

**City of Keego Harbor  
Tax Increment Finance Authority  
(TIFA) Meeting Minutes  
Wednesday, December 3, 2025, at 4:00 pm**

**Call the Meeting to Order:**

TIFA Chairman Emerling called the meeting to order at 4:00 pm

**Roll Call:** Chairperson David Emerling, Secretary Clark, Board Member Santa, and Council Member Dahl

**Staff Present:**

City Manager / City Clerk Tammy Neeb, and Treasurer Denise Hanley.

**Public Comment:**

Public comment was made to the TIFA board.

**Approval of the Agenda:**

*Motion by Secretary Clark; supported by Board Member Santa to approve the agenda as modified item 5 to item 1.*

*Unanimous Vote    Ayes: 4                      Nays: 0*

*Motion carries*

**Approval of Meeting Minutes:**

*Motion by Board Member Santa; supported by Council Member Dahl to accept the minutes from September 3<sup>rd</sup>.*

*Unanimous Vote:    Ayes: 4                                      Nays: 0*

*Motion carries*

*Board Member Colleen Wade arrived at 4:15 pm*

**Financial Report**

*Motion by Secretary Clark; supported by Board Member Santa to accept the revenue and expenditure report for the period ending November 30<sup>th</sup>.*

*Unanimous Vote:    Ayes: 5                                      Nays: 0*

*Motion Carries*

**New Business:**

**Main Street Program Update**

City Planner, Emily Huhuman submitted the Main Street application in October. Feedback from Oakland County suggested the application start with a smaller target area as opposed to the entire TIFA district. The target area can be expanded later. Resubmitting the application as soon as possible would allow Oakland County to get visits and training scheduled for the city. June 11<sup>th</sup> will be the official onboarding date with Main Street. City Manager Neeb will put it on City Council’s agenda for December.

*Motion by Secretary Clark; supported by Board Member Wade to approve and recommend to City Council that we reduce the size of the target area to the smaller scope recommended by McKenna and that the OCSM duties be carried out by the TIFA Board.*

*Unanimous Vote:                   Ayes: 5                   Nays: 0*

*Motion Carries*

*Board Member Daelemans arrived at 4:23 pm*

*City Treasurer, Denise Hanley, and Emily Huhman left at 4:27 pm*

**Appointment of Vice Chairperson**

*Motion by Chairman Emerling; supported by Secretary Clark to nominate Colleen Wade as Vice Chairperson.*

*Roll Call: Emerling yes, Clark yes, Daelemans yes, Santia yes, Wade yes, Dahl yes.*

*Motion Carries*

**TIFA Marketing Support**

Sam Mariuz was unable to attend. The RFI for the corner property has been posted. Ms. Mariuz is looking into hosting a “Developer’s Day” in the spring.

**Ratify Sunset Park Fence Expense**

*Resolution by Secretary Clark; supported by Board Member Santia to approve to ratify the expense for the fence repairs at Sunset Park not to exceed \$975, and also the expense for another section that was knocked down for another \$975.*

*Roll Call: Dahl yes, Wade yes, Daelemans yes, Emerling yes, Santia yes, Clark yes.*

*Resolution Carries*

**Ratify Light Pole Expense**

*Resolution by Secretary Clark; supported by Board Member Daelemans to approve to ratify the expense to repair the light poles on Cass Lake Road not to*

exceed \$2,241.

*Roll Call: Emerling yes, Clark yes, Daelemans yes, Santia yes, Wade yes, Dahl yes.*

*Resolution Carries*

### **TIFA Projects**

- **Fran Leaf Park**

Archway discussion.

- **Landscape/Approach**

- Secretary Clark presented a landscape concept and will draft requirements for an RFP with minimum maintenance.

- **Benches**

- Secretary Clark suggested two benches or one bench and a swing. Benches should match existing benches.

- **Murals/Art Contest/Enhancing Cass Lake Road**

- A panel of undetermined material that can be reconfigured with art installed potentially on city property to block Margaret's dumpster.

- **Dollar Lake/Kayak Launch**

- Installation of the launch in the spring. The location is still to be determined.

### **Board Member Comments:**

The next meeting was scheduled for Wednesday, March 4th, at 4:00 pm.

### **Adjournment:**

Chairman Emerling adjourned the meeting at 5:49 pm.

---

David Emerling  
TIFA Board, Chairman

---

Stacy Goodall  
TIFA Board, Recording Secretary

User: DENISE  
DB: Keego Harbor

PERIOD ENDING 02/28/2026  
% Fiscal Year Completed: 66.58

TAB 2

GL NUMBER	DESCRIPTION	YTD BALANCE 02/28/2025	2025-26 ORIGINAL BUDGET	YTD BALANCE 02/28/2026	ACTIVITY FOR MONTH 02/28/26	AVAILABLE BALANCE	% BDGT USED
Fund 247 - TAX INCREMENT FINANCE AUTHOR FUND							
Revenues							
Dept 000 - UNCLASSIFIED							
247-000-402.000	CURRENT TAXES	325,573.85	337,700.00	320,743.52	14,938.06	16,956.48	94.98
247-000-573.000	LOCAL COMMUNITY STABILIZATION	2,457.92	2,500.00	0.00	0.00	2,500.00	0.00
Total Dept 000 - UNCLASSIFIED		328,031.77	340,200.00	320,743.52	14,938.06	19,456.48	94.28
TOTAL REVENUES		328,031.77	340,200.00	320,743.52	14,938.06	19,456.48	94.28
Expenditures							
Dept 000 - UNCLASSIFIED							
247-000-964.000	MISC EXPENSE	0.00	1,500.00	0.00	0.00	1,500.00	0.00
Total Dept 000 - UNCLASSIFIED		0.00	1,500.00	0.00	0.00	1,500.00	0.00
Dept 191 - ADMINISTRATION							
247-191-802.000	PROFESSIONAL AND TECHNICAL SER	53,841.03	50,000.00	8,403.76	0.00	41,596.24	16.81
Total Dept 191 - ADMINISTRATION		53,841.03	50,000.00	8,403.76	0.00	41,596.24	16.81
Dept 693 - CASS LAKE ROAD							
247-693-702.000	WAGES-FULL TIME	0.00	32,500.00	28,560.46	318.20	3,939.54	87.88
247-693-711.000	FICA	0.00	3,060.00	2,184.68	24.34	875.32	71.39
247-693-711.004	HEALTH INSURANCE	0.00	10,000.00	5,646.08	0.00	4,353.92	56.46
247-693-711.005	RETIREMENT PLAN	0.00	2,600.00	1,015.40	0.00	1,584.60	39.05
247-693-711.006	LIFE INSURANCE	0.00	350.00	0.00	0.00	350.00	0.00
247-693-711.007	WORKERS COMP	0.00	400.00	0.00	0.00	400.00	0.00
247-693-812.000	ADMINISTRATION CHARGES	48,195.00	50,408.00	50,408.00	0.00	0.00	100.00
247-693-830.005	FACADE IMPROVEMENTS - PROGRAM	0.00	50,000.00	0.00	0.00	50,000.00	0.00
247-693-944.000	RENTAL OF EQUIPMENT	1,093.13	12,000.00	8,137.95	514.32	3,862.05	67.82
247-693-970.000	CAPITAL EXPENSES	27,697.17	150,000.00	14,901.62	0.00	135,098.38	9.93
Total Dept 693 - CASS LAKE ROAD		76,985.30	311,318.00	110,854.19	856.86	200,463.81	35.61
Dept 899 - TAX TRIBUNAL/OTHER REFUNDS ORDERED							
247-899-956.000	COSTS, FEES, AND CHARGES	347.40	700.00	172.86	0.00	527.14	24.69
Total Dept 899 - TAX TRIBUNAL/OTHER REFUNDS ORDERED		347.40	700.00	172.86	0.00	527.14	24.69
Dept 965 - APPROPRIATED TRANSFERS OUT							
247-965-999.353	TRANSFER OUT TO TIFA 2013 DEBT	781.38	0.00	0.00	0.00	0.00	0.00
Total Dept 965 - APPROPRIATED TRANSFERS OUT		781.38	0.00	0.00	0.00	0.00	0.00
TOTAL EXPENDITURES		131,955.11	363,518.00	119,430.81	856.86	244,087.19	32.85
Fund 247 - TAX INCREMENT FINANCE AUTHOR FUND:							
TOTAL REVENUES		328,031.77	340,200.00	320,743.52	14,938.06	19,456.48	94.28

User: DENISE  
 DB: Keego Harbor

PERIOD ENDING 02/28/2026  
 % Fiscal Year Completed: 66.58

GL NUMBER	DESCRIPTION	YTD BALANCE 02/28/2025	2025-26 ORIGINAL BUDGET	YTD BALANCE 02/28/2026	ACTIVITY FOR MONTH 02/28/26	AVAILABLE BALANCE	% BDGT USED
Fund 247 - TAX INCREMENT FINANCE AUTHOR FUND							
TOTAL EXPENDITURES		131,955.11	363,518.00	119,430.81	856.86	244,087.19	32.85
NET OF REVENUES & EXPENDITURES		196,076.66	(23,318.00)	201,312.71	14,081.20	(224,630.71)	863.34



---

**To: TIFA Board**  
**Date: March 4, 2026**  
**Subject: Election of Officers**

---

## **BACKGROUND:**

TIFA Bylaws, ARTICLE III

### Officers

Section 1: Officers: The officers of the Authority shall be elected by the Board and shall consist of a Chairperson, Vice Chairperson, Secretary, and Treasurer. The Treasurer may also be appointed and need not be a member of the Board. The Board may also appoint a Deputy Secretary and Deputy Treasurer who need not be members of the Board but shall in the case of the Treasurer and Deputy Treasurer give bond for the faithful discharge of duties of office in such sum and with such sureties as the Board may determine. Two or more offices may be held by the same person, but an officer shall not execute, acknowledge, or verify an instrument in more than one capacity if the instrument is required by law or otherwise to be executed, acknowledged, or verified by two or more officers.

