

TO: Kalamazoo Downtown Development Authority Board Members
FROM: Andrew Haan, President
DATE: February 14, 2019
RE: February 2019 Meeting

The regular meeting of the Kalamazoo Downtown Development Authority Board of Directors is scheduled to take place on Monday, February 18, 2018 at 3:00 p.m. in the City Hall Community Room.



Board of Directors Regular Meeting Agenda

February 18, 2019 3 p.m. | City Hall – Community Room

- I. CALL TO ORDER
- II. ROLL CALL
- III. ADOPTION OF AGENDA
- IV. APPROVAL OF MINUTES
- V. FINANCIAL REPORT
- VI. ACTION ITEMS
 - A. Resolution 19-04 – Resolution to adopt 2019 DDA Budget
 - B. Delegate to Kalamazoo Downtown Partnership Board
- VII. PUBLIC HEARINGS
 - A. Redevelopment liquor license for 329 South Park Street
 - B. Redevelopment liquor license for 315 West Michigan Avenue
- VIII. Presentation
 - Downtown Public Space Inventory – Wightman Associates
- IX. DISCUSSION ITEMS
 - A. Downtown Report
 - B. DEGA Establishment Update
- X. COMMITTEE REPORTS
 - A. Transportation, Parking and Mobility
- XI. DIRECTOR COMMENTS
- XII. PUBLIC COMMENTS
- XIII. ADJOURNMENT



Board of Directors Regular Meeting Minutes

January 21, 2019 3 p.m. | City Hall – Community Room

PRESENT: Stephanie Hinman, Mayor Bobby Hopewell, Greg Taylor, Grant Fletcher, Susan Lindemann, Ryan Wieber, Bjorn Green, Bob Miller, Jeff Breneman

ABSENT: Patti Owens, Carl Brown

STAFF: Andrew Haan, Deb Houseman, Jennifer Jelenek, Maryann Flynn, Patrick Halpin, Sue Huggett

OTHER: Steve Vicenzi, Jerome Kisscorni

I. CALL TO ORDER

DIRECTOR TAYLOR CALLED THE MEETING TO ORDER AT 3 P.M.

II. ROLL CALL

PRESENT: Stephanie Hinman, Mayor Bobby Hopewell, Greg Taylor, Grant Fletcher, Susan Lindemann, Ryan Wieber, Bjorn Green, Bob Miller, Jeff Breneman

ABSENT: Patti Owens, Carl Brown

DIRECTOR LINDEMANN MOVED TO EXCUSE ABSENT BOARD MEMBERS.
DIRECTOR MILLER SECONDED. MOTION CARRIED.

III. ADOPTION OF AGENDA

Andrew Haan added Action Item F – Authorize staff to develop a policy for the rental of Lot 1 located behind Bates Alley.

DIRECTOR MILLER MOVED TO ADOPT THE MODIFIED AGENDA. DIRECTOR GREEN SECONDED. MOTION CARRIED.

IV. APPROVAL OF MINUTES – December 17, 2018

DIRECTOR GREEN MOVED TO APPROVE THE DECEMBER 17 MINUTES.
DIRECTOR FLETCHER SECONDED. MOTION CARRIED.

V. FINANCIAL REPORT

Deb Houseman reviewed the Preliminary December 31 2 MILL, TIF and November 2018 financial report. She made note of the bottom line month actuals on page 3, including the + \$158,616.74 YTD variances, along with footnotes #4-7, #10-11.



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DIRECTOR MAYOR HOPEWELL MOVED TO APPROVE THE SUBMITTED FINANCIAL REPORT. DIRECTOR LINDEMANN SECONDED. MOTION CARRIED.

VI. ACTION ITEMS

A. Transfer of funds for Sign Grant Program

Andrew Haan requested the approval to transfer \$10,000 to the Kalamazoo Downtown Partnership from \$65,000 in business development funds originally allocated under previous administration. He explained the sign grant program has been utilized and had impact. Moving forward it continues to be a good way to let existing businesses with upgrade needs and potential new downtown businesses know support is available. The program would also be slightly retooled by increasing the current offering of \$750.00 which is a 1 to 1 match and to streamlining of the approval process.

DIRECTOR MAYOR HOPEWELL MOVED TO APPROVE THE TRANSFER OF \$10,000 TO KALAMAZOO DOWNTOWN PARTNERSHIP TO FUND THE UPDATED SIGN GRANT PROGRAM. DIRECTOR MILLER SECONDED. MOTION CARRIED.

B. Legal Services RFP

Andrew Haan reviewed the request to create a RFP for review of the board, prior to its release. He further explained as the organization has transitioned it is an important part of the process to review existing contracts to be the best stewards of public funds and getting the right suite of services needed.

DIRECTOR MAYOR HOPEWELL MOVED TO APPROVE THE LEGAL SERVICES RFP. DIRECTOR GREEN SECONDED. MOTION CARRIED.

C. Resolution 19-01 Interim Budget

Andrew Haan explained that the resolution is to continue to operate until the budget is approved tomorrow evening by the City Commission. This is to ensure procedures are followed.

DIRECTOR MAYOR HOPEWELL MOVED TO APPROVE RESOLUTION #19-01: SUPPORT INTERIM APPROPRIATION RESOLUTION. DIRECTOR GREEN SECONDED. ROLL CALL VOTE 9-0. MOTION CARRIED.

ROLLCALL

YAY: Greg Taylor, Grant Fletcher, Bob Miller, Jeff Breneman, Mayor Bobby Hopewell, Bjorn Green, Ryan Wieber, Stephanie Hinman, Susan Lindemann



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NAY: None

ABSENTION: None

D. Resolution 19-02- Set date for public hearing for DDA liquor license for 329 South Park Street.

Andrew Haan shared this is a resolution setting the date for a request from the Civic Theatre seeking a redevelopment liquor license.

E. Resolution 19-03 – Set date for public hearing for DDA liquor license for 315 West Michigan.

Andrew Haan added that this request is from the Crawlspace Theatre located in the former First Baptist Church.

DIRECTOR MAYOR HOPEWELL MOVED TO APPROVE IN ONE MOTION RESOLUTION 19-02: SUPPORT SET DATE FOR PUBLIC HEARING FOR DDA LIQUOR LICENSE FOR 329 SOUTH PARK STREET AND RESOLUTION 19-03: SUPPORT SET DATE FOR PUBLIC HEARING FOR DDA LIQUOR LICENSE FOR 315 WEST MICHIGAN. DIRECTOR GREEN SECONDED. ROLL CALL VOTE 9-0. MOTION CARRIED.

ROLL CALL

YAY: Greg Taylor, Grant Fletcher, Bob Miller, Jeff Breneman, Mayor Bobby Hopewell, Bjorn Green, Ryan Wieber, Stephanie Hinman, Susan Lindemann

NAY: None

ABSENTION: None

F. Authorize Staff to Set Event Policy for Lot 1

Andrew Haan stated in programming discussions for Bates Alley it was realized that the adjacent parking- Lot 1 could be used to host associated events. The current request is to get approval to draft event policy working with the City Attorney's office, City Parks Office, Central City Parking, and any others necessary to develop a formal policy.

Director Miller did question whether TPM would be involved in writing the policy draft and Andrew Haan confirmed that they would.

DIRECTOR GREEN MOVED TO APPROVE STAFF TO SET EVENT POLICY FOR LOT 1. DIRECTOR BRENEMAN SECONDED. MOTION CARRIED.



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VII. DISCUSSION ITEMS

A. Downtown Report

Andrew Haan shared from the Downtown Report that Santa's Workshop had about 7500 visitors this year, an increase over last year's number of 6000. Andrew commended Sue Huggett and her team of volunteers for their work. The Chili Cook-Off is this coming weekend and the Partnership office will be one of the 30 venues hosting. The team is looking forward to sharing information about the work we do for the downtown and gather some additional emails for future contact. The Pop-Up shop in the former PNC space that hosted Handmade Kalamazoo a last-minute opportunity that was a successful event. Positive media coverage continues, there is a nice article done. He also thanked the team at the City of Kalamazoo, local institutional, business, and neighborhood partners for their support and advocacy in transferring the streets from MDOT to the City of Kalamazoo.

B. DEGA Establishment Update

Andrew Haan shared that the team along with the City Manager's Office, and Department of Planning & Economic Development are headed to Lansing to present to the Michigan Strategic Fund Board. This is to finalize the commitment of the additional \$11M. dollars over 15 years in tax increment funds from the local school taxes and state education taxes.

It was noted that Downtown Partnership team is working with Brownfield Authority, City Manager's and Attorney offices along with legal counsel on the transfers of the DDA obligations, and getting policies in place for supporting new development projects.

Partnership team is also working closely with the utilities, city staff and Public Services at the City Manager's Office on the upcoming construction season, which should not be as disruptive as last. However, there will be several key projects and extended shutdowns around town. Expect a major update next month or in March sharing our communication plan at a public meeting.

C. Citizen Coalition Report

Jennifer Jelenek gave a presentation that highlighted the applicant response, selection, along with those serving. The rough data stands as a gauge to those who applied and our knowledge and familiarity of the community. The goal of creating the coalitions was to expand the network of the organization, increasing community engagement, and to broaden the diversity in leadership.

- There were 132 applicants which allowed 60-80 seats to be filled, with 10-20 on each coalition making for a functional group per the board's direction.



