CITY OF YPSILANTI
DOWNTOWN DEVELOPMENT AUTHORITY
BOARD OF DIRECTORS MEETING
Thursday, November 19, 2026 @ 8:45 AM
SPARK East
215 W. Michigan Ave.
Ypsilanti, MI 48197
Launch Meeting - Zoom

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1. CALL TO ORDER

A. DDA Mission and Vision

2. ROLL CALL

A.

Paul Ajlouny	Brian Jones-Chance
Nicole Brown	Dieter Otto
Andrew French (C)	Bryan Foley
Valory Brown	Emmy Maurer
Colleen Kennedy	Kristine Nash Wong
Liz Warren	Julius Buzzard
Megan Foldenaur	

3. AGENDA APPROVAL

4. PUBLIC COMMENT - CONTINUED (3 MINUTES/EACH SPEAKER)

5. FINANCIAL / STAFF REPORT

A. Financial Report and Check Registry

B. Staff Report

6. COMMITTEE REPORTS

A. Committee for Equitable Investment

B. Operations and Finance Committee

7. CONSENT AGENDA

A. 10-15-26 DDA Board Minutes

B. Ypsilanti Restaurant Week

C. SHINE Contract Amendment

8. NEW BUSINESS

A. Downtown Curb Replacement Budget Amendment - OHM Engineering

B. Strategic Plan Review - POW! Strategies

C. Flowers Everywhere, Growing Community in Ypsilanti - Avery Williamson and Krista Skytta

D. DDA Bylaw Update

E. N. Huron Lot Discussion / Parking Meter Discussion - Request to Council

F. Downtown Median Design and Estimate - Discussion

9. PROPOSED BUSINESS

10. PUBLIC COMMENT - 60 MINUTES TOTAL (3 MINUTES/EACH SPEAKER)

11. ADJOURNMENT

YPSILANTI DDA
Downtown Development Authority

Vision:

Everyone's Downtown -An enjoyable, dynamic, historic and desirable destination filled with a diverse mix of vibrant and locally-minded businesses, residents and consumers that value heritage, community gathering activities and sustainably maintained, clean, safe and accessible public spaces where everyone is welcome to live, work, and play.

Mission:

Ypsilanti Downtown Development Authority fuels development and growth for a vibrant DDA that benefits businesses and residents.

CORE VALUES

- **Safe / clean / cared for**
- **Community engagement / participation / ownership**
- **Historic Preservation**
- **Heritage (priority and access)**
- **Diverse (inclusive of all businesses, stakeholders and population)**
- **Accessible (multi-modal, business entries, and DDA resources)**
- **Unique / eclectic / locally owned (operated and locally-minded)**
- **Positive (messaging, communication, approach)**
- **Sustainability & Vitality**
- **Integrated / partnership / collaborative**
-

**Use these core values to evaluate future needs, goals, deliverables and decision-making.*

DDA Role:

- Improve the quality of life
- Create a sense of place
- Attract and retain residents, businesses and talent
- Spur private reinvestment
- Increase property value in and around the area

WEST CROSS	ACTUAL 2025-26	ADOPTED BUDGET 2026-27	YEAR TO DATE 2026-27
Revenues			
Operating	$18,117	$16,515	$14,205
TIF	$177,338	$140,330	$1,050
Revenue Subtotal	**$195,454**	**$156,845**	**$15,255**
Expenditures			
Operating	$6,039	$10,200	$1,532
TIF	$307,843	$145,007	$32,159
Expenditure Subtotal	**$313,882**	**$155,207**	**$33,690**
Surplus/(Loss)	**($118,427)**	**$1,638**	**($18,435)**
Memo: General Fund Balances			
Starting Fund Balance	**$263,564**	**$145,137**	**$145,137**
Current Year Surplus/(Loss)	($118,427)	$1,638	($18,435)
Ending Fund Balance	**$145,137**	**$146,775**	**$126,701**
Ending Fund Balance Restricted	$0		$0
Unrestricted Fund Balance	**$145,137**	**$146,775**	**$126,701**

Anticipated Expenses

Total	$0.00

WEST CROSS REVENUE		ACTUAL 2025-26	ADOPTED BUDGET 2026-27	YEAR TO DATE 2026-27
TOTAL REVENUE		**$ 195,454**	**$ 156,845**	**$ 15,255**
OPERATING REVENUE (1.8282 mils)				
CURRENT PROPERTY TAXES	248-4-7270-402-00	12,963	13,000	11,160
DELINQUENT PROPERTY TAXES	248-4-7270-420-01		5	
INTEREST ON CURRENT TAXES	248-4-7270-445-02	24	9	
INTEREST ON DELINQUENT TAXES	248-4-7270-445-05		1	
INTEREST EARNINGS	248-4-7270-664-00	5,130	3,500	3,045
MISCELLANEOUS REVENUE	248-4-7270-694-01		-	
		$ 18,117	**$ 16,515**	**$ 14,205**
TIF REVENUE				
LOCAL COMMUNITY STABILIZATION FUND	248-4-7271-410-00	5963	6,000	
MISCELLANEOUS REVENUE	248-4-7271-694-01	5,250	-	1,050
CURRENT TIFA TAXES	248-4-7271-439-02	166,125	134,330	
		$ 177,338	**$ 140,330**	**$ 1,050**

West Cross		ACTUAL 2025-26	ADOPTED BUDGET 2026-27	YEAR TO DATE 2026-27
TOTAL EXPENDITURES		**$ 313,881.80**	**$ 155,206.73**	**$ 33,690.24**
OPERATING EXPENDITURES				
OFFICE SUPPLIES	248-7-7270-728-00	112	500	28
OPERATING SUPPLIES	248-7-7270-757-00	657	1,750	298
AUDIT FEES	248-7-7270-807-00	209	250	
GENERAL LIABILITY	248-7-7270-822-10	297	200	231
LEGAL SERVICES	248-7-7270-826-10	3,056	5,000	945
TELEPHONE	248-7-7270-853-00	-	150	
CONFERENCES AND WORKSHOPS	248-7-7270-864-01	734	1,000	30
PRINTING AND PUBLISHING	248-7-7270-900-00	805	1,000	
RENT	248-7-7270-940-00	81	200	
MEMBERSHIPS AND DUES	248-7-7270-958-00	88	150	
		$ 6,039	**$ 10,200**	**$ 1,532**
TIF EXPENDITURES				
SALARIES	248-7-7271-706-00	21,157	22,000	8397
WORKERS COMP	248-7-7271-714-02	425	900	167
SSI AND MEDICARE	248-7-7271-714-05	1,261	405	560
HEALTH CARE PREMIUM COSTS	248-7-7271-714-08	3,570	3,253	1,420
DENTAL PLAN	248-7-7271-714-17	98	320	5
OPTICAL	248-7-7271-714-18	5	10	1
LIFE INSURANCE	248-7-7271-714-19	20	38	8
TELEPHONE REIMBURSEMENT	248-7-7271-714-23	110	86	46
HCSP	248-7-7271-714-24	565	690	171
HSA CONT	248-7271-7714-30	1,518	1,386	
MERS CONTRIBUTION 401A 7%	248-7-7271-714-31	1,482	1,635	587
ACCIDENT INSURANCE	248-7-7271-714-33	41	1	16
MARKETING	248-7271-7808-00	n/a	3,120	126
IGA 20%	248-7-7271-818-01	22,642	26,043	
ADMIN CONTRACT	248-7-7271-818-02	8,928	7,000	
TIF/CAPITAL IMPROV	275-7-7271-820-00	3,085	35,000	2,109
STREETSCAPE MAINTENANCE	248-7-7271-820-02	48,586	20,000	16,546
HOLIDAY LIGHTING & MAINTENANCE	248-7-7271-820-06	4,670	5,000	
SPECIAL EVENT CONTRIBUTION	248-7-7271-965-05	2,000	5,000	2,000
FAÇADE/REHAB GRANT	275-7-7271-965-06	25,000	10,000	
INFRASTRUCTURE CAPITAL IMP	248-7-7271-971-28	162680		
MARKETING		n/a	3,120	
		$ 307,843	**$ 145,007**	**$ 32,159**

DEPOT TOWN

	ACTUAL 2025-26	ADOPTED BUDGET 2026-27	YEAR TO DATE 2026-27
Revenues			
Operating	$12,776	$11,507	$9,173
TIF	$130,573	$116,451	$5,800
Revenue Subtotal	**$143,349**	**$127,958**	**$14,973**
Expenditures			
Operating	$2,883	$5,790	$2,273
TIF	$319,677	$120,756	$36,774
Expenditure Subtotal	**$322,561**	**$126,546**	**$39,047**
Surplus/(Loss)	**-$179,212**	**$1,412**	**-$24,074**
Memo: General Fund Balances			
Starting Fund Balance	**$266,143**	**$86,931**	**$86,931**
Current Year Surplus/(Loss)	-$179,212	$1,412	-$24,074
Ending Fund Balance	**$86,931**	**$88,343**	**$62,858**
Ending Restricted Fund Balance	$0		$0
Unrestricted Fund Balance	**$86,931**	**$88,343**	**$62,858**

Restricted Funds

Maple Street Parking Lot Fund 24/25	Moved to FH lot
Maple Street Parking Lot Fund 25/26	Moved to FH lot

Anticipated Expenses

FH Lot

Total $0.00

DEPOT TOWN REVENUE		ACTUAL 2025-26	ADOPTED BUDGET 2026-27	YEAR TO DATE 2026-27
TOTAL REVENUE		**$ 143,349**	**$ 127,958**	**$ 14,973**
OPERATING REVENUE (1.8282 mils)				
CURRENT PROPERTY TAXES	275-4-7290-402-00	$7,604	$6,500	$6,265
DELINQUENT PROPERTY TAX			$7	
INTEREST ON DELINQUENT TAXES				
INTEREST ON CURRENT TAXES	275-4-7290-445-02			
INTEREST EARNINGS	275-4-7290-664-00	$5,172	$5,000	$2,908
MISCELLANEOUS REVENUE	275-4-7290-694-01	-	-	
		$12,776	**$11,507**	**$9,173**
TIF REVENUE				
MISCELLANEOUS REVENUE	275-4-7291-694-01	$6,000	-	$5,800
CURRENT TIFA TAXES	275-4-7291-410-00	$124,573	$116,451	
		$130,573	**$116,451**	**$5,800**

DEPOT TOWN EXPENDITURES		ACTUAL 2025-26	ADOPTED BUDGET 2026-27	YEAR TO DATE 2026-27	
TOTAL EXPENDITURES		**$ 322,560.64**	**$ 126,546.35**	**$ 39,047.08**	
OPERATING EXPENDITURES					
OFFICE SUPPLIES	275-7-7290-728-00	376	300	27	
OPERATING SUPPLIES	275-7-7290-757-00	292	750	119	
AUDIT FEES	275-7-7290-807-00	280	260		
GENERAL LIABILITY	275-7-7290-822-10	104	220	92	
LEGAL SERVICES	275-7-7290-826-10	1,198	2,000	458	
TELEPHONE/Internet	275-7-7290-853-00	380	350	154	
CONFERENCES AND WORKSHOPS	275-7-7290-864-01	134	1,400	261	
PRINTING AND PUBLISHING	275-7-7290-900-00	53	250	1,162	
RENT	275-7-7290-940-00	33	210		
MEMBERSHIPS AND DUES	275-7-7290-958-00	35	50		
		2,883	**5,790**	**$ 2,273**	
TIF EXPENDITURES					
SALARIES	275-7-7291-706-00	19,317	18,900	7667	
WORKERS COMP	275-7-7291-714-02	388	284	154	
SSI AND MEDICARE	275-7-7291-714-05	1,151	1,446	512	
HEALTH CARE PREMIUM COSTS	275-7-7291-714-08	2,029	4,072	544	
DENTAL PLAN	275-7-7291-714-17	431	420	2	
OPTICAL	275-7-7291-714-18	3	10	1	
LIFE INSURANCE	275-7-7291-714-19	104	38	40	
TELEPHONE REIMBURESMENT	275-7271-7714-23	101	10	42	
HPSC	275-7-7291-714-24	516	300	156	
HSA CONT	275-7291-7714-30	1,386	1,056		
MERS CONTRIBUTION 401A 7%	275-7-7291-714-31	1,353	1,232	536	
ACCIDENT INSURANCE	275-7-7291-714-33	56	50	7	
MARKETING	248-7271-7808-00	n/a	2,830	96	
IGA 20%	275-7-7291-818-01	17,250.82	28,209		
ADMIN CONTRACT	275-7-7291-818-02	6,803	6,400		
STREETSCAPE MAINTENANCE	275-7-7291-820-02	43,226	35,000	13990	
HOLIDAY LIGHTING & MAINTENANCE	275-7-7291-820-06	5,906	6,500		
UTILITIES	275-7-7291-920-00	1,336	1,000	107	
SPECIAL EVENT CONTRIBUTION	275-7-7291-965-05	5,000	3,000	1500	
MAPLE STREET LOT REPAIRS	275-7291-7965-12		5,000		
TIF/CAPITAL IMPROV	275-7-7291-974-01	11,320	5,000	11420	(2,750 of this expenditure is grant passthrough)
INFRASTRUCTURE CAPITAL PROJECT	275-7-7291-974-02	202,000	-		
		$ 319,677.25	**$ 120,756**	**$ 36,773.87**	

DOWNTOWN

	ACTUAL 2025-26	ADOPTED BUDGET 2026-27	YEAR TO DATE 2026-27
Revenues			
Operating	$65,570	$57,339	$39,952
TIF	$557,080	$389,838	$39,614
Revenue Subtotal	**$622,649**	**$447,177**	**$79,566**
Expenditures			
Operating	$17,141	$27,200	$5,739
TIF	$376,918	$712,416	$124,689
Expenditure Subtotal	**$394,059**	**$739,616**	**$130,429**
Surplus/(Loss)	**$228,590**	**($292,439)**	**($50,863)**
Memo: General Fund Balances			
Starting Fund Balance	**$408,338**	**$636,928**	**$636,928**
Current Year Surplus/(Loss)	$228,590	($292,439)	($50,863)
Ending Fund Balance	**$636,928**	**$344,490**	**$586,066**
Ending Restricted Fund Balance	$40,000	$40,000	$65,000
Unrestricted Fund Balance	**$596,928**	**$304,490**	**$521,066**

Anticipated Expenses

Restricted Funds

FY 25/26 Facade and Rehab Grant - 126 \	40,000
Match on Main Grant - GH	$25,000.00
Total	$65,000.00

DOWNTOWN REVENUE		ACTUAL 2025-26	ADOPTED BUDGET 2026-27	YEAR TO DATE 2026-27
TOTAL REVENUE		**$ 622,649**	**$ 447,177**	**$ 79,566**
OPERATING REVENUE (1.8282 mils)				
CURRENT PROPERTY TAXES	413-4-7230-402-00	40,408	42,465	$32,648
PERSONAL PROP TAX REIMBURSE	413-7230-4401-05			
DELINQUENT PROPERTY	413-4-7230-420-01	-	10	
INTEREST ON CURRENT TAXES	413-4-7230-445-02	4	20	
INTEREST ON DELINQUENT TAXES	413-4-7230-445-05	-	1	
INTEREST EARNINGS	413-4-7230-664-00	15,159	14,843	$7,304
MICELLLANEOUS REVENUE	413-4-7230-694.01	$10,000		
		$65,570	**$57,339**	**$39,952**
TIF REVENUE				
LOCAL COMMUNITY STABILIZATION FUND		9,486	10,290	
CURRENT TIFA TAXES	413-4-7231-439-01	503,225	354,548	
DOWNTOWN GARBAGE COLLECTION	413-4-7231-607-01	28,619	25,000	11,464
MICELLLANEOUS REVENUE	413-4-7231-694-01	15,750	-	28,150
		$557,080	**$389,838**	**$39,614**

Passthrough Grants: 25,000

DOWNTOWN EXPENDITURES		ACTUAL 2025-26	ADOPTED BUDGET 2026-27	YEAR TO DATE 2026-27
TOTAL EXPENDITURES		**$ 394,059**	**$ 739,616**	**$ 130,429**
OPERATING EXPENDITURES				
OFFICE SUPPLIES	413-7-7230-728-00	267	1,000	67
OPERATING SUPPLIES	413-7-7230-757-00	1,684	5,250	776
AUDIT FEES	413-7-7230-807-00	508	600	
GENERAL LIABILITY	413-7-7230-822-10	557	550	601
LEGAL SERVICES	413-7-7230-826-10	8,337	10,000	2,897
TELEPHONE/INTERNET	413-7-7230-853-00	844	1,000	342
CONFERENCES AND WORKSHOPS	413-7-7230-864-01	2,414	3,000	948
PRINTING AND PUBLISHING	413-7-7230-900-00	2,092	5,000	
RENT		211	500	
MEMBERSHIPS AND DUES	413-7-7230-958-00	228	300	
WASH CO CHARGEBACKS	413-7230-7962-55	-	-	109
		$ 17,141	**$ 27,200**	**$ 5,739**
TIF EXPENDITURES				
CONTRIBUTION TO ANOTHER ORG	413-7231-7695-00	25,000	0	
SALARIES	413-7-7231-706-00	51,512	55,000	20,445
WORKERS COMP	413-7-7231-714-02	1,036	1,141	411
SSI AND MEDICARE	413-7-7231-714-05	3,070	4,365	1,364
HEALTH CARE COSTS - BLUE CROSS	413-7-7231-714-08	10,620	10,200	3,701
DENTAL PLAN	413-7-7231-714-17	1,169	2,300	13
OPTICAL	413-7-7231-714-18	14	14	4
LIFE INSURANCE	413-7-7231-714-19	276	430	106
TELEPHONE REIMBURSEMENT	413-7-7231-714-23	269	150	112
HCSP	413-7-7231-714-24	1,376	1,680	416
HSA CONT	413-7231-7714-30	3,696	4,158	
MERS CONTRIBUTION 401A 7%	413-7-7231-714-31	3,608	4,532	1,431
ACCIDENT INSURANCE	413-7-7231-714-33	200	84	43
MARKETING	413-7271-7808-00	n/a	9,860	378
IGA 20%	413-7-7231-818-01	67,935	63,502	
ADMIN CONTRACT	413-7-7231-818-02	26,785	17,800	
TIF CAPITAL IMPROVEMENTS	413-7-7231-820-00	22,042	65,000	6,295
IRRIGATION SYSTEM	413-7-7231-820-01	774	200	7,765
STREETSCAPE MAINTENANCE	413-7-7231-820-02	95,415	50,000	46,752
WASTE MANAGEMENT	413-7-7231-820-03	39,299	41,000	12,088
HOLIDAY LIGHTING & MAINTENANCE	413-7-7231-820-06	23,374	25,000	
DTE	413-7-7231-920-00	-	1000	
SPECIAL EVENT CONTRIBUTION	413-7-7231-965-05	19,500	15,000	14,150
FAÇADE/REHAB GRANT	413-7-7231-965-06	-	40,000	
STREETSCAPE CAPITAL IMPROVEMENTS	413-7-7233-818-01	4950	300,000	9,215
		$ 376,918	**$ 712,416**	**$ 124,689**

FY 26/27 November Report	Total	West Cross	Depot Town	Downtown	Account	Description
Employee Reimbursement	$ 548.56	$ 137.14	$ 54.86	$ 356.56	**Conferences/ Workshops**	Hotel - Three Rooms, Elize, Danya, Kristine - MDA Conference
Invisible Engines	$ 625.00		$ 625.00		**Printing / Publishing**	Social District Map Template - Graphic Design
Samosa House	$ 308.87	$ 64.86	$ 49.42	$ 194.59	**TIF**	Strategic Planning 2026 - Lunch Catering
Stevens Disposal	$ 2,920.96			$ 2,920.96	**Waste Management**	November Dumpster Service and bulk pickup
Michigan Downtown Association	$ 825.00	$ 82.50	$ 206.25	$ 536.25	**Conferences/ Workshops**	MDA Annual Conference - 3 Attendees
Michigan Downtown Association	$ 55.00			$ 55.00	**Conferences/ Workshops**	DDA Financial Management Workshop
Benchmark Studio	$ 215.00		$ 215.00		**TIF**	Maple Lot Sign Replacement
Frames Pest and Wildlife	$ 75.00			$ 75.00	**Waste Management**	Pest Control - Sept
Frames Pest and Wildlife	$ 75.00			$ 75.00	**Waste Management**	Pest Control - Oct
Quality Mobile Wash	$ 1,717.20			$ 1,717.20	**Waste Management**	Powerwashing - N. Adams Enclosure
YCUA	$ 17.25		$ 17.25		**Utilities**	Depot Town Fountain Meter Read
Employee Reimbursement	$ 600.00	$ 126.00	$ 96.00	$ 378.00	**Marketing**	Maestro CRM Annual Subscription
Yiftee	$ 5,000.00	$ 1,050.00	$ 800.00	$ 3,150.00	**TIF**	DDA Community Card Holiday Match
DJ's	$ 989.32		$ 989.32		**Streetscape Maintenance**	Maple Lot Maintenance - Oct
DJ's	$ 1,655.65		$ 1,655.65		**Streetscape Maintenance**	October Landscaping
DJ's	$ 1,792.92	$ 1,792.92			**Streetscape Maintenance**	October Landscaping
DJs	$ 7,320.69			$ 7,320.69	**Streetscape Maintenance**	October Landscaping
DJs	$ 407.62			$ 407.62	**Streetscape Maintenance**	RAC Plaza - Oct
DM19	$ 6,691.50	$ 2,325.73	$ 888.75	$ 3,477.02	**Streetscape Maintenance**	Sept SHINE Team
DM19	$ 750.00			$ 750.00	**Waste Management**	Sept Dumpster Service
DM19	$ 6,527.16	$ 2,660.22	$ 453.73	$ 3,413.21	**Streetscape Maintenance**	Oct SHINE Team
DM19	$ 750.00			$ 750.00	**Waste Management**	Oct Dumpster Service
Total	$ 39,867.70	$ 8,239.37	$ 6,051.23	$ 25,577.10		

City of Ypsilanti DDA Staff Report November 2026

Website: Staff continues to update business directory and available properties. Distributing flyers for the job boards with community partners.