Section 2: Election and Term of Office: The officers of the Authority shall be elected annually by the Board at their first regular meeting in June. If the election of officers shall not be held or made at such meeting, such election shall be held or made as soon thereafter as is convenient. Each officer, so elected or appointed shall hold office for the term of which he/she is elected or appointed and until a successor is elected or appointed and qualified, or until a resignation or removal.

## **RECOMMENDATION:**

1. Nomination to appoint \_\_\_\_\_ as Chairperson of the TIFA Board
2. Nomination to appoint \_\_\_\_\_ as Vice-Chairperson of the TIFA Board
3. Nomination to appoint \_\_\_\_\_ as Secretary of the TIFA Board
4. Nomination to appoint \_\_\_\_\_ as Treasurer of the TIFA Board
5. Nomination to appoint \_\_\_\_\_ as Recording Secretary of the TIFA Board



---

**To: TIFA**

**Date: March 4, 2026**

**Subject: Kayak Launch Signs**

---

**BACKGROUND:**

Examples included in packet

**RECOMMENDATION:**

Discussion

# KAYAK & CANOE LAUNCH DECK

**USE AT YOUR OWN RISK**

**CAUTION**

**SLIPPERY SURFACE**





---

**To: TIFA**  
**Date: March 4, 2026**  
**Subject: TIFA Newsletter**

---

**BACKGROUND:**

**RECOMMENDATION:**

Discussion



---

**To: TIFA**

**Date: March 4, 2026**

**Subject: Fran Leaf Park -Flooded Walkway**

---

**BACKGROUND:**

**RECOMMENDATION:**

Discussion



---

**To: TIFA**

**Date: March 4, 2026**

**Subject: TIFA Marketing Support**

---

**BACKGROUND:**

- TIFA Overview
- 2890 Orchard Lake Rd- RFI
- Developer's Day
- Site Improvement Grant Update

**RECOMMENDATION:**

Discussion

**FLEIS&VANDENBRINK**  
DESIGN. BUILD. OPERATE.

**KEEGO HARBOR  
TAX INCREMENT FINANCE  
AUTHORITY**

Samantha Mariuz, Economic Development Project Manager,  
Fleis & VandenBrink

1

**Tax Increment  
Finance  
Authority (TIFA)**

Public Act 57 of 2018  
Part 3

2



## POWERS OF A TIFA



- **Capture Tax Increment Revenues**
  - » Collect the increase in property tax revenues (tax increment) resulting from rising property values within the TIF district.
- **Issue Bonds**
  - » Issue municipal bonds backed by tax increment revenues to finance projects.
- **Acquire and Dispose of Property**
  - » Purchase, sell, lease, or manage real estate to support redevelopment efforts.
- **Undertake Public Improvements**
  - » Fund or build infrastructure projects like roads, utilities, and public spaces.
- **Contract and Agreements**
  - » Enter into contracts with developers, businesses, or other entities to achieve redevelopment goals.
- **Create and Implement Development Plans**
  - » Prepare and execute plans to enhance economic development within the district.
- **Collaborate with Other Entities**
  - » Partner with government agencies, nonprofits, and private organizations to achieve common objectives.

5

## ROLES OF A TIFA



- **Economic Development Facilitator**
  - » Encourage private investment and attract businesses to the TIF district.
- **Project Manager**
  - » Oversee redevelopment and infrastructure projects from inception to completion.
- **Financial Steward**
  - » Manage captured tax revenues and ensure funds are allocated efficiently and transparently.
- **Community Advocate**
  - » Engage with local stakeholders, including residents, businesses, and community groups, to align redevelopment efforts with community needs.
- **Regulatory Enforcer**
  - » Ensure compliance with state laws, local ordinances, and development agreements.

6

## RESPONSIBILITIES OF A TIFA



- **Develop and Approve a TIF Plan**
  - » Identify the redevelopment area and outline strategies for its improvement.
- **Monitor Financial Performance**
  - » Regularly track revenue generation, project costs, and financial obligations.
- **Report to the Public and Government**
  - » Prepare annual reports detailing financial activities, project progress, and outcomes.
- **Maintain Transparency**
  - » Conduct public hearings and ensure stakeholders are informed about decisions and expenditures.
- **Promote Sustainable Development**
  - » Integrate environmental and social considerations into redevelopment projects.
- **Evaluate and Adjust Plans**
  - » Assess the effectiveness of projects and adapt strategies to meet evolving needs.

7

## KEY STAKEHOLDERS



- **Municipal Government**
  - » Approves TIFA plans and oversees governance.
- **Property Owners and Developers**
  - » Collaborate with TIFA to implement redevelopment projects.
- **Residents**
  - » Benefit from improved infrastructure and economic opportunities.
- **Businesses**
  - » Gain from increased foot traffic, improved public spaces, and enhanced infrastructure.

8

## CONCLUSION



- TIFAs play a crucial role in transforming underutilized areas into vibrant economic hubs.
  - » Partnering with the development community to facilitate reinvestment opportunities and continued growth.
- By leveraging tax increment revenues, TIFAs stimulate private investment, improve public infrastructure, and enhance the overall quality of life in their communities.
- Assist in the overall financial health of the community as a component unit of government, alleviating routine general fund expenditures that occur within the TIF district
  - » DPW
  - » Police/Fire
  - » Parks and Recreation

9

# Keego Harbor TIFA Financial Review

10

## TIFA FUNDS



- Component unit of government to help further the development goals of Keego Harbor
- Responsible for developing plan to promote growth and halt the decline of property values in the development area
- Use of TIFA Funds
  - » Infrastructure
    - » Roads, Water, Sewer, Site Development
  - » Public Facilities
    - » Streets, plazas, pedestrian malls, parks, parking, recreation facilities, playgrounds, trail systems
  - » Commercial Development
    - » Relocation of public buildings, purchase and demolition of old structures, rental of buildings
  - » Ongoing Maintenance and operations within the development district
    - » Costs associated with employment of staff that routinely work in the district where there is an associated cost of the staff time for the district. i.e. DPW, Police, Fire. Can be a direct budget allocation, or a proportional share of time spent within the TIFA district as compared to the rest of Keego Harbor city limits.

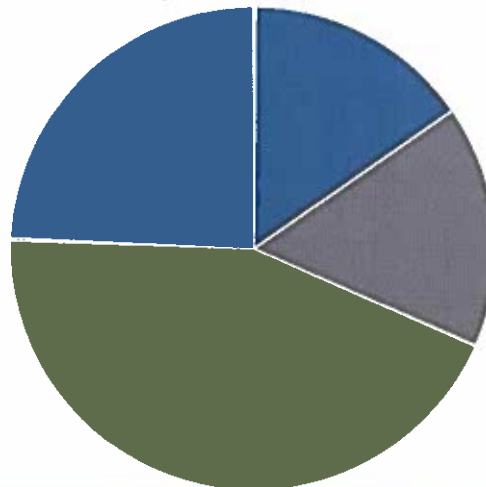
11

## 2025 BUDGETED EXPENDITURES



### TIFA Expenditures 2025

- Unclassified
- Professional/Technical
- Admin Charges
- Rental of Equipment
- Capital Expenses
- MTT Costs
- Debt Transfer



12

## ECONOMIC AND MARKETING OPPORTUNITIES



- In 2025, it is anticipated that there will be \$27,560 remaining in the Keego Harbor TIFA budget.
- Recommendations:
  - » Program remaining budget to incentivize redevelopment within the district
  - » Help actively market properties that are strategic to continual progress within the district
  - » Seek additional grants to aid with technical assistance and placemaking projects in the community
    - » City/TIFA Projects: MEDC Revitalization and Placemaking Program
    - » Developer: MEDC Community Revitalization Program, Brownfield Redevelopment Incentives through Oakland County

13

# Keego Harbor TIFA Marketing Strategy

14

## REDEVELOPMENT OPPORTUNITIES



- Promote adaptive reuse of TIFA/City owned properties
- Utilize vacant or underutilized storefronts
- Consider purchasing properties that meet the redevelopment goals of the district
- Commercial Development
  - » Attract New businesses and support the expansion of existing businesses to create jobs and stimulate expanded economic growth
- Residential Revitalization
  - » Inventory current housing stock and consider renovation programs for existing properties to improve facades and attract additional residents to the area
- Mixed Use Projects
  - » Encourage projects that combine residential, commercial and recreational space to create a multifunctional district.

15

## PLACEMAKING



- Identity
  - » Create brand awareness for the community
- Public Spaces
  - » Enhance parks and pedestrian-friendly streetscapes to encourage social interaction and enhance quality of resident and visitor experience
- Walkability and Accessibility
  - » Prioritize designs that promote walking, cycling an ease of access to the natural features already within Keego Harbor
- Community and Economic Vitality
  - » Involve residents, businesses, and organizations in the process to ensure the spaces reflect community needs and aspirations.
  - » Spaces that support these goals will drive economic activity and engagement.