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- Further data shows a breakdown of approximately 57% male/ 43% female, 92%/ 8% fall into the minority category, with 70% of the applicants being new leadership - not familiar with our organization which was a goal.
- Applicants first preference of which coalition they wanted to serve on was aligned when possible and factored into how groups were put together. Director Hinman asked if there was crossover with the groups and those serving. It was explained that in establishing the coalitions it would be best for members to serve and focus on one coalition only. The exception Andrew Haan shared might be where various chairs meet because of a project that overlaps.
- It was noted in establishing the first-year coalition chairs, meetings were held with the board/executive committees. Moving forward it is likely that the coalitions will be asked for nominations, still with final approval from the board per the legal parameters set by counsel.
- On each slide noted by a star are those who are downtown residents.
- Coalition for People has 16 members with Margaret Patton as chair. They will proactively focus on the idea of inclusivity within our leadership and programing. That includes engagement and programing within the different populations and will help with ideas in the build out of the Ambassador program.
- Coalition for Place, Experience, and Growth all have the maximum of 20 people serving due the response.
- The chair for Place is Greg Milliken which focuses on the built environment. That means infrastructure like wayfinding, sidewalks, street furniture and configuration of intersections.
- Coalition for Experience chair is Beth McCann. The focus is on key public art and how people engage on the built environment, activating the public places with programs and events, market and communicating the town.
- Coalition for Growth chair is Greg Dobson. The focus is on business growth, attraction and retention. They also will spearhead conversations about a business improvement district, reviewing what kind of workshops and resources are provided to help existing business growth and identifying and how to target new business for vacant store fronts.
- The last slide shows the breakdown of those selected and how they fell into the set categories. The goal was to be intentional about representing different voices, backgrounds and racial demographics. Out of 132 applicants- 76 were selected, 44% were female/ 56% male, 90% non-minority/10% minority.
- Director Mayor Hopewell asked if there had been goals set for the categories. Both Jenifer Jelenek and Andrew Haan explained the broad intention was to increase diversity and leadership and although not quite there yet, they will be looking at how to improve the outreach to achieve a broader representation.
- Director Wieber asked about terms set and when the coalitions begin. It was explained that stagger terms have been established so that 1/3 have 1year terms,



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1/3 have 2 years and 1/3 are 3-year terms, so the whole group does not turnover at once. Moving forward they are 2-year terms, with no more than 2 terms in a row served on any coalition. Coalition meetings begin in February.

- Jennifer Jelenek shared those not selected are encouraged to apply again next year with fewer seats being available.
- Director Hinman asked if there was access to this information and it was explained that a press-release and membership will be going up on the website.
- Director Mayor Hopewell asked about the elimination of any committees and Andrew Haan explained that Branding/Engagement folds into the Coalition for Experience, Capital Improvements into Coalition for Place, Business Development into Coalition for Growth. TPM remains pending any recommendations from the parking plan and the Safety will remain.

VIII. COMMITTEE REPORTS

A. Transportation, Parking and Mobility

Andrew Haan shared that in the final steps are happening for new equipment to be installed in Lot 1 on Edwards. This is the same used in the parking ramps installed last year, making it possible for communication and inventory. An app will be developed for this in the future.

IX. DIRECTOR COMMENTS

Director Hinman reminded everyone about the MLK Program beginning at 4:50 at the State Theatre today.

X. PUBLIC COMMENTS

John Schmitt wished everyone a "Happy MLK Day."

XI. ADJOURNMENT

DIRECTOR TAYLOR ADJOURNED THE MEETING AT 3:42 P.M.

Approved: _____
Bob Miller, Secretary

2019 DDA COMBINED BUDGET FOR 2 MILL, TIF, AND TPM								
2 MILL AND TIF - JANUARY 31, 2019								
TPM - Not Included								
TOTAL DDA								
	MONTH TO	MONTHLY	MONTHLY		YTD	YEAR TO	YTD	
	DATE ACTUAL	BUDGET	VARIANCE		ACTUAL	DATE BUDGET	VARIANCE	2019 BUDGET
REVENUES:			A				A	
2 MILL LEVY CURRENT YEAR	\$0.00	\$22,083.33	22,083.33		\$0.00	\$22,083.33	22,083.33	\$265,000.00
2 MILL LEVY PRIOR YEAR(S)	\$0.00	\$166.67	166.67		\$0.00	\$166.67	166.67	\$2,000.00
INTEREST	\$374.09	\$256.25	(117.84)		\$374.09	\$256.25	(117.79)	\$3,075.00
MISC	\$0.00	\$135.00	135.00		\$0.00	\$135.00	135.00	\$1,620.00
STREET METERS	\$0.00	\$0.00	0.00		\$0.00	\$0.00	0.00	\$0.00
UNATTENDED	\$0.00	\$0.00	0.00		\$0.00	\$0.00	0.00	\$0.00
ATTENDED	\$0.00	\$0.00	0.00		\$0.00	\$0.00	0.00	\$0.00
ENFORCEMENT	\$0.00	\$0.00	0.00		\$0.00	\$0.00	0.00	\$0.00
METRO TRANSIT FEE	\$0.00	\$0.00	0.00		\$0.00	\$0.00	0.00	\$0.00
ARCADIA LAND CONTRACT	\$0.00	\$0.00	0.00		\$0.00	\$0.00	0.00	\$0.00
RAMP #4 SALES PROCEEDS	\$0.00	\$0.00	0.00		\$0.00	\$0.00	0.00	\$0.00
TOTAL DDA REVENUES	\$374.09	\$22,641.25	22,267.16		\$374.09	\$22,641.25	22,267.21	\$271,695.00
			A				A	
EXPENDITURES:			A				A	
OPERATING EXPENDITURES:								
D&O INSURANCE	\$0.00	\$275.00	275.00		\$0.00	\$275.00	275.00	\$3,300.00
LEGAL SERVICES	\$0.00	\$416.67	416.67		\$0.00	\$416.67	416.67	\$5,000.00
LEGAL NOTICES	\$0.00	\$66.67	66.67		\$0.00	\$66.67	66.67	\$800.00
AUDIT	\$990.00	\$416.67	(573.33)		\$990.00	\$416.67	(573.33)	\$5,000.00
DOWNTOWN ADMINISTRATION	\$20,166.67	\$20,166.67	(0.00)		\$20,166.67	\$20,166.67	(0.00)	\$242,000.00
MISC	\$0.00	\$41.67	41.67		\$0.00	\$41.67	41.67	\$500.00
LIABILITY INSURANCE	\$0.00	\$0.00	0.00		\$0.00	\$0.00	0.00	\$0.00
SALARIES & WAGES	\$0.00	\$0.00	0.00		\$0.00	\$0.00	0.00	\$0.00
PAYROLL TAXES	\$0.00	\$0.00	0.00		\$0.00	\$0.00	0.00	\$0.00
OPERATED EXPENDITURES CONTINUED:			A				A	
WORKERS COMPENSATION	\$0.00	\$0.00	0.00		\$0.00	\$0.00	0.00	\$0.00
HOSPITALIZATION & BENEFITS	\$0.00	\$0.00	0.00		\$0.00	\$0.00	0.00	\$0.00
EMPLOYEE RELATIONS/TRAINING	\$0.00	\$0.00	0.00		\$0.00	\$0.00	0.00	\$0.00
PERSONNEL SELECTION	\$0.00	\$0.00	0.00		\$0.00	\$0.00	0.00	\$0.00
EQUIPMENT PURCHASE/LEASE	\$0.00	\$0.00	0.00		\$0.00	\$0.00	0.00	\$0.00
LIABILITY CLAIMS	\$0.00	\$0.00	0.00		\$0.00	\$0.00	0.00	\$0.00
AUTO & TRUCK EXPENSE	\$0.00	\$0.00	0.00		\$0.00	\$0.00	0.00	\$0.00
REPAIRS & MAINTENANCE	\$0.00	\$0.00	0.00		\$0.00	\$0.00	0.00	\$0.00