Community Outreach and Partnerships: Staff attends City of Ypsilanti Planning Department and Department Head meetings. Biweekly meetings with the City Manager. Monthly meetings with Destination Ann Arbor. Monthly meetings with MEDC and AAACF. Youth advocate and county partnerships. Elize serves on the LDFA Board monthly.

Downtown Dumpster Management: We are currently in the November- February billing cycle.

Press/Communications:

YDDA Bookkeeping and Budget: Staff continues to monitor the budget and make recommendations to the Operations and Finance Committee as necessary.

Streetscape Maintenance: Ongoing SHINE team contract and DJs Contract.

Grants: Applied MML Mini Grant for Flowers Everywhere Project.

Business License Applications:

Businesses now open:

Businesses Closing:

Staff Hours

Elize – grant writing, program design, business outreach/onboarding, admin work, billing/communications, payment processing, promotion DDA news and businesses via social media, grant support and outreach, Website updates, Budget/agenda preparation, Board Coordination, contracts, grant support and outreach, DDA attorney meetings, community partnerships, business support, business onboarding, contracts, communication and coordination with outside funding sources, community partnerships, business support, Coordination with City services and contacts, bi-weekly ReCast Leaders Cohort meetings, monthly Teens & Downtown meetings. Monthly First Fridays Board Meetings.

Danya – Board and Committee meeting minutes, graphic design, Website updates including property listings, administrative work including payment input, social media content creation, event communications, relationship development, event promotions, dumpster program administration, program development.

Notable Projects/Updates

- We are partnering with artist Avery Williamson and the Ypsilanti District Library to activate the Library plaza and DDA businesses with a flower art installation this fall. The DDA applied to an MML mini grant on behalf of the project
- Staff assisted Downtown business owners with pumpkin and cornstalk decoration installation on October 20th.
- Elize and Brian have graduated the ReCast Cities CoHort on 11/16/26. This was a 10 month program and recommendations from the program are forthcoming.
- We started our Maestro CRM and are currently training on the system.

- Depot Town Underwear Lady mural is complete. This mural was made possible by the CTAP Grant the DDA received from Destination Ann Arbor.
- Elize, Danya, and Board Member Krisitine Nash-Wong attended the Michigan Downtown Association Annual Conference in Kalamazoo on Nov 5 and 6.
- The YDDA was awarded Best DDA Marketing / Promotion of the Year at the Michigan Downtown Association Conference for the Business Owner Portrait Series.
- Elize met with the Ypsilanti Health Center to discuss future engagement and partnership.
- DDA Offices were closed November 11-13th.
- Staff is joining an Ypsi, DDA, EMU collaborative taskforce this week.
- The DDA Marketing 4-part Info series is launching November 19th at noon.

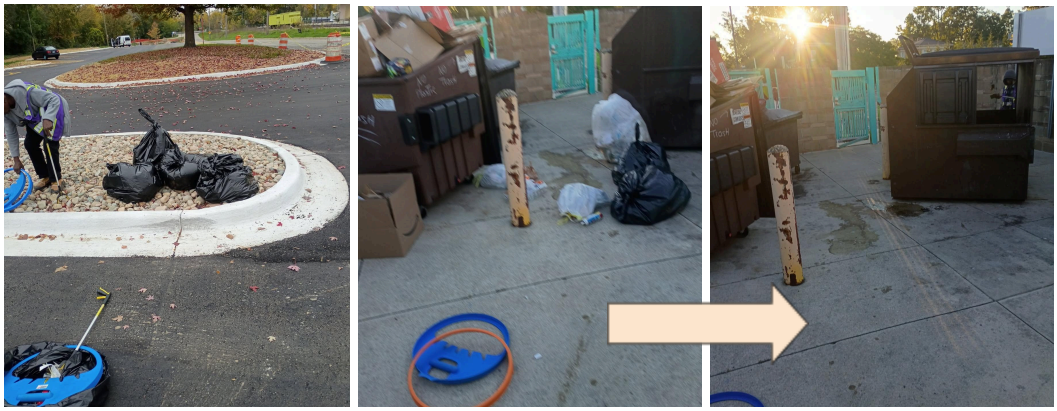
October 2026 Progress Report

October 1st- October 31st, 2026

Updates: The Supportive Hands in Neighborhood Enhancement (SHINE) continued to keep YDDA-designated areas clean and litter-free in October! Continuing to progress following the successful transition to DM19 Collaborative Reentry Services, SHINE worker hours reached or exceeded contract hours in all areas last month.

Breakdown of hours for September:
Downtown: 47.849/48
Parks: 48.05/48
(Frog Island: 20.05/19.2 and Riverside:28/28.8)
W. Cross: 59.166/48
Total:155.065/144 (includes 1.048 leftover hours from 4/2026 for W. Cross).
The remaining excess hours are on us. You will only be charged for 1.048 from 4/2026.
Dumpsters: 31.768 hours + informal checks when working downtown.





Program Development:

- SHINE's transfer to DM19 Collaborative Reentry Services continues to go smoothly.
- We used some of the leftover hours from April 2026, so we now have the following remaining hours that we had planned to use around holidays/Ypsilanti events: 3.12 hours still remaining for Downtown, and 1.567 hours for Riverside.
- The crew will continue to prioritize safety and work when it is safe to do so.

Thank you for your partnership,
SHINE Crew + Leroy Harris and Gregory Harvey

MINUTES
OPERATIONS AND FINANCE COMMITTEE MEETING
8:30 AM - Tuesday, November 17, 2026
SPARK East - 215 W Michigan Ave, Ypsilanti, MI 48197

1. CALL TO ORDER (8:52 am)
2. ROLL CALL

ANDY FRENCH (P)
BRYAN FOLEY (A)
SARAH MILLER (P)
EMMY MAURER (P) (CHAIR)
PAUL AJLOUNY (P)
SHAWN COOL (P)

3. AGENDA APPROVAL

Andy French motioned to approve the agenda with updating the new business section item F to item C. Paul Ajlouny supported the motion. Motion passed unanimously.

4. APPROVAL OF MINUTES

A. 10-7-26 Minutes

Andy French motioned to approve the 10-7-2026 minutes, Paul Ajlouny supported the motion. Motion passed unanimously

5. PUBLIC COMMENT (3 MINUTES) - No public comment

6. FINANCIAL REPORT

A. Financial Report and Check Registry

Elize emailed the financial report because the full report is not included in the packet. In the last month expenses have included conferences, power washing dumpsters, Maestro, and landscaping.

7. NEW BUSINESS

A. Downtown Curb Replacement Budget Amendment - OHM Engineering

An engineer for OHM called Elize, and went over an issue with the curb replacement project. OHM said that only 2 curbs were marked off for repair. Elize went out with OHM to mark all of the curbs. The contractors mentioned that the pavers underneath are also crumbling which was not expected. ELize mentioned the next day they received an email that they were expecting 150 feet of curb repair but it's actually going to be 360 feet. The contractors mentioned it would be an additional $21,000 over the budget we had approved. If the contractors left, to get board approval for the amended budget, they

would charge an additional $15,000 on top of the estimate just to come back and close the street. They are completing the repairs, and if the board does not approve the amount it will go to the city to explain which would not put us in a good position with the city. OHM Engineers are coming to the board on Thursday to explain the situation. Andy French mentioned having a discussion with OHM because this has happened in the past.

Andy French motioned to approve recommending paying the $21,000 over the approved budget for the Downtown median repairs to the board, Shawn Cool supported the motion. Motion passed unanimously

B. DDA Bylaw Update

Operations and Finance looked at the bylaws in the past meetings, the changes went to the lawyer and we now have a draft to review to take to the board. The red lines in the draft are from Equitable Investment Committee notes.

Andy French mentioned section 5 new section 5.1 for all board officers to be residents of Ypsilanti. He thinks this will be difficult to acquire. Andy French is recommending to strike out 5.1 in its entirety. Paul Ajlouny does not see a priority for officers to be residents, but it should be based on experience.

Andy French mentioned section 5.7 for the nomination process, and to bring nominations prior to the December meeting before the vote. Elize mentioned that when they brought this to the lawyer they said that most communities do a simple election, but we can do whatever we want. Elize recommended making it a policy change that we can figure out in the next few months.

Elize went over each red section added by the Equitable Investment committee to get approval from Operations and Finance. Discussion over additional text added in 4.7 for excused vs unexcused absences. The new section 5.1 is recommended to be removed. 5.7 is switching to referring to a policy. 6.4 needs language added for emergency situations like the curb repair we just experienced. Andy French mentioned in other boards he is on, that the executive committee can make decisions for the board in between meetings without limitations. Andy French thinks that the executive committee should be able to make decisions in emergency situations especially since we have a few major infrastructure projects coming up. Elize wants to include that the executive committee should be able to meet virtually as well. Elize will want to talk to the lawyer about OMA issues. Andy French recommends including language for section 9.2 that refers to a public comment policy that can include a time limit for total public comment. Andy French would like to see the additional 10.10 section moved as a policy versus bylaw, but he agrees with the decision.

Andy French motioned moving the bylaws to the board with the recommended changes, Paul Ajlouny supported the motion. Motion passed unanimously.

C. N. Huron Lot Discussion / Parking Discussion

Elize mentioned we need to get on the same page with the city for what the parking policy will be after we do our infrastructure improvements. Elize mentioned that the city is not at the point of having a sweeping parking policy for the city. The board had asked Elize and Kristine to meet with the city. Elize mentioned in the meeting that we do not have demand downtown for parking. Elize also mentioned that the DDA will have a seat at the table when the City is ready to discuss a parking policy. Elize asked the city manager what this parking policy push from the city is coming from. City Manager, Andrew, mentioned it is from the 2019 Parking Study.

Andrew mentioned we could take this to the City Council to ask for an updated parking study. Andy French mentioned the Kisoks are getting a software update to charge for license plates versus space numbers, and if this would include Frog Island Parking lot as a paid lot. Elize said they are not sure, but that there are no new kiosks over by the Frog Island Parking Lot. This could pause construction until we get a new parking study so we can agree on a parking policy with the City. Andy French mentioned if we don't do meters the City would request we maintain the lots, and mentioned if the city took care of the maintenance before that we would not be in the state we are in for our parking lots. Andy French mentioned he is concerned with the influx of cash the Downtown budget has, and would like to have tangible projects lined up if we put the parking lot projects on hold.

Andy French motioned to take a resolution to City Council for no new meters until the DDA can commission a Parking Study, Shawn Cool supported the motion. Motion passed unanimously.

Andy French motioned to recommend to the board moving forward with the N. Huron Parking lot construction, Shawn Cool supported the motion. The motion passed unanimously.

D. Ypsilanti Restaurant Week

Danya went over the restaurant week, it can be found on page 20.

Andy French motioned to recommend restaurant week to the board, Paul Ajlouny supported the motion. Motion passed unanimously.

E. SHINE Contract Amendment

Elize went over the SHINE contract. When this was brought to the board, an older contract was compared. We approved as a board the contract as recommended and not as stated. Operations and Finance agreed the services are beneficial.

Paul Ajlouny motioned to recommend to the board the contract for SHINE as stated, Shawn Cool supported the motion. Motion passed unanimously.

F. Downtown Median Design and Estimate

Elize brought forward designs by MIHQ for the boulevards they had designed on W. Cross in front of MIHQ. There are new pavers and planted trees for the median. The price for the medians as designed would be near 1.1 million. The question to the board is seeing if we should go to the designers and get an idea of what a reduced design would be, or just looking at new planters. Andy French asked Emmy, and Shawn Cool what would be more impactful, the median redesign or the Washington St redesign. Emmy and Shawn both agreed the Michigan Ave medians would make a bigger impact. Andy French mentioned we could afford it if we bonded for it when the TIF renews. Elize mentioned that Washington St is identified in the Master Plan. Andy French mentioned if we move forward with either project then we need to get the business owners together downtown to help decide which project would be more impactful. Elize mentioned in the design phase we could get design for both Washington St and Michigan Ave medians.

Shawn Cool motioned to include Michigan Ave Streetscape to the Washington St design conversation as a recommendation to the board, Andy French supported the motion. Motion passed unanimously.

8. PROPOSED BUSINESS

Andy French would like to make sure we are moving forward with the vape policy. Elize mentioned they submitted a zoning ordinance text amendment.

9. PUBLIC COMMENT (3 MINUTES) - none.

10. ADJOURNMENT (10:26 am)

MINUTES
DDA BOARD MEETING
8:45 AM - Monday, October 15, 2026
SPARK East - 215 W. Michigan, Ypsilanti MI 48197

1. CALL TO ORDER (9:04 am)

A. DDA Mission and Vision

2. ROLL CALL

LIZ WARREN	**(P)**	ANDY FRENCH (C)	**(P)**
DIETER OTTO	**(P)**	PAUL AJLOUNY	**(P)**
VALORY BROWN	**(P) (8:53 am)**	KRISTINE NASH-WONG	**(P) (Exited 9:53 am)**
NICOLE BROWN	**(A)**	BRYAN FOLEY	**(A)**
BRIAN JONES-CHANCE (V)	**(P) (8:54 am)**	EMMY MAURER	**(P)**
MEGAN FOLDENAUER	**(A)**	COLLEEN KENNEDY	**(P)**
JULIUS BUZZARD	**(P)**		

Staff Present: DDA: Elize Jekabson and Danya Youssef-Agha

3. AGENDA APPROVAL

Kristine Nash-Wong motioned to approve the agenda. Dieter Otto supported the motion. Motion passed - unanimous. Valory Brown and Brian Jones-Chance absent for vote.

4. APPROVAL OF MINUTES

A. 10-5-26 Minutes

Emmy Maurer motioned to approve the 10-5-2026 minutes. Dieter Otto supported the motion. Motion passed - unanimous. Valory Brown and Brian Jones-Chance absent for vote.

5. PUBLIC COMMENT - (3 MINUTES/EACH SPEAKER)

6. FINANCIAL/STAFF REPORT

A. Financial and Staff Report, SHINE Report, Attendance Report

Elize went over the check registry and went over the grant that came through for the CTAP grant and the mural it is going towards. We did end up paying out the ballard and freighthouse lots, and next month they will be reflected in the report. Elize went over the MML recast leaders grant that we are going after with the city. Elize went over some new businesses that applied for their business license. Ypsi Pool Club, Vinny's Bar and Grill, and La MIchoacana Prime have opened recently. Schultz Outfitters and Bridge

Community Cafe have closed. We are working with Avery Williams for a city art project. Staff attended Ypsi Tasty. Elize went over the SHINE report and attendance report for the board.

Elize then went over the staff report with a presentation. Elize went over the Locable CRM engagement stats, the DDA Community card purchases over the year, Explore Ypsi Card, and social media insights. Elize then went on to go over the crime report and broke it down from all three business districts. We then went over the vacancy report. Healthy vacancy for a downtown is 8-10 percent, and ours is 17.2%. Liz Warren asked about what the enforcement process is for vacant storefronts. Elize went over the city's process. Andy French mentioned that he likes the new presentation and it should be standard. He would like to add a question to the survey that goes out to the businesses to find out if people plan to renew the current lease they are in or not.

7. COMMITTEE REPORTS

A. Operations and Finance Committee

Emmy Maurer went over the last meeting and what they discussed. They discussed renewing the SHINE contract and Holiday BOGO discussion and what they recommended. We will be going over both topics later in the meeting.

B. Marketing Committee

We will be talking about the workshop series in New Business.

C. Grants Committee

Dieter Otto went over the last meeting and discussion items. New grants and updates to current grants.

8. NEW BUSINESS

A. Restorative Conferences Network Introduction

Elize introduced Stephanie Pocsi-Morrison and Kevin from the Restorative Conference Network. This is a collective group with the DDA, Ypsilanti Library, Student Advocacy Center, Girls Group, Ozone House, Educate Youth, and Corner Health. Everyone listed in the group is on page 46 and 47 of the packet. This group is trained in restorative conferences. They offered if anyone on the board or business owners wants to get trained, they can provide that. Stephanie went over the process they have for incidences that occur. Danya asked what the training looks like and how long it takes. Stephanie said it is a total of 6 hours. Stephanie mentioned the idea of doing a de-escalation training before doing the restorative conference training. Kevin mentioned last month they have helped over a 100 youth. This is not an emergency response situation, but a restorative collaboration to help with harm caused after the fact. Liz Warren asked if they are collecting data to see how their services are impacting the community. Stephanie mentioned they just started the program and they are working on analytics. Andy French mentioned that crime in downtown is an issue, and tracking analytics is important. Danya asked if they

have a presence online. Stephanie mentioned they are working on the online presence. The board thanked them for their time and efforts.

B. 2026/2027 SHINE Contract

Elize went over last year's SHINE contract and the new contract proposed for this year. Operations and Finance recommended cutting the hours at Riverside and Frog Island Park during the winter. Operations and Finance recommended bringing their winter services to W. Cross. Leroy recommended a $2,000 a month budget for W. Cross inter services, and Elize is wanting to cut it down to $1,000 a month especially with the warmer winter we are supposed to have. Colleen Kennedy asked if the SHINE crew can check the trash cans on Washington more often. Elize mentioned they can direct Leroy to keep an eye on it. Colleen Kennedy also mentioned directing the SHINE crew to be less vocal about the passcode for the dumpster enclosure.

RESOLUTION APPROVING THE SHINE TEAM CONTRACT RENEWAL FOR DECEMBER 2026-NOVEMBER 2027

The following preamble and resolution were offered by Member Colleen Kennedy and supported by Member Dieter Otto.

WHEREAS, the Ypsilanti Downtown Development Authority (YDDA) District, promotes the public health and safety of the DDA District and found a need for litter cleanup and overall beautification of its district; and

WHEREAS, The SHINE Team provides litter clean-up/beautification services while employing justice-involved individuals in need of work; and

WHEREAS, the YDDA has contracted services with Life After Incarceration, Transition and Reentry (LAITR) since November 2024, and the SHINE Team transitioned to the leadership of the non-profit, DM19 Collaborative Reentry Services in Summer 2026.

NOW, THEREFORE, BE IT RESOLVED THAT:
The YDDA approves a one year contract renewal proposed by DM19 to include trash and litter pick up, snow/ice clearance of ADA ramps in the Downtown and West Cross Districts, weekly dumpster enclosure maintenance in the three downtown enclosures.

AND FURTHER, BE IT RESOLVED THAT: The SHINE team provides snow clearing services for the Downtown and the West Cross Districts discussed by the board. These services are supplemental to encourage accessibility and do not release the responsibilities of the property owners for snow removal.

AND FURTHER, BE IT RESOLVED THAT: The YDDA authorizes the YDDA Executive Director to sign an updated contract for $88,080 that reflect these amendments.

AYES: 10- Liz Warren, Dieter Otto, Valory Brown, Julius Buzzard, Andy French, Paul Ajlouny, Emmy Maurer, Collan Kennedy, Kristine Nash Wong, Brian Jones Chance
NAYS: 0
ABSTAINED: 0
ABSENT: Nicole Brown, Bryan Foley, Megan Foldenauer

VOTE: Motion passed
Resolved, this 15th day of October, 2026

C. DDA Community Card - BOGO Match

Elize went over the BOGO deal that the Operations and FInance committee recommended. The deal would include a $20 match for every $100 purchased for the DDA Community Card. Andy French mentioned that the Aubree match program includes an expiration date for the amount matched. Elize is going to ask Yiftee if that is something we can do, and if the funds expire, if we get that money back. Liz Warren recommended changing the name because it is not a true BOGO deal.

RESOLUTION APPROVING A DDA COMMUNITY CARD BOGO PROGRAM

The following preamble and resolution were offered by Member Brian Jones-Chance and supported by Member Julius Buzzard.

WHEREAS, Ypsilanti Downtown Development Authority (YDDA) promotes district vitality through creating incentives and driving foot traffic to storefront businesses

WHEREAS, the YDDA Operations and Finance Committee recommends that the YDDA pilot a Buy One Get One Incentive ($20 Match on every $100) through the DDA Community Card program for Black Friday and Small Business Saturday

NOW, THEREFORE, BE IT RESOLVED THAT: The YDDA authorizes staff to pilot a Buy One Get One Incentive ($20 Match on every $100) through the DDA Community Card program for Black Friday and Small Business Saturday.

AYES: 10- Liz Warren, Dieter Otto, Valory Brown, Julius Buzzard, Andy French, Paul Ajlouny, Emmy Maurer, Collan Kennedy, Kristine Nash Wong, Brian Jones Chance
NAYS: 0
ABSTAINED: 0
ABSENT: Nicole Brown, Bryan Foley, Megan Foldenauer

VOTE: Motion passed
Resolved, this 15th day of October, 2026

D. FY 25/26 Facade and Rehab Funding and "Change-of-use" Grant Eligibility

Elize went over the change-of-use grant update on page 54. This came up because of an awarded and extended grant we gave for a project for $40,000, but unfortunately that project is no longer happening because of state funding being pulled. We will be putting that $40,000 back into the budget, and the grant committee recommended to take that money and put it towards next year's face and rehab grant program which makes $80,000 available for next year. Out of that conversation that included a "change-of-use" to the program to help bring spaces up to code. Colleen Kennedy asked logistically how this would play out. Elize went over the timeline of the grant. Andy French mentioned he is in favor of this as long it is clear that it is code specific.

RESOLUTION FOR RETURNED DOWNTOWN FACADE AND REHAB GRANT FUNDING

The following preamble and resolution were offered by Member Colleen Kennedy and supported by Emmy Maurer.

WHEREAS, Ypsilanti Downtown Development Authority (YDDA) promotes district vitality through its Facade and Rehab Grant Program.

WHEREAS, grantee William Sloan has informed the YDDA that his project is no longer viable due to circumstances beyond his control and will no longer request disbursement of $40,000 Downtown FY 25/26 Facade and Rehab Grant fund (currently in Downtown restricted fund).

WHEREAS, the YDDA Grants Committee discussed including allowing "Change-of-use" projects for the Facade and Rehab Grant program.

AND WHEREAS, the YDDA Grants Committee recommended the $40,000 be budgeted towards the FY 27/28 Downtown Facade and Rehab Grant program for the total budget of $80,000.

NOW, THEREFORE, BE IT RESOLVED THAT: The YDDA directs staff to update the Facade and Rehab program to include "Change-of-use" eligibility, and to bring back to the Board for approval, and to leave $40,000 in the Downtown Restricted fund until the FY 27/28 grant cycle.