16

## ECONOMIC DEVELOPMENT INCENTIVES TO CONSIDER



- Establishing a Grant and Loan Program
  - » Help offset up front costs of property redevelopment
  - » Encourage revitalization of current store fronts
- Purchase of a liquor license
  - » Use as an incentive to attract a new restaurant or bar to the community
- Developer Roadshow
  - » Host an afternoon walking tour of the district with the development community to demonstrate the viability of the district and discuss potential redevelopment desires and incentives available.

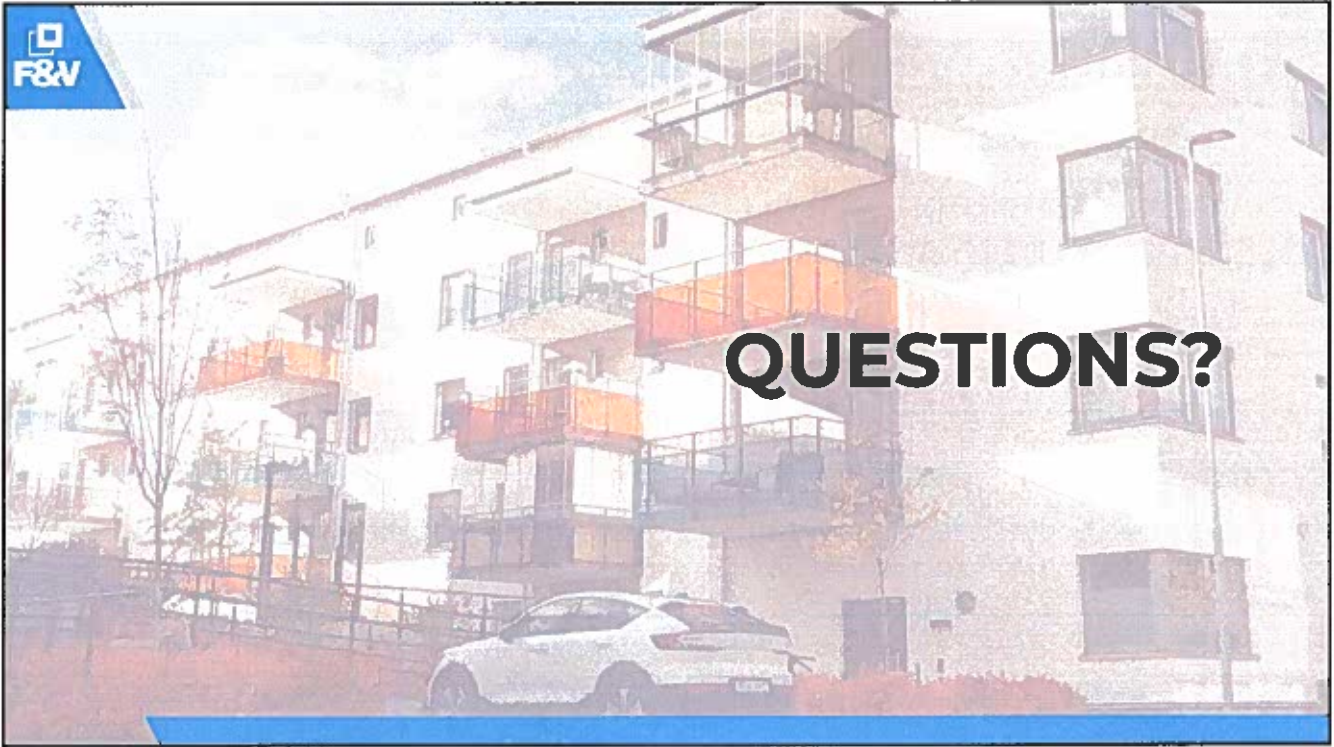
17

## ENGAGEMENT OPPORTUNITIES



- Oakland County
  - » Planners Gatherings
  - » Community Showcase
- Michigan Economic Development Corporation
  - » Redevelopment Ready Communities
  - » Revitalization and Placemaking Program
- Keego Harbor Residents
  - » Mailers, website,
  - » Build awareness of the TIFA
- Developers
  - » Keego Harbor Roadshow

18





Request for Information  
December 5, 2025

# City of Keego Harbor

RFI Response - 2980 Orchard Lake Road Redevelopment





Passionately employing  
**community-centric**  
solutions through  
active listening and  
multidisciplinary expertise.

December 5, 2025

City of Keego Harbor  
Attn: Tammy Neeb, City Manager

**RE: 2980 Orchard Lake Road RFI Response**

Dear Ms. Neeb and Members of the City Team,

Progressive Companies is pleased to submit this response to the City of Keego Harbor's Request for Information for 2980 Orchard Lake Road. We appreciate the City's thoughtful approach to this site and the opportunity to share how our team can support you as a partner in planning, design, and development strategy. We recently had a great conversation with your economic development consultant Samantha Mariuz at Fleis & VandenBrink, and it reinforced how much potential this site has when aligned with the City's broader redevelopment priorities.


Our Urban Design and Planning Practice works every day at the intersection of community vision, market feasibility, and implementation. We understand that small, highly visible parcels like 2980 Orchard Lake Road play an outsized role in shaping the identity and momentum of a corridor. They also require a careful balance of creativity and pragmatism, matching community aspirations with market realities and real development pathways.

Rather than proposing a specific project at this stage, our interest is in helping the City position this site for success. We would work alongside your team to complete the necessary due diligence, evaluate market demand, identify opportunities and constraints, and frame a clear, compelling vision for the site. From there, we would help craft an RFP that communicates the City's goals and expectations while inviting innovative, feasible proposals from the development community.

Our approach is collaborative and grounded in practical experience. We bring expertise in zoning, urban design, real estate development, housing strategy, brownfield finance, and public/private partnerships: tools that can help the City translate its goals into a development-ready opportunity. We enjoy partnering with communities that value design excellence and long-term stewardship.

Thank you for the opportunity to share our perspective. We look forward to supporting the City in shaping what comes next for 2980 Orchard Lake Road and would welcome a conversation at your convenience. For any questions or additional information, please contact me at 616.822.1020 or [sschulz@weareprogressive.com](mailto:sschulz@weareprogressive.com).

Sincerely,



**Suzanne Schulz, FAICP**  
Urban Planning Practice Leader  
616.822.1020 m

# Table of Contents

01	Statement of Interest
02	Firm Information
06	Team Resumes
11	Experience
20	Conceptual Redevelopment Approach
22	Market Rationale
22	Preliminary Financial / Partnership Structure
23	Key Barriers or Considerations
23	Timeline



# Statement of Interest

Progressive Companies' Urban Design and Planning Practice understands the design, finance, and policy decisions that make projects like 2980 Orchard Lake Road possible. Our team brings deep experience in the full development process, from municipal planning and zoning administration to private-sector development finance, which allows us to evaluate a site for barriers to redevelopment while working collaboratively with public and private partners to shape concepts that are both leading-edge and grounded in market reality.

We are particularly interested in working collaboratively with the City of Keego Harbor and potential developers because this site represents the type of small-site, infill redevelopment opportunity our interdisciplinary strengths provide immediate value. The City's goals, including mixed-use vitality, expanded housing options, corridor-serving commercial uses, and public-realm improvements, align directly with our practice's core expertise in downtown redevelopment strategy, brownfield and TIF financing, missing-middle housing, and corridor planning. Our team has recently delivered redevelopment strategies and implementation tools for similarly constrained parcels and corridors across Michigan, with a focus on helping municipalities translate policy goals into feasible development programs.

Progressive Companies is well-positioned to support the City of Keego Harbor and its TIFA by providing a market-informed, implementation-oriented perspective. We regularly prepare development concepts, financial structures, and incentive strategies for sites of similar sizes, zoning, infrastructure, and market profiles. Our work emphasizes strong urban design, high-quality site planning, and context-sensitive commercial and residential formats that contribute to corridor vitality.

We view this RFI as a meaningful opportunity to help the City explore what is possible on this prominent site, identify practical pathways to redevelopment, and articulate concepts that support community goals while resonating with developer interest and market feasibility. We appreciate the City's leadership in seeking early, creative input and look forward to contributing a thoughtful conceptual approach that reflects both the site's constraints and its potential.

We look forward to working with you and appreciate your consideration.

Sincerely,

**Suzanne Schulz, FAICP**  
Urban Planning Practice Leader  
616.822.1020 m

# Transforming Spaces. Empowering People.



Progressive Companies is a multidisciplinary national design firm that connects people, places, and communities through transformative spaces, structures, pathways, and environments. We believe innovation is more than leading with the best technologies and latest trends – it’s a creative process beginning with curiosity and diving deep into understanding your world. As problem-solvers, our team of designers, planners, architects, and engineers enthusiastically work alongside you to envision a bold, new future.

From modest beginnings of four original engineering partners in 1962, to over 350 employees serving clients across the nation today, Progressive Companies has always thrived on an entrepreneurial mindset. As an employee-owned business, individuals take personal accountability for representing the firm’s values of leadership, learning, trust, and diversity.

Our talented workforce brings decades of expertise in all facets of architecture, engineering construction, and planning – with a broad and deep portfolio representing 12 markets and projects in 49 states. Strategically located in Grand Rapids, MI; Detroit, MI; Asheville, NC; Charlotte, NC; Durham, NC; and Greenville, NC, our teams are poised to help you reach new heights from a strong foundation.