2019 DDA COMBINED BUDGET FOR 2 MILL, TIF, AND TPM								
2 MILL AND TIF - JANUARY 31, 2019								
TPM - Not Included								
TOTAL DDA								
	MONTH TO	MONTHLY	MONTHLY		YTD	YEAR TO	YTD	
	DATE ACTUAL	BUDGET	VARIANCE		ACTUAL	DATE BUDGET	VARIANCE	2019 BUDGET
UTILITIES	\$0.00	\$0.00	0.00		\$0.00	\$0.00	0.00	\$0.00
TELEPHONE	\$0.00	\$0.00	0.00		\$0.00	\$0.00	0.00	\$0.00
WEBSITE	\$0.00	\$0.00	0.00		\$0.00	\$0.00	0.00	\$0.00
SIGNAGE	\$0.00	\$0.00	0.00		\$0.00	\$0.00	0.00	\$0.00
MATERIALS & OFFICE SUPPLIES	\$0.00	\$0.00	0.00		\$0.00	\$0.00	0.00	\$0.00
CUSTOMER SERVICE PROGRAM	\$0.00	\$0.00	0.00		\$0.00	\$0.00	0.00	\$0.00
POSTAGE	\$0.00	\$0.00	0.00		\$0.00	\$0.00	0.00	\$0.00
FORMS & PRINTING	\$0.00	\$0.00	0.00		\$0.00	\$0.00	0.00	\$0.00
OUTSIDE CONTRACT SERVICES	\$0.00	\$0.00	0.00		\$0.00	\$0.00	0.00	\$0.00
OFFICE LEASE	\$0.00	\$0.00	0.00		\$0.00	\$0.00	0.00	\$0.00
ABM MGMT FEE	\$0.00	\$0.00	0.00		\$0.00	\$0.00	0.00	\$0.00
INITIATIVES/PROGRAMS:								
FUND BALANCE TO DEGA	\$150,000.00	\$12,500.00	(137,500.00)		\$150,000.00	\$12,500.00	(137,500.00)	\$150,000.00
DEBT SERVICE/OTHER OBLIGATIONS:								
ZOETIS TAX APPEAL	\$0.00	\$0.00	0.00		\$0.00	\$0.00	0.00	\$0.00
REBATED TAXES	\$0.00	\$833.33	833.33		\$0.00	\$833.33	833.33	\$10,000.00
DEBT SERVICE/OTHER OBLIGATIONS CONTINUED:								
CITY OF KALAMAZOO LOAN	\$0.00	\$0.00	0.00	A	\$0.00	\$0.00	0.00	\$0.00
RAMP #3 DEBT SERVICE	\$0.00	\$0.00	0.00		\$0.00	\$0.00	0.00	\$0.00
5 YEAR TPM DEBT SERVICE	\$0.00	\$0.00	0.00		\$0.00	\$0.00	0.00	\$0.00
TOTAL EXPENDITURES								
	\$171,156.67	\$34,716.67	(136,440.00)	A	\$171,156.67	\$34,716.67	(136,440.00)	\$416,600.00
TOTAL REVENUES OVER/UNDER TOTAL EXPENDITURES								
	(170,782.58)	(12,075.42)	(158,707.16)	B	(170,782.58)	(12,075.43)	(158,707.15)	(144,905.00)
	C	C	B		C	C	B	

FINANCIAL STATEMENT FORMAT AND FOOTNOTES:

EXPLANATION OF NUMBER FORMATTING:

A MONTHLY AND YTD VARIANCE COLUMNS THAT INCLUDE VARIANCES FOR EACH LINE ITEM AS WELL AS VARIANCES FOR BOTH THE REVENUE AND EXPENDITURE TOTALS:

- *A POSITIVE LINE ITEM AMOUNT FOR EITHER A REVENUE OR EXPENDITURE MEANS THAT LINE ITEM IS UNDER THE BUDGETED AMOUNT.**
- *A NEGATIVE LINE ITEM AMOUNT NOTED BY () FOR EITHER A REVENUE OR EXPENDITURE MEANS THAT THE LINE ITEM IS OVER THE BUDGETED AMOUNT.**
- *A POSITIVE REVENUE OR EXPENSE TOTAL MEANS THAT THE REVENUE OR EXPENSE TOTAL IS UNDER THE BUDGET AMOUNT.**
- *A NEGATIVE REVENUE OR EXPENSE TOTAL NOTED BY () MEANS THAT THE REVENUE OR EXPENSE TOTAL IS OVER THE BUDGETED AMOUNT.**

B THE TOTAL REVENUE OVER/UNDER TOTAL EXPENDITURE LINE CONTAINING TOTALS FOR THE MONTHLY AND YEAR TO DATE VARIANCES THAT NET THE REVENUES WITH THE EXPENDITURES:

- *A POSITIVE COLUMN TOTAL MEANS THAT THE NET OF BOTH REVENUES & EXPENDITURES IS UNDER BUDGET.**
- *A NEGATIVE COLUMN TOTAL NOTED BY () MEANS THAT THE NET OF BOTH REVENUES & EXPENDITURES IS OVER BUDGET.**

C THE TOTAL REVENUE OVER/UNDER TOTAL EXPENDITURE LINE CONTAINING TOTALS FOR MONTH TO DATE ACTUAL, MONTHLY BUDGET, YEAR TO DATE ACTUAL AND YEAR TO DATE BUDGET:

- *A POSITIVE COLUMN TOTAL AMOUNT MEANS REVENUES EXCEED EXPENDITURES.**
- *A NEGATIVE COLUMN TOTAL AMOUNT NOTED BY () MEANS EXPENDITURES EXCEED REVENUES.**

EXPLANATION OF FINANCIAL STATEMENT BUDGET FIGURES:

THE FINANCIAL STATEMENT IS A COMPILATION OF 2 MILL, TIF, AND TPM. THE 2 MILL AND TIF FINANCIALS ARE ALWAYS (1) MONTH AHEAD OF TPM FINANCIALS DUE TO THE TIMING OF COMPLETION OF ACCOUNTING. THEREFORE, THE BUDGET FIGURES USED IN THE FINANCIAL STATEMENT WILL INCLUDE (1) ADDITIONAL MONTH FOR 2 MILL AND TIF OVER TPM. ALSO, MOST REVENUES AND EXPENDITURES DO NOT FLOW THROUGH 1/12 EACH MONTH, THEREFORE THERE WILL LIKELY ALWAYS BE VARIANCES IN MOST LINE ITEMS.

**DOWNTOWN DEVELOPMENT AUTHORITY
CITY OF KALAMAZOO
RESOLUTION NO. 19-04**

A Resolution to Adopt the 2019 DDA Budget

WHEREAS, the Downtown Development Authority Act permits the Kalamazoo Downtown Development Authority (DDA) to adopt a budget for its operating revenues and expenses; and

WHEREAS, Article VII, Section 31 of the Constitution of the State of Michigan requires the holding of a public hearing on any budget of a local unit of government empowered to prepare budgets of estimated expenditures and revenues; and

WHEREAS, the DDA has proposed a 2019 Two Mill budget and has held a public hearing on said proposed budgets pursuant to notice and publication required by law; and

WHEREAS, the City Commission of the City of Kalamazoo has given approval to the proposed budgets as required by the Downtown Development Authority Act.

NOW, THEREFORE, BE IT RESOLVED that the budgets attached to this resolution are adopted and approved as the 2019 budget of the Downtown Development Authority of the City of Kalamazoo.

The above resolution was offered by Director _____ and supported by
Director _____

AYES, Directors:

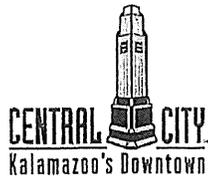
NAYS, Directors:

ABSTENTIONS, Directors:

CERTIFICATE

I hereby certify that the foregoing is a true and complete copy of a resolution adopted by the Board of Directors of the Downtown Development Authority of the City of Kalamazoo at a public meeting held on February 18, 2019 and that said meeting was conducted and public notice of said meeting was given pursuant to and in full compliance with the Open Meetings Act, being Act 267, Public Acts of Michigan, 1976, and the minutes of said meeting were kept and will be or have been made available as required by said Act.

Bob Miller, Secretary



For Office Use Only	
Received by: _____	Date _____
Amt. Paid: _____	
Date Circulated: _____	

REDEVELOPMENT LIQUOR LICENSE APPLICATION

CITY OF KALAMAZOO AND DOWNTOWN DEVELOPMENT AUTHORITY (DDA) JOINT APPLICATION

APPLICANT INFORMATION

Last Name	Carver	First	Stephen	M.I.	C	Date	12/01/18
Street Address	329 S. Park Street			Apartment/Unit #			
City	Kalamazoo	State	MI	ZIP	49007		
Phone	269-343-2280	E-mail Address	scarver@kazooocivic.com				
Date of Birth	January 10, 1961						

BUSINESS PREMISES INFORMATION

Address	329 S. Park Street						
Type of Premises	Non-Profit	Hours of operation	Mon-Sun Based on Season				
Part Time Jobs Created	7	Full Time Jobs Created	30	Manager Jobs Created	1		
Estimated investment and size of the overall project	\$1,916,008.00						
Anticipated date of completion of the project (must be within 6 months of City Commission approval) See: Section 4-A-4	November 1, 2018						
List all other uses proposed to be included on the premises or in the development (e.g., restaurant, motel):	To provide enhanced patron experiences in our live theatre venues.						

ADDITIONAL INFORMATION

Has the applicant, ever, prior to this application, made application for a license to sell beer and wine or spirits?

YES NO If yes, state the date, place and disposition of each application Special liquor licenses for non-profits.

Has the applicant ever been convicted of a felony?

YES NO If yes, explain _____

Is the applicant disqualified under the State Liquor Control Act or any provision of Chapter 4/a of the Kalamazoo City Code from receiving a license?

YES NO **Please prepare a full copy of your business to submit with this application**

DISCLAIMER AND SIGNATURE

By signing the application the applicant affirms that the information provided herein is true and accurate to the best of his or her knowledge that he or she will not violate any ordinance of the City of Kalamazoo or laws of the United States of America or the State of Michigan in the conduct of the licensed business. The applicant further affirms that should any of the information contained in this application, or any attachment thereto, change during the term of this license the applicant will notify the City Clerk in writing of the change within thirty (30) days.

All applications must be accompanied by the appropriate application fee of \$425. Please make checks payable to 'City of Kalamazoo DDA'

Signature

Date

12-4-18

STATE OF MICHIGAN
MICHIGAN DEPARTMENT OF CONSUMER AND INDUSTRY SERVICES
BUREAU OF COMMERCIAL SERVICES
LANSING, MICHIGAN

RESTATED ARTICLES OF INCORPORATION

OF

THE KALAMAZOO CIVIC THEATRE

(A Michigan Nonprofit Corporation)

Pursuant to the provisions of the Michigan Nonprofit Corporation Act, being Act 162, Public Acts of 1982, as amended, the undersigned corporation ("Corporation") executes the following Articles:

1. The present name of the Corporation is THE KALAMAZOO CIVIC THEATRE.
2. The corporation identification number (CID) assigned by the Bureau is 859-160
3. All former names of the Corporation are:

The Kalamazoo Civic Theater and The Kalamazoo Civic Players
4. The date of filing the original Articles of Incorporation was November 4, 1929.