AYES: 9- Liz Warren, Dieter Otto, Valory Brown, Julius Buzzard, Andy French, Paul Ajlouny, Emmy Maurer, Collan Kennedy, Brian Jones Chance
NAYS:
ABSTAINED:
ABSENT: Nicole Brown, Megan Foldenauer, Bryan Foley, Kristine Nash-Wong

Vote: Motion passed
Resolved, this 15th day of October, 2026

E. DDA CTAP Marketing Workshop Series Update

Elize went over the CTAP grant we received and half of it went to the mural in Depot Town, and half is going toward the Marketing Workshop Series. There will be a possible stipend given to attendees to increase motivation of business owners participating. Dates and topics:

November 20, 2026 - Search Optimization for DDA Businesses
December 4, 2026 - DDA Collaborations and Partnerships
January 15, 2027 - Social Media 2.0
February 5, 2027 - Data-Driven Campaigns on a Budget

We have discussed adding an e-commerce workshop and a workshop on how to create flyers on a budget to avoid AI flyers.

9. PROPOSED BUSINESS
Elize mentioned we are expecting to see the strategic plan soon.

10. PUBLIC COMMENT - 60 MINUTES TOTAL (3 MINUTES/EACH SPEAKER)

11. ADJOURNMENT (10:12 am)

Ypsilanti Restaurant Week

Dates: Feb 19th - 26th

- Email to all businesses on target list by Dec 16th
- Restaurants must inform us of participation by Feb 1st
- Participating restaurants must turn in their curated menu by Feb 10th so everything can be posted online

Restaurants create a menu using a template sent out by the YDDA.

- Print menus at City Hall and order 5 by 7 acrylic signs to place on table or order window



Total cost for acrylic sign holders (quick estimate 500 signs needed if all restaurants participate, (20 orders of 25 packs at $30) $700

Menu Options:

$8/person - Coffee (drink and a snack)
$15/person - Lunch (drink and a meal)
$25-50/person - Dinner (app (or drink), meal, dessert (optional))

Marketing: $500

Instagram and Facebook
Newsletter
EMU Sign boards
Flyers
Targeting marketing at Michigan Medicine and EMU

Draft Logos:


YPSILANTI
DDA
Restaurant
Week Feb 19-26
2027


YPSILANTI
DDA
Ypsilanti
Restaurant
Week Feb 19-26
2027


YPSILANTI
DDA
Ypsilanti
Restaurant
Week Feb 19-26
2027

DM19 Collaborative Reentry Services Proposal for Services

Leroy Harris, Team Lead, Executive Director

10/13/2026

Overview

DM19 Collaborative Reentry Services (DM19 CRS) is pleased to submit this modified proposal for services to support YDDA's mission to support growth and economic development for residents and businesses in our community. The goals of the YDDA are in line with our goals for development of employment programming for underserved communities that have difficulty obtaining and maintaining employment independently in typical settings, thus leading to increased poverty and crime in our community. This proposed collaboration directly supports DM19 CRS's mission to increase equitable opportunities for justice-involved individuals (JII) and we are grateful for the opportunity.

The Objective

To continue our partnership with YDDA to meet various needs of the community, environment and residents through a DM19 CRS work program for JII.

Proposal and Recommendations

Recommendation 1: Winter Services Package (4-month contract) December 1, 2026-March 31, 2027

1. Litter Clean Up & Shovel/Salt ADA Intersections: 88 hours monthly flat rate $3,960, hours broken down below (22 hours p/wk total):
    a. DOWNTOWN: 8 hours p/wk
    b. WEST CROSS: 8 hours p/wk
    c. RIVERSIDE PARK: 4 hours p/wk
    d. FROG ISLAND: 2 hours p/wk
2. Routine Dumpster Maintenance x3 Dumpsters: flat rate $750 p/month
    a. Maintaining enclosures at: 25 S Adams, 107 Ferris, and 29 N Huron
        i. Includes notifying YDDA of large bulk items

ii. Includes regular maintenance to clear of debris
iii. Includes managing grease or snow/salt removal

3. Snowblow & Salt for Sidewalks with 1 or more inches of snow: **$4,000 p/month** flat rate (estimated 5-5.5 miles)
    a. Sidewalks:
        i. **MI AVE:**
            1. Towner building N. Huron to Hamilton, both sides
        ii. **ADDITIONAL BLOCKS:** (between Ferris and Pearl)
            1. Huron
            2. Washington
            3. Adams (to Trojan & back)
            4. Hamilton
            5. Pearl
            6. Ferris
        iii. West Cross
    b. On call personnel and administration assistance
    c. *DM19 CRS/SHINE will track number of 'pushes' each month and provide to YDDA in monthly report*

Weather Conditions/Liability

- SHINE reserves the right to delay or postpone snow removal services due to extreme weather conditions (e.g., blizzard, whiteout, severe ice) that pose safety risks to personnel and equipment.
- SHINE shall not be liable for any damages arising from unforeseen circumstances beyond their reasonable control, including property damage due to existing defects or conditions on the Client's property.
- SHINE shall not be liable for any damages arising from unforeseen circumstances beyond their reasonable control, including pedestrian injuries as a result of falls; liability resides with the property owners.
- SHINE will return the key and the two snowblowers to the fire department in good condition at the conclusion of this contract.

Pricing

The following table details the pricing for delivery of the services outlined in this proposal with an estimated cost of services which are subject to change monthly with approval from the YDDA. This pricing is valid for 30 days from the date of this proposal:

Litter/Shovel/Salt 88 hours p/wk: $3,960 p/month Dumpster Maintenance: $750 p/month Snowblowing Sidewalks: $4,000 p/month
Total Estimated p/month: $8,710

Recommendation 2: Spring Services Package (8-month contract) April 1, 2027-November 30, 2027

The SHINE crew will continue litter clean up in the Downtown District, W. Cross District and Riverside and Frog Island Parks as indicated by the YDDA (increase to 36 hours p/wk). Due to the increased traffic during warmer months, a need to increase frequency of litter clean up has proven necessary for maintenance of cleanliness.

DOWNTOWN: 12 hours p/wk
WEST CROSS: 12 hours p/wk
RIVERSIDE PARK: ~7.2 hours p/wk
FROG ISLAND: ~4.8 hours p/wk

Additionally include:

4. Routine Dumpster Maintenance x3 Dumpsters: *flat rate* $750 p/month
    a. Maintaining enclosures at: 25 S Adams, 107 Ferris, and 29 N Huron
        i. Includes notifying YDDA of large bulk items
        ii. Includes regular maintenance to clear of debris
        iii. Includes managing grease removal

Pricing

The following table details the pricing for delivery of the services outlined in this proposal with an estimated cost of services which are subject to change monthly with approval from the YDDA. This pricing is valid for 30 days from the date of this proposal:

Transportation/vehicle/gas, supervision, training, program development + 36 hours p/wk or equivalent to 144 hours p/month: $6,480 Dumpster Maintenance: $750 p/month
Total Estimated p/month: $7,230

Conclusion

We look forward to working further with YDDA and supporting your efforts for community wellness, growth and thoughtful development. We are confident that we can

meet the challenges ahead and stand ready to partner with you in delivering effective services for a cleaner, healthier and safer community. We are grateful to have a governing body that appreciates the value of all community members, including our population of formerly incarcerated individuals.

If you have questions on this proposal, feel free to contact Leroy Harris at your convenience by email at dm19cf@gmail.com or by phone at 734-999-5723.

Thank you for your consideration.

If you agree to the terms of this proposal, please sign and date below to initiate services:

Title: Date:

Leroy Harris, Date:
Executive Director of DM19 CRS

Summary:

The SHINE Contract was approved on October 15, 2026. In preparing the request, I referenced an older contract that reflected a monthly cost of $2,000 for snow removal services during FY 2025/26. Based on that information, I requested Board approval for the same monthly amount for Downtown.

I have since confirmed that the actual cost of our previous contract was $3,000 per month, as it included additional side streets within the Downtown District that had been added through amendments after the version I originally referenced.

The attached contract is correct and reflects the updated scope of services. As a result, it would require an additional $4,000 for Downtown beyond the amount approved by the Board in October.

Elize Jekabson
Director
YDDA

Downtown Development Authority of the City of Ypsilanti
County of Washtenaw, State of Michigan

RESOLUTION APPROVING THE MICHIGAN AVENUE MEDIAN REPAIRS - ADDITIONAL CONSTRUCTION

The following preamble and resolution were offered by Member _____ and supported by Member _____.

WHEREAS, clean, safe, and cared for are care values of the Ypsilanti Downtown Development Authority (YDDA).

WHEREAS, on January 22, 2026 The YDDA authorized the City of Ypsilanti to add the Michigan Avenue Median repairs to their concrete contract, with the YDDA covering cost of construction, design and engineering services, and related traffic control measures, not to exceed $35,000.

WHEREAS, actual construction cost exceeded the agreed upon $35,000.

NOW, THEREFORE, BE IT RESOLVED THAT:

The YDDA authorizes the City Manager to approve an additional $_____ on the Downtown Median Repair Contract from the YDDA Downtown Capital Improvements account to cover the additional cost of construction.

YES:
NO:
ABSENT:
ABSTAINED:

VOTE:

Resolved, this 19th day of November, 2026

YPSILANTI DDA

Downtown Development Authority

Strategic Plan – 2027 Update

Adopted 2024;

Amended 2025 & 2026

THE VALUE OF STRATEGIC PLANNING

- **Provides a Roadmap and Direction to Success**
  - ➢ Keeps you Focused and Aligns Resources with Goals
- **POW!er Forward – you'll be Proactive – Not Reactive**
  - ➢ Makes you more Efficient and Effective
- **Defines your Competitive Advantage**
  - ➢ Identifies New Opportunities and Innovations



DDA ROLE

- Improve the quality of life
- Create a sense of place
- Attract and retain residents, businesses and talent
- Spur private reinvestment
- Increase property value in and around the area

The Work a DDA Does or Can Do

- Infrastructure improvements to streets, sidewalks, lighting, sewer and water
- Design of public gathering places and parks
- Revitalization of vacant and underutilized properties
- Rehabilitation of historic buildings, assets and facades
- Mixed-use and middle-housing infill developments
- Business recruitment and retention programs
- Safety, security and maintenance programs
- Marketing, special events and promotions

YPSILANTI DDA
Downtown Development Authority

VISION

Everyone's Downtown - An enjoyable, dynamic, historic and desirable destination filled with a diverse mix of vibrant and locally-minded businesses, residents and consumers that value heritage, community gathering activities and sustainably maintained, clean, safe and accessible public spaces where everyone is welcome to live, work, and play, locally rooted businesses thrive and sustained investment supports community life.

OPTION 2: CONCISE VISION

Everyone's Downtown: A welcoming, historic destination where local businesses thrive, investment strengthens community life, and safe, accessible, sustainably maintained public spaces bring people together to live, work and play.

YPSILANTI DDA
Downtown Development Authority

MISSION

Ypsilanti Downtown Development Authority fuels development and growth for a vibrant DDA that benefits businesses and residents.

CORE VALUES

- Locally Rooted, Universally Welcoming (Diverse & Unique)
- Sustainably Radiant (Vitality & Environment)
- Interwoven Spirit (Collaboration & Engagement)
- Living Legacy (Heritage & Preservation)
- Open Doors, Level Ground (Access & Equity)

Core Value Statement
"By honoring our Living Legacy, we remain Locally Rooted and Universally Welcoming–cultivating an Interwoven Spirit to ensure our community is Sustainably Radiant with Open Doors and Level Ground for all."

*Use these core values to evaluate future needs, goals, deliverables and decision-making.

YPSILANTI DDA
Downtown Development Authority

2027 SESSION FINDINGS & PRIORITIES

Priority area	What we heard (2027 session)	Priority initiatives
Placemaking, Access & Safety	Activate Washington St and S. Huron with pop-ups and arts/culture. Coordinate safety response with City/partners. Plan for the 2027 bridge closure. Improve walkability.	Space activation • Safety Plan Advocacy & Action -- shared data, security grants, space activation and environmental improvements • Parking lots (N. Huron rebuild / S. Huron plan) • Depot Town gateway • Bridge closure plan • Trees • Crosswalks & walkability
Business Recruitment & Retention	Use market findings, listings and owner outreach to guide retention, business mix and investment.	Recruit viable businesses to fill vacancies • Owner outreach / non-responsive properties • Consistent business hours
Marketing, Communications & Tourism	Connect to Destination AA / YpsiReal. Expand EMU partnerships.	Business promotion • EMU internships & think tanks • Arts & tourism marketing • Stakeholder buy-in • Events • DDA value vs. City role • Foot traffic
Organizational Capacity & Accountability	Measurable committee action plans. Resolve quorum, volunteer and staffing gaps. Sequence TIF-dependent projects.	TIF renewal 2028 • Volunteer capacity • Grow non-TIF income • Reporting • Sequencing of TIF projects

YPSILANTI DDA
Downtown Development Authority

2027 STRATEGIC GOALS AND OBJECTIVES

Strategic goals	Example objectives
Strengthen business vitality, storefront occupancy and property investment	By the end of 2027, reduce storefront vacancy in each district from [validated baseline] to [agreed target], and achieve [agreed investment target] in completed property improvements.
Create safe, accessible and active districts with stronger foot traffic	By the end of 2027, increase pedestrian activity at [selected locations] by [agreed target], improve perceived safety from [baseline] to [target], and complete [agreed priority improvements].
Strengthen partnerships and business engagement that increase district activity and investment	By the end of 2027, increase participating businesses and institutional partners from [baseline] to [target], with [agreed number] of joint projects contributing to district activity or investment.
Build the organizational capacity and accountability to deliver the plan	By [agreed date], every committee has an action plan with an owner, due date, baseline, target and reporting frequency, and meets [agreed quorum/attendance standard].

Illustrative objectives. Baselines, targets and dates require board agreement.

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Downtown Development Authority

2027 KPIs

Measures aligned with the four strategic goals

Goal alignment / indicators	Priority	Desired Outcomes and Metrics of Success
Goal 1: Investment & storefront occupancy	High	Track investment dollars, completed projects and property values. Track vacancy, openings and closures by district.
Goal 2: Foot traffic & safety	High	Count pedestrians by location, daypart and event period. Track police calls, incident patterns and perceived safety.
Goal 2: Infrastructure & accessibility	Medium High	Track priority improvements and accessibility issues resolved. Track medians, bridge preparation and construction milestones.
Goal 3: Partnerships & business engagement	Medium High	Track business participation, partner projects and EMU involvement. Link orientations and activations to investment and district activity.
Goal 4: Capacity & accountability	Medium	Track committee quorum, attendance and action-plan coverage. Set owners, dates, baselines, targets and reporting frequency. Report KPI movement and action status at board meetings.

2027 DISTRICT NEEDS

YPSILANTI DDA
Downtown Development Authority

District	Primary Needs and Implications	Key 2027 Focus
Downtown	Safety and loitering concerns More daytime and nightlife foot traffic Storefront occupancy ADA, crosswalks and walkability Parking and maintenance	Washington Street activation N. and S. Huron parking lots Tree and trip-hazard work Business retention and positive messaging
Depot Town	Sustain foot traffic and business engagement during the 2027 bridge closure Improve daytime and nightlife activity Improve accessibility	Business and partner closure plan Gateway redesign Riverfront project sequencing Plaza activation and crosswalk improvements
West Cross	Safety, walkability and traffic speed/direction Business engagement and foot traffic Business mix and storefront occupancy Stronger EMU engagement	Traffic Study Streetscape work tied to TIF renewal EMU outreach and board representation Targeted investment and recruitment

POW! STRATEGIES

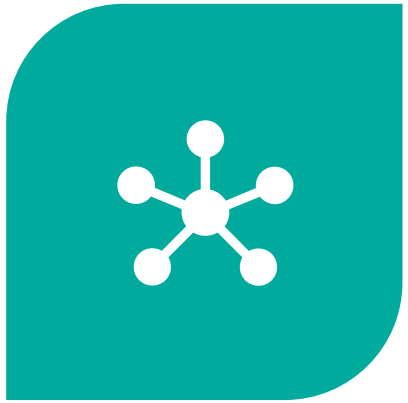
STRATEGY UPDATE

KEY STRATEGIES

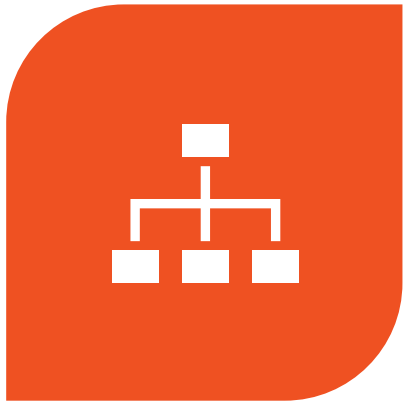
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BUSINESS VITALITY & INVESTMENT (1)



CONNECTIVITY & ACTIVATION (2)



ORGANIZATIONAL CAPACITY & ACCOUNTABILITY (3)

STRATEGY SUMMARY

YPSILANTI DDA
Downtown Development Authority

STRATEGY	STRATEGIC APPROACH
BUSINESS VITALITY & INVESTMENT	• (1) Diversify and grow the daytime and nightlife business mix • (2) Retain and Advance Existing Businesses and Properties
CONNECTIVITY & ACTIVATION	• (3) Improve connections with physical access, safety and activations within and between the DDA districts • (3) Collaborate with key partners to deliver business services, safety, tourism and activations that grow the economy
ORGANIZATIONAL CAPACITY & ACCOUNTABILITY	• (3) Sustain & Implement TIF Plans; Prepare for TIF Renewals • (4) Strengthen DDA Board and Committee Involvement & Reporting • (5) Grow DDA Business & Volunteer Engagement • (6) Increase understanding of DDA, its role and services

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Downtown Development Authority

BUSINESS VITALITY & INVESTMENT

(1) Diversify and grow daytime and nightlife business mix

- **2026** Complete market analysis
- **2026/27** Recruitment Strategy & Occupancy Tracking
- **2027** Recruitment Marketing Materials & Resources
- **2027** Property Owner Outreach, Education & Partnerships / Vacancy Mitigation

(2) Retain & Grow existing businesses & properties

- **2026/27** Implement Communications & Marketing Plan – Regional Tourism & EMU Engagement Emphasis
- **2026/27** Building Improvements - Façade/ADA/ Adaptive Reuse Grants & Property Owner Outreach
- **2027/28** Business Retention: Business Outreach & Support Services

BUSINESS RECRUITMENT STRATEGY STEPS

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Downtown Development Authority

Move from passive marketing to an active, data-backed recruitment strategy in six phases.

1. Market & Inventory Analysis

- Audit vacant spaces and owner contacts
- Analyze leakage and demographics (Placer.ai, Esri)
- Survey residents and workers

2. Retail Vision & Target List

- Identify missing categories and clusters
- Prioritize regional winners 10–40 miles away
- Balance national anchors with local flavor
- Identify local entrepreneur networks and small business owners

3. Incentive & Support Package

- Capital grants: facade, property development, buildout, fee waivers - Actively Promote
- Add a Target Business Incentive
- "Concierge" permitting pathway
- Partnerships with low-cost capital via CDFIs and regional banks
- *Resource Materials – see next page*

4. Recruitment Pitch Kit

- Core trade data: foot traffic, workers, income
- Space profiles with photos and lease rates
- Success stories from existing operators
- Create a Property developments/upgrades "toolbox" for motivating unmotivated/unfinanced landlords

BEST PRACTICES

- **Retention is your best recruitment tool!** A proactive retention and outreach plan to businesses will extend the reach of services and inclusivity, grow existing entrepreneurs into second businesses or expand product offerings.
- **Complete market analysis with a breakdown of vacancies by district and types of uses and gaps, and then focus on recruitment strategy.** Update analysis every five years; and strategy every other year.
- **Prioritize** development sites for mixed-use, workforce housing and those in need of façade improvements or repairs.
- **Proactively engage property owners** through round table discussions, one-on-one meetings and providing regular communications and resources. Go above and beyond to support a positive relationship.

RECRUITMENT & RETENTION

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5. Direct Outreach & Cultivation

- Contact founders and entrepreneurs directly
- "Taste of Downtown" broker and retailer tours
- Pop-up to permanent pipelines
- Window marketing/graphics
- Support incubation & incubators; explore opportunities for DDA Ownership and Rehab

6. Onboarding & Retention Support

- Create a Retention Outreach Plan
  - Provide code and permit navigation
  - Co-marketing and grand opening
  - Ongoing check-ins, workshops and networking
  - Utilize Destination AA social media training and other marketing and promote SBDC training
  - Identify Building/Business Improvement Grant Needs & Promote
  - Provide Tips on Managing Loitering / Crime Watch
  - Promote the importance of Consistent Business Hours

Recruitment Resources & Materials

- Create a How to Start a Business FAQ/handout
- List Tenant Rep Brokers on website
- Create an Owner's Best Practices handout

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Downtown Development Authority

CONNECTIVITY & ACTIVATION

(3) Improve connections with physical access, safety and activations within and between the DDA districts

Operations
Maintain consistent trash removal / service tracking
2026/27

Streetscape & Safety
Median Curb and Planter Replacements/Trip Hazards Downtown
2026/27

Streetscape & Safety
River Street Gateway Enhancements
Depot Town
2027

Operations
Downtown Parking Maintenance (N & S Huron Parking Lots access & scope)
2027

Communications & Marketing
Bridge Closure
Bridge Access / Business Continuity & Activation Plan
2027

Capital Project
Riverfront Streetscape (confirm sequence with Bridge)
Depot Town
2027

Streetscape & Safety
W. Cross Traffic Study
All Districts - Crosswalk/Access Improvements
2027/28

Capital Project
W. Cross Streetscape Improvements (with TIF renewal)
2028

Promotions & Capital Project
Washington Street Downtown Activation (now) **2027**
Placemaking (with TIF Renewal)
2028

YPSILANTI DDA
Downtown Development Authority

CONNECTIVITY & ACTIVATION

(3) Collaborate with key partners to deliver business services, safety, tourism and activations that grow the economy

- Reinvigorate Collaborative Task Force & Implement Work Plan **2026/27**
- Safety Partnership Plan **2026/27**
- Youth Engagement / Loitering Mitigation **2026/27**
- Annual Review & Event Support **2026/27**
- Implement Marketing & Communications Plan to Grow Tourism **2026/27**
- Expand EMU Engagement **2027**
- Washington Street Activation **2027**
- Event Mini-Grant Program **2027/28**
- S. Huron Pocket Park/Pop-Up Activations **2027/28**

CONNECTIVITY & ACTIVATION

Collaborative Task Force Projects:

- Safety Partnership Plan & Advocacy
- Youth Engagement & Loitering Mitigation
- Activating Spaces
- Volunteer Outreach & Engagement
- Event Staffing & Fees
- Identifying Other Common Bonds/Goals
- Identifying & Recruiting Other Partners
- Create Work Plan, Assign Roles & Measurable Actions

Safety Partnership Plan:

Treat safety as a partnership issue involving environmental design, activation, advocacy, grants, data, and coordinated public-sector response.