## Expertise

- Architecture
- Civil Engineering
- Community Engagement
- Construction Management
- Controlled Environments
- Electrical Engineering
- Healthcare Planning
- Interior Design
- Landscape Architecture
- Lighting Design
- Logistics
- Master Planning
- Mechanical Engineering
- Program Design and Delivery
- Roads and Utilities
- Structural Engineering
- Sustainable Design
- Traffic Engineering
- Universal Design
- Workplace Strategy
- Zoning

## Markets

- Automotive
- Civic
- Education
- Health and Wellness
- Mixed Use
- Science and Industry
- Transportation
- Urban Design and Planning
- Water Resources
- Workplace



# Urban Design & Planning

At Progressive Companies, we excel in the Urban Design and Planning market by helping our public sector clients assess existing conditions, facilitate meaningful stakeholder engagement, and establish clear priorities for investment so that we collectively arrive at a clear road map of where and how growth and development should happen in the future.

We approach each project with curiosity and empathy. To us, design thinking means a holistic, people-first approach – boldly seeking the simplest and most cost-effective solutions, while also the right ones for the community. We walk alongside community leaders to face difficult and complicated challenges – and honestly, we have fun doing it! We are creative problem-solvers who use our expertise to make the world better.

Our goal? To create beautifully integrated, sustainable environments that are meaningful, measurable, and vital for generations to come.



## Partners in Placemaking

We proudly serve communities throughout Michigan as their implementation partner. Our team would love the opportunity to bring your vision to life!

# Commitment to Community Engagement

To ensure clarity throughout the planning process, we work closely with you, key stakeholders, and your community. Adherence to our meticulous discovery process enables our team to gather feedback and make informed, creative decisions. **Community engagement sessions provide an opportunity for two-way discussion and active engagement in the planning process.**

Through the use of discussion panels, focus groups, design charrettes, interactive games, pop-up events, kids' activities, virtual presentations, social media, surveys, and other techniques, our team will help you develop an inspirational vision that leads to new investment.

We have a passion for community-based projects and have worked on projects for a variety of clients including:

- Ada Township, Envision Ada Master Plan – 2013
- Ada Township, Connect Ada Plan - 2020
- Ada Township, Comprehensive Master Plan - 2023
- East Grand Rapids, Mobility-Bike Action Plan – 2020
- Village of Lawton, Downtown Streetscape Plan – 2020
- Downtown Grand Rapids, Inc. Wayfinding Project – 2021
- Dwelling Place, Michigan Community Land Trust – 2021
- City of Grand Haven Master Plan Update – 2022
- City of Traverse City, Mobility Action Plan – 2022
- City of Houghton, Downtown Placemaking – 2023
- Traverse City, TART Trails Expansion – 2023
- Habitat for Humanity, Pleasant Hills Development – 2024
- Grand Action 2.0, Acrisure Amphitheater & Amway Stadium Engagement – 2023-24
- Village of Lawton, Community Master Plan – 2024
- Village of Lawton Zoning Ordinance - 2024
- City of Danville Comprehensive Plan – 2024
- Plainfield Township, Community Master Plan – 2024
- Plainfield Township, Reimagine Plainfield Plan - 2021
- Plainfield Township, Plainfield Avenue Zoning Amendments - 2022
- Plainfield Township, Zoning Ordinance - 2025 (in process)
- City of Dearborn, Housing Needs Assessment – 2024
- City of Grand Rapids, Oxford Trails Redesign – 2024
- City of Grand Rapids, Zoning Amendments - 2023 - 2024
- City of Kalamazoo, 2-Way Street Conversion –2025
- City of Battle Creek, Beckley Road Corridor Plan – 2025
- City of Mt. Pleasant, Mission Street Corridor Plan – 2025
- City of Marshall, Economic Development, Non-Motorized, & Master Plan – Ongoing
- City of North Muskegon, Master Plan - 2022
- City of North Muskegon, Zoning Ordinance - 2024
- City of Portage, Portage Road Street Redesign – Ongoing
- City of Pottersville, Zoning Ordinance - 2025
- West Michigan Shoreline Regional Development Commission, Trail Planning – Ongoing
- Oshtemo Township, Master Plan – Ongoing
- Oshtemo Township, Transportation & Mobility Ordinance - 2024

To accomplish successful community engagement facilitation and implementation, we have found the following approaches to be critical:

## Proximity & Trusted Advisors

Building authentic relationships within the community and collaborating with trusted neighborhood gatekeepers.

## Education & Acknowledgment

We recognize that complex projects sometimes require education to achieve equitable outcomes. To co-create a shared vision, we educate participants about the past, inform them of current opportunities, and engage in ongoing dialogue about the future.

## Collaboration & Curiosity

Working with the City and stakeholders, believing no one entity can lead a community alone.

## Reporting & Feedback Loops

Continuously engaging with the community to confirm our understanding and improve the planning process. Feedback loops play a crucial role in understanding the needs of the neighborhood, boosting productivity in the planning process and fostering innovation.

## Power Sharing & Transparency

Empowering neighbors through shared power to be a part of the process. We communicate with integrity and transparency emphasizing clear and accessible communication for diverse audiences.



City of East Grand Rapids Community Engagement

## Suzanne Schulz, FAICP

URBAN PLANNING  
PRACTICE LEADER



### CONTACT

616.988.4809  
sschulz@weareprogressive.com

### EDUCATION

Michigan State University  
*Bachelor of Science, Urban Planning*

### CREDENTIALS

Certified Planner

As an experienced change agent and community leader, Suzanne confidently listens, guides, and respectfully challenges the status quo. She has 30 years of experience in urban planning, community engagement, transportation planning, and policy development. Whether working with institutions, developers, non-profits, schools, business owners, or neighborhoods, she believes everyone has a voice and diverse viewpoints improve development projects and communities.

Suzanne possesses extensive knowledge in local government and development, having served the City of Grand Rapids for 20 years as Planning Director and Managing Director of Design and Development, where she oversaw the City's Development Center. She was instrumental in leading community-led processes for the 2002 Master Plan, Green Grand Rapids, Vital Streets Plan and Design Guidelines, Michigan Street Corridor Plan, and Zone Grand Rapids.

Her work at Progressive Companies has included being the principal author of the Zoning Reform Toolkit: 15 Tools to Expand Housing Choice + Supply for the Michigan Association of Planning, modifying zoning language to support development efforts, facilitating project entitlements for private sector clients, and creating place-based master plans and zoning ordinances.

Recognized as an expert in her field, Suzanne was appointed by Governor Gretchen Whitmer to join the State Transportation Commission in October 2023. She was inducted as a Fellow into the AICP College of Fellows in 2022, an honor bestowed upon only 1% of all AICP-certified planners in the country and a designation held by only six practicing planners in Michigan.

*“Our team's passion is implementation. Very few things are as rewarding as seeing a vision come to life. We help make policies and plans become projects.”*

## Chris Zull, PE

TRANSPORTATION  
PRACTICE LEADER



### CONTACT

616.988.4867  
czull@weareprogressive.com

### EDUCATION

Michigan State University  
*Bachelor of Science, Civil Engineering*  
  
Michigan State University  
*Master of Science, Civil Engineering*

### CREDENTIALS

Licensed Engineer

As the firm's transportation practice leader, Chris works collaboratively with clients to build and transform cities. From supporting the early phases of a project through ideation, public engagement, and setting strategy, to helping navigate construction logistics, Chris leads community clients to successful outcomes.

First and foremost, Chris seeks to understand. By asking questions, listening intently, investigating, and continually learning, he develops a deep appreciation for the problems and challenges clients are trying to solve. This information is then used to drive decisions and design purposeful spaces and places that make communities unique. For over 15 years, Chris worked as both a traffic engineer and traffic safety manager for the City of Grand Rapids. His firsthand experience navigating political, public, and budgeting demands within a municipality allows Chris to empathize with clients and share targeted insight.

#### **City of Grand Rapids, Michigan Street Corridor Plan**

A regional corridor of significance that has experienced over \$1 billion of development over the last 10 years. The road needed a transportation plan to accommodate its growing future. Recommendations related to traffic included a 20 year plan with a target to shift 40% of traffic to transit or other non-motorized modes, bike routing through neighborhoods rather than on Michigan Street, on-street parking management where appropriate, planning for future transit only lanes, improving the pedestrian and bike environment. The overall study included placemaking, accommodating a wide variety of land uses, quality of life, community health, public art, climate resiliency, and promote organized economic investment and job growth.

#### **City of Grand Rapids Turner Avenue Resurfacing**

Team Leader for \$1.9M resurfacing project on Turner Avenue from Ann Street south to 4th Street with addition of dedicated separated 2-way cycling facility along this one-way street that parallels US-131. This project received Federal funds and is being bid via the MDOT Local Agency process with construction planned in 2023.

**Josh  
Manion, PE**  
SENIOR CIVIL ENGINEER



**CONTACT**

616.447.3455  
jmanion@weareprogressive.com

**EDUCATION**

Calvin College  
*Bachelor of Science, Civil Engineering*

**CREDENTIALS**

Licensed Engineer  
LEED Accredited Professional

Josh Manion brings over 20 years of experience in civil engineering, with a strong passion for green infrastructure, sustainable solutions, and low-impact development practices. His expertise lies in engineering design, analysis, entitlement, and permitting for land development and municipal improvement projects. Josh has worked extensively on infrastructure and site development across various land uses, with a particular focus on water resources—specifically drainage, grading, and stormwater management. His comprehensive experience also includes designing utility systems such as stormwater systems, water distribution systems, and wastewater collection and pump stations.

**John Ball Zoo Multiple Projects**

Josh led the civil engineering for multiple projects at John Ball Zoo including the Treehouse, Funicular, and Amur Tiger Exhibit. Most recently, he guided the design of the major parking expansion featuring a new Butterworth access road, bus circulation, and solar canopy structures. With a focus on sustainability and user experience, Josh led the design integration for green infrastructure including permeable pavers, bio-retention systems, and solar energy - highlighting the Zoo’s commitment to conservation, innovation and education.