The following Restated Articles of Incorporation supersede the Articles of Incorporation as amended and shall be the Articles of Incorporation for the Corporation:

ARTICLE I

The name of the corporation is THE KALAMAZOO CIVIC THEATRE.

ARTICLE II

1. The purposes for which the Corporation is organized include the following:
 - a. to cultivate, advance and promote education in dramatic literature, dramatic expression and dramatic art, and to do all things necessary and, or incidental to the furtherance of such general purpose.

b. to own and operate buildings to be used as civic auditoriums, and such other purposes for the promotion of drama, art, music, education, culture and the happy use of leisure in Kalamazoo.

c. to buy, own, sell, manage, receive, administer, lease, mortgage and pledge real estate, personal property and other assets for the promotion of such purposes and do all the things which may be calculated directly or indirectly to promote the business interests of the Corporation.

d. all assets of the Corporation shall be held for the aforementioned purposes and no part of said assets shall inure to the benefit of any private shareholder or individual.

2. No part of the Corporation's activities shall include the carrying on of propaganda or otherwise intending to influence legislation.

ARTICLE III

1. The Corporation is organized as a directorship corporation.

2. The assets which the Corporation possesses are:

Real Property : The real estate is described on Exhibit "A"
Value: \$12,839,259

Personal Property: Equipment, vehicles, fixtures, cash and receivables and miscellaneous personal property
Value: \$1,532,393

ARTICLE IV

The Corporation is to be financed by gifts, grants, contributions, member dues and revenues and fees from its exempt activities.

ARTICLE V

1. The address of the Corporation's registered office is: 329 S. Park Street, Kalamazoo, Michigan 49007

The mailing address of the Corporation is the same as its registered office.

2. The name of the resident agent at the registered office is: Duwain M. Hunt.

ARTICLE VI

The Corporation is organized exclusively to perform those charitable, religious, educational, and scientific purposes permitted under Section 501(c)(3) of the Internal Revenue Code of 1986 ("Code") or corresponding provision of any future tax code, including the making of distributions to organizations that qualify as exempt organizations under Section 501(c)(3) of the Code, or corresponding section of any future federal tax code.

ARTICLE VII

1. To the fullest extent permitted under the Michigan Nonprofit Corporation Act (the "MNCA"), as the same presently exists or may hereafter be amended, a volunteer director and a volunteer officer of the Corporation shall not be personally liable to the Corporation or its members for monetary damages for breach of the director's or officer's fiduciary duty. However, this provision does not eliminate or limit the liability of a director or an officer for any of the following:

- (a) a breach of the director's or officer's duty of loyalty to the Corporation or its members;
- (b) acts or omissions not in good faith or that involve intentional misconduct or a knowing violation of law;
- (c) a violation of Section 551(1) of the MNCA;
- (d) a transaction from which the director or officer derived an improper personal benefit;
- (e) an act or omission occurring before the date that this Article becomes effective in accordance with the pertinent provisions of the MNCA; or
- (f) an act or omission that is grossly negligent.

2. To the fullest extent permitted under the MNCA, as the same presently exists or may hereafter be amended, the Corporation assumes all liability to any person other than the Corporation or its shareholders or members for all acts or omissions of a volunteer director occurring on or after the date this Article becomes effective in accordance with the pertinent provisions of the MNCA, incurred in the good faith performance of the volunteer director's duties as such. A claim for monetary damages for a breach of a volunteer director's duty to any person other than the Corporation or its members shall not be brought or maintained against a volunteer director; but such a claim shall be brought or maintained

instead against the Corporation, which shall be liable for the breach of the volunteer director's duty.

3. To the fullest extent permitted under the MNCA, as the same presently exists or may hereafter be amended, the Corporation assumes the liability for all acts or omissions of each volunteer director, each volunteer officer and any other volunteer occurring on or after the date that this Article becomes effective in accordance with the pertinent provisions of the MNCA if all of the following are met:

- (a) the volunteer was acting or reasonably believed he or she was acting within the scope of his or her authority;
- (b) the volunteer was acting in good faith;
- (c) the volunteer's conduct did not amount to gross negligence or willful and wanton misconduct;
- (d) the volunteer's conduct was not an intentional tort; and
- (e) the volunteer's conduct was not a tort arising out of the ownership, maintenance, or use of a motor vehicle for which tort liability may be imposed as provided in Section 3135 of the Insurance Code of 1956, Act No. 218 of the Public Acts of 1956, being section 500.3135 of the Michigan Compiled Laws.

Pursuant to Section 556 of the MNCA, as the same presently exists or may hereafter be amended, a claim for monetary damages for a volunteer director, volunteer officer or other volunteer's acts or omissions shall not be brought or maintained against a volunteer director, volunteer officer or other volunteer. The claim shall be brought and maintained against the Corporation.

4. The term "volunteer director" shall have the same definition as set forth in Section 110(2) of the MNCA, as the same presently exists or may hereafter be amended.

The term "volunteer officer" means an individual, other than a volunteer director, who has been elected or appointed as an officer of the Corporation (e.g., chairperson, vice chairperson/chairperson elect, treasurer and secretary) and who does not receive compensation or any other type of consideration for his/her services other than reimbursement for expenses actually incurred.

5. Any repeal, amendment or other modification of this Article shall not adversely affect any right or protection of a volunteer director, volunteer officer or other volunteer of the Corporation existing at the time of such repeal, amendment or other modification. If the MNCA is amended, after this Article becomes effective, then the liability of a volunteer director, volunteer officer and other volunteer shall be eliminated or limited to the fullest extent permitted by the MNCA as so amended.

ARTICLE VIII

The Directors shall have the power to sell, transfer, assign and convey the whole or any part of the real estate which the Corporation acquires through the merger with Civic Auditorium Trustee Corporation, and pledge, mortgage, hypothecate or otherwise dispose of and manage this real estate in such manner, and on such terms, and for such considerations, and subject to such restrictions, agreements, and reservations as they, in their discretion, may deem best, PROVIDED HOWEVER, that no such sale, transfer, assignment or conveyance or mortgage shall be for any other purpose than to provide for the use of said real estate for religious, educational, charitable or benevolent purposes.

ARTICLE IX

In the event of the dissolution of the Corporation, all of the Corporation's assets, real and personal, shall be distributed to Kalamazoo Foundation, or its successor, provided that it is described in Section 501(c)(3) of the Code and exempt from federal income tax under Section 501(a) of the Code or corresponding provisions of any subsequent federal income tax laws. Any such assets not so disposed of, for whatever reason, shall be disposed of by order of the Circuit Court for the County of Kalamazoo to such organization or organizations, as said Court shall determine, which are organized and operated exclusively for purposes described in Section 501(c)(3) of the Code (or corresponding revision of any subsequent income tax laws) and which is exempt from Federal Income Tax under Section 501(a) of the Code (or any corresponding revision of any subsequent income tax laws).

The foregoing Restated Articles of Incorporation were duly adopted on the 20th day of November, 2000, in accordance with the provisions of Sections 611(4) and 642 of the MNCA by the vote of the Directors of the Corporation at a duly called meeting of the Directors at which a quorum was present. The necessary number of votes were cast in favor of these Restated Articles of Incorporation.

These Restated Articles of Incorporation restate, integrate and do further amend the provisions of the Articles of Incorporation.

Signed this 27th day of December, 2000.

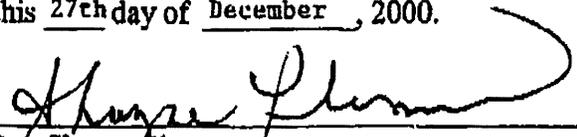

By: Shayne Plemmons
Its: President

EXHIBIT "A"

The real estate owned by the Kalamazoo Civic Theatre consists of the real estate associated with and used in connection with the Civic Auditorium and Carver Center in the City of Kalamazoo, Michigan, and includes the following:

- 416 W. Cedar Street
- 418 W. Cedar Street
- 424 W. Cedar Street
- 405 W. Lovell Street
- 347 S. Park Street
- 347 W. South Street

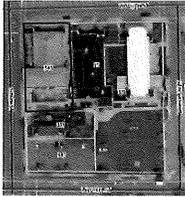
After filing return to:

Leo P. Goddeyne, Esq.
Miller, Canfield, Paddock and Stone, P.L.C.
444 West Michigan Avenue
Kalamazoo, Michigan 4900

KZLIB:316169.5000000-00000
12/28/00

347 W SOUTH ST KALAMAZOO, MI 49007 (Property Address)

Parcel Number: 06-15-372-001 Account Number: SCU00034501



Item 1 of 1 1 Image / 0 Sketches

Property Owner: CIVIC AUDITORIUM TRUSTEE CORP

Summary Information

- > Assessed Value: \$0 | Taxable Value: \$0
- > 1 Building Department records found
- > Property Tax information found
- > Utility Billing information found

Parcel is Vacant

Owner and Taxpayer Information

Owner	CIVIC AUDITORIUM TRUSTEE CORP 347 W SOUTH ST KALAMAZOO, MI 49007	Taxpayer	CIVIC AUDITORIUM TRUSTEE CORP 347 W SOUTH ST KALAMAZOO, MI 49007
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General Information for Tax Year 2018

Property Class	Exempt	Unit	00 City of Kalamazoo
School District	Kalamazoo Public Schools	Assessed Value	\$0
Old Parcel #	0028330	Taxable Value	\$0
District	0	State Equalized Value	\$0
R-Neigh;P-Filin	*QDA	Date of Last Name Change	05/01/2014
R-Fclose;P-Use	No Data to Display	Notes	Not Available
Historical District	No	Census Block Group	No Data to Display
R-Misc;P-DNU	No Data to Display	Exemption	No Data to Display

Principal Residence Exemption Information

Homestead Date No Data to Display

Principal Residence Exemption	June 1st	Final
2018	0.0000 %	0.0000 %

Previous Year Information

Year	MBOR Assessed	Final SEV	Final Taxable
2017	\$0	\$0	\$0
2016	\$0	\$0	\$0
2015	\$0	\$0	\$0

Land Information

Zoning Code	CCBD	Total Acres	0.000
Land Value	\$0	Land Improvements	\$0
Renaissance Zone	No	Renaissance Zone Expiration Date	No Data to Display
ECF Neighborhood	CBD Central Business District (DDA)	Mortgage Code	No Data to Display
Lot Dimensions/Comments	No Data to Display	Neighborhood Enterprise Zone	No

Lot(s)	Frontage	Depth
--------	----------	-------

No lots found.