- Track Calls and Recurring Patterns
- Provide Regular Council Report on Need
- Expand Camera/Security Grant Program
- Build Partnerships with Library, Other Groups, LAITR on Youth Engagement/Loitering Mitigation
- Meet with Sheriff's Office & Prosecutors, Communication on Downtown Impact
- Activate Spaces to Deter Loitering

EMU Engagement

Partner with EMU on Internship Opportunities, Think Tanks for Activating Spaces directed at EMU Students, and Advertising/Marketing to Encourage Patronage & Build a Positive Message

EVENT ANALYSIS

YPSILANTI DDA
Downtown Development Authority

DDA Run Events

HoliFest - December
Saturdays Downtown (potential) – May – December (Count Below includes this)
Sammie Slam - April

2025 DDA Sponsored Events

First Fridays – April – December
Ypsi Pride – June
Juneteenth – June
Fourth of July Parade – July
Rumble of the Bumble – September
Freak Fest – October
Depot Town Holiday Tree Lighting – December

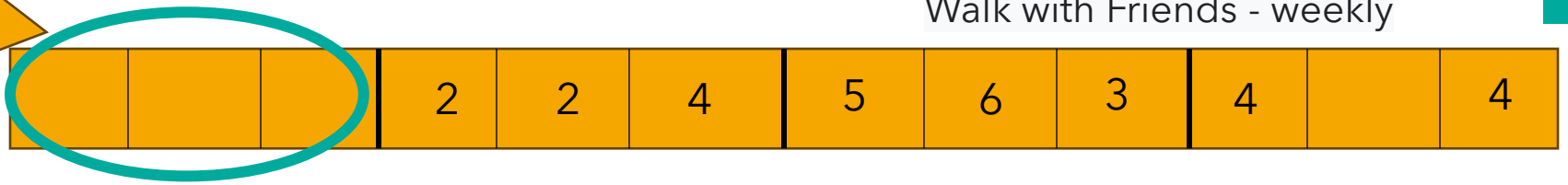
NEW 2025

Depot Town in the Now
Cruise Nights – weekly (summer)
Ypsi Food Co-op
Ypsi Farmers Market – May-Oct
Ypsi Vegan Fest - August
YDL Halloween - October
Downtown School Supply Stroll – A
Walk with Friends - weekly

Key Tactics

- Support More Activation in West Cross and Downtown
- Support Cost of Fees to Encourage Third-Party Organizers
- Advocate for Reasonable City Fees
- Invest in Safety Equipment for Events

Fill Winter Event Schedule Gap!



Jan. – March | April – June | July – Sept. | Oct. – Dec.

EVENT ANALYSIS

YPSILANTI DDA
Downtown Development Authority

Establish or Support 1ST Quarter Events & Promotions

- ❑ Restaurant Week
- ❑ Extend First Fridays into 1st Quarter
- ❑ Trolley (Supporting Restaurant Week and Friday Promotions)

Activations

- ❑ Downtown /Washington St.
- ❑ Huron Parking Lot Pop-Ups
- ❑ Develop an Event Mini-Grant Program
- ❑ Dedicated Event Management Staffing

POW! STRATEGIES

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COMMUNITY EVENT MINI-GRANT EXAMPLES

Community event mini-grant programs are widely used across the U.S. by municipalities, community foundations, and local business districts to activate public spaces and build neighborhood cohesion.

Program Models

- **Flint's Neighborhood Mini-Grant Program:** Funded resident-led block parties, cleanups, and cultural events with grants typically ranging from $250 to $2,500.
- **Detroit, MI:** Resident block clubs: micro-grants ($500–$2,500) for festivals, block parties, pop-up markets.
- **Seattle, WA:** "Small Sparks" up to $5,000; match with volunteer hours, supplies, or pro-bono services.
- **Charlotte, NC:** Placemaking micro-grants for pop-ups, street festivals, temporary public art.
- **Grand Rapids Community Foundation:** Up to $2,500 for resident-led events that build relationships across cultures.
- **Michigan DDAs / Main Street America:** Event Sponsorship / Activation Mini-Grants ($250–$1,000) for music nights, yoga in the park, seasonal markets.

Common Traits of Successful Programs

- **Low barrier to entry:** 1–2 page applications, minimal jargon.
- **No 501(c)(3) required:** Informal groups apply via fiscal sponsor, or receipts are reimbursed.
- **Free and open to the public:** No admission; open to anyone in the neighborhood.
- **Quick turnaround:** Monthly or quarterly review; funds in 2–4 weeks.

ORGANIZATIONAL CAPACITY & ACCOUNTABILITY

YPSILANTI DDA
Downtown Development Authority

(3) Sustain and implement TIF Plans

- **2026/27** Identify properties for development grants & owner outreach pipeline
- **2027** Market redevelopment sites to grow TIF and Occupancy
- **2027/28** Renew TIF Plans for Downtown and West Cross

4) Strengthen Board

- **2026/27** Governance Updates: Finalize Bylaw Amendment
- **2026/27** Capacity Building:
  - EI Quorum - increase committee membership numbers
  - Board roles/Accountability / Committee Action Plans
- **2027** Board Continuing Education & Team Building
- **2027** Reporting: KPI reports / committee updates
- **2027/28** Board Outreach to District / Community

ORGANIZATIONAL CAPACITY & ACCOUNTABILITY

YPSILANTI DDA
Downtown Development Authority

(5) Grow DDA & Volunteer engagement

- **2026/27** Youth & Institutional Engagement: EMU Partnership for Volunteerism, Internships & Think Tanks
- **2026/27** Proactive Volunteer Recruitment Strategy
- **2027/28** Young Professionals Retention Strategy

(6) Increase understanding of DDA, its role and services

- **2026/27** Implement communications and marketing strategy & brand campaign
- **2027** Community Information Campaign Clarifying DDA's Role & Value

  **Prior to TIF Renewal

ORGANIZATIONAL STRUCTURE

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Downtown Development Authority

TASKS

- Continue to define roles and tasks, and recruit new members, especially for the Equitable Investment Committee.
- Create job descriptions for each committee
- Reinvigorate and assign projects to the Collaborative Task Force.

COMMITTEE STRUCTURE

- **Operations** (CIP, TIF Plan, Collaborations Task Force, Finance, Policy)
- **Grants** (Façade Review, Special Events, Grant Recipient Identification)
- **Equitable Investment** (EI Review & Recommendations on All Projects & Programs; Events Annual Review) –
- Ad-hoc Committees
  - **District Vitality** (market analysis, business outreach, property development)
  - **Marketing** (Communications & Marketing, Volunteer Development, Tourism & Economic Development Marketing)
  - **Collaborative Task Force** – (Safety, Loitering Mitigation/Youth Engagement, Activating Spaces and Events

COMMITTEE CHECKLIST

- Full Committees (up to 7)
- Diverse & Balanced Committee Composition
- Committee Job Descriptions
- Assign Committee Chairs
- Monthly Committee Reports to Board
- Action Plan Assignments
- Monthly/Frequent meetings

PRIORITIZING YOUR TRAINING & EDUCATION

YPSILANTI DDA
Downtown Development Authority

Top Areas of Additional Training/Resources:

- ❑ Main Street Approach – Membership & 2027 Conference
- ❑ PA57 Reporting & Requirements
- ❑ Funding Tools & Fundraising / Grant Writing/ Other Government Programs
- ❑ Property Development
- ❑ City Master Plan/Zoning Ordinance
- ❑ Roberts Rules of Order
- ❑ DDA Board Bylaws/Policies/Procedures/Strategic Plan
- ❑ History of DDA funded projects
- ❑ Marketing
- ❑ Politics
- ❑ Community Engagement
- ❑ Leadership
- ❑ Conflict Resolution
- ❑ Board & Committee Responsibilities / Organizational Structure



POW! STRATEGIES

DOWNTOWN MANAGEMENT ORGANIZATION SELF-ASSESSMENT

Whether your downtown management organization/DDA/Main Street is in the start-up, growth or sustainability phase, this assessment surveys the organization's strengths and opportunities for organizational growth and effectiveness based upon best practices for downtown management organizations. This will provide a baseline to measure progress in the organization's ability to serve the needs of the downtown district.

INSTRUCTIONS FOR COMPLETING YOUR ASSESSMENT

- Board members, committee chairs, downtown staff and CVT managers should complete this survey by a specified time each year.
- Gather the completed checklists and compile the results. Note where there is alignment, and where responses diverge.
- At your annual downtown strategic planning meeting, share the results and determine priorities for organizational growth for the next year.
- Seek guidance and resources from Main Street Oakland County on how to achieve your organizational goals.

DOWNTOWN MANAGEMENT ORGANIZATION CHECKLIST

Rate your Downtown Management Organization in each of the following criteria.
(Not all statements apply to all types of management organizations.)

CRITERIA	UNKNOWN	NO/NOT STARTED	IN PROGRESS / MAYBE	YES/ ACHIEVED
DISTRICT ASSESSMENT				
A Business and Building Inventory & Mapping of business types exists for the downtown district.				
A Market Analysis was conducted within the last 3-5 years.				
TIF Plan (if applicable) is current and a minimum of 5 years remaining on plan.				
The Board understands the CVT Master Plan and is incorporated into Downtown Plan.				
The Board understands the Zoning Ordinance & CVT has updated within the last 10 years.				
STAKEHOLDER ENGAGEMENT				
Our organization has buy-in and support from downtown business owners, property owners, residents and other community organizations.				
Organization has buy-in and support from the local municipality.				
Our organization communicates regularly with key stakeholders to gain support, encourage engagement and participation in organization's efforts.				
Organization has identified other community organizations and/or local service providers that exist to support the downtown district and communicates regularly with them.				
Our organization knows where to go for resources and support, when needed.				
Our organization holds two public meetings annually per PA57 (if applicable).				
Board members actively make community contacts on behalf of the organization and provide introductions for the Executive Director.				
Board members look for opportunities to represent and promote the organization within the community.				
The Board ensures that the organization's accomplishments and challenges are communicated to its members and stakeholders.				

PRIORITIZING YOUR COMMUNITY NEEDS

Common Needs Expressed by Board

- ❑ Complete Market Analysis (every 3-5 years)
- ❑ Recruitment & Retention Strategy
- ❑ Regular Communication with Stakeholders
- ❑ Understanding of Master Plan and Zoning Ordinance/incorporated DDA plan
- ❑ Understanding of PA57 and Reporting Requirements/Posting
- ❑ Comprehension and Use of Main Street Four Point Approach & Committee Structure
- ❑ Strong Volunteer Base
- ❑ Partners Identified
- ❑ PSD/SAD is unknown
- ❑ Purchasing Policy, fundraising plan and tracking stats unknown
- ❑ Understanding of Government Financing
- ❑ Communications & Marketing Strategy
- ❑ Design Standards/Guidelines
- ❑ Building/Business Inventory & Mapping – CRM Integration
- ❑ Active Board & Committee Membership
- ❑ Feeling Valued as a Board Member
- ❑ Board Members Building Connections/Contacts
- ❑ Board Members Collectively Support Decisions Made
- ❑ Being Prepared for Meetings

DDA TEAM BUILDING & BOARD MEMBER INVOLVEMENT

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Downtown Development Authority

Prioritize Board Involvement

- Attend Coffee Meet-ups!
- Schedule Activities Together for the Year – NO EXCUSES! (But, be mindful of OMA)
- Visit Each Other's Places (Know/Understand Business & Hold Meetings at Businesses)
- Conduct Property Visits as a Team
- Celebrate Successes – Recognize Board Members & Volunteers
- Attend Events (DDA & Community) Representing the DDA
- Provide DDA Swag to Board Members to Wear Proudly at Events/Activities
- Get To Know One Another
- Set Group Norms/Expectations
- Respect One Another & Engage Opinions

What Can You Personally Do?

- **Be visible:** Visit merchants quarterly, attend district events, and shop and promote local businesses.
- **Support projects:** Sponsor an initiative, join volunteer workdays, and host business roundtables.
- **Build relationships:** Recruit volunteers and sponsors, advocate at municipal meetings, and welcome new businesses.
- **Keep learning:** Attend Main Street/MDA training and shadow staff for a half-day to understand daily challenges.

DDA TEAM BUILDING & BOARD MEMBER INVOLVEMENT

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What Some Board Members Said:

- **Connecting and Collaborating:** Acting as a connector to bring organizations, people, and commercial tenants together, build partnerships, and foster collaboration between businesses, nonprofits, cultural groups, and the three districts, including strengthening regional partnerships and relationships with EMU.
- **Advocacy and Leadership:** Advocating for the DDA and Ypsilanti in regional and community spaces to support tourism, arts, culture, and economic development, while balancing leadership roles such as supporting the incoming chair, investing in downtown, and improving the Grants committee operations and the West Cross district.
- **Economic Development Initiatives:** Focusing on redevelopment efforts, particularly on Washington Street, and utilizing arts and culture as a tool for economic growth and increased community engagement.

BOARD MEMBER COMMITMENTS

YPSILANTI DDA
Downtown Development Authority

Board member(s)	Commitment
Kristine	Attend the DDA Conference. ✓
Brian, Andy & Liz	Reinvigorate the Collaborative Task Force. Liz: Present ways arts and culture can drive economic growth.
BJC	Leverage relationships with City officials.
Dieter	Continue to chair the Grants Committee. Support new EMU building initiatives and rebuild relationships with the City.
Emmy	Continue conversations with Downtown business owners to assess their needs and find solutions.
Valory	Recruit new committee members and volunteers. Attend training and conferences.
Andy	Meet with groups that influence safety: the Sheriff, City Administration, EMU and the Prosecutor.

RETAIN & ATTRACT YOUNG PROFESSIONALS

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Downtown Development Authority

1. Attainable Housing & Flexible Living

- Missing-middle housing and micro-units through zoning
- Employer-assisted rent subsidies and down-payment grants
- Pet-friendly buildings and pocket dog parks

2. Third Places & Nighttime Economy

- Late-night cafes, bookshop bars, experiential dining
- Casual social sports and clubs
- Low-cost events: movie nights, night markets, food trucks

3. Career Mobility & Co-Working

- Subsidized co-working passes
- Workshops, pitch nights and mentor matching
- Young professionals on DDA, planning and nonprofit boards

4. Micromobility & Active Transportation

- Protected bike and scooter corridors
- Pedestrian-first shared streets (woonerfs)
- Free or discounted transit passes for residents

5. Third-Space Activation & Creative Culture

- Rent-free or short-term pop-up storefronts and incubators
- Public plazas with Wi-Fi, outlets and shaded seating

The Big Picture

Shift from attracting visitors to building an ecosystem where people can afford to live, connect, and advance their careers.

POW! STRATEGIES

VOLUNTEER RECRUITMENT STRATEGIES FOR STUDENTS

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Downtown Development Authority

1. Build Academic & Institutional Pipelines

- Service-learning and capstone classes as client projects
- Greek life and pre-professional fraternities for group shifts
- Work-study registration through campus career centers

2. Tiered Volunteer Roles

- Tier 1: Event Ambassador (check-in, wayfinding, setup)
- Tier 2: Creative / Technical Fellow (content, mapping)
- Tier 3: Junior Board / Committee Rep (non-voting seat)

3. Mutual-Value Proposition

- Portfolio pieces students can claim ownership of
- Networking with board members, brokers and owners
- LinkedIn recommendations, references and certificates at 25 or 50 hours

4. Remove Student Friction Points

- Recruit in first 3 weeks of Sept. and Jan.; avoid finals and breaks
- Align shifts with campus transit; validate parking, bike-share credits
- Mobile-first sign-ups and group chat (e.g., SignUpGenius, GroupMe)

5. Recognition & Social Anchoring

- Merchant perks such as "Volunteer Passports"
- End-of-semester receptions with downtown leadership

The Big Picture

Treat students as pre-professionals seeking portfolio material, civic connection and resume value, not just event labor.

POW! STRATEGIES

ACTION PLAN

YPSILANTI DDA
Downtown Development Authority

2027 DELIVERY & ACCOUNTABILITY

Strategic goal	Delivery responsibilities and priorities
1. Business vitality & property investment	DV: recruitment, retention and owner outreach using market findings. Grants/DV: property investment tools. Track district vacancies and projects.
2. Safe, accessible & active districts	DV: bridge business/partner plan. Brian, Andy and Liz: safety work. Coordinate City roles and Riverfront sequencing. Prepare for 2028 TIF renewal.
3. Partnerships & business engagement	Marketing/Danya: first-quarter promotions, regional tourism and EMU partnerships. EI: annual event/grant review. Track participation and joint-project outcomes.
4. Capacity & accountability	All committees: owners, due dates, baselines, targets and KPI reports. Board review: quorum, volunteer coverage, staffing and decisions needed.

Source: 2027 assessment. Proposed workstream alignment. Confirm roles, targets, City coordination and funding.

ACTION PLAN 2027 UPDATE

YPSILANTI DDA
Downtown Development Authority

STRATEGY	OBJECTIVE	TASKS	PRIORITY	TIMELINE	COMMITTEE/ CHAMPIONS	STATUS	PROPOSED NEXT STEPS
Business Vitality & Investment	Diversify and grow daytime business and nightlife business mix		1				
		Complete Market Analysis	1	2026	DV Committee	In Progress	
		Recruitment Strategy & Occupancy Tracking	1	2027	DV Committee		Business mix / recruitment evidence / Validate district vacancy rates
		Recruitment Marketing, Materials & Resources	2	2027	DV Committee		Apply Marketing Plan & Develop Materials
		Property Owner Outreach, Education & Partnerships – Vacancy Mitigation	2	2027	DV Committee		Identify Properties
	Retain & grow existing businesses and properties		2				
		Communications & Marketing Plan Implementation – Regional Tourism & EMU Engagement	1	2026/27	Marketing Committee	In progress	Regional tourism / EMU
		Building Improvements – Façade/ADA/Adaptive Reuse Grants & Property Owner Outreach	1	2027	Grants/DV Committee	in progress	Façade / ADA / investment gaps
		Retention Plan: Retention Resources/Material Development & Business Outreach	2	2027	DV Committee		Owner outreach / listings

POW! STRATEGIES

ACTION PLAN 2027 UPDATE

YPSILANTI DDA
Downtown Development Authority

STRATEGY	OBJECTIVE	TASKS	PRIORITY	TIMELINE	COMMITTEE/ CHAMPIONS	STATUS	PROPOSED NEXT STEPS
Connectivity & Activation	Improve connections with physical access, safety, and activations within and between the DDA districts		3				
		Maintain Consistent Trash removal/service tracking	1	2026/27	Operations Committee	In Progress	Assess Annual Needs
		River Street gateway enhancement, Depot Town	1	2027	Operations Committee		Enhancement scope / budget
		Streetscape & Safety: Walking Safety - Tree Replacements & Trip Hazards - Downtown	1	2026/27	Operations Committee		Hazard list / ADA access
		N. Huron reconstruction and S. Huron lot planning	1	2027	Operations Committee		Scope / funding / schedule
		Maintain beautification and upkeep, medians, curbs and planters	1	2026/27	Operations Committee		Coordinate medians / curbs / planters
		Capital Project/Communications & Marketing: Manage Bridge Closure	1	2027	Operations / DV/Marketing		Business access / activation plan
		Riverfront streetscape before bridge construction	1	Before bridge	Operations Committee		Confirm sequence before bridge
		Promotions & Capital Project: Washington Street Downtown Activation & Placemaking Project	2	2027/28	Operations / Marketing / Collaborative Task Force		Activation Plan
		Capital Project: W. Cross Traffic Study & Streetscape Improvements	3	2027 / 28	Operations Committee		1. Traffic Analysis 2. Prepare design 3. TIF/ funding

ACTION PLAN 2027 UPDATE

YPSILANTI DDA
Downtown Development Authority

STRATEGY	OBJECTIVE	TASKS	PRIORITY	TIMELINE	COMMITTEE/ CHAMPIONS	STATUS	PROPOSED NEXT STEPS
Connectivity & Activation	Activate collaborations with key partners to provide business services, safety, tourism and activations		3				
		Reinvigorate Collaborative Task Force: work plan, partner roles and accountability	1	2026/27	Brian/Andy/Liz	Stalled	Owners / due dates / KPI report
		Safety Partnership Plan: Advocacy, shared call data and camera/security grants	1	2026/27	Operations / EI Committee/ City/safety leads		Shared calls / grants / City roles
		Youth Engagement/Loitering Mitigation	1	2026/27	Collaborative Task Force	Initial Conversations	Youth partner actions
		Implement Communications & Marketing Plan to Grow Tourism	1	2026/27	Marketing		Collaborations with YpsiReal/Destination AA/EMU
		Annual Event Review & Support	2	2027	EI/Grants/Marketing Committee		Event Plan & Fees
		Expand EMU Engagement	2	2027	Marketing		Think Tanks / Volunteerism/ Programming
		Washington Street Activation	2	2027	DV/Marketing/ Collaborative Task Force		Activation Plan
		Event Mini-Grant Program	3	2027/28	Grants / EI Committee		Grant Guidelines
		S. Huron Pocket Park/Pop-Up Activations	3	2027/28	DV/Marketing/ Collaborative Task Force		Identify Future Activations

POW! STRATEGIES

ACTION PLAN 2027 UPDATE

YPSILANTI DDA
Downtown Development Authority

STRATEGY	OBJECTIVE	TASKS	PRIORITY	TIMELINE	COMMITTEE/ CHAMPIONS	STATUS	PROPOSED NEXT STEPS
Organizational Capacity & Accountability	Sustain and implement TIF Plans		3				
		Identify properties for development grants & owner outreach pipeline	1	2026/27	Grants/DV Committee	In progress	Investment leverage
		Market redevelopment sites to grow TIF & Occupancy	2	2027	DV Committee		Project pipeline
		2027 preparation for 2028 TIF renewal	3	2027 / 28	Operations Committee		Scope / City approvals
	Strengthen Board	Governance Updates: Finalize Bylaw Amendment	1	2026/27	Operations Committee		Bylaw Draft Amendment
		Capacity Building: EI Membership / Board Roles & Committee Actions Plans	1	2026/27	Operations/Marketing		1. EI Membership Increase 2. Board Commitments 3. Committee Action Plans
		Reporting: KPI Reports/Committee Updates	1	2027	Operations Committee		KPI Report Template / Targets
		Board Continuing Education/Team Building	2	2027	Marketing / EI Committee		Main Street Membership / Academy Learning Portal
		Board Outreach to District/Community	3	2027/28	EI Committee		Strategic Plan Communication
	Grow DDA & Volunteer engagement						
		Youth & Institutional Engagement: EMU internships, student volunteers and activation think tanks	1	2026/27	Marketing / Collaborative Task Force	In progress	Internships / partner goals
		Proactive Volunteer Recruitment Strategy	1	2026/27	Marketing Committee		Identify Volunteer Needs
		Young Professionals Retention Strategy	3	2027/28	Marketing / DV Committee		Quorum / volunteers / staffing
	Increase understanding of DDA, its role and services	Implement communications and marketing strategy & brand campaign	1	2026/27	Marketing Committee	in progress	Tourism / EMU engagement
		Community Information Campaign (clarifying DDA role)	2	2027	Marketing Committee		Prior to TIF Renewal

SUPPORTING RESOURCES & DATA



2026 SUCCESSES

YPSILANTI DDA
Downtown Development Authority

Organizational & Governance Improvements

These accomplishments relate to internal structure, planning, and formal approvals.