**Amway Stadium Grand Rapids**

As lead civil engineer, Josh played a pivotal role in shaping the future of downtown Grand Rapids through the development of the Amway Stadium. He led the complex relocation of underground watermain, sanitary sewer and 48” storm sewer utilities needed for right-of-way vacation - making way for the stadium’s construction. Through active engagement with the community and city officials, he helped identify and embed priorities like transit access planning and pedestrian-focused experience into the project. His close collaboration with the stadium architects resulted in an engaging pedestrian environment that includes multi-modal transit features, vibrant streetscapes, and a welcoming public plaza.

**Lauren  
Pedigo, AIA**  
SENIOR URBAN DESIGNER



**CONTACT**

810.423.9347  
lpedigo@weareprogressive.com

**EDUCATION**

Lawrence Technological University  
*Bachelor of Science, Architecture*

Lawrence Technological University  
*Master of Architecture*

**CREDENTIALS**

Licensed Architect  
  
AIA Michigan Board of Directors  
  
Urban Land Institute Larson Center for Leadership

Lauren brings a decade of experience in architecture and urban design, working with public and private clients on projects including neighborhood plans, opportunity assessments, adaptive reuse, and mixed-use development. Her work integrates intuitive creativity and analytical methods to yield transformative impacts for clients, stakeholders, and communities. She carries technical and creative skill sets to execute high-quality design and strategy concepts, implementation-based solutions and storytelling through inclusive and accessible plans and visuals.

**Traverse City Rotary Square**

Lauren led community engagement and supported project management for Rotary Square — a catalytic downtown public space envisioned as a year-round “everyday” park for residents, businesses, and visitors. She coordinated a collaborative design process with the City, Downtown Development Authority, and community stakeholders, guiding the project through multiple rounds of feedback, surveys, and public events to shape a design that reflects community goals.

**Hamtramck DDA Joe Louis Greenway Alleyway Improvements**

Project manager and urban designer transforming a key alleyway corridor into a safe, inclusive, and vibrant urban greenway. Building on earlier efforts to secure a SPARK Grant for the project, Lauren is guiding the design and implementation of this high-impact placemaking and mobility initiative. Her role emphasizes inclusive engagement, coordination with local businesses, and the integration of traffic calming, accessibility, and placemaking strategies that reflect Hamtramck’s unique cultural identity.

**Lakeview Square Mall Redevelopment Plan, City of Battle Creek**

Leading with green infrastructure, the area’s redevelopment plan will strategize suburban retrofitting for an aging, auto-oriented commercial corridor on the southern boundary of the City of Battle Creek. The plan will provide redevelopment concepts, fiscal impact analyses, green infrastructure and placemaking elements, and a new non-motorized trail network, along with detailed implementation and financing strategies.

**Eric Kehoe, AICP**  
SENIOR PLANNER



**CONTACT**

616.447.3332  
ekehoe@weareprogressive.com

**EDUCATION**

Wayne State University  
*Masters in Urban Planning*

Grand Valley State University  
*Bachelor of Arts*

**AFFILIATIONS**

Urban Land Institute Larson Center for Leadership

Urban Land Institute Local Product Council, Housing and Community Development

Peter H. Brink Leadership Fund Awardee, National Trust for Historic Preservation

Certified Planner

With nearly fifteen years of experience in planning and development, Eric brings a unique blend of technical, financial, and design expertise to complex public projects. His work focuses on transforming underutilized land into resilient, people-centered places that support housing, recreation, and long-term community health. Eric's background spans both public and private sectors, from managing multimillion-dollar workforce housing developments to leading urban design, redevelopment, and resiliency planning efforts across Michigan. Before joining Progressive, Eric served as Real Estate Development Manager with Michigan Community Capital, where he advanced award-winning mixed-use housing projects totaling more than \$100 million statewide.

At Progressive Companies, Eric leads projects that connect community vision to funding and implementation. His approach blends data-driven analysis, authentic engagement, and strong understanding of policy and finance. He is skilled in leveraging tools such as tax increment financing, state incentives, and layered grant strategies to move plans from vision to reality.

**City of Battle Creek – Lakeview Square Mall Redevelopment Plan**

Led suburban retrofit plan integrating green infrastructure, creek daylighting, fiscal strategy, and adaptive reuse concepts.

**City of Flint – Pre-Reviewed Plans and Market Study**

Led creation of pre-reviewed infill housing plans and a HUD market study supporting the Choice Neighborhoods program.

**City of Dearborn – Housing Analysis and Concept Plan**

Directed housing market analysis and financial feasibility for a 50-acre traditional neighborhood plan.

**Calhoun County – Master Plan and Resiliency Framework**

Supported scenario and resiliency planning to guide sustainable growth and infrastructure investment.

*Experience*

# Battle Creek Suburban Retrofit

**Battle Creek, MI**

Progressive Companies played a pivotal role in reshaping the vision for the Lakeview Downtown Development Authority (LDDA) district in Battle Creek, solving long-standing challenges and setting the stage for a vibrant future. Starting in October 2023, Progressive Companies partnered with the City of Battle Creek, the LDDA, and a dedicated Steering Committee to address the district's critical issues: aging infrastructure, car dependency, an under-performing retail landscape, and a lack of housing diversity.

Through extensive stakeholder engagement, land use and market analysis, and community outreach, Progressive Companies identified three key themes to guide the redevelopment: enhancing green infrastructure, fostering placemaking, and reducing car dependence. By leveraging the Brickyard Creek Trail as a central asset, the plan reimagines the district with vibrant public spaces, improved stormwater management, and a transformation of vast surface parking areas into green, people-friendly environments.

Progressive Companies also tackled the car-centric nature of the area by proposing a network of non-motorized pathways, better transit infrastructure, and road redesigns to prioritize pedestrian and cyclist safety. A groundbreaking suburban retrofit strategy outlined compact, mixed-use developments that integrate diverse housing types with walkable amenities, creating a more livable and connected neighborhood.

Crucially, the plan addresses the economic and environmental challenges posed by the aging Lakeview Square Mall. Progressive Companies proposed a phased redevelopment approach, integrating housing, public parks, and commercial spaces while daylighting Brickyard Creek to mitigate flooding and enhance ecological sustainability.

This comprehensive, forward-thinking plan has positioned the LDDA as a model for suburban retrofitting, turning a once-struggling area into an opportunity-rich district poised for long-term success. The firm's leadership and innovative strategies have made them the City's hero in revitalizing the heart of Battle Creek.

*Reference: Ted Dearing, Assistant City Manager, tedearing@battlecreekmi.gov, 269.966.3355*



*Conceptual plan to replace underutilized surface parking with missing middle housing*

# City of Dearborn Housing Study & Zoning Amendments

## Dearborn, MI

Progressive Companies played a pivotal role in addressing the City of Dearborn's housing challenges through a multi-phase housing strategy. We conducted a comprehensive study to assess housing demand, demographic trends, absorption rates, and financial viability for a variety of housing types. This work also included detailed site concepts for potential housing development sites across Dearborn. The analysis provided critical, publicly accessible data that quantified the city's housing needs, offering a foundation for informed decisions by developers and policymakers.

One of the key findings from the market analysis was that Dearborn needed 1,500 new housing units over the next decade, but had averaged only 26 per year in the past decade. To build on the understanding of the housing market in Dearborn, Progressive Companies then focused on implementing City strategies that can boost housing availability citywide. Specifically, we worked on revising Dearborn's residential zoning districts and planned unit development ordinances. These updates were strategically timed to align with the City's Master Land Use Plan, ensuring a cohesive approach to housing development and urban planning. Additionally, Progressive created a site plan for one of the few vacant sites in the City, working alongside the city to provide an overview of available tax incentives—including Housing Tax Increment Financing—and creating RFQ packages to lure developers to the city.

The impact of Progressive's work on Dearborn's housing landscape will be significant. By streamlining housing ordinances and providing accurate data on housing needs, the initiative demonstrated housing demand and incentivized the construction of new housing units. This will not only address immediate housing shortages, but also set the stage for long-term, sustainable development in Dearborn.

Reference: Jordan Twardy, Director of Economic Development, City of Dearborn, [jtwardy@dearborn.gov](mailto:jtwardy@dearborn.gov), 313.542.5186



# Flint Zoning Analysis

## Flint, MI

Progressive Companies led a comprehensive zoning analysis and pre-approved housing plan process for the Smith Village neighborhood in Flint, Michigan, aimed at unlocking the potential of vacant and underutilized land. The project focused on identifying regulatory barriers to redevelopment, testing fit solutions for attainable housing, and recommending zoning changes to facilitate growth.