Total Frontage: 0.00 ft

Average Depth: 0.00 ft

Legal Description

4042 Beginning on the east line of South Park Street 121ft North of the north line of West Lovell Street; thence East 86.5ft parallel with the north line of West Lovell Street; thence North parallel with the east line of South Park Street to the south line of West South Street; thence West 86.5ft along the south line of West South Street to the east line of South Park Street; thence South 170.99ft along the east line of South Park Street to the point of beginning. Parcel has an easement recorded in Liber 136 of Deeds Page 23.

Land Division Act Information

Date of Last Split/Combine	<i>No Data to Display</i>	Number of Splits Left	<i>Not Available</i>
Date Form Filed	<i>No Data to Display</i>	Unallocated Div.s of Parent	<i>Not Available</i>
Date Created	<i>No Data to Display</i>	Unallocated Div.s Transferred	<i>Not Available</i>
Acreage of Parent	0.00	Rights Were Transferred	Yes
Split Number	0	Courtesy Split	No
Parent Parcel	<i>No Data to Display</i>		

Sale History

Sale Date	Sale Price	Instrument	Grantor	Grantee	Terms of Sale	Liber/Page	Comments
-----------	------------	------------	---------	---------	---------------	------------	----------

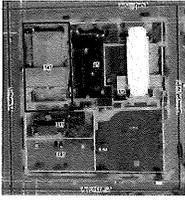
No sales history found.

****Disclaimer:** BS&A Software provides BS&A Online as a way for municipalities to display information online and is not responsible for the content or accuracy of the data herein. This data is provided for reference only and WITHOUT WARRANTY of any kind, expressed or inferred. Please contact your local municipality if you believe there are errors in the data.



347 W SOUTH ST KALAMAZOO, MI 49007 (Property Address)

Parcel Number: 06-15-372-001 Account Number: SCU00034501



Item 1 of 1 1 Image / 0 Sketches

Property Owner: CIVIC AUDITORIUM TRUSTEE CORP

Summary Information

- > Assessed Value: \$0 | Taxable Value: \$0
- > 1 Building Department records found
- > Property Tax information found
- > Utility Billing information found

Owner and Taxpayer Information

Owner	Taxpayer
CIVIC AUDITORIUM TRUSTEE CORP 347 W SOUTH ST KALAMAZOO, MI 49007	CIVIC AUDITORIUM TRUSTEE CORP 347 W SOUTH ST KALAMAZOO, MI 49007

Legal Description

4042 Beginning on the east line of South Park Street 121ft North of the north line of West Lovell Street; thence East 86.5ft parallel with the north line of West Lovell Street; thence North parallel with the east line of South Park Street to the south line of West South Street; thence West 86.5ft along the south line of West South Street to the east line of South Park Street; thence South 170.99ft along the east line of South Park Street to the point of beginning. Parcel has an easement recorded in Liber 136 of Deeds Page 23.

Recalculate amounts using a different Payment Date

You can change your anticipated payment date in order to recalculate amounts due as of the specified date for this property.

Enter a Payment Date

Tax History

Year	Season	Total Amount	Total Paid	Last Paid	Total Due
2018	Summer	\$0.00	\$0.00		\$0.00
2017	Winter	\$0.00	\$0.00		\$0.00
2017	Summer	\$0.00	\$0.00		\$0.00
2016	Winter	\$0.00	\$0.00		\$0.00
2016	Summer	\$0.00	\$0.00		\$0.00
2015	Winter	\$0.00	\$0.00		\$0.00
2015	Summer	\$0.00	\$0.00		\$0.00
2014	Winter	\$0.00	\$0.00		\$0.00
2014	Summer	\$0.00	\$0.00		\$0.00

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426 S PARK ST KALAMAZOO, MI 49007 (Property Address)

Parcel Number: 06-91-056-360 **Personal Property

Property Owner: CARVER CENTER

Summary Information

> Assessed Value: \$0 | Taxable Value: \$0

> Property Tax information found

No Images Found

Owner and Taxpayer Information

Owner	CARVER CENTER 426 S PARK ST KALAMAZOO, MI 49007	Taxpayer	CARVER CENTER 426 S PARK ST KALAMAZOO, MI 49007
--------------	---	-----------------	---

General Information for Tax Year 2018

Property Class	Commercial Personal	Unit	00 City of Kalamazoo
School District	Kalamazoo Public Schools	Assessed Value	\$0
Old Parcel #	9056360	Taxable Value	\$0
District	0	State Equalized Value	\$0
R-Neigh;P-Filin	*QDA	Date of Last Name Change	11/17/2012
R-Fclose;P-Use	No Data to Display	Notes	Not Available
Historical District	No	Census Block Group	No Data to Display
R-Misc;P-DNU	No Data to Display	Exemption	No Data to Display

Principal Residence Exemption Information

Homestead Date No Data to Display

MBT Commercial	June 1st	Final
2018	100.0000 %	100.0000 %

Previous Year Information

Year	MBOR Assessed	Final SEV	Final Taxable
2017	\$0	\$0	\$0
2016	\$0	\$0	\$0
2015	\$0	\$0	\$0

Land Information

Zoning Code		Total Acres	0.000
Land Value	\$0	Land Improvements	\$0
Renaissance Zone	No	Renaissance Zone Expiration Date	No Data to Display
ECF Neighborhood	Personal Property	Mortgage Code	No Data to Display
Lot Dimensions/Comments	No Data to Display	Neighborhood Enterprise Zone	No

Lot(s)	Frontage	Depth
--------	----------	-------

No lots found.

Total Frontage: 0.00 ft

Average Depth: 0.00 ft

Legal Description

Personal Property

Land Division Act Information

Date of Last Split/Combine	No Data to Display	Number of Splits Left	Not Available
Date Form Filed	No Data to Display	Unallocated Div.s of Parent	Not Available
Date Created	No Data to Display	Unallocated Div.s Transferred	Not Available
Acres of Parent	0.00	Rights Were Transferred	Yes
Split Number	0	Courtesy Split	No
Parent Parcel	No Data to Display		



Sale History

Sale Date	Sale Price	Instrument	Grantor	Grantee	Terms of Sale	Liber/Page	Comments
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No sales history found.

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426 S PARK ST KALAMAZOO, MI 49007 (Property Address)

Parcel Number: 06-91-056-360 **Personal Property

No Images Found

Property Owner: CARVER CENTER

Summary Information

> Assessed Value: \$0 | Taxable Value: \$0

> Property Tax information found

Owner and Taxpayer Information

Owner

CARVER CENTER
426 S PARK ST
KALAMAZOO, MI 49007

Taxpayer

CARVER CENTER
426 S PARK ST
KALAMAZOO, MI 49007

Legal Description

Personal Property

Recalculate amounts using a different Payment Date

You can change your anticipated payment date in order to recalculate amounts due as of the specified date for this property.

Enter a Payment Date

Tax History

Year	Season	Total Amount	Total Paid	Last Paid	Total Due
2018	Summer	\$0.00	\$0.00		\$0.00
2017	Winter	\$0.00	\$0.00		\$0.00
2017	Summer	\$0.00	\$0.00		\$0.00
2016	Winter	\$0.00	\$0.00		\$0.00
2016	Summer	\$0.00	\$0.00		\$0.00
2015	Winter	\$0.00	\$0.00		\$0.00
2015	Summer	\$0.00	\$0.00		\$0.00
2014	Winter	\$0.00	\$0.00		\$0.00
2014	Summer	\$0.00	\$0.00		\$0.00

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**Kalamazoo Civic Theatre
Concessions Business Plan****Overview**

The Kalamazoo Civic Theatre has been producing live theatre performances in Kalamazoo for 90 years. Currently the Civic is working to enhance the theatrical experience for its patrons as well as generate additional sources of revenue to increase financial stability.

In the past the Civics' concession business has been an inadequate revenue source. For example In the 2017/2018 season the Civic generated only \$9,644 and incurred a concession expense of \$9,379. In the 2017/2016 season the Civic generated \$10,948 with a concession expense \$7,094. Subsequently, the Civic has developed a plan to implement a more aggressive retail pricing strategy, increase the offering in the concession department, add Civic merchandise and begin offering alcohol for sale.