- Created Rubric for Board Appointments
- IN PROCESS – Bylaw Update
- Updating TIF Plans in 2028

Funding, Grants & Financial Support

This includes securing external funding, approving grants, and providing financial support to community initiatives and businesses.

- Received a $10,000 CTAP Grant to relaunch 2018's Business Owner Portrait Series - secured a match from SPARK East in collaboration of the project.
- Downtown TIF Increased $200k

Infrastructure, Maintenance, & Capital Projects

Focuses on physical improvements to DDA properties, public spaces, and maintenance contracts.

- Completed Ballard Street and Freighthouse Parking Lot Repairs
- Made Mable Street Lot Free
- Michigan Avenue Medians Awarded (2027 construction)
- Increased investments in maintenance, beautification, snow removal



2026 SUCCESSES

YPSILANTI DDA
Downtown Development Authority

Business Support

Providing resources to recruit and retain businesses and improve property value.

- Market Analysis Completed
- Recast Leaders MML Cohort for Incubation in Small Industrial Property Development

Community Engagement & Partnerships

These involve collaborating with other organizations and hosting informational presentations.

- Added Maestro CRM
- Collaborative Task Force Formed
- Working with Library on Youth Activation to Improve Safety
- Beginning Conversations with Youth Organizations for Teen Intervention
- Building and strengthening partnerships with EMU, Growing Hope, Destination Ann Arbor, the City, and other organizations

Events, Marketing & District Activation

Focuses on approving special events, launching marketing initiatives, and supporting entertainment/commercial activities.

- Overhauled Marketing to tell the Ypsi Story
- Integrated Locable into Website for Job Postings, Event Calendars, CRM-driven Newsletter
- Social District in Full Operation
- EMU Block Party Addition
- Supported Various Community Events, Sammie Slam and Shine Team

YPSILANTI DDA
Downtown Development Authority

2027 SWOT UPDATE

Strengths	Weaknesses	Opportunities	Threats	Key Assets
Three districts are walkable to each other	Misinformation and communication gaps	Promote new businesses, arts and culture tourism	Vacant Property-Owners are MIA/Non-Responsive	MI-HQ
Willingness to be inclusive	Perception	Market to MI-HQ and regional visitors	Loitering/Panhandling on Washington St.	EMU
Riverside Park connecting districts – gives campus feel	Public transportation doesn't connect districts	TIF plan delivery and bridge-closure activation	Crime prevents people coming	Diverse population
Almost all independent businesses and unique to Ypsi	Target audience too single-minded	Vacant-space activation, S. Huron pop-ups	Reduced EMU engagement and weaker late-night demand	City/DDA relationship
Sense of Community	Lack of daytime population	EMU internships, think tanks and university partnerships	TIF Renewals	Active businesses
Community Pride	Committee vacancies and stretched capacity	Water Street lot development	2027 bridge closure and limited delivery capacity	Staff
	EI quorum challenges and variable volunteer coverage	Regional tourism with Destination AA / YpsiReal	Growth in Low-Income Populations/Lack of Disposable Income	

YPSILANTI DDA
Downtown Development Authority

2027 NEEDS ASSESSMENT

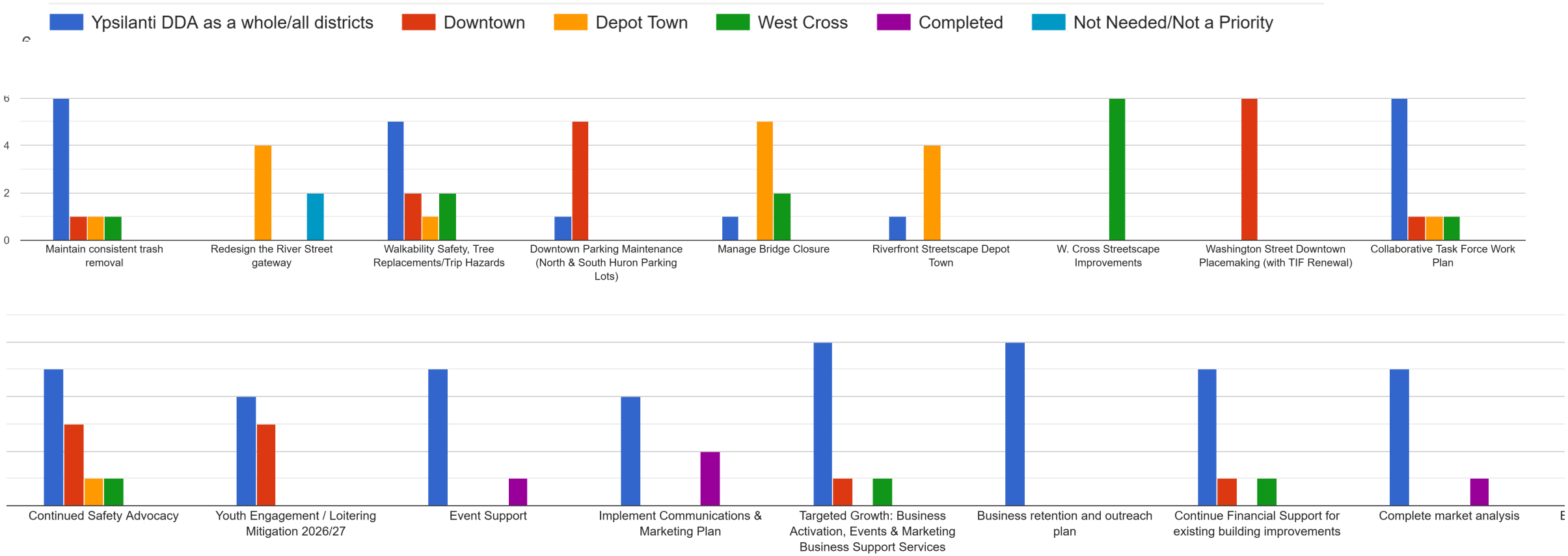
Physical	Economic	Social	Organizational
N. Huron reconstruction and S. Huron lot planning.	Safety partnership: shared police-call data, recurring patterns, grants/cameras and City response.	Resolving Community misinformation (DDA is not the City)	Communications Implementation
Vacant storefront upkeep and window marketing. Maintain medians, curbs and planters.	**Business Recruitment**: intentional for Downtown and West Cross to fill missing business types; fill vacancies; daytime economy. Recruitment strategy: entertainment, daytime business, office workers	Marketing/Social Media - First Fridays Successful Downtown (foot traffic increased); Depot Town Growing (West Cross & Downtown somewhat static) – Need to focus on Downtown & W. Cross	Community Collaboration: Build a culture of shared investment and collaboration among businesses, organizations, institutions, and residents to harness collective energy.
Activate Washington Street and S. Huron pocket park/pop-ups. Plan access and activation during bridge closure.	Business & Property Support, Investment & Marketing – retain and grow existing businesses. Support new business involvement	**Regional tourism and arts/culture activation. Review events, fees and first-quarter gaps.**	TIF renewal preparation. Current plan targets 2028. Explore revenue beyond TIF.
Michigan Avenue medians and pedestrian improvements. Confirm sequencing with capital plan.	Acquire & Redevelop Property – Grants Committee will review more opportunities; debating if DDA should take properties off tax roll	Stakeholder Buy-In – More Biz Activation – W. Cross & Downtown	Strengthen Board & Committee Development/Volunteerism – involved in scope of work. Did you meet last year's needs? (addressed later)
Property Upkeep: developments/upgrades – motivating unmotivated/ unfinanced. Continue addressing blight and deferred maintenance.	Creative economy, incubators and adaptive reuse. Close investment gaps through façade and ADA support.	Community Services	Bylaw Review
Walkability and Connectivity: Improve sidewalks. Explore DDA support/incentives. Enhance pedestrian crossings and re-evaluate natural locations. Ensure ease of movement - ADA.	Recruitment pipeline and available-property listings. Morning coffee/food uses and consistent hours.	Event Support of Activities in Downtown & W. Cross / City Fees may be discouraging new events / DDA Support of Safety for Events	Reliable district data and KPI reporting linked to committee action plans.
Sequence Riverfront work before bridge construction and coordinate capital projects.		EMU internships, activation think tanks and district marketing partnerships.	Review staffing, volunteer coverage and event capacity against the work plan.

YPSILANTI DDA
Downtown Development Authority

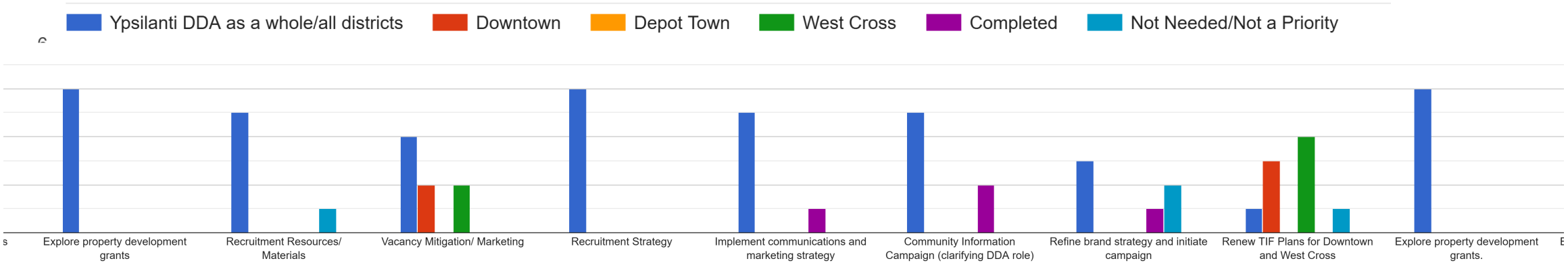
2027 NEEDS BY DISTRICT

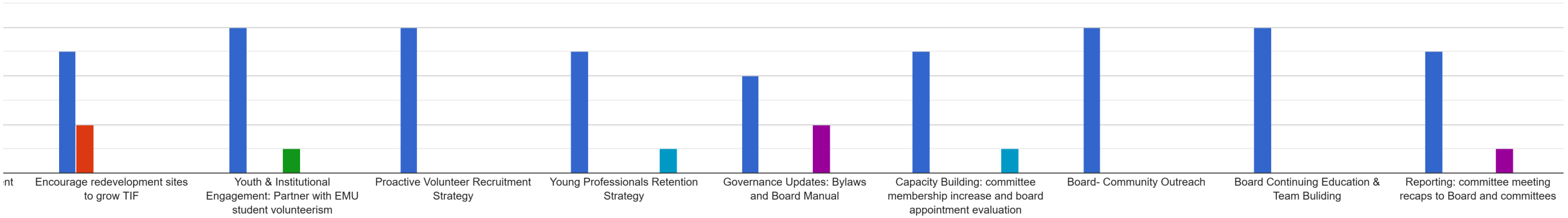
Downtown	Depot Town	West Cross
Daytime and nightlife foot traffic	River Street gateway enhancement	EMU engagement and outreach
Storefront occupancy and business retention	2027 bridge closure: access and business plan	W. Cross Board Representation (future replacements)
Consistent hours and morning food/coffee	Plaza activation and ADA access	Streetscape tied to TIF renewal
Washington Street activation and placemaking	Riverfront work before bridge construction	TIF Renewal
Safety, loitering, trees and trip hazards	Daytime/nightlife foot traffic and crosswalks	Daytime/nightlife foot traffic
N. and S. Huron lots, signage and upkeep	Business engagement during closure	Business engagement and retention
TIF Renewal	Partner communications and impact tracking	Traffic speed/direction and walkability
Business Activation		Business mix, occupancy and recruitment
Welcoming streets, ADA access and crosswalks		Safety and pedestrian access

ACTION PLAN BY DISTRICT



UPDATE ACTION PLAN BY DISTRICT





COMPLETE KEY PARTNERS LIST

YPSILANTI DDA
Downtown Development Authority

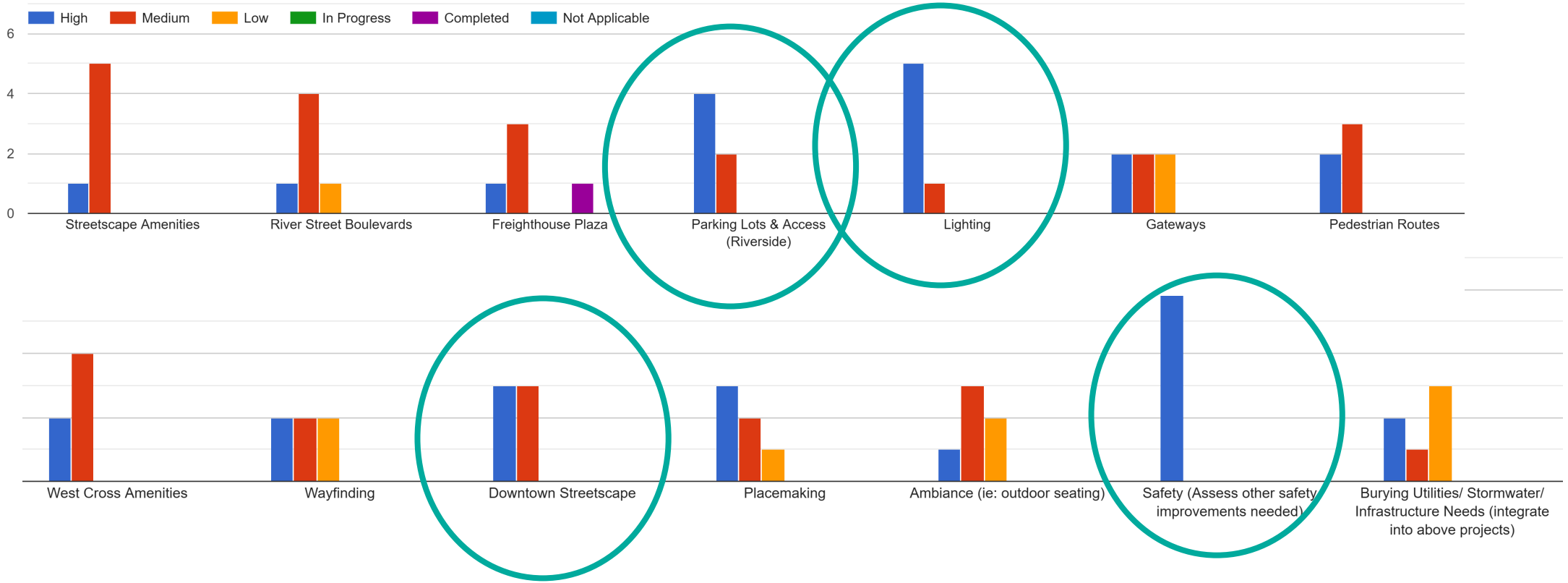
Below is a list of potential key partners to collaborate with on multiple levels. The DDA should take time to discuss any other partnerships that will help across all aspects of the organization and strategic plan. **Complete the partner chart**. Consider partners in the district, greater community, county/region, local officials, public entities/non-profits, and media. Assign a Collaboration Task Force person to reach out to those not at the table.

PARTNERS	COLLABORATION OPPORTUNITIES
MI-HQ	Vision Collaboration, Business Marketing & Engagement
EMU	Volunteerism, Event, Business, & Young Professional Engagement
U of M	Business Support & Marketing
City of Ypsilanti	Event Support, Crime Prevention/Enforcement, Vacancy Mitigation, Property Development, Infrastructure, Youth Engagement
County	Business Support, Property Development, Crime Prevention/Enforcement
SPARK	Business Support & Marketing, Young Professional Engagement
SBDC	Business Support
Destination AA	Marketing & Business Support
Financial Institutions – Credit Union in W. Cross	Business Support
Neighborhood Associations/Groups	Communication Awareness, Volunteer Engagement, Youth & Young Professional Engagement, Event Support
Medical Community/Institutions – Michigan Medical	Crime Prevention/Enforcement – Community Health
Religious/Community Organizations	Communication Awareness, Volunteer Engagement, Youth & Young Professional Engagement, Event Support
Student Council	Youth & Young Professional Engagement
Public Schools	Youth & Young Professional Engagement
Library – Youth Programs Downtown	Youth & Young Professional Engagement
Ozone House – Youth Drop-in Center	Youth & Young Professional Engagement
Washtenaw Community Mental Health	Crime Prevention/Enforcement – Community Health

CAPITAL IMPROVEMENT PLAN

YPSILANTI DDA
Downtown Development Authority

Last year, the Ypsilanti DDA indicated that the following projects are a part of its Capital Improvement Plan. Please rank their current priority.



CAPITAL IMPROVEMENT PLAN

A CIP Plan was completed this year, building on the priorities identified in the Strategic Plan.

FYE	PROJECT	PROJECT AREA	PROJECT PRIORITY	PROJECT ESTIMATE	FUND OPTIONS (Partners & Resources Needed)	STATUS
~~2025~~	~~Parking Lot Improvements (Maple Lot)~~	~~Depot Town~~	~~High~~			~~Complete - Spring 2025~~
2027	Cross Street Bridge	Depot Town	High			2027 timing in current plan. Proposed: business/partner access, communications and activation plan.
~~2025-26~~	~~Parking Lot Improvements (Freighthouse)~~	~~Depot Town~~	~~High~~	~~$146,900~~	~~General Fund~~	~~Completed~~
2025-26	Freighthouse Plaza Lighting	Depot Town	High	$26,000	City	
	Parking Lot Improvements (Frog Island)	Depot Town	High			scheduled for Summer 2026 (city project)
2025-26	Plaza & Safety Improvements (General Park)	Depot Town	Medium	$20,000	General Fund	ADA improvements construction Spring 2026
2028-29	Freighthouse Plaza Tree Plan	Depot Town	Medium	$50,000	Unknown	
2028/29	River Street Landscaping	Depot Town	Medium	$100,000	Unknown	Session direction: sequence Riverfront work before bridge construction. Scope/funding to confirm.
2026	Riverside Park Improvements (benches, etc.)	Downtown	Medium		City Partnership	no action
Long-range	Riverwalk	Depot Town	Low			no action
	Continued Maintenance to East Cross Street Improvements	Depot Town	Low			ongoing

CAPITAL IMPROVEMENT PLAN

A CIP Plan was completed this year, building on the priorities identified in the Strategic Plan.

FYE	PROJECT	PROJECT AREA	PROJECT PRIORITY	PROJECT ESTIMATE	FUND OPTIONS (Partners & Resources Needed)	STATUS
2025-26	Downtown Safety/ Crime Prevention Advocacy	Downtown	High			Security Camera Grant created and running spring 2025. Downtown Committee for safety formed in collab with City. SHINE team collaboration ongoing
2025-26	Downtown Drinking Fountain	Downtown	High	$20,000	Cap. Infr. Projects	
2025-26	N. Huron Lot Repair	Downtown	High	$98,000	Cap. Infr. Projects	2027 session focus: N. Huron reconstruction. Confirm scope, funding and schedule.
2028-29	Mi Ave Streetscape & Boulevard Improvements (Adams to Hamilton and Hamilton to Ballard/Congress)	Downtown	High	awaiting estimate for median repair	Cap. Infr Project for repairs	Medians awarded for 2027 construction in current plan. Session adds curbs and planters to coordination.
2027	River Street gateway enhancement (Depot Town)	Depot Town	Medium			Refine scope to enhancement. Coordinate with Depot Town work and avoid duplicate project accounting.
2028-29	Tree Replacement	Downtown	Medium	$150,000	Future	
2028-29	Washington St. Streetscape/East-West Pedestrian Linkages / Activation Plan	Downtown	Medium	$1,050,000	General Fund/Bond	Session priority: active Washington Street programming. Capital work remains TIF/funding dependent.
2026	Riverside Park Improvements (benches, etc.)	Downtown	Medium		City Partnership	no action

CAPITAL IMPROVEMENT PLAN

A CIP Plan was completed this year, building on the priorities identified in the Strategic Plan.

FYE	PROJECT	PROJECT AREA	PROJECT PRIORITY	PROJECT ESTIMATE	FUND OPTIONS (Partners & Resources Needed)	STATUS
~~2025-26~~	~~Ballard St Parking Lot Improvements~~	~~West Cross~~	~~High~~	~~$150,000~~	~~General Fund~~	~~Completed~~
2028-29	Streetscape Design Improvements (Ballard to N. Huron) West Cross Streetscape Improvement & Amenities	West Cross	High	No estimate	Future	Improved landscaping improvements - planters, trees. Larger overhaul in early discussion
2028-29	Streetscape Design Improvements (Normal to Ballard Streets) West Cross Streetscape Improvement & Amenities	West Cross	High	No estimate	Future	Improved landscaping improvements - planters, trees. Larger overhaul in early discussion
2028-29	On-street Parking & Transportation Improvements (Normal to N. Huron) West Cross Streetscape Improvement	West Cross	High			No action
2028-29	Pedestrian Crossing Improvements (Cross/N. Huron, Cross/Perrin and other) - EMU Placemaking & Pedestrian Connections	West Cross	Medium	$750,000	General Fund/Bond	no action / Perrin St. Redesign

CAPITAL IMPROVEMENT PLAN

A CIP Plan was completed this year, building on the priorities identified in the Strategic Plan.