## Zoning

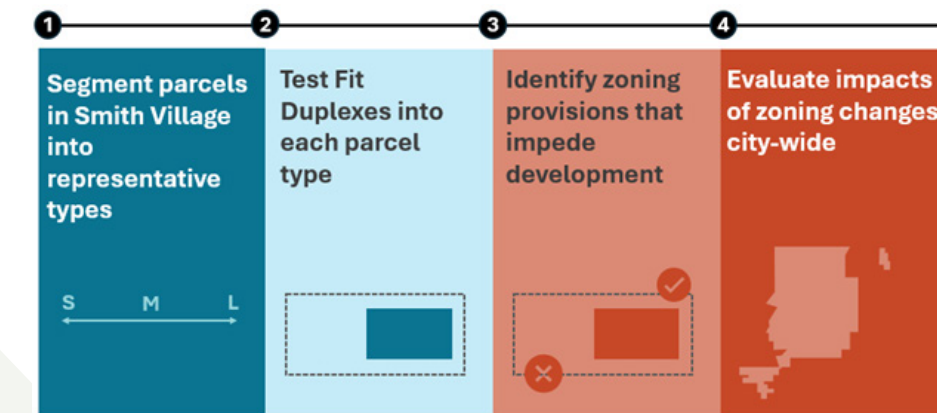
We conducted a detailed parcel analysis, segmenting lots into small, medium, and large categories to determine their development feasibility. The study focused on GN-1 (Green Neighborhood) and TN-2 (Traditional Neighborhood) zoning districts, which collectively cover 42% of Flint's land area. Over 6,338 GN-1 parcels and 3,277 TN-2 parcels are publicly owned, presenting a significant opportunity for reinvestment.

Using a test-fit methodology, we evaluated the placement of duplex housing on representative parcels, assessing how existing zoning regulations—such as excessive lot size minimums, restrictive setbacks, and parking mandates—hinder development. Key findings revealed that reducing minimum lot size requirements, revising impervious surface limitations, and allowing on-street parking could enable the development of over 700 acres of new housing.

## Pre-Approved Plans

Pre-approved plans encourage infill development, reduce construction costs, and accelerate housing production—especially for missing middle housing like duplexes and backyard cottages. They also promote context-sensitive design, ensuring new construction fits the existing development pattern. By lowering regulatory barriers and reducing uncertainty, pre-approved plans make it easier to address housing shortages and revitalize underutilized land efficiently.

Working with the City's Building and Safety Inspections Department, we created a duplex plan set that could be pre-approved by the City, saving developers time and money, and streamlining the approval process for the City.



# Plainfield Township DDA, CIA, Corridor Plan, & Master Plan

## Plainfield Township, MI

Plainfield Avenue, also known as M-44, is an arterial in Kent County, Michigan, carrying nearly 36,000 cars per day. Once dubbed the “Motor Mile,” this post-World War II corridor has many tired and vacant buildings and parcels, with its commercial property taxes remaining stagnant for a decade. Plainfield Charter Township hired Progressive Companies to create a corridor plan to chart the next chapter in Plainfield Avenue’s history.

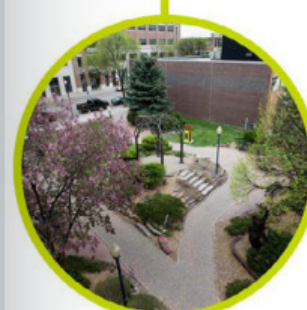
The Reimagine Plainfield Plan process included listening and learning about factors affecting the corridor and its people. In conjunction with Disability Advocates of Kent County (DAKC), Steering Committee members were able to experience the corridor from the perspective of someone who is restricted to a wheelchair or is sight impaired.

Additionally, focus group sessions included meeting with the real estate and development community; MDOT, County Road Commission, and the Rapid (transit authority); the Lower Grand River Organization of Watersheds (LGROW) to discuss stormwater; and interacting with Planning staff on the development approval process. Community input was solicited through a series of surveys during Covid.

A series of development scenarios were developed for key locations. The scenarios informed modifications to the Township’s Zoning Ordinance, which included a new mixed-use zone district that allows by-right development to create pedestrian-oriented mixed-use areas, design and landscape standards, and provisions that allow the corridor to transition over time through the use of flexible non-conforming standards and administrative departures.

The Reimagine Plainfield process led to a series of zoning ordinance amendments to actualize the vision of a mixed-use corridor along Plainfield Avenue. Later, Progressive Companies worked to update the entire Master Plan for Plainfield Township. Zoning Ordinance amendments to implement the Master Plan are currently underway.

*Reference: Cameron Van Wyngarden, Township Superintendent, Plainfield Township, vanwyngardenc@plainfieldmi.org, 616.264.8466*



# City of Marshall 2024-2025 Plan Updates

## Marshall, MI

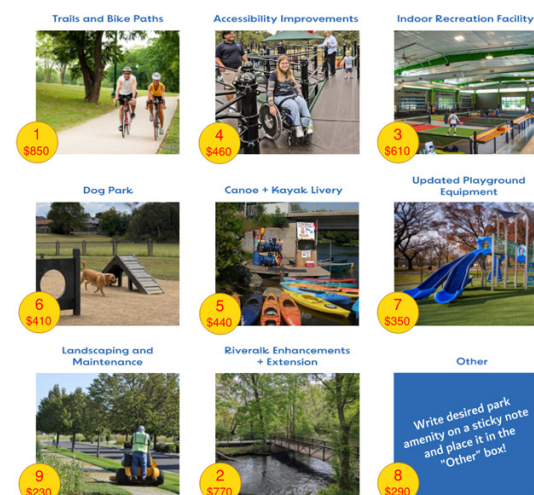
Progressive Companies was selected by the City of Marshall to lead a comprehensive update of several community plans in 2024. With the anticipated opening of Ford's Blue Oval battery plant in 2025-2026, which will house over 1,800 jobs in its first phase, the community is committed to ensuring that its historic downtown maintained its vibrancy and that the city continues to provide an outstanding quality of life for its residents.

Progressive Companies was contracted by the city to update or create its Five-Year Parks and Recreation Plan, RRC Public Participation Plan, Master Plan, Non-Motorized Transportation Plan, and Economic Development & Marketing Plan.

Robust public engagement and outreach was identified as a critical component of the process. To ensure effective representation of the community, Progressive Companies worked with city staff to create a project steering committee composed of elected and appointed officials and key stakeholders to guide the planning process, and then worked with the steering committee to conduct outreach and engagement throughout the community. Pop-Up events were held during local concerts and at the Farmer's Market, Marshall Middle School students participated in project surveys and outreach, and open house events were held in the city's library, a local brewery, and city hall.

As of January 2025, the project is ongoing, with the final public open house scheduled for early February and adoption of the Master Plan and Economic Development & Marketing Plan anticipated in spring 2025.

*Reference: Derek Perry, City Manager, City of Marshall, dperry@cityofmarshall.com, 269-558-0315*



# Mission Street Corridor Study

## Mt. Pleasant, MI

The City of Mt. Pleasant hired Progressive Companies in March 2024 to assist in the creation of the Mission Street Corridor Improvement Plan. Mission Street, which operates as Business 127 through Mt. Pleasant is a 3-mile Corridor that bisects the community. The corridor borders Central Michigan University, heavy regional commercial developments, and local businesses. Multiple public schools, a regional hospital, senior housing, new housing developments, and high-quality historic neighborhoods are located within ¼ mile of Mission Street.

The planning process for the Corridor has included successful public engagement with a wide range of stakeholders, including a steering committee with strong representation from the local business community as well as college students, the disability community, local elected officials, and the Michigan Department of Transportation. A public survey created for the project received over 1,500 responses and we have hosted pop-up engagement events at the local farmers market, Central Michigan University, and City Hall.

Because Mission Street is a MDOT roadway, the project has emphasized prioritizing desired improvements from the community desires, balanced with MDOT design constraints and the needs of local businesses and institutions for access. As of October 2024, the project is entering a final phase of design and alternative development to address a series of themes that were established by the project steering committee based on community feedback.

*Reference: Manuela Powidayko, Director of Planning & Community Development, City of Mount Pleasant, mpowidayko@mt-pleasant.org, 989.779.5346*



# 400 Rose Apartment Building

## Kalamazoo, MI

400 Rose is a unique four-story wooden apartment building nestled in the heart of downtown Kalamazoo, Michigan, at the intersection of Cedar and Park Street. The building boasts an underground parking lot and 101 residential units, along with 45 additional surface parking spaces.

The construction of Phase II follows the same architectural aesthetic and style of Phase I, with the same structural system, mechanical, electrical, and plumbing systems in place. The building features spacious indoor and outdoor amenities, including a fully equipped fitness center, a rooftop terrace with a breathtaking view of the city skyline, and a courtyard with a place for outdoor games and fireplaces.

Residential units feature high ceilings, large main bedrooms, in-unit washers and dryers, tiled walk-in showers, and private balconies, making it a perfect blend of comfort and convenience, providing residents with the ideal urban living experience. The indoor amenities include a coffee bar and lounge, as well as huddle rooms available to residents for work or study.

*Reference: Greg Dobson, Chief Operating Officer and Project Principal, AVB, [gdobson@avbinc.com](mailto:gdobson@avbinc.com), 269.217.5477*



# Block 600 Lofts - Capital City Market

## Lansing, MI

The BLOCK600 development is a transformative project located in downtown Lansing along Michigan Avenue, directly across from Luginut Stadium. Completed in 2020, this 37,000 square-foot mixed-use development enhances the livability of Lansing's Stadium District. BLOCK600 features 35 residential apartments known as BLOCK600 Lofts, Meijer's Capital City Market—their third neighborhood market in Michigan—offering easier access to groceries and fresh produce, and a 122-room Courtyard by Marriott hotel, catering to both visitors and residents.

This \$18.2 million project brings much-needed amenities and accommodations to the downtown area, making it a vibrant hub for both locals and visitors. Progressive Companies provided architecture, mechanical and electrical engineering, and residential interior design services for the development, creating a welcoming and functional space that enhances the community.



# Conceptual Redevelopment Approach

Progressive Companies proposes a collaborative, phased approach focused on helping the City clarify a market-aligned vision for 2980 Orchard Lake Road and prepare for a successful disposition process. Rather than advancing a single development concept, our role would be to support the City in defining the feasible range of redevelopment options, identifying key constraints, and shaping an RFP that communicates a clear, realistic, and compelling direction to the development community.