In our 90th celebration the Civic performed a "test-run" with the service of alcohol by acquiring 12 special event licenses. This provided us with an opportunity to fully understand the operational requirements, control of sales, TIPS training for the service staff, and alcohol storage. Furthermore it allowed the Civic to test the patron reaction to alcohol sales in our concession business.

What the Civic learned was that by expanding our concession business to include high end snacks, beer and wine sales as well as Civic merchandise, our concession business more than doubled over the same time period of the previous season. While Civic merchandise added 10% to the concession bottom line, beer and wine sales contributed significantly by accounting for a 34% increase in overall sales to the concession business.

Conclusion

In its initial tests of selling alcohol the Civic saw a 34 % increase in concession sales. On average The Civic experienced that 20% of the patron in attendance for a production purchased a snack while 17% of its patrons bought an alcoholic beverage. Given these statistics the Civic would see a significant revenue increase by acquiring a liqueur license and have the opportunity to sell alcohol during performances of all of its adult productions.

BOARD OF DIRECTORS**Mike Higdon**

PRESIDENT

Troy Cuvelier

VICE PRESIDENT

Celeste Statler

ASSISTANT VICE PRESIDENT

Art Nemitz

SECRETARY

Elaine M. Williams

ASSISTANT SECRETARY

Jay D. Prince

TREASURER

Douglas Baiers**Dawn DeLuca****Sidney Ellis****Laura Gagie-Kelpin****Nikki Gilliam****Leona Gould-McElhone****Zaf Khaja****Daniel B. Liehr****Steve Schreuder****Maggie Zahrai****MEMBERS EMERITUS****Deborah Johnston****Howard Kalleward****Katie Miller****Karen Tudor****Jack Wattles****Sally Williams****FOUNDATION
BOARD OF TRUSTEES****James M. Marquardt**

CHAIR

Sandra Gagie

VICE CHAIR

Catherine W. Perry

SECRETARY

Tim Kilmartin

TREASURER

Jay D. Prince**Steve Schreuder****Sharon Seelye****Leah Walters****EXECUTIVE DIRECTOR****Stephen Carver**



THE CIVIC

Changing Lives
Through Changing Times

2018-2019
90TH SEASON

BOARD OF DIRECTORS

Mike Higdon
PRESIDENT

Troy Cuvelier
VICE PRESIDENT

Celeste Statler
ASSISTANT VICE PRESIDENT

Art Nemitz
SECRETARY

Elaine M. Williams
ASSISTANT SECRETARY

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TREASURER

Jay D. Prince

Steve Schreuder

Sharon Seelye

Leah Walters

EXECUTIVE DIRECTOR

Stephen Carver

Operational Management

Management of the Civic concession (snacks and alcohol sales) and merchandise business falls under the responsibility of the Civics' Patron Services Manager and Front of House Coordinator. While the Civic regularly utilizes help from volunteers in the sales of snacks and merchandise, the Civic strictly employs only a TIPS trained staff member or professional bartender in the service of beer and wine. The concession and merchandise shops are open Friday through Sunday's performances. Both shops open an hour before curtain and shut down during performance. They reopen for intermission and are taken down and secured immediately after the intermission has concluded. No concession, alcohol or merchandise sales will happen after the intermission.

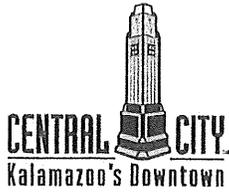
Revenue Expectations

Our recent statistic indicates that in a given performance 20% of the patrons will buy a snack, 17% will purchase an alcoholic beverage and 7% will purchase merchandise. Following these statistics the Civic expects to generate following revenue in a given season.

Conclusion

By implementing a more aggressive retail mark-up to higher end snacks, incorporate Civic merchandise and alcohol sales, the Civic will significantly expand its retained concession revenue by 86% over the previous seasons.





For Office Use Only	
Received by: _____	Date _____
Amt. Paid: _____	
Date Circulated: _____	

REDEVELOPMENT LIQUOR LICENSE APPLICATION

CITY OF KALAMAZOO AND DOWNTOWN DEVELOPMENT AUTHORITY (DDA) JOINT APPLICATION

APPLICANT INFORMATION							
Last Name	Sytsma	First	Daniel	M.I.	J	Date	1-18-2019
Street Address	1209 Miles Ave			Apartment/Unit #			
City	Kalamazoo	State	Michigan	ZIP	49001		
Phone	269-599-7390		E-mail Address	dann@crawlspace theatre.com			
Date of Birth	12-24-1976						

BUSINESS PREMISES INFORMATION					
Address	315 W. Michigan Ave, Kalamazoo, MI 49007				
Type of Premises	Comedy Theatre	Hours of operation	Mon-Sat 8PM-11PM		
Part Time Jobs Created	2	Full Time Jobs Created	1	Manager Jobs Created	1
Estimated investment and size of the overall project	\$200,000				
Anticipated date of completion of the project (must be within 6 months of City Commission approval) See: Section 4-A-4	4-1-2019				
List all other uses proposed to be included on the premises or in the development (e.g., restaurant, motel):					

ADDITIONAL INFORMATION		
Has the applicant, ever, prior to this application, made application for a license to sell beer and wine or spirits?		
YES <input type="checkbox"/>	NO <input checked="" type="checkbox"/>	If yes, state the date, place and disposition of each application
Has the applicant ever been convicted of a felony?		
YES <input type="checkbox"/>	NO <input checked="" type="checkbox"/>	If yes, explain
Is the applicant disqualified under the State Liquor Control Act or any provision of Chapter 4/a of the Kalamazoo City Code from receiving a license?		
YES <input type="checkbox"/>	NO <input checked="" type="checkbox"/>	Please prepare a full copy of your business to submit with this application

DISCLAIMER AND SIGNATURE	
By signing the application the applicant affirms that the information provided herein is true and accurate to the best of his or her knowledge that he or she will not violate any ordinance of the City of Kalamazoo or laws of the United States of America or the State of Michigan in the conduct of the licensed business. The applicant further affirms that should any of the information contained in this application, or any attachment thereto, change during the term of this license the applicant will notify the City Clerk in writing of the change within thirty (30) days.	
All applications must be accompanied by the appropriate application fee of \$425. Please make checks payable to 'City of Kalamazoo DDA'	
Signature	Date
<i>Dann Sytsma</i>	January 18, 2019

REDEVELOPMENT LIQUOR LICENSE APPLICATION (CONT.)

CITY OF KALAMAZOO AND DOWNTOWN DEVELOPMENT AUTHORITY (DDA) JOINT APPLICATION

SUBMITTING YOUR APPLICATION AND BUSINESS PLAN

By Mail / In Person

City of Kalamazoo
City Clerk's Office
241 W. South Street
Kalamazoo, MI
49007

Or By Email

Email this completed application to cokcityclerk@kalamazoocity.org

APPLICATION FEE (REQUIRED)

Amount

\$425 one-time fee, payable by check or cash

Make checks payable to

'The City of Kalamazoo Downtown Development Authority'

With any questions, please reach out to:
The City of Kalamazoo Economic Development Department
cokeconomicdevelopment@kalamazoocity.com

Crawlspace Theatre Productions' Business Plan

January 17, 2019

Crawlspace Theatre Productions
P.O. Box 2842
Kalamazoo, MI 49003-2842
269.599.7390
CrawlspaceTheatre.com
Dann@CrawlspaceTheatre.com

Table of Contents

I. Executive Summary	3
II. Company Description	3
III. Services Offered	5
IV. Marketing	5
V. Operational Plan	8
VI.Startup Expenses	10
VII. Financial Plan	11

I. Executive Summary

1. **Overview:** Crawlspace Theatre Productions will produce sketch and improv comedy performances as well as provide classes for people to learn this art form. We will produce these activities in a relaxed and fun atmosphere designed to build community.
2. **The Need:** We are leaders in the growing Kalamazoo comedy scene, and we will entertain and educate the expanding comedic audience.
3. **Goals:** In 2 years, we plan to entertain upwards of 800 patrons/month.
4. **Target Market:** Professionals between the ages of 18-35.
5. **Competition:** Who are you up against, and what unique selling proposition will help you succeed? We'll compete with other live entertainment venues in the area.
6. **Leadership & Operations:** Crawlspace Theatre Productions has been running at a smaller scale for 15 years. This experience, coupled with a network of experienced volunteers and staff, will help guide our success.
7. **Financial Outlook:** Using a series of cost saving measures and existing assets, Crawlspace Theatre Productions is entering a growth phase with minimal debt and financial risk. This will maximize our ability to expand quickly with number of productions and use of our facility.

II. Company Description

Crawlspace Theatre Productions is a theatrical production company that produces and teaches the art of live comedy, primarily focussed on sketch and improv comedy. Our recent opening of the Crawlspace Comedy Theatre offers performers a consistent venue to perform their art, while giving patrons a place to see regular comedic performance.

1. Company mission statement

Crawlspace Theatre Productions is a place for comedic performers in the Kalamazoo area to practice scene based comedy and explore the techniques and principles of improv to entertain, strengthen personal and professional skills, and build community. We give audiences an opportunity to relax, laugh, and connect with the vibrant comedy community.