FYE	PROJECT	PROJECT AREA	PROJECT PRIORITY	PROJECT ESTIMATE	FUND OPTIONS (Partners & Resources Needed)	STATUS
2025	Trash Cans & Pick Up Schedule/ Maintenance/ Beautification	All	High			this is in our IGA and beautification is ongoing
	Wayfinding & Gateways	All	Low	No Cost Estimate		no action, early discussions
	Burying Utilities/ Stormwater/ Infrastructure Needs (integrate into above projects)	Integrate into other projects	Universal			pipe dream
	Multi-modal Improvements (Integrate into All Streetscape Improvements)	All	Universal			no action

Cristina Sheppard-Decius, CMSM

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VISION	Everyone's Downtown - An enjoyable, dynamic, historic and desirable destination filled with a diverse mix of vibrant and locally-minded businesses, residents and consumers that value heritage, community gathering activities and sustainably maintained, clean, safe and accessible public spaces where everyone is welcome to live, work, and play.
MISSION	Ypsilanti Downtown Development Authority fuels development and growth for a vibrant DDA that benefits businesses and residents.

STRATEGY	OBJECTIVE	TASKS	PRIORITY	TIMELINE	COMMITTEE/ CHAMPIONS	RESOURCES / VOLUNTEERS NEEDED	ESTIMATED BUDGET	STATUS	PROPOSED NEXT STEPS	CORE VALUES: Living Legacy	Open Doors / Equitable	Locally Rooted, Universally Welcoming	Sustainably Radiant	Interwoven Spirit
Connectivity & Activation														
	Improve connections with physical access, safety and activations within and between the DDA districts		3											
		Streetscape & Safety: River Street Gateway Enhancement - Depot Town	1	2027	Operations Committee				Enhancement scope / budget (p. 35)		X	X	X	
		Streetscape & Safety: Walking Safety - Tree Replacements & Trip Hazards - Downtown	1	2026/27	Operations Committee				Hazard list / ADA access (p. 35)		x	x	x	
		Operations: Downtown Parking Maintenance (North & South Huron Lots)	1	2027	Operations Committee			in progress	Scope / funding / schedule (p. 35)			x		
		Maintain Beautification/ Maintenance/ Litter Program & Quick Improvements	1	2026/27	Operations Committee			completed	Trash removal/service tracking: Assess Annual Needs. Beautification and upkeep: Coordinate medians / curbs / planters. (p. 35)	x			x	
		Capital Project & Communications/Mktg: Manage Bridge Closure	1	2027	Operations/DV/Marketing Committees				Business access / activation plan (p. 35)		x	x		
		Capital Project: Riverfront Streetscape Depot Town	1	2027	Operations Committee				Confirm sequence before bridge (p. 35)	x	x	x	x	
		Capital Project & Promotions: Washington Street Activation & Placemaking - Downtown	2	2027/28	Operations/Marketing Committees/ Collaborative Task Force				Activation Plan (p. 35)	x	x	x	x	
		Capital Project: W. Cross Traffic Study & Streetscape Improvements	3	2027/2028	Operations Committee				1. Traffic Analysis 2. Prepare design 3. TIF/funding (p. 35)	x	x	x	x	
	Activate collaborations with key partners to provide business services, safety, tourism and activations		3											
		Reinvigorate Collaborative Task Force: Work Plan Development, Partner Roles, Implementation & Accountability	1	2026/27	Operations Committee				Owners / due dates / KPI report (p. 36)		x			x
		Safety Partnership Plan: Advocacy, shared call data and security grants	1	2026/27	Operations Committee/ City/ Safety Leaders				Shared calls / grants / City roles (p. 36)		x	x	x	x
		Implement Communications & Marketing Plan to Grow Tourism	1	2026/27	Marketing Committee				Collaborations with YpsiReal/Destination AA/EMU (p. 36)					
		Youth Engagement/Loitering Mitigation	1	2026-27	Collaborative Task Force			initiated	Youth partner actions (p. 36)		x	x		x
		Event Review & Support	2	2027	EI/Grants /Marketing Committee				Event Plan & Fees (p. 36)					
		Expand EMU Engagement	2	2027	Marketing Committee				Think Tanks / Volunteerism/ Programming (p. 36)					
		Wasington Street Activation	2	2027	DV/Marketing/Collaborative Task Force				Activation Plan (p. 36)					
		Event Mini-Grant Program	3	2027/28	EI/Grants Committee				Grant Guidelines (p. 36)					
		S. Huron Pocket Park/Pop-Up Activations	3	2027/28	DV/Marketing/Collaborative Task Force				Identify Future Activations (p. 36)					
Business Vitality & Investment	Retain and Grow existing businesses and properties													
		Communications & Marketing Plan Implementation - Regional Tourism & EMU Engagement	1	2026/27	Marketing Committee			in progress	Regional tourism / EMU (p. 34)	x		x		x
		Building Improvements - Façade/ADA/Adaptive Reuse Grants & Property Owner Outreach	1	2027	Grants/DV Committee				Facade / ADA / investment gaps (p. 34)	x			x	
		Retention Plan: Resources/Materials & Business Outreach	2	2027	DV Committee						x			
	Diversify and grow daytime business and nightlife mix													
		Complete market analysis	1	2026	DV Committee			completed			x		x	
		Recruitment Strategy & Occupancy Tracking	1	2027	DV Committee				Business mix / recruitment evidence / Validate district vacancy rates (p. 34)					
		Recruitment Marketing, Materials & Resources	2	2027	DV Committee				Apply Marketing Plan & Develop Materials (p. 34)					
		Property Owner Outreach, Education & Partnerships - Vacancy Mitigation	2	2027	DV Committee				Identify Properties (p. 34)				x	

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Organizational Depth & Accountability	Sustain and implement TIF Plans																
		Identify properties for development grants & owner outreach pipeline	1	2026/27	Grants/DV Committee			deferred to 2028	Investment leverage (p. 37)	X			X			
		Market redevelopment sites to grow TIF & Occupancy	2	2027	DV Committee				Project pipeline (p. 37)	X			X			
		2027 Preparation for 2028 TIF Renewal	3	2027/28	Operations Committee				Scope / City approvals (p. 37)	X			X	x		
											X	X	X			
	Strengthen Board																
		Governance Updates: Finalize Bylaw Amendment	1	2026/27	Operations Committee				Bylaw Draft Amendment (p. 37)	X						
		Capacity Building: EI Membership/ Board Roles & Committee Action Plans	1	2026/27	Operations Committee				1. EI Membership Increase 2. Board Commitments 3. Committee Action Plans (p. 37)	X	X			X		
		Reporting: KPI Reports/Committee Updates	1	2027	Operations Committee			completed	KPI Report Template / Targets (p. 37)	X				X		
		Board Continuing Education/Team Building	2	2027	Marketing/EI Committee				Main Street Membership / Academy Learning Portal (p. 37)		X	X		X		
		Board Outreach to District/Community	2	2027/28	EI Committee				Strategic Plan Communication (p. 37)					x		
	Grow DDA & Volunteer engagement																
		Youth & Institutional Engagement: EMU internships, student volunteers and activation think tanks	1	2026/27	Marketing / Collaborative Task Force				Internships / partner goals (p. 37)	X	x	X		X		
		Proactive Volunteer Recruitment Strategy	1	2026/27	Marketing Committee				Identify Volunteer Needs (p. 37)	X	x		x	X		
		Young Professionals Retention Strategy	3	2027/28	Marketing/DV Committee				Quorum / volunteers / staffing (p. 37)		X	X		X		
	Increase understanding of DDA, its role and services																
		Implement communications and marketing strategy & brand campaign	1	2026/27	Marketing Committee			in progress	Tourism / EMU engagement (p. 37)		x	X	X	x		
		Community Information Campaign (clarifying DDA role)	2	2026/27	Marketing Committee				Prior to TIF Renewal (p. 37)	X				X		
									Source: Ypsilanti DDA Strategic Plan 2024_Update2027.pdf, PDF pages 34-37. Existing task details and statuses preserved.							

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CORE VALUE KEY																	
•Locally Rooted, Universally Welcoming (Diverse & Unique)																	
•Sustainably Radiant (Vitality & Environment)																	
•Interwoven Spirit (Collaboration & Engagement)																	
•Living Legacy (Heritage & Preservation)																	
•Open Doors, Level Ground (Access & Equity)																	

Template Provided by POW! Strategies, Inc.

Strategic goals

Strengthen business vitality, storefront occupancy and property investment

Create safe, accessible and active districts with stronger foot traffic

Strengthen partnerships and business engagement that increase district activity and investment

Build the organizational capacity and accountability to deliver the plan

Example objectives

By the end of 2027, reduce storefront vacancy in each district from [validated baseline] to [agreed target], and achieve [agreed investment target] in completed property improvements.

By the end of 2027, increase pedestrian activity at [selected locations] by [agreed target], improve perceived safety from [baseline] to [target], and complete [agreed priority improvements].

By the end of 2027, increase participating businesses and institutional partners from [baseline] to [target], with [agreed number] of joint projects contributing to district activity or investment.

By [agreed date], every committee has an action plan with an owner, due date, baseline, target and reporting frequency, and meets [agreed quorum/attendance standard].

Goal alignment / indicators	Priority
Goal 1: Investment & storefront occupancy	High
Goal 2: Foot traffic & safety	High
Goal 2: Infrastructure & accessibility	Medium High
Goal 3: Partnerships & business engagement	Medium High
Goal 4: Capacity & accountability	Medium

OUTCOMES & METRICS DASHBOARD

Indicators

Missing inputs: Enter baseline, target, current measurement, direction, as-of date, owner, frequency and evidence. No outcom

Proposed indicators derived from C2:C12. Keep district, period, location and daypart scope consistent. Enter percentages as 25%. Direction: H

Metric	Baseline
Property investment dollars ($)	
Completed property improvement projects (#)	
Assessed property value ($)	
Storefront vacancy rate (%)	
Business openings (#)	
Business closures (#)	
Pedestrian count (#)	
Police calls (#)	
Safety incidents (#)	
Perceived safety - favorable responses (%)	
Priority infrastructure improvements completed (#)	
Accessibility issues resolved (#)	
Median improvement milestones completed (#)	

Bridge preparation milestones completed (#)	
Construction milestones completed (#)	
Participating businesses (#)	
Joint partner projects (#)	
EMU participants (#)	
Business / partner orientations held (#)	
District activations held (#)	
Investment linked to orientations / activations ($)	
Visitors linked to orientations / activations (#)	
Committee meetings achieving quorum (%)	
Committee attendance rate (%)	
Committees with approved action plans (%)	
Actions with assigned owners (%)	
Actions with due dates (%)	
Metrics with validated baselines (%)	
Metrics with agreed targets (%)	
Metrics with reporting frequency set (%)	
Board meetings with KPI movement reported (%)	

Board meetings with action status reported (%)	

Desired Outcomes and Metrics of Success

Track investment dollars, completed projects and property values.

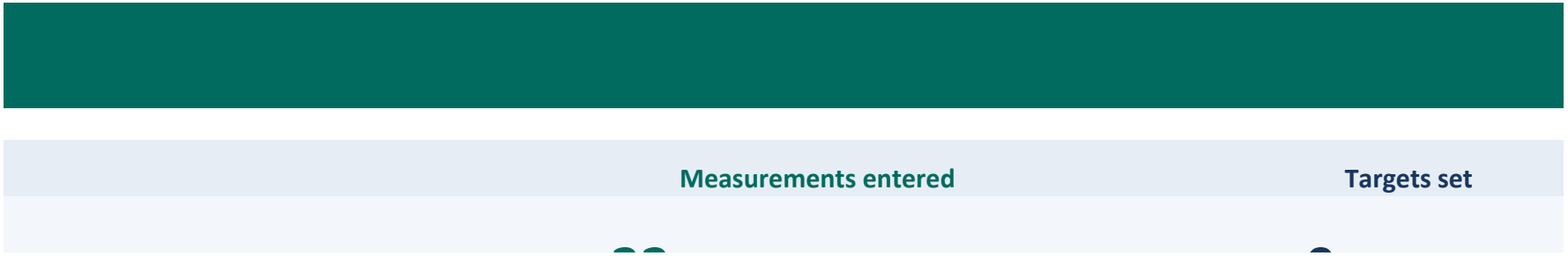
Track vacancy, openings and closures by district.

Count pedestrians by location, daypart and event period.
Track police calls, incident patterns and perceived safety.

Track priority improvements and accessibility issues resolved.
Track medians, bridge preparation and construction milestones.

Track business participation, partner projects and EMU involvement.
Link orientations and activations to investment and district activity.

Track committee quorum, attendance and action-plan coverage.
Set owners, dates, baselines, targets and reporting frequency.
Report KPI movement and action status at board meetings.

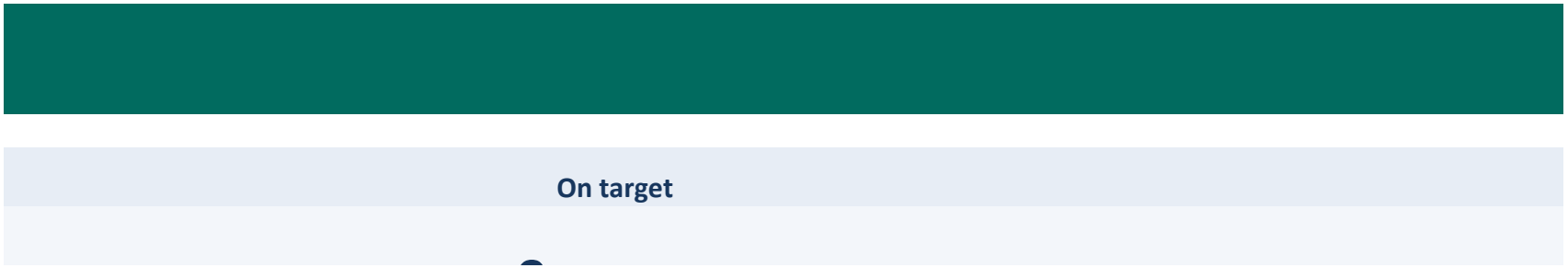


32	0

e performance has been supplied.

Higher, Lower or Monitor. Counts measure activity, not impact; links do not establish causation.

Target	Current	Direction	Change vs baseline	Progress to target

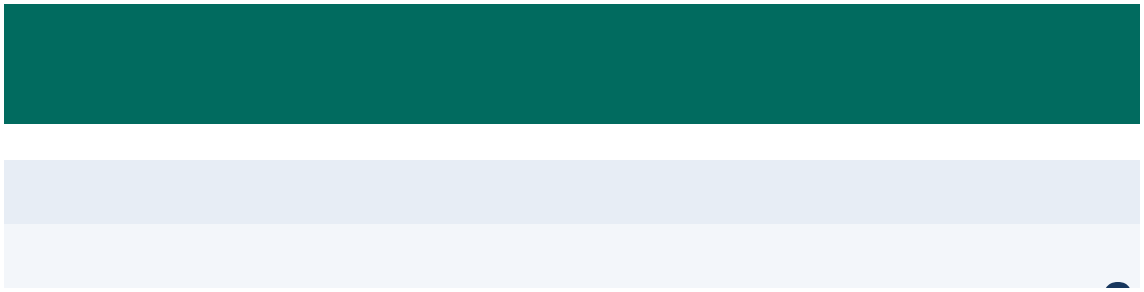

On target

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Status	As-of date	Owner	Reporting frequency	Measurement scope
Missing data				
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Evidence / data source	Desired outcome (source)
	Track investment dollars, completed projects and property values.
	Track investment dollars, completed projects and property values.
	Track investment dollars, completed projects and property values.
	Track investment dollars, completed projects and property values.
	Track investment dollars, completed projects and property values.
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	Track investment dollars, completed projects and property values.

	Track investment dollars, completed projects and property values.

FYE	PROJECT	PROJECT AREA	PROJECT PRIORITY	PROJECT ESTIMATE	FUND OPTIONS
2025	Parking Lot Improvements	Depot Town	High		
2027	Cross Street Bridge	Depot Town	High		
2025-26	Parking Lot Improvements	Depot Town	High	146,900	General Fund
2025-26	Freighthouse Plaza Lighting	Depot Town	High	26000	City
	Parking Lot Improvements (Frog	Depot Town	High		
Long-range	Riverwalk	Depot Town	Low		
	Continued Maintenance to East	Depot Town	Low		
2025-26	Plaza & Safety Improvements	Depot Town	Medium	20000	General Fund
2028-29	Freighthouse Plaza Tree Plan	Depot Town	Medium	50000	Unknown
2028/29	River Street Landscaping	Depot Town	Medium	100000	Unknown
2025-26	Downtown Safety/ Crime	Downtown	High		
2025-26	Downtown Drinking Fountain	Downtown	High	20000	Cap. Infr. Project
2025-26	N. Huron Lot Repair	Downtown	High	98000	Cap. Infr. Project
2028-29	Mi Ave Streetscape & Boulevard	Downtown	High	awaiting estimate for	Cap. Infr Project
2027	River Street Blvd.	Downtown	Medium		
2028-29	Tree Replacement	Downtown	Medium	150000	Future
2028-29	Washington St. Streetscape/East-	Downtown	Medium	1050000	General Fund/Bo
2026	Riverside Park Improvements	Downtown	Medium		City Partnership
2025-26	Ballard St Parking Lot	West Cross	High	150000	General Fund
2028-29	Streetscape Design	West Cross	High	No estimate	Future
2028-29	Streetscape Design	West Cross	High	No estimate	Future
2028-29	On-street Parking &	West Cross	High		
2028-29	Pedestrian Crossing	West Cross	Medium	750000	General
2025	Trash Cans & Pick Up Schedule/	All	High		
	Wayfinding & Gateways	All	Low	No Cost Estimate	
	Burying Utilities/ Stormwater/	Integrate into	Universal		
	Multi-modal Improvements	All	Universal		

STATUS
Complete - Spring 2025
Scheduled 2027 (as of now). Establishing Social District in anticipation
Construction - Spring 2026
scheduled for Summer 2026 (city project)
no action
ongoing
ADA improvements construction Spring 2026
Security Camera Grant created and running spring 2025. Downtown
s
s
Early discussion - MI Ave median repair for summer 2026
Delayed, due to funding constraints
no action
no action
Construction is Spring 2026
Improved landscaping improvements - planters, trees. Larger overhaul in
Improved landscaping improvements - planters, trees. Larger overhaul in
No action
no action / Perrin St. Redesign
this is in our IGA and beautification is ongoing
no action, early discussions
pipe dream
no action

Operations - Work Plan

Live view of Strategic Plan 2026-28. Edit tasks, assignments and updates on the source sheet; share

Assigned tasks **14**

Missing inputs: Blank resources, budgets, statuses or next steps are not supplied in the Strategic Plan. Commit

TASKS	PRIORITY	TIMELINE
Streetscape & Safety: River Street Gateway Enhancement - Depot Town	1	2027
Streetscape & Safety: Walking Safety - Tree Replacements & Trip Hazards - Downtown	1	2026/27
Operations: Downtown Parking Maintenance (North & South Huron Lots)	1	2027
Maintain Beautification/ Maintenance/ Litter Program & Quick Improvements	1	2026/27
Capital Project & Communications/Mktg: Manage Bridge Closure	1	2027
Capital Project: Riverfront Streetscape Depot Town	1	2027
Reinvigorate Collaborative Task Force: Work Plan Development, Partner Roles, Implementation & Accountability	1	2026/27
Safety Partnership Plan: Advocacy, shared call data and security grants	1	2026/27
Governance Updates: Finalize Bylaw Amendment	1	2026/27
Capacity Building: EI Membership/ Board Roles & Committee Action Plans	1	2026/27
Reporting: KPI Reports/Committee Updates	1	2027
Capital Project & Promotions: Washington Street Activation & Placemaking - Downtown	2	2027/28
Capital Project: W. Cross Traffic Study & Streetscape Improvements	3	2027/2028

2027 Preparation for 2028 TIF Renewal	3	2027/28

ed tasks appear in every assigned group.

Completed **2**

ttee-level owners, exact due dates and targets still need confirmation.

PROPOSED NEXT STEPS	COMMITTEE/ CHAMPIONS
Enhancement scope / budget (p. 35)	Operations Committee
Hazard list / ADA access (p. 35)	Operations Committee
Scope / funding / schedule (p. 35)	Operations Committee
Trash removal/service tracking: Assess Annual Needs. Beautification and upkeep: Coordinate medians / curbs / planters. (p. 35)	Operations Committee
Business access / activation plan (p. 35)	Operations/DV/Marketing Committees
Confirm sequence before bridge (p. 35)	Operations Committee
Owners / due dates / KPI report (p. 36)	Operations Committee
Shared calls / grants / City roles (p. 36)	Operations Committee/ City/ Safety Leaders
Bylaw Draft Amendment (p. 37)	Operations Committee
1. EI Membership Increase 2. Board Commitments 3. Committee Action Plans (p. 37)	Operations Committee
KPI Report Template / Targets (p. 37)	Operations Committee
Activation Plan (p. 35)	Operations/Marketing Committees/ Collaborative Task Force
1. Traffic Analysis 2. Prepare design 3. TIF/funding (p. 35)	Operations Committee

Scope / City approvals (p. 37) Operations Committee

In progress / initiated **1**

STATUS	RESOURCES / VOLUNTEERS NEEDED	ESTIMATED BUDGET	STRATEGY
			Connectivity & Activation
			Connectivity & Activation
in progress			Connectivity & Activation
completed			Connectivity & Activation
			Connectivity & Activation
			Connectivity & Activation
			Connectivity & Activation
			Connectivity & Activation
			Organizational Depth & Accountability
			Organizational Depth & Accountability
completed			Organizational Depth & Accountability
			Connectivity & Activation
			Connectivity & Activation

Organizational Depth &
Accountability

OBJECTIVE

Improve connections with physical access, safety and activations within and between the DDA districts

Improve connections with physical access, safety and activations within and between the DDA districts

Improve connections with physical access, safety and activations within and between the DDA districts

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Improve connections with physical access, safety and activations within and between the DDA districts

Improve connections with physical access, safety and activations within and between the DDA districts

Activate collaborations with key partners to provide business services, safety, tourism and activations

Activate collaborations with key partners to provide business services, safety, tourism and activations

Strengthen Board

Strengthen Board

Strengthen Board

Improve connections with physical access, safety and activations within and between the DDA districts

Improve connections with physical access, safety and activations within and between the DDA districts

Sustain and implement TIF Plans

DV - Work Plan

Live view of Strategic Plan 2026-28. Edit tasks, assignments and updates on the source sheet; share

Assigned tasks **12**

Missing inputs: Blank resources, budgets, statuses or next steps are not supplied in the Strategic Plan. Commit

TASKS	PRIORITY	TIMELINE
Capital Project & Communications/Mktg: Manage Bridge Closure	1	2027
Building Improvements - Façade/ADA/Adaptive Reuse Grants & Property Owner Outreach	1	2027
Complete market analysis	1	2026
Recruitment Strategy & Occupancy Tracking	1	2027
Identify properties for development grants & owner outreach pipeline	1	2026/27
Wasington Street Activation	2	2027
Retention Plan: Resources/Materials & Business Outreach	2	2027
Recruitment Marketing, Materials & Resources	2	2027
Property Owner Outreach, Education & Partnerships - Vacancy Mitigation	2	2027
Market redevelopment sites to grow TIF & Occupancy	2	2027
S. Huron Pocket Park/Pop-Up Activations	3	2027/28
Young Professionals Retention Strategy	3	2027/28

ed tasks appear in every assigned group.