## Preliminary Due Diligence & Site Feasibility Scan

Working directly with City staff and the TIFA, we would begin by conducting a focused due diligence review to establish baseline feasibility. This includes evaluation of zoning, environmental conditions, infrastructure capacity, parcel configuration, access, and potential use constraints. We would also assess the eligibility and applicability of key incentive tools (e.g., Brownfield, TIF, MEDC programs) to understand how they may influence site economics.

## Market Scan & Program Testing

Using Keego Harbor's prior retail and residential market analyses as a foundation, we would prepare a concise market scan to identify the most viable use categories for the site, given its size, corridor context, traffic volumes, and surrounding land use patterns. This step allows us to test various development programs—mixed-use, small-format commercial, missing-middle housing, or hybrid options—to determine which formats and densities align with market absorption, financial feasibility, and the City's broader vision for downtown vibrancy. This ensures that any future direction is grounded in real demand, realistic pricing, and implementable building types.



*Peerless Flats, Grand Haven, MI*

## Vision Framing & Public-Interest Priorities

Progressive Companies would work with the City to articulate a high-level vision framework for the site that balances community goals with market realities. This might include desired public realm improvements, quality and design expectations, preferred building forms or scales, strategic uses, or sustainability aspirations. We emphasize flexible guidance rather than prescriptive design so as not to exclude creative developer proposals.



*Joe Louis Greenway Alleyway Improvements, Hamtramck, MI*

## RFP Preparation & Development Community Positioning

Building on the feasibility and vision work, we would draft a developer-ready Request for Proposals that clearly communicates:

- The City's objectives and priorities for the site
- The range of feasible development approaches
- Available incentives and partnership expectations
- Relevant due-diligence information
- Submission requirements that help the City evaluate proposals efficiently

Our goal is to package the site strategically, setting a clear direction while still inviting innovative, market-supported responses.



*Ada Village, Ada, MI*

## Support Through the RFP Process

Progressive Companies can facilitate developer outreach, answer technical questions, and assist the City with evaluation of responses, ensuring alignment between proposals, market conditions, and community goals.

# Market Rationale

The feasibility of redevelopment at 2980 Orchard Lake Road is supported by several clear market fundamentals. The site benefits from high visibility along Orchard Lake Road, with over 30,000 vehicles passing by daily, and is strategically positioned within a corridor that already attracts commercial activity, offering proximity to strong residential neighborhoods and lakefront amenities. Prior market studies prepared for Keego Harbor indicate measurable demand for both neighborhood-serving retail and a range of residential formats, particularly smaller-scale, walkable, mixed-use environments. These findings suggest that a well-designed, right-sized development at this location would benefit from both local demand and regional momentum.

Additionally, the site's modest scale (0.57 acres) makes it well-suited to incremental redevelopment formats that have proven feasible in comparable Oakland County markets. With appropriate due diligence, incentive structuring, and guidance on building form, the City can position the site for a development aligned with both community goals and realistic market absorption.

# Preliminary Financial / Partnership Structure

We believe this site can be developed without local incentives. However, the utilization of local financial incentives could be used to ensure the City's goals and vision for the site are realized. Progressive Companies would collaborate with the City and Fleis & VandenBrink to evaluate and package the most relevant tools, which may include:

- **Brownfield Redevelopment Tools:** Eligible activities and Brownfield TIF to offset environmental or site-preparation costs.
- **Corridor or Facade Programs:** Local façade grants or TIFA-supported improvements to elevate design and corridor coherence.
- **IFTA or Commercial Rehabilitation Exemptions:** To reduce upfront operating cost burdens for mixed-use or commercial components.
- **MEDC Programs:** Including Match on Main, Community Revitalization Program (CRP), or gap-financing tools appropriate for small-site infill.

Our recommended structure is for the City to complete initial due diligence, articulate a clear vision through the RFP, and then invite developers to respond with conceptual programs and financial models. This reduces uncertainty for respondents, increases developer interest, and helps ensure that proposed projects reflect both the community's priorities and real-world financial constraints.

# Key Barriers or Considerations

Several site-specific factors will influence redevelopment feasibility:

- **Parcel Size and Geometry:** At just over half an acre, the site requires a compact building footprint and efficient parking/loading strategies.
- **Zoning Alignment:** Current C-2 zoning allows flexibility but may require adjustments or a PUD-like process depending on the final program, especially if residential uses or mixed-use formats are prioritized.
- **Access & Circulation:** Direct frontage on Orchard Lake Road offers visibility but may require coordination with transportation agencies to ensure safe ingress/egress and accommodate multimodal access.
- **Environmental Due Diligence:** The site is Brownfield-eligible, suggesting the need for updated environmental assessments to confirm conditions and quantify incentive opportunities.
- **Parking Requirements:** Right-sizing parking will be a key determinant of development scale given the limited acreage.

These considerations reinforce the importance of the due-diligence and market-framing steps prior to issuing an RFP.

# Timeline Considerations

A realistic timeline for this redevelopment effort involves several coordinated phases:

- **Due Diligence + Market Scan (1–2 months)**
  - Environmental review, zoning analysis, infrastructure verification, and a concise market assessment to define feasible building types and uses.
- **Visioning & RFP Development (1–2 months)**
  - Progressive works with City staff and the TIFA to define desired outcomes, prepare RFP materials, specify incentive packages, and assemble all due-diligence information for developers.
- **RFP Release + Developer Response Window (2–3 months)**
  - Allow sufficient time for respondents to conduct concept-level site planning, preliminary costing, and incentive evaluation.
- **Evaluation + Negotiation (1–2 months)**
  - City selects preferred developer(s), negotiates terms, and finalizes the development agreement structure.
- **Design & Approvals (variable, typically 4–9 months)**
  - Planning, engineering, incentive approvals, and permitting.
- **Construction Start (following approvals)**
  - Dependent on financing timelines and weather, typical for small-site infill: 12–18 months build-out.

This timeline is flexible, but reflects the pacing needed to reduce uncertainty, attract strong development partners, and ensure high-quality outcomes.



PROGRESSIVE  
COMPANIES

[weareprogressive.com](http://weareprogressive.com)

# CITY OF KEEGO HARBOR

---

## Tax Increment Finance Authority Site Improvement Grant

TIFA Approved: June 10, 2025  
City Council Approved: June 19, 2025  
Revision Date: N/A



# City of Keego Harbor – TIFA Site and Façade Improvement Grant Program

## FY 2025 Guidelines and Application Packet

### Program Overview

The Keego Harbor Tax Increment Finance Authority (TIFA) Site and Facade Improvement Grant Program is designed to encourage and further assist private investment that contributes to the physical revitalization and long-term economic sustainability of Keego Harbor's commercial corridor. By providing matching grant funds, the program aims to stimulate high-quality exterior improvements that enhance curb appeal, promote walkability, public art initiatives, support small business retention, and attract new investment to the community.

This grant is available to eligible property and business owners within the boundaries of the Keego Harbor TIFA District and focuses on improvements that are visible from public rights-of-way. Examples include facade upgrades, signage enhancements, accessibility improvements, site landscaping, lighting, and public art or mural installations. These upgrades are intended to reinforce a cohesive and inviting streetscape, contribute to community pride, and improve the overall perception of Keego Harbor as a vibrant place to live, work, and visit.

The grant acceptance period begins each year on July 1, in alignment with the start of the City's fiscal year. Applications are accepted on a rolling basis until the annual allocation is exhausted. Each application will be reviewed by TIFA staff and board members based on project readiness, visual impact, design quality, consistency with community goals and plans, and the applicant's financial commitment to the project.

Through this program, the Keego Harbor TIFA seeks to partner with property owners and business stakeholders to create a more attractive, economically vibrant, and pedestrian-friendly commercial environment.

## Grant Details

- Maximum Grant Amount: \$10,000
- Matching Requirement: 50% reimbursement
- Minimum Total Project Cost: \$2,000
- One grant per property every two fiscal years
- Project completion required within 6 months of award
- Reimbursement is based on paid invoices after project completion
- Grant funding is limited to available funds annually

## Examples of Eligible Improvements

- Façade repairs, painting, or replacement of siding materials
- Restoration or replacement of windows and doors
- New or improved signage (must meet zoning regulations)
- Lighting improvements attached to the exterior
- Installation of awnings or canopies
- Masonry repair, tuckpointing, or cleaning
- Public art installations or murals
- ADA accessibility improvements (e.g., ramps, handrails)
- Landscaping improvements including planters, shrubs, and decorative fencing
- Streetscape elements such as benches or decorative trash receptacles

## Ineligible Expenses

- Indoor furniture, equipment, or inventory
- Improvements not visible from the public right-of-way
- In-kind labor or services
- Routine maintenance or cleaning only
- Temporary signage or seasonal displays
- Work completed prior to grant approval

## Application and Review Process

1. Submit a complete application to the Keego Harbor TIFA.
2. Staff will review for eligibility and completeness.
3. At the next TIFA Board meeting following receipt of a completed application, the Board will evaluate the application based on criteria such as visual impact, consistency with community design goals, and readiness to proceed.
4. Awardees will be notified within 60 days of a complete application submission.
5. All work must be completed within 6 months of grant approval.
6. Submit paid invoices, photos of completed work, and W-9 to receive reimbursement.
7. The TIFA may inspect completed work before reimbursement is issued.

## GRANT REQUIREMENTS

- Property must be located within the Keego Harbor TIFA district (see attached Map)
- Work must be performed by licensed and insured contractors
- All necessary permits must be secured by the applicant
- A minimum of two quotes must be submitted with the grant application
- Improvements must be maintained for at least five years
- Proof of ownership or lease with owner's permission is required
- No outstanding property taxes or utility bills may be owed

## REQUIRED APPLICATION MATERIALS

- Completed Application Form
- Narrative project description and objectives
- Photos of current property conditions
- Drawings/renderings or plans of proposed work
- Minimum two (2) quotes for work to be performed
- Proof of property ownership or lease agreement
- Letter of permission from property owner (if tenant applying)
- Proof of property insurance
- Documentation showing current on taxes and utilities

## Grant Guidelines

1. The building at which the work is to be performed must be located within the boundaries of The Keego Harbor TIFA District (see attached Map). No projects outside of this area will be considered.
2. Grants are awarded on a dollar-for-dollar matching basis. The minimum grant application considered will be \$2,000 up to a maximum grant of \$10,000.
3. Build-outs specific to new tenant recruitment will be given consideration. Preparation items such as electrical, plumbing, mechanical, and shell (white box) improvements and the like related to readying the site for leasing shall not be considered. Highest consideration will be given to those applications that support the goals and objectives of the TIFA Board. Grants will not pay for items that can be picked up and moved; such as indoor furniture, fixtures, inventory, and the like.
4. Applications will be accepted throughout the year on an availability basis. Applicants will be notified within 60 days from the date of a complete submission with an approval or denial. Requests submitted after funding is no longer available for that year will be considered again the following year at the request of the applicant.
5. Plans may include, but are not limited to: trees, shrubs, perennials, site furnishings, signage, façade improvements, and various other items deemed appropriate by the

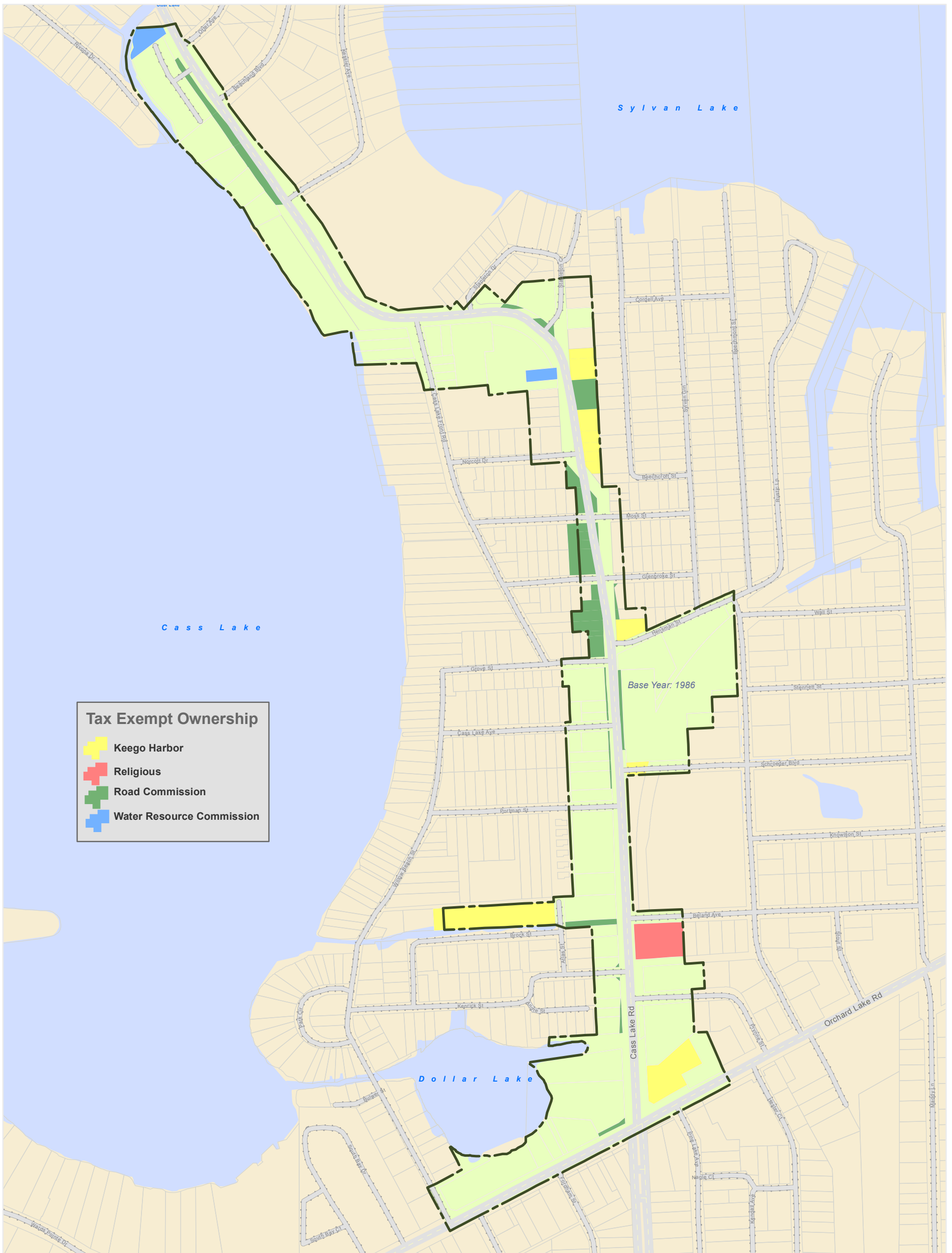
review committee where it is determined that funding will support the goals and objectives of the TIF development plan.

6. The improvement must be a defined project, not part of something ongoing. No grant will be awarded for work already completed.
7. In-house labor will not be considered as a cost covered by a Site Improvement Grant.
8. Grants are generally provided to building owners only. Proof of ownership shall be required. However, funding may be granted as it applies to number three (3) above whereby the tenant is in fact responsible for the costs associated with the build-out.
9. The Board, at its sole discretion, may award more than one grant to the same applicant as long as the property for which the funds are used are separate and distinct. The Board shall award only one grant per property. The only exception is if a building owner has received a grant for their building and a then a qualifying tenant makes application within that same building. Such award shall be at the sole discretion of the TIFA Board of Directors.
10. Grant applications are reviewed by the Tax Increment Finance Authority Board of Directors with appropriate staff. Grant applications must include the following materials to be considered by the TIFA Board of Directors:
  - All plans must be well thought out, accurately drawn, and planned for professional installation.
  - A minimum of two (2) competitive quotes must be submitted by qualified contractors. All materials and quantities must be consistent between bids.
  - All grants must be matched dollar for dollar by the applicant/owner.
  - A check for the grant amount will be issued to the Contractor by the TIFA upon completion of the improvement, but in no case shall it exceed 50% of the total project cost, regardless of the amount approved.
  - Permits as required by local and/or other laws are the responsibility of the applicant.
11. The TIFA reserves the right to accept or reject any application based on a review of the value, need and benefit of the project to the TIF District, and to award an amount anywhere between the minimum and maximum grant limits, regardless of the requested amount. One grant will be awarded. Amendments/add-ons will not be considered.
12. All contracts are required to be by and between the Contractor(s) and the property owner.
13. Where applicable, contractors shall be appropriately licensed and deemed “in good standing” by the Board of Directors. Verification will be made utilizing the State of

Michigan website. It is the responsibility of the applicant to provide the TIFA with two (2) legitimate and verifiable quotes. All quotes shall utilize a similar format so that staff may easily verify that they are comparing equal and/or similar materials and labor for the project.

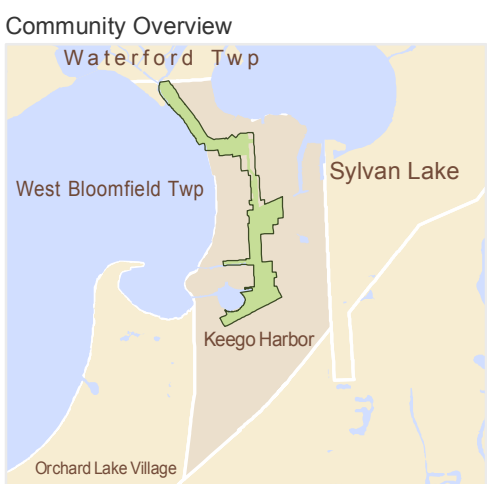
14. Only a TIFA-provided application will be accepted and must be completed in ink or typewritten.
15. No grant will be awarded to a Landlord or Tenant in any case where outstanding and/or delinquent taxes, assessments or utility bills are due to the City or County. If requested, proof of payment will be required.
16. Grants are due fourteen (14) days prior to the date of the TIFA Board meeting for which review is being requested. The TIFA Board does not necessarily meet every month, therefore, be sure to plan ahead. As indicated in 4 above, the staff and Board has up to sixty (60) days to review the application materials and provide a response.

# Map



**Tax Exempt Ownership**

- Keego Harbor
- Religious
- Road Commission
- Water Resource Commission



**Keego Harbor**  
**Tax Increment Finance Authority**  
*Tax Exempt Parcels*

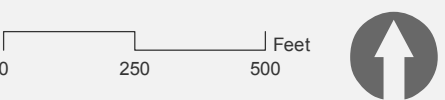
**Contact**  
 2025 Beechmont Keego Harbor, MI 48320  
 248-682-1930

**Statistics**  
 Authority: 43 acres Dev.  
 Area: 40 acres Millage:  
 No

**Legend**

- Authority Boundary
- Development/Capture Area  
 Area defined in the development plan where TIF