2. Company philosophy and vision

- a. At its heart, improv comedy is about support. Crawlspace strives to impart this simple and powerful tool to empower people to better themselves while creating laughter and power in their community.
- b. Crawlspace's vision for the future is to create a Downtown Kalamazoo destination known for the finest improv and sketch comedy performance and the state's best improv comedy instruction.

3. Company goals

By the second year of the Crawlspace Comedy Theatre, we aim to produce 16 nights of performances per month and 5 ongoing improv classes every 2 month term. Our goal is to welcome 50 patrons per

evening of performance, spending an average of \$13 per person on ticket sales and \$10 per person on beverage sales. Our student target is to include 10 students in every class offered.

Our goal to become the state's best improv instruction will be accomplished through our veteran improv instructors and our ability to leverage geographic proximity to the best improv instructors in the world, mainly from Chicago. These top caliber instructors will conduct monthly workshops for students and alumni of our improv classes, keeping our company constantly growing and innovating.

Crawlspace Theatre is also dedicated to being an anchor financial and community support for the Kalamazoo Non-Profit Advocacy Coalition (KNAC) and their mission to preserve and maintain the historic First Baptist Church building.

4. Target market

Our fan base and target market is 18-35 year old professionals. These individuals are looking for nightlife, live entertainment and professional development and are in a position to spend money on those interests.

5. Industry

We are in the sector of live entertainment. Kalamazoo has a tradition of supporting live theatre. The comedy scene in the area is growing and we will be a long-standing and trusted source of comedic entertainment. Downtown Kalamazoo residential property will be dynamically expanding in the next two years, and we will be in a position to attract patronage from these new downtown residents.

6. Legal structure

- a. Crawlspace Theatre Productions is a single member, LLC. This structure was chosen to mitigate liability risk while allowing the flexibility of having a single owner.

III. Services Offered

1. **Entertainment:** Crawlspace Theatre Productions produces live comedy. The primary comedic forms are sketch and improv. At this time, Kalamazoo does not have a theatre of this type. The 15 year success of the improv team Crawlspace Eviction and newer improv teams indicate a growing interest in live comedy downtown. The average ticket price will be around \$13, making it extremely competitive compared to other live entertainment downtown.

The company can also provide live entertainment to events happening off-site. Live improv comedy is a fitting style of entertainment for event organizers looking for a custom-made comedic experience for their group. Crawlspace Theatre Productions has been providing this service for over 15 years. Having a dedicated performance venue will help us expand this service.

2. **Hospitality:** The Crawlspace Comedy Theatre is a casual, cabaret style atmosphere well-suited for live performance. Serving alcohol at performances is in-keeping with our goal of a relaxed environment and sustainable business model. The location of our facility is in a growing sector of the downtown area.

We will also welcome local companies and organization to use the Crawlspace Comedy Theatre space for banquets, fundraisers and other such events. The room can be easily configured to suit a variety of uses. The bar can be utilized at these events to take in extra revenue, while providing a needed resource to local groups. Rental fees will range from \$300-\$500 per evening.

3. **Classes:** We offer 4 Levels of improv classes that introduce students to the concepts and principles of improv comedy and progress them through more advanced techniques. Supplemental workshops will be offered by instructors that we invite from other improv communities. Since 2016, we have worked with over 150 individual students, many of which took classes for professional development purposes and testify to the positive benefits it had on their careers and skills set. Each level of classes is 6 weeks long, 3 hours each week. The fee for each level is \$150.

IV. Marketing

1. Marketing Plan

Our primary means of marketing is digital. The 15 years of producing improv shows has given us insight into the most effective means of marketing our work. We have been utilizing the skills and expertise of a marketing firm, myPocketMarketing, to set a path to achieving our marketing goals.

- A. **Email Marketing** - Our single biggest driver of sales is email marketing. Crawlspace Theatre consistently finds ways to ethically collect email addresses from our patrons and potential patrons. Our email marketing is closely monitored to find the most effective strategy to leverage this tool.
- B. **Social Media** - With a growing community of participants, we're rapidly increasing our activity on social media. The performance groups are naturally interested in attracting a crowd to their performances, and they promote heavily on social media to accomplish this.
- C. **Other Web-Based Tools** - We utilize other web tools such as community web calendars to inform people in the area about our work. We partner with media sources in the community to gain increased digital visibility.
- D. **Group Marketing** - A growing area of our entertainment marketing is group sales. Experiencing comedy is more fun with a group, and we offer discounts to corporate, philanthropic, and social groups that want to take advantage of our unique entertainment offering.

2. Target customer

The ideal Crawlspace customer is someone looking for experiences to spend their disposable income on. Our research shows that people that buy tickets to our shows are also people interested in unique food experiences, travel, shopping and the art. The people who tend to buy our classes are professionals interested in new employment and networking opportunities.

3. Key competitors

Our primary competition is other live entertainment in the Kalamazoo area. This includes the various traditional theatres in the area as well as music venues. There is a growing amateur stand-up comedy scene in Kalamazoo, but we don't tend to share the same schedule as those establishments. Most of them are Tuesday through Thursday. The Kalamazoo State Theatre produces occasional professional stand-up comedy, which would certainly overlap with fans of sketch and improv comedy. However, the performances are infrequent enough to simply help grow the comedic fanbase in the city but not drastically effect our audience numbers.

Our secondary competition would be non-live comedy and movie theaters. The goal of Crawlspace Theatre Productions is to grow the number of people in the Kalamazoo area that participate in live entertainment. We target fans of online video sketch comedy to attract them to live, original comedy being produced locally.

4. Positioning/Niche

Crawlspace Theatre Productions stands out in that it produces quality performances of improv and sketch comedy, an under-represented art form in the Kalamazoo area. Live theatre has a long legacy of success in the area, and our style of performance appeals to fans of live theatre, while offering a less expensive, more casual experience with the opportunity to have an alcoholic beverage.

Our increased focus on patron experience has increased our return rate. People are coming back. Increased programming has not split our audience; rather, it has expanded it. Fans of one performance group become fans of other groups. Knowing alcohol will be provided in an atmosphere where it's comfortable to have a drink has increased the draw to the Crawlspace Comedy Theatre. Where we excel is in the community focus we foster within the company.

5. Promotional budget

We currently spend \$580 on promotion per month. This covers the fee for our marketing group, video marketing, email marketing service, and website. We do occasional social media ads as well.

6. Pricing

Performance tickets will be priced as follows:

- New improv teams: \$10
- Veteran local improv team: \$13
- Local Sketch Comedy: \$13
- Out of Town Improv & Sketch Groups: \$15

Classes:

- Improv: 6 weeks: \$150
- Individual Workshop: \$25

Drinks:

- Soda & Water: \$2

- Domestic Beer: \$5
- Wine: \$5
- Craft Beer: \$7
- Mixed Drink: \$7

Room Rental:

- Non-Profit Organizations: \$300/night
- For-Profit Corporation: \$500/night

The rates for performance tickets are lower than other live performances in the area. The classes that we offer are on-par with other adult and children's classes in the area. The drink prices are similar to pricing at performance venues in Kalamazoo. The room rental is significantly cheaper than room rentals of this size in the area.

7. Location

The location of the Crawlspace Comedy Theatre is in the fellowship hall of the historic First Baptist Church building in the heart of Downtown Kalamazoo. Being located on W. Michigan Ave grants high level of visibility from car traffic coming into Downtown. Also, the church building is the oldest public building in Kalamazoo and has a legacy of live performance in its various spaces. It's a Michigan State historic landmark and is full of local significance. The repurposing of the building to support non-profit and arts groups is attracting favor in the community and is viewed as a positive model for adapting historic spaces for renewed relevance.

The space's accessibility is one of its many advantages. It is on the first floor of the building, making it barrier free from the sidewalk. The large front doors are the obvious entrance to the building for performances. Also, the obstruction free performance space provides good visibility from anywhere in the room. The built in stage in the performance space gives a strong focal point for the room.

A disadvantage of the space is getting some people over their narrow perception of a church building's purpose. It's atypical for a church building to host uncensored comedy and serve alcohol. We are working to spread the word that we are absolutely doing both of those things.

V. Operational Plan

1. Production

A breakdown of the daily tasks involved with the production company includes:

- Building the audience - We invest in this through email marketing, social media posts and community networking. We are constantly looking for new opportunities to spread the word about the theatre. This is accomplished by the Executive Director, myPocketMarketing group, and performance group members.
- Scheduling performances - While some acts occur monthly and are scheduled for an entire season, others need to be scheduled one at a time. This is performed by the Executive Director.

- Personal connection to students - We take a very personal approach to our student interaction. Each person that takes a class becomes part of our community, and we work with them to help ensure success. This comes by way of personal emails to find out what they need to be successful. This is accomplished by our Education Director
- Bookkeeping - Ensuring everything is counted, deposited and distributed. This is performed by the Executive Director.
- Rehearsals - Care has to be taken to ensure performance groups have ample time and space to prepare for shows. This involves scheduling usage of the spaces in the facility.

This section explains the daily operation of your business, including its location, equipment, personnel and processes.

2. Quality control

Maintaining quality is an essential component to running a comedy theatre. Much of the proof of quality is in ticket sales. Systems are in place to elevate the quality of performance if it is not meeting the standard. Coaches and directors are available to help performance groups elevate their skills.

Since word-of-mouth is such a strong driver of sales, it's imperative that the quality be high to increase repeat sales and referrals. Customer service will also be monitored through audience feedback surveys.

Employee engagement is also a large driver of quality customer service. Management of the theatre will monitor employee engagement with scheduled evaluations.

3. Location

The Crawlspace Comedy Theatre is located at 315 W. Michigan Ave, Kalamazoo, MI 49007. It is on Downtown Kalamazoo's main eastbound road and positioned at the entrance to the city's commerce center.

It is currently zoned as an A3, Assembly classification. This is reserved for houses of worship, art gallery spaces, community halls, and many other similar assembly purposes.

The building is being used for a host of different purposes:

- Religious services
- Theatre performance
- Performing arts education & rehearsal
- Fine arts performance
- Light food production
- Office space

The variety of uses ensures steady foot traffic in the space which increases the visibility of the performance space.

While the building we are in is not ADA compliant, the comedy theatre and classroom is located on sidewalk level, which means it is barrier free. Bathrooms, including a unisex, handicap accessible bathroom, are in close proximity to both the performance and classroom space.

Monthly rent will be tiered for the first three years. Year 1 will be \$1,000/mo for the performance and classroom spaces. Year 2 will be \$1,300. Year 3 will be \$1,600. The rent and lease agreement will be re-negotiated after year 3. According to the lease, utilities and maintenance will be included in the monthly rental fee.

Crawlspace Theatre Productions will be responsible for maintaining general liability as well as liquor liability insurance. These expenses are estimated at \$300/month.

4. Personnel

The theatre will be operated by both volunteers and paid staff. In some cases, a single person may take on multiple roles.

House Manager - The theatre requires a house manager to ensure that the performance space is properly set up for shows and taken down at the end of the night. The house manager also maintains a proper audience experience by ensuring their safety and comfort. This is an hourly position.

Technical Director - Because the theatre incorporates technical elements such as stage lighting and sound amplification, a technical director's services are necessary. This helps maintain the production value, which ensures a quality audience experience. This is an hourly position.

Bar Manager - This person will ensure the bar is properly run and stocked. The bar manager will track inventory and place orders for products. They will work with the alcohol distribution companies to secure deals. This role will also be responsible for ensuring bartenders are properly trained. This is an hourly position.

Show Producer - Every show will have a person in charge of handling talent and monitoring the actual performance. This responsibility sees to the quality of the audience experience once the show starts. This role is largely assumed by the Executive Director.

Box Office Manager - Since ticket sales are the biggest driver of people entering the venue, it's important that a single person is aware of all event ticketing. Ticket sales are performed online as well as at the door. All sales are tracked through an online system. This role helps find trends and make adjustments to increase sales and revenue. This role is largely merged together with Marketing and Promotions Manager.

Marketing & Promotions Manager - Making sure the community knows about the work Crawlspace Theatre Productions is doing falls on the marketing & promotion manager. This role is largely being performed by myPocketMarketing. This role is largely merged together with the Box Office Manager position.

Education Director - Improv classes are coordinated by the Education Director. This role is responsible for scheduling classes and instructors. The Education Director is also responsible for maintaining the quality of the classes. This role is a salaried position.

Instructors - The improv classes are conducted by experienced instructors. They are responsible for teaching classes and ensuring a great student experience. Instructors are paid on a per class basis.

VI. Startup Expenses

In it's eight years of existence, Crawlspace Theatre Productions has worked to maintain low overhead and staffing. We've never acquired debt or run a loss. Entering into a new phase of the business, certain costs will be incurred.

1. Start-Up Expenses

Renovations to the performance space have been largely completed in order to begin producing shows in it. Costs were minimized by leveraging volunteer support, reusing existing assets, taking advantage of used furniture and equipment, and up-cycling materials to create increased value. In all, the performance area was renovated and furnished for approximately \$6,000. This expense is being paid off over 15 months of free financing through a credit card promotion. Beyond this, no debt will be incurred from the performance space renovation. The Crawlspace Comedy Theatre is housed in the historic First Baptist Church of Kalamazoo, which has recently spent approximately \$200,000 to update and renovate the building.

The bar area is in-process, and the budget set is \$2,000. We are reducing costs in many of the same ways as during the renovation. This expense will simply be paid with capital on hand.

The liquor license will be financed utilizing the owner's home equity line of credit. While in the HELOC's first year, a promotional period grants an interest rate 1.25% lower than prime + 0.75%. The remaining years of the loan will be at the prime + 0.75%. This will allow for a more rapid buy down of the debt principal in the first year. The remaining debt will be incrementally paid off by the end of year two.

VII. Financial Plan

Below are projected profit and loss sheets for years 1 and 2.

Financial Model (Year 1)			
CTP Monthly Revenue			
Live Performance			
Shows/Month	8	Liquor Revenue assuming \$10/person	\$3,200
Tickets per show	40	Yearly	\$38,400
tickets/mo	240		
Avg Ticket Price	\$12		
Ticket Revenue	\$3,840		
Classes			
Class Size	8		
Cost/person/ 6 wks	\$150		
Number of Classes offered	4		
Revenue/mo (2 months/class)	\$2,400		
Monthly Revenue Tics + Class	\$6,240		
Monthly Rev Tics+Class+Alcohol	\$9,440		
CTP Monthly Expenses			
Talent Compensation			
Live Performers	\$600		
Teachers	\$1,440		
House Mngr/Tech/ticket takers	\$660		
Total	\$2,700		
Promotion	\$530		
Rent	\$1,000		
Insurance			
General Liability	\$50		
Liquor Liability	\$250		
Alcohol Inventory	\$640		
Expense Total	\$5,170		
Profit	\$4,270		
Profit/Yr	\$51,240		

Financial Model (Year 2)			
CTP Monthly Revenue			
Live Performance		Liquor Revenue	
Shows/Month	16	assuming \$10/person	\$8,000
Tickets per show	50	Yearly	\$96,000
tickets/mo	800		
Avg Ticket Price	\$12		
Ticket Revenue	\$9,600		
Classes			
Class Size	10		
Cost/person/ 6 wks	\$150		
Number of Classes offered	5		
Revenue/mo (2 months/class)	\$3,750		
Monthly Revenue Tics + Class	\$13,350		
Monthly Rev Tics+Class+Alcohol	\$21,350		
CTP Monthly Expenses			
Talent Compensation			
Live Performers	\$1,600		
Teachers	\$1,800		
House Mngr/Tech/ticket takers	\$1,260		
Total	\$4,660		
Promotion	\$530		
Rent	\$1,600		
Insurance			
General Liability	\$50		
Liquor Liability	\$250		
Alcohol Inventory	\$1,600		
Expense Total	\$8,690		
Profit	\$12,660		
Profit/Yr	\$151,920		

DOWNTOWN REPORT

An overview of Downtown Kalamazoo

February 2019

Planning and Re-Organization

Kalamazoo Downtown Partnership and City of Kalamazoo staff attended the January Michigan Strategic Fund Board meeting, wherein \$11 million dollars of funding for downtown infrastructure funding was awarded, to be delivered over the next 15 years. Kalamazoo is the first community in the State of Michigan to apply under this provision.

Infrastructure Projects

Planning is underway for 2019 downtown construction season. Downtown Partnership, City of Kalamazoo, and local utilizes are coordinating to develop comprehensive communication and project staging plans to minimize disruption and provide clear information to relevant stakeholders and visitors. Public meeting and rollout to be conducted in March.

Development Projects

Several projects previously approved by the City of Kalamazoo Brownfield Redevelopment Authority continue to move towards construction, including the redevelopment of the former Rose Street Market, and an upper floor apartment conversion above Kalamazoo Downtown Partnership offices.

Events

Chili Cook-Off was a great success, with over 30 locations in the downtown participating. Kalamazoo Downtown Partnership participated, introducing over 500 people to the new location, and capturing email contact information for newsletters and updates from over 100 visitors.

Girlfriends Getaway is scheduled for March 9.

Summer event series is in development, and will be announced in April, with new events coming to Bates Alley and additional locations

Business Updates

Downtown Partnership staff is working to assemble the 2019 suite of business development workshops for 2019 with input from the Downtown Kalamazoo Retail and Restaurant Association.

Honor Credit Union will be opening a new branch in the former Adventure Travel location on Michigan Avenue.

Media Coverage

- [Where to celebrate Martin Luther King Jr. Day in Kalamazoo](#)
- [Restaurant offers discount for federal employees amid government shutdown](#)
- [Water Street Coffee to donate over \\$10K to nonprofits for 25th anniversary-](#)
- [Breakfast restaurant inside downtown hotel will close for renovation, rebranding](#)

- [Wealthy donors pledge to bail out Kalamazoo if \\$500M fundraiser falls short](#)
- [Free chili offered at annual cook-off event in downtown Kalamazoo](#)
- [Three "Cool" Projects And A Snap Shot Of Development In Kalamazoo](#)
- [WSW: What New Buildings And Redevelopment Tell Us About Kalamazoo](#)
- [Bell's Two Hearted is MLive's Beer of the Year](#)
- [Kalamazoo churches offer overnight shelter during icy weather](#)
- [14th annual Chili Cook Off spices up Kalamazoo's downtown mall](#)
- [Historic Kalamazoo church to be demolished for urban nature playground](#)
- [Michigan Economic Development Corporation approves downtown Kalamazoo tax capture](#)
- [Open for business: few businesses stay open during harsh winter conditions](#)
- [Kalamazoo hopes local control of major streets leads to equitable development](#)
- [Calling all moms! Kzoo Baby & Family Expo brings indoor fun this weekend](#)
- [Forward Focus: Persistence, demand intersect in a downtown Kalamazoo resurgence](#)