Completed **1**

ttee-level owners, exact due dates and targets still need confirmation.

PROPOSED NEXT STEPS	COMMITTEE/ CHAMPIONS
Business access / activation plan (p. 35)	Operations/DV/Marketing Committees
Facade / ADA / investment gaps (p. 34)	Grants/DV Committee
	DV Committee
Business mix / recruitment evidence / Validate district vacancy rates (p. 34)	DV Committee
Investment leverage (p. 37)	Grants/DV Committee
Activation Plan (p. 36)	DV/Marketing/Collaborative Task Force
	DV Committee
Apply Marketing Plan & Develop Materials (p. 34)	DV Committee
Identify Properties (p. 34)	DV Committee
Project pipeline (p. 37)	DV Committee
Identify Future Activations (p. 36)	DV/Marketing/Collaborative Task Force
Quorum / volunteers / staffing (p. 37)	Marketing/DV Committee

In progress / initiated **0**

STATUS	RESOURCES / VOLUNTEERS NEEDED	ESTIMATED BUDGET	STRATEGY
			Connectivity & Activation
			Business Vitality & Investment
completed			Business Vitality & Investment
			Business Vitality & Investment
deferred to 2028			Organizational Depth & Accountability Connectivity & Activation
			Business Vitality & Investment
			Business Vitality & Investment
			Business Vitality & Investment
			Organizational Depth & Accountability Connectivity & Activation
			Organizational Depth & Accountability

OBJECTIVE

Improve connections with physical access, safety and activations within and between the DDA districts
Retain and Grow existing businesses and properties
Diversify and grow daytime business and nightlife mix
Diversify and grow daytime business and nightlife mix
Sustain and implement TIF Plans

Activate collaborations with key partners to provide business services, safety, tourism and activations
Retain and Grow existing businesses and properties
Diversify and grow daytime business and nightlife mix
Diversify and grow daytime business and nightlife mix
Sustain and implement TIF Plans

Activate collaborations with key partners to provide business services, safety, tourism and activations
Grow DDA & Volunteer engagement

Marketing - Work Plan

Live view of Strategic Plan 2026-28. Edit tasks, assignments and updates on the source sheet; share

Assigned tasks **14**

Missing inputs: Blank resources, budgets, statuses or next steps are not supplied in the Strategic Plan. Commit

TASKS	PRIORITY	TIMELINE
Capital Project & Communications/Mktg: Manage Bridge Closure	1	2027
Implement Communications & Marketing Plan to Grow Tourism	1	2026/27
Communications & Marketing Plan Implementation - Regional Tourism & EMU Engagement	1	2026/27
Youth & Institutional Engagement: EMU internships, student volunteers and activation think tanks	1	2026/27
Proactive Volunteer Recruitment Strategy	1	2026/27
Implement communications and marketing strategy & brand campaign	1	2026/27
Capital Project & Promotions: Washington Street Activation & Placemaking - Downtown	2	2027/28
Event Review & Support	2	2027
Expand EMU Engagement	2	2027
Wasington Street Activation	2	2027
Board Continuing Education/Team Building	2	2027
Community Information Campaign (clarifying DDA role)	2	2026/27
S. Huron Pocket Park/Pop-Up Activations	3	2027/28
Young Professionals Retention Strategy	3	2027/28

ed tasks appear in every assigned group.

Completed **0**

ttee-level owners, exact due dates and targets still need confirmation.

PROPOSED NEXT STEPS	COMMITTEE/ CHAMPIONS
Business access / activation plan (p. 35)	Operations/DV/Marketing Committees
Collaborations with YpsiReal/Destination AA/EMU (p. 36)	Marketing Committee
Regional tourism / EMU (p. 34)	Marketing Committee
Internships / partner goals (p. 37)	Marketing / Collaborative Task Force
Identify Volunteer Needs (p. 37)	Marketing Committee
Tourism / EMU engagement (p. 37)	Marketing Committee
Activation Plan (p. 35)	Operations/Marketing Committees/ Collaborative Task Force
Event Plan & Fees (p. 36)	EI/Grants /Marketing Committee
Think Tanks / Volunteerism/ Programming (p. 36)	Marketing Committee
Activation Plan (p. 36)	DV/Marketing/Collaborative Task Force
Main Street Membership / Academy Learning Portal (p. 37)	Marketing/EI Committee
Prior to TIF Renewal (p. 37)	Marketing Committee
Identify Future Activations (p. 36)	DV/Marketing/Collaborative Task Force
Quorum / volunteers / staffing (p. 37)	Marketing/DV Committee

In progress / initiated **2**

STATUS	RESOURCES / VOLUNTEERS NEEDED	ESTIMATED BUDGET	STRATEGY
			Connectivity & Activation
			Connectivity & Activation
in progress			Business Vitality & Investment
			Organizational Depth & Accountability
			Organizational Depth & Accountability
in progress			Organizational Depth & Accountability
			Connectivity & Activation
			Connectivity & Activation
			Connectivity & Activation
			Connectivity & Activation
			Organizational Depth & Accountability
			Organizational Depth & Accountability
			Connectivity & Activation
			Organizational Depth & Accountability

OBJECTIVE

Improve connections with physical access, safety and activations within and between the DDA districts
Activate collaborations with key partners to provide business services, safety, tourism and activations
Retain and Grow existing businesses and properties
Grow DDA & Volunteer engagement

Grow DDA & Volunteer engagement

Increase understanding of DDA, its role and services
Improve connections with physical access, safety and activations within and between the DDA districts
Activate collaborations with key partners to provide business services, safety, tourism and activations
Activate collaborations with key partners to provide business services, safety, tourism and activations
Activate collaborations with key partners to provide business services, safety, tourism and activations
Strengthen Board

Increase understanding of DDA, its role and services
Activate collaborations with key partners to provide business services, safety, tourism and activations
Grow DDA & Volunteer engagement

EI - Work Plan

Live view of Strategic Plan 2026-28. Edit tasks, assignments and updates on the source sheet; share

Assigned tasks **4**

Missing inputs: Blank resources, budgets, statuses or next steps are not supplied in the Strategic Plan. Commit

TASKS	PRIORITY	TIMELINE
Event Review & Support	2	2027
Board Continuing Education/Team Building	2	2027
Board Outreach to District/Community	2	2027/28
Event Mini-Grant Program	3	2027/28

ed tasks appear in every assigned group.

Completed **0**

ttee-level owners, exact due dates and targets still need confirmation.

PROPOSED NEXT STEPS	COMMITTEE/ CHAMPIONS
Event Plan & Fees (p. 36)	EI/Grants /Marketing Committee
Main Street Membership / Academy Learning Portal (p. 37)	Marketing/EI Committee
Strategic Plan Communication (p. 37)	EI Committee
Grant Guidelines (p. 36)	EI/Grants Committee

In progress / initiated **0**

STATUS	RESOURCES / VOLUNTEERS NEEDED	ESTIMATED BUDGET	STRATEGY
			Connectivity & Activation
			Organizational Depth & Accountability
			Organizational Depth & Accountability
			Connectivity & Activation

OBJECTIVE

Activate collaborations with key partners to provide business services, safety, tourism and activations
Strengthen Board

Strengthen Board

Activate collaborations with key partners to provide business services, safety, tourism and activations

Grants - Work Plan

Live view of Strategic Plan 2026-28. Edit tasks, assignments and updates on the source sheet; share

Assigned tasks **4**

Missing inputs: Blank resources, budgets, statuses or next steps are not supplied in the Strategic Plan. Commit

TASKS	PRIORITY	TIMELINE
Building Improvements - Façade/ADA/Adaptive Reuse Grants & Property Owner Outreach	1	2027
Identify properties for development grants & owner outreach pipeline	1	2026/27
Event Review & Support	2	2027
Event Mini-Grant Program	3	2027/28

ed tasks appear in every assigned group.

Completed **0**

ttee-level owners, exact due dates and targets still need confirmation.

PROPOSED NEXT STEPS	COMMITTEE/ CHAMPIONS
Facade / ADA / investment gaps (p. 34)	Grants/DV Committee
Investment leverage (p. 37)	Grants/DV Committee
Event Plan & Fees (p. 36)	EI/Grants /Marketing Committee
Grant Guidelines (p. 36)	EI/Grants Committee

In progress / initiated **0**

STATUS	RESOURCES / VOLUNTEERS NEEDED	ESTIMATED BUDGET	STRATEGY
			Business Vitality & Investment
deferred to 2028			Organizational Depth & Accountability Connectivity & Activation
			Connectivity & Activation

OBJECTIVE

Retain and Grow existing businesses and properties
Sustain and implement TIF Plans

Activate collaborations with key partners to provide business services, safety, tourism and activations
Activate collaborations with key partners to provide business services, safety, tourism and activations

Collaborative Task Force - Work Plan

Live view of Strategic Plan 2026-28. Edit tasks, assignments and updates on the source sheet; share

Assigned tasks **5**

Missing inputs: Blank resources, budgets, statuses or next steps are not supplied in the Strategic Plan. Commit

TASKS	PRIORITY	TIMELINE
Youth Engagement/Loitering Mitigation	1	2026-27
Youth & Institutional Engagement: EMU internships, student volunteers and activation think tanks	1	2026/27
Capital Project & Promotions: Washington Street Activation & Placemaking - Downtown	2	2027/28
Wasington Street Activation	2	2027
S. Huron Pocket Park/Pop-Up Activations	3	2027/28

ed tasks appear in every assigned group.

Completed **0**

ttee-level owners, exact due dates and targets still need confirmation.

PROPOSED NEXT STEPS	COMMITTEE/ CHAMPIONS
Youth partner actions (p. 36)	Collaborative Task Force
Internships / partner goals (p. 37)	Marketing / Collaborative Task Force
Activation Plan (p. 35)	Operations/Marketing Committees/ Collaborative Task Force
Activation Plan (p. 36)	DV/Marketing/Collaborative Task Force
Identify Future Activations (p. 36)	DV/Marketing/Collaborative Task Force

In progress / initiated **1**

STATUS	RESOURCES / VOLUNTEERS NEEDED	ESTIMATED BUDGET	STRATEGY
initiated			Connectivity & Activation
			Organizational Depth & Accountability
			Connectivity & Activation
			Connectivity & Activation
			Connectivity & Activation

OBJECTIVE

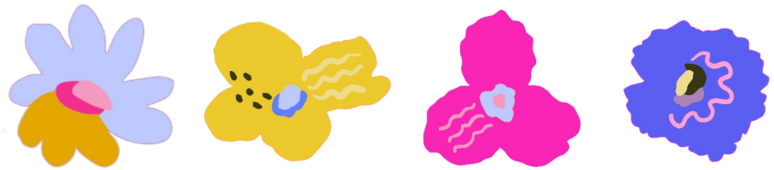
Activate collaborations with key partners to provide business services, safety, tourism and activations
Grow DDA & Volunteer engagement

Improve connections with physical access, safety and activations within and between the DDA districts
Activate collaborations with key partners to provide business services, safety, tourism and activations
Activate collaborations with key partners to provide business services, safety, tourism and activations

Flowers Everywhere, Growing Community in Ypsilanti

Flowers Everywhere is a public art project that brings colorful flower installations to local storefronts, community spaces and other public places in Ypsilanti. This project is an invitation for residents and visitors to explore the city, discover new places and experience art as part of everyday life!

Avery Williamson and Krista Skytta are the interdisciplinary artists, muralists and educators behind this project with the support of Ypsilanti District Library, Ypsilanti Downtown Development Authority and a generous private donor.





Meet the Artists: Krista Skytta and Avery Williamson

Krista and Avery create community-centered murals and art experiences that celebrate place, imagination and connection. Their work brings people together through site-specific murals rooted in nature and collective storytelling. Their process results in vibrant public art that reflects the textures, colors and character of each unique place. Through their murals, Avery and Krista create artwork for all their neighbors across Washtenaw County, inviting people to see themselves reflected in and connected through shared public spaces.



72%

of Americans believe "the arts provide shared experiences with people of different races, ethnicities, ages, beliefs, and identities"

69%

of Americans believe the arts "lift me up beyond everyday experiences."

45 minutes

of art making can lower the stress hormone cortisol by 25%

These numbers, from "10 Reasons to Support the Arts in 2025" by Americans for the Arts, illuminate how creative engagement translates into improvements in physical, social, and mental well-being.

Rutgers Mason Gross Health in Arts Research Lab (source)

A reason to get out, explore and discover somewhere new

We've developed a vibrant flower design system inspired by the shapes, patterns and rhythms of the natural world. Each flower is a distinct artwork designed to work as part of a larger visual landscape across Ypsilanti.

Our plan is underway to install approximately **30 temporary flower artworks** in local businesses, libraries, health and service organizations and green spaces, alongside the current flower installation at the Ypsilanti District Library Michigan Avenue Branch plaza.

Each participating location will become part of a larger artwork connecting the places where people live, work, shop, gather and receive services.





We’re building something the whole city can take part in!



The project is already underway! This October we installed 6 flowers in the YDL Michigan Ave outdoor plaza and hosted a community art-making workshop. By the end of the month we will install the first 10 flowers in local businesses and organizations (Decode, Ypsilanti, Bloodroot, Penny Roll Sushi, Ypsilanti City Hall, Ozone House, Corner Health, Beara Bakes, Dos Hermanos, MIHQ and Putt Around).

- **Fall 2026:** Flower sculpture installation in YDL Michigan Ave plaza, community workshop, vinyl flowers installed at 10 locations
- **Winter 2026–27:** Build partnerships and identify future installation sites
- **Spring 2027:** Expand toward 30 flower installations and launch the citywide *Flowers Everywhere* Scavenger Hunt, with the YDL Michigan Avenue Branch as the hub.

What’s already blooming? Flowers in the Library Plaza

Check out our flower sculpture installation in YDL Michigan Ave plaza!






Our previous work with *Flowers Everywhere*

Visit our existing flower installation on Fourth Avenue in downtown Ann Arbor!



What’s next for *Flowers Everywhere*

In spring 2027, we’ll launch a citywide *Flowers Everywhere* scavenger hunt, with the Ypsilanti District Library on Michigan Avenue as its central hub.

Participants will pick up a flower passport at the library, then explore the city to find flowers and collect stamps at participating locations. Along the way, they’ll be encouraged to visit businesses, discover community resources and spend time in places they might not otherwise encounter.



Interested in supporting *Flowers Everywhere*?

We'd love to speak with you.

We're seeking additional funding and community partners to help bring the project to its full potential. Your support can help bring more color to Ypsilanti, connect people with local places and make public art part of everyday life!



KEY:

RED: ADDITION FROM COMMITTEE FOR EQUITABLE INVESTMENT
BLUE: RECOMMENDATION/ADDITION FROM OPERATIONS AND FINANCE COMMITTEE

THE CITY OF YPSILANTI
DOWNTOWN DEVELOPMENT AUTHORITY BY-LAWS

APPROVED BY CITY COUNCIL On _____, 2026:

DRAFT

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DRAFT

ARTICLE I. DEFINITIONS

The following words shall herein be defined as follows, unless their context requires a different meaning:

1. "Act 2" shall mean the uniform budgeting and account act, 1968 PA 2, as amended.
2. "Act 43" shall mean the budget hearings of local governments, 1963 PA 43 (2nd Ex. Sess.), as amended.
3. "Act 57" shall mean the Recodified Tax Increment Financing Act, 2018 PA 57, as amended.
4. "Act 247" shall mean the publication of notices in newspapers, 1963 PA 247, as amended.
5. "Act 267" shall mean the Open Meetings Act, 1976 PA 267, as amended.
6. "Const. of 1963" shall means the Michigan Constitution of 1963, as amended.
7. "DDA" shall mean the City of Ypsilanti Downtown Development Authority.
8. "DDA Act" shall mean 2018 PA 57, including all amendments to those public acts.
9. "DDA Board" shall mean the governing body of the DDA.
10. "DDA District" shall mean the area designated by ordinance of the City that sets forth the boundaries of the DDA.
11. "City" shall mean the City of Ypsilanti, Washtenaw County, Michigan.
12. "City Council" shall mean the City of Ypsilanti, Washtenaw County, Michigan governing body.

ARTICLE II. ORGANIZATION AND PRINCIPAL PLACE OF BUSINESS

Section 2.1. **Name.** The name of the organization shall be "City of Ypsilanti Downtown Development Authority".

Section 2.2. **Enabling Legislation.** The DDA was created by the City as a public body corporate pursuant to the DDA Act.

Section 2.3. **Principal Place of Business.** The principal place of business of the DDA shall be 1 S. Huron St. Ypsilanti, MI 48197.

ARTICLE III. DDA BOARD PURPOSE AND DUTIES

Section 3.1. **Purpose of DDA Board.** The DDA shall strive to promote economic growth, halt property value deterioration, eliminate the causes of that deterioration, and properly and reasonably use any of the powers conferred to the DDA pursuant the DDA Act.

Section 3.2. **Analyze DDA District.** The DDA shall analyze the impact of economic changes and growth in the DDA District and develop plans in coordination with the City's Planning Commission, to promote orderly economic growth in the DDA District.

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Section 3.3. **Implementation of Plan.** With the advice and consent of the City Council, the DDA Board shall implement a development plan in the DDA District as necessary to achieve the purposes of the DDA Act, all in accordance with the powers granted by the DDA Act.

Section 3.4. **Other Duties and Powers.** The DDA shall have all other duties and powers that have been granted to it, either expressed or implied, by Const. 1963, any public act, rule, regulation, ordinance, or other official document.

ARTICLE IV. DDA BOARD

Section 4.1. **Number of DDA Board Members.** The DDA Board shall consist of not less than 9 members nor more than 13 members including the Mayor or his/her designee. All DDA Board members will be appointed by the Mayor, subject to the approval of the City Council, with the exception of the Mayor that serves by right pursuant to Section 204 of the DDA Act.

Section 4.2. **DDA Board Membership.** At least a majority of the DDA Board members shall be persons having an interest in property within the DDA District.

Section 4.3. **Volunteer Advisors.** The DDA Board may appoint volunteer advisor(s) ("Advisor"). An Advisor to the DDA Board is an individual that has served on the DDA, is a valuable source of wisdom and institutional memory and volunteers at the sole discretion of the DDA Board. An Advisor serves solely as in an advisory role and does not vote, is not paid, does not have fiduciary responsibilities, is not obligated to attend meetings, does not count towards a quorum, and may be included in or excluded from an executive session by a majority vote of the DDA Board.

Section 4.4. **DDA Board Appointments.** Of the 8 to 12 DDA Board members appointed by the Mayor and approved by the City Council, each DDA Board member shall serve a term of four (4) years, at which time a successor shall be appointed. Each DDA Board member shall hold office until a successor is appointed. The terms of office of the DDA Board members shall commence in the month of July. No individual appointed to the DDA Board shall serve on the DDA Board without first qualifying by taking and subscribing to the constitutional oath of office. A DDA Board member may be removed for cause by the City Council after notice and an opportunity to be heard, which is subject to review by the circuit court.

Section 4.5. **Attendance at DDA Board meetings.** Appointment to the DDA Board confers a requirement that the DDA Board member attend DDA Board meetings. Attendance at DDA Board meetings is a privilege conferred upon a DDA Board member. It carries with it the responsibility to participate in DDA Board activities and represent the business owners, property owners, residents, and visitors of the DDA District. Attendance at DDA Board meetings is critical to fulfilling this responsibility.

Section 4.6. **DDA Board members may be excused from DDA Board Meetings.** The DDA Board may excuse a DDA Board member from any regular or special meeting of the DDA Board if the DDA Board member has provided the DDA Board with prior notice that he or she is unable to attend. Notice requirement shall be waived in case of medical/family emergency at the discretion

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of the board. An excused absences shall not be treated as an unexcused absence, which is set forth in Section 4.7 herein.

Section 4.7. **DDA Board members unexcused absences from DDA Board Meetings.** In the event that a DDA Board member has more than three unexcused absences from the DDA Board meetings, the DDA Chairperson (defined below in Article V), the DDA Director (defined below in Article XI), or both shall contact the absent DDA Board member for a determination as to whether the individual will be able to commit to future DDA Board meetings. In the event that the individual cannot commit to attend future DDA meetings, the individual shall submit his or her resignation in writing to the DDA Board who shall thereafter submit it to the City Council. In the event that the DDA Board member's unexcused absences continue for more than three additional regular or special meetings of the DDA Board during the DDA Board members current term of appointment, the DDA Board may request the City Council to remove the DDA Board member for cause. There will be a limit of three consecutive "excused absences" or three consecutive "unexcused absences" for any member of the DDA Board. If any member exceeds the above criteria for consecutive absences, the DDA Board Member will be recommended for dismissal unless extenuating circumstances exist. If any DDA Board member is absent, whether excused or not, from any five (5) scheduled monthly DDA Board meetings, whether consecutive or not, during any one year period, the DDA Board Member will be recommended for dismissal unless extenuating circumstances exist. Online/Virtual attendance counts as an absence, but the Secretary shall take note if a member attends virtually and the DDA Board shall note the Board Members virtual participation when considering request for removal.

