-H20-000-054-00	056-900-001-020-00	058-C10-000-008-03
053-C10-000-010-00	054-B01-003-008-00	054-H20-000-056-00	056-900-001-023-04	058-H20-000-017-01
053-C10-000-011-00	054-B01-004-001-00	054-H20-000-057-00	056-900-001-026-01	058-H20-000-017-02
053-C10-000-013-00	054-B01-004-002-00	054-H20-000-058-00	056-900-001-043-00	058-H20-000-017-03
053-C10-000-014-00	054-B01-004-003-00	054-H20-000-061-00	056-900-001-048-02	058-H20-000-018-01
053-C10-000-018-00	054-B01-005-003-00	054-H20-000-062-00	056-900-001-048-04	058-H20-000-018-02
053-M27-000-001-00	054-B01-005-005-00	054-H20-000-063-00	056-900-001-049-00	058-H20-000-018-03
053-M27-000-003-00	054-B01-005-006-00	054-H21-000-011-00	056-900-001-057-05	
053-M29-005-001-00	054-B01-006-001-00	054-M30-003-002-01	056-900-001-064-00	
053-M29-006-003-01	054-B01-006-004-00	054-M30-003-002-02	056-900-001-066-05	
053-550-001-001-00	054-B01-006-005-00	054-M30-003-002-03	056-900-001-077-00	





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## APPENDIX C: ADOPTION DOCUMENTS

Insert: Development and TIF Resolutions, Notices and Adopting Ordinance