Section 4.8. **DDA Board Vacancies.** The Mayor, shall appoint individuals to the DDA Board to fill unexpired terms and terms of those caused by death, resignation, removal, or who fail to qualify for any reason.

Section 4.9. **DDA Board Member Compensation.** Members of the DDA shall serve without compensation, but shall be reimbursed for actual and necessary expenses.

ARTICLE V. DDA BOARD OFFICERS

New Section 5.1. Criteria for all DDA Board Officers. Priority and preference for DDA Board Officer terms given to residents of the City of Ypsilanti.
Op/Fin Committee requested to strike above addition.

Section 5.1. **Chairperson and Vice-Chairperson.** The DDA Board shall elect a chairperson and a vice- chairperson for a term of one (1) year in office and limited to only two (2) successive terms and must not be ~~**chairperson**~~ **officer** for one (1) term before being eligible for chairperson again.

Section 5.2. **Duties of Chairperson.** The chairperson shall preside at all DDA meetings, shall bring matters of immediate attention to the DDA Board, shall announce any special meetings to the DDA Board membership, and perform all other duties as set forth in Act 57 or as assigned by the DDA Board. Unless delegated to the DDA Director, the chairperson shall maintain direct communication with the City Council and the City Planning Commission.

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Section 5.3. **Duties of Vice-Chairperson.** The vice-chairperson, in the absence of the chairperson, shall assume the duties of the chairperson. Should the chairperson position become vacant by death or resignation, or should the chairperson become otherwise unable to discharge the duties of the office, the vice-chairperson shall become the chairperson for the unexpired term and shall assume all powers and responsibilities of the office of chairperson. In the event the vice-chairperson assumes the duties of the chairperson, a new vice-chairperson shall be elected by the DDA Board at the next regularly scheduled DDA Board meeting.

Section 5.4. **Secretary and Treasurer.** The DDA Board may elect, appoint, or hire a secretary and a treasurer, who may be a member of the DDA Board, an individual, or an entity. The term of office of the secretary and treasurer shall be for one (1) year.

Section 5.5. **Duties of the Secretary.** The secretary shall attend all meetings of the DDA, unless otherwise excused, and shall see that the books, reports, statements and all other documents and records not required to be maintained by the treasurer are properly kept and filed. The secretary or DDA Director or other designated person, shall sign and keep minutes of the meetings, and maintain these records; shall provide the City Council and City Clerk with a copy of the DDA minutes; shall maintain the by-laws, as amended, or otherwise altered to date; and perform such other duties delegated by the DDA Board.

Section 5.6. **Duties of the Treasurer.** The treasurer shall be responsible for the safe keeping of the financial records of the DDA and who, together with the DDA Director, if one is appointed, shall approve all vouchers for the expenditure of funds of the DDA which will be based on formalized policies. The elected treasurer shall be the chair of the operations and finance committee. The treasurer shall perform such other duties as may be delegated to him, her, or it by the DDA Board.

Section 5.7. Nomination Process. Nomination of officers shall be made from the floor at the regular meeting in December each year, and the election shall be immediately thereafter. A candidate receiving a majority vote of the entire DDA Board shall be declared elected and shall serve a term of one year or until their successor shall take the office. Vacancies in office shall be filled immediately by regular election procedures. The officers shall be members of the DDA Board.

Section 5.7. Nomination Process. Nomination of officers shall adhere to the DDA's Nomination of Officers Policy (create policy)

ARTICLE VI. COMMITTEES

Section 6.1. **Conformance with Act 267.** Any committee that recommends to the DDA Board a motion, proposal, recommendation, resolution, order, ordinance, bill, or measure is required to conform to Act 267.

Section 6.2. **Chair of Committees.** The Chair of the Committee shall be only members of the Board of Directors.

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Section 6.3. **Advisory Committees.** The Board, by resolution adopted by a majority of the board members present at any meeting, may designate and appoint one (1) or more committees to advise the board. Except as otherwise provided in such resolution, the members of such committee shall be board members of the Authority. Membership on the committees shall be voluntary unless an inadequate number of volunteers (less than three (3)) step forward at which point the Chairperson shall appoint the members thereof. All board members shall serve on at least one (1) committee and no more than six (6) DDA Board members shall serve on each committee. However, any member may be removed by the Chairperson or persons authorized to remove members of committee(s) whenever in their judgments the best interests of the Authority shall be served by such removal. The quantity and role of the committees shall be formalized through a separate policy. However, the role of the committees, unless specifically noted otherwise, is limited to making recommendations to the DDA Board.

Section 6.2. **Standing Committees.** Standing committees may be formed and disbanded at the discretion of the DDA.

Section 6.3. **Ad Hoc Committee.** The DDA may invite persons to act as committee members to help guide and supply information to assist in decision making. DDA members may recruit potential committee members and the appointment shall be affirmed by a majority vote of the DDA Board at a regular or special meeting of the DDA.

Section 6.4. **Executive Committee.** The Board, by resolution adopted by a majority of the Board members, may designate an executive committee comprised of such persons as the Chairperson of each committee and specified members of the Board of Directors. The executive committee shall be authorized to make decisions between business meetings provided they do not involve significant financial obligations as defined in the funding and purchasing policy or emergent decisions be ratified by the DDA Board at the following meeting.

Article VII. DDA MEETINGS.

Section 7.1. **Conformance with Act 267.** Meetings of the DDA shall be open to the public and a record shall be maintained of all proceedings. All business which the DDA Board may perform shall be conducted in compliance with Act 267.

Section 7.2. **Regular and Special Meetings.** The DDA Board shall determine the date and time of its regular meetings and post a notice of the meetings as required by Section 5 of Act 267. Special meetings may be called by the DDA Chairperson or any three (3) DDA Board members by filing a written request with either the DDA Chairperson or DDA Director. Public notice of the time, date and place of all meetings shall be given in the manner required by Act 267. Regular and special meetings shall be held at the City of Ypsilanti City Hall unless the meetings are cancelled by the DDA Chairperson due to lack of business or quorum or an alternative location is approved by the DDA Board.

Section 7.3 **Annual Meetings.** The DDA Board shall hold an annual strategic planning meeting in October of each calendar year. The election, appointment, or hiring of officers shall occur at the annual organizational meeting in December.

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Section 7.4 **Closed Meetings/Sessions.** Closed meetings/sessions shall occur consistent with the notice, purpose, and requirements provision of the Open Meetings Act.

Section 7.5. **Quorum.** A simple majority of the DDA Board members appointed shall constitute a quorum for the transaction of business.

Article VIII. AGENDA CONTENTS AND NOTICE

Section 8.1. **Agenda.** An agenda shall be prepared for each meeting of the DDA Board.

Section 8.2. **Agenda Preparation.** The agenda for each meeting of the DDA Board shall be prepared by the DDA Director, subject to approval of the DDA Chairperson. If the DDA Board has not appointed an individual to the position of DDA Director or the position of DDA Director is vacant, the agenda shall then be prepared by the DDA Chairperson.

Section 8.3. **Deadline for Agenda Items.** Information received after the Friday before the board meeting at 4 pm by the DDA Director for the preparation of the agenda shall not be included on the agenda unless approved by the DDA Chairperson.

Section 8.4. **Meeting Material Delivered via Email.** Any DDA Board member that has provided an e-mail address to the DDA Director consents to receiving notice of all meetings and meeting materials via e-mail.

Section 8.5. **Modification of Agenda.** Any DDA Board member shall have the right to add items to the agenda upon concurrence from the DDA Board prior to the approval of the agenda.

ARTICLE IX. RULES OF PROCEDURE

Section 9.1. **Rules of Procedure.** The DDA Board follows Roberts Rules of Order. The DDA Board reserves the right to deviate from Robert's Rules of Order. Decisions of the DDA Chairperson are final on questions of procedure, except that any ruling may be appealed to a vote of the DDA Board.

Section 9.2. **Public Comment.** Public comment is held at the top of the agenda and at the end of the agenda. Public comment shall be limited to three (3) minutes. Everyone shall have the opportunity to speak one (1) time per public comment opportunity. .

Ops and Finance Committee suggests putting section 9.2 as a policy rather than a bylaw.

Article X. VOTING

Section 10.1. **Voice Voting.** All votes, with the exception of a vote authorizing the spending of money, may be cast as voice votes. If the voice vote is not unanimous, a roll call vote may then be taken. For a roll call vote the names of the DDA Board members shall be called and the DDA Chairperson votes last.

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Section 10.2. **Obligation to Vote.** Election to a deliberative body carries with it the obligation to vote.

Section 10.3. **Requirement to Vote.** DDA Board members present at a DDA Board meeting shall vote on every matter before the body, unless otherwise excused or prohibited from voting by law.

Section 10.4. **Passing Vote.** A vote of a majority of a quorum of the DDA Board present and voting shall be required for passage of any action.

Section 10.5. **Conflict of Interest.** Conflict of interest, as defined by law, shall be the sole reason for a DDA Board member to abstain from voting.

Section 10.6. **Conflict Determination.** The DDA Board shall determine if a DDA Board member has a conflict. In the event that the DDA Board cannot make a determination, it shall consult with its legal counsel on the issue. The opinion of the attorney of the DDA shall be binding on the DDA Board with respect to the existence of a conflict of interest.

Section 10.7. **Postponing a Vote for Conflict Determination.** A vote on an issue may be postponed, if necessary, to obtain the opinion of the attorney of the DDA as to whether a conflict of interest exists.

Section 10.8. **No Secret Ballots.** All votes must be held and determined in public in strict adherence to the standards of Act 267.

Section 10.9. **Declaration of Vote.** In all cases, the DDA Chairperson shall declare the result of all votes of the DDA Board.

Section 10.10. Once a vote is taken and an issue is decided by vote, the duty of each member of the DDA Board is to accurately represent the position reflected by the outcome of the vote.

ARTICLE XI. DDA DIRECTOR AND OTHER PERSONNEL

Section 11.1. **Appointment of DDA Director.** The DDA Board, with the approval of the City Council, may hire a DDA Director to execute the duties set forth in Act 57, as amended, and any other duties as determined by the DDA Board. The DDA Director shall serve at the pleasure of the DDA Board. A DDA Board member is not eligible to hold the position of DDA Director. No individual appointed as the DDA Director shall serve in that capacity without first qualifying by taking and subscribing to the constitutional oath of office, and furnish a bond, by posting a bond in the penal sum determined in the ordinance establishing the DDA payable to the DDA for use and benefit of the DDA, approved by the DDA Board, and filed with the City Clerk. The premium on the bond shall be deemed an operating expense of the DDA and shall be payable from funds available to the DDA for expenses of its operations.

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Section 11.2. **DDA Director Duties.** The DDA Director shall prepare a proposed budget for consideration by the DDA Board and City Council; supervise and be responsible for, the preparation of plans and the performance of the functions of the DDA in the manner authorized by the DDA Act; attend all meetings of the DDA Board, unless excused; provide the City Council a regular report covering the activities and financial condition of the DDA; the DDA Director shall approve of purchasing and funding according to formalized policies established by the DDA; any other duty required to be performed as set forth in Act 57; and perform any such other duties as may be delegated to him or her by the DDA Board.

Section 11.3. **DDA Director Absence or Disability.** If the DDA Director is absent or disabled, the DDA Board may designate a qualified person as acting director to perform the duties of the office.

Section 11.4. **Personnel and Legal Counsel.** The DDA Board may employ other personnel deemed necessary by the DDA Board and retain legal counsel to advise the DDA Board and DDA Director in the proper performance of their duties.

ARTICLE XII. FISCAL YEAR, BUDGET, REPORTS, AUDITS

Section 12.1. **Fiscal Year.** The fiscal year of the DDA shall be consistent with the fiscal year of the City Council, which is currently from July 1 to June 30.

Section 12.2. **Budget.** The DDA Director with the assistance of the DDA Treasurer or other DDA or City staff shall prepare an annual budget, which shall be prepared in the manner and contain the information required of municipal departments. The budget shall be submitted by the DDA Director to the DDA Board for contingent approval by the DDA Board pending final approval by the City Council and the DDA Board shall thereafter submit it to the of Mayor for submission to the City Treasurer for inclusion in the City budget, which shall conform to Act 2. The DDA budget shall be approved by the City Council pursuant to Act 43.

Section 12.3. **Annual Audit.** The DDA shall be audited annually by the CPA firm with experience in governmental audits and preferably the same firm that audits the City. Copies of the DDA audit shall be filed with the City Council and the State of Michigan.

Section 12.4. **Financial Reports.** All expense items of the DDA shall be available at the DDA meeting and the financial records shall be open to the public. As used in this Section, publicized means published to the DDA's webpage, posted at its principal place of business; or published in a newspaper of general circulation as defined in Act 247.

ARTICLE XIII. CONTRACTS, LIABILITY

No member of the DDA is authorized to make a decision unless so authorized by the DDA Board, these Bylaws, the Const. of 1963, or other law, rule, or procedure. Additionally, no member of the DDA may bind the DDA to any contract or render it pecuniarily liable for any purpose without the express authorization of DDA Board. Neither the DDA Board nor any member of the DDA is

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authorized to pledge the full faith and credit or guarantee any vote or authorization by the DDA Board or the City Council.

ARTICLE XIV. BY-LAW AMENDMENTS

These by-laws may be amended by a vote of the DDA Board at any regular or special meeting called for that purpose upon prior notice of the proposed action.

ARTICLE XV. REPEAL

All previous by-laws of the DDA are hereby repealed in their entirety.

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Downtown Development Authority of the City of Ypsilanti
County of Washtenaw, State of Michigan

RESOLUTION APPROVING THE BYLAWS OF THE YPSILANTI DOWNTOWN DEVELOPMENT AUTHORITY

The following preamble and resolution were offered by Member_____and supported by Member _____.

WHEREAS, Section 204 of Act 57 (MCL 125.4204) requires the Ypsilanti Downtown Development Authority (YDDA) Board to adopt rules governing its procedure and the holding of regular meetings, consistent with the Open Meetings Act, subject to the approval of the governing body; and

WHEREAS, the YDDA Operations and Finance Committee was tasked with restating the YDDA Bylaws, last updated in 2009 with support of staff and the YDDA Attorney; and

WHEREAS, the YDDA Board, Advisory Committee, and Attorney have reviewed the Bylaws and finds that they are consistent with Act 57 and the Open Meetings Act.

WHEREAS, that the Bylaws are subordinate to, and shall be interpreted consistently with, Act 57 and other applicable law, and any future amendment to the Bylaws shall be subject to Council approval as required by Section 204 of Act 57

NOW, THEREFORE, BE IT RESOLVED that the YDDA Board approves the Bylaws of the Ypsilanti Downtown Development Authority.

BE IT FURTHER RESOLVED The YDDA Board respectfully requests that City Council adopt the attached resolution approving the YDDA's Restated Bylaws, adopted by the DDA Board on November 19, 2026.

YES:
NO:
ABSENT:
ABSTAINED:
VOTE:

Resolved, this 19th day of November, 2026

OPINION OF PROBABLE CONSTRUCTION COST

ORCHARD, HILTZ & McCLIMENT, INC.
34000 Plymouth Road, Livonia, Michigan, 48150 Telephone: (734) 522-6711 FAX: (734) 466-4557

PROJECT: North Huron Parking Lot Reconstruction
LOCATION: Ypsilanti, MI
WORK: Parking Lot Reconstruction (4-inches HMA, 8 inch agg)
Curb repair and storm structure adjusts

DATE: May 28, 2026
PROJECT #: DDA
ESTIMATOR:
CHECKED BY: AK
CURRENT ENR: RJ

ITEM	DESCRIPTION	UNIT	TOTAL	UNIT PRICE	COST
1	Mobilization, Max 10%	LSUM	1		$ -
2	Restoration	LSUM	1	$ 3,000.00	$ 3,000.00
3	Curb and Gutter, Rem	Ft	250	$ 15.00	$ 3,750.00
4	Pavt, Rem	Syd	2500	$ 15.00	$ 37,500.00
5	Erosion Control	LSUM	1	$ 1,500.00	$ 1,500.00
6	Aggregate Base, 8 inch 21AA Limestone	Syd	2500	$ 20.00	$ 50,000.00
7	Drainge Structure Adjusts & Repairs	Ea	3	$ 2,000.00	$ 6,000.00
8	Hand Patching	Ton	20	$ 400.00	$ 8,000.00
9	HMA, 5EML, 2 inch	Ton	600	$ 140.00	$ 84,000.00
10	HMA, 4EML, 2 inch	Ton	600	$ 120.00	$ 72,000.00
11	Curb and Gutter, Conc	Ft	250	$ 40.00	$ 10,000.00
12	Signs, Remove, Salvage, & Reinstall	LSUM	1	$ 5,000.00	$ 5,000.00
13	Pavt Mrkg, Waterborne, 4 inch, Blue	Ft	190	$ 1.50	$ 285.00
14	Pavt Mrkg, Waterborne, 4 inch, Yellow	Ft	720	$ 1.50	$ 1,080.00
15	Pavt Mrkg, Ovly Cold Plastic, Handicap Sym	Ea	5	$ 800.00	$ 4,000.00
16	Traffic Control	LSUM	1	$ 3,000.00	$ 3,000.00

TOTAL	$289,115.00
CONTINGENCY (20%)	$ 57,823.00
Design and Construction Engineering Fees:	$ 86,734.50
TOTAL OPINION OF PROBABLE CONSTRUCTION COSTS =	**$ 346,938.00**
Total Project Cost:	**$ 433,672.50**

ASSUMPTIONS/CLARIFICATIONS

1. Assume no sidewalk, ADA ramps, or driveway aprons are needed.
2. No main-line storm sewer work is incluced. Only drainage structure chimney/frame repairs.
3. HMA is estimated at 4-inches on 8-inches of aggregate 21AA per the pavement report.
4. Curb and gutter included for minor curb repairs. Assume to keep the existing curb and gutters.
5. No reconfiguration to existing parking lot geometry is included. The City has requested we include some additional ADA spaces that require additional signs to be installed.
6. Construction costs are estimated for 2027.

Downtown Development Authority of the City of Ypsilanti
County of Washtenaw, State of Michigan

RESOLUTION REQUESTING THAT CITY COUNCIL PAUSE THE INSTALLATION OF NEW PARKING METERS WITHIN THE YPSILANTI DOWNTOWN DEVELOPMENT AUTHORITY DISTRICTS

The following preamble and resolution were offered by Member _____ and supported by Member _____:

WHEREAS, the Ypsilanti Downtown Development Authority ("YDDA") has invested $384,680 over the past three years in repairs to three City-owned parking lots (North Adams Lot, Freighthouse Lot, and Ballard Lot) within the YDDA Districts, and is preparing to repair the North Huron Street parking lot at an estimated cost of $450,000; and

WHEREAS, the YDDA Board has concerns regarding the City's plan to install meters and charge fees in all City-owned parking lots within the YDDA Districts, as the plan does not account for the current level of demand for business-district parking; and

WHEREAS, the City's parking implementation plan relies on a parking study conducted in 2019, and the YDDA recognizes that conditions in the downtown area have changed substantially since the onset of the COVID-19 pandemic in 2020; and

WHEREAS, the YDDA is committed to supporting a vibrant, accessible downtown and to making parking decisions based on current, reliable data;

NOW, THEREFORE, BE IT RESOLVED that the YDDA Board requests that the Ypsilanti City Council pause the installation of any new parking meters or kiosks within the YDDA Districts while the YDDA commissions and contracts for an updated parking study of the YDDA Districts within six months; and

BE IT FURTHER RESOLVED that, upon completion of the study, the YDDA Board requests a joint meeting with City Council to review the study's findings and recommendations.

YES:
NO:
ABSENT:

ABSTAINED:
VOTE:

Resolved, this 19th day of November, 2026

THE ALAN GROUP

Project: Ypsilanti Streetscape
Budget / Proposal: Budget
Document: Concept
Date: 10/30/2026

Estimator: James Ratliff
Duration (weeks): 6
Document Date: 6/30/2026
Square Footage: N/A

CSI DIV	Trade Activity	Total
01-450	Testing & Inspection Services	By Owner
01-710	Staking & Layout	$ 7,040
03-310	Concrete Foundations	$ 129,389
03-400	Precast Concrete	$ 208,358
07-100	Waterproofing & Joint Sealants	$ 67,238
26-000	Building & Site Electrical	ETR
31-200	Earthwork	$ 92,508
32-120	Asphalt Paving	N/A
32-130	Concrete Paving	N/A
32-310	Fencing	$ 95,550
32-330	Site furnishings	N/A
32-800	Irrigation System	N/A
32-900	Landscaping & Pavers	$ 150,872
33-000	Underground Utilities	N/A
CSI DIV	**Project Staffing**	
01-100	Preconstruction / Staff	Included
01-120	Construction & Operations Staff	$ 55,872
CSI DIV	**General Conditions**	
01-130	Vehicle / Parking Expences	$ 3,858
01-300	Administrative & Document Management	$ 1,468
01-510	Temporary Utilities & Cellular Fees	$ 2,946
01-520	Temporary Facilities	$ 1,460
01-530	Temporary Construction	$ 550
01-540	Construction Aids & Hoisting	$ 275
01-550	Temporary Access Requirements	$ 30,000
01-560	Temporary Barriers & Enclosures	N/A
01-580	Project Identification & Temporary Signage	$ 941
01-710	Examination and Preparation	$ 1,900
01-740	Cleaning and Waste Management	$ 8,680
01-760	Protecting Installed Construction	N/A
	Sub Total I:	**$ 858,905**
	Budget Contingency 10%	$ 85,891
	Construction Contingency 5%	$ 42,945
	Permit Fees Allowance	By Owner
	Insurance (G.L., Workers Comp., Auto, Umbrella, Agg.) 0.7%	$ 6,012
	Builders Risk Insurance	By Owner
	P&P Bond	$ 12,628
	Sub Total II:	**$ 1,006,381**
	Management Fee 10.0%	**$ 100,638**
	Total Budget:	**$ 1,107,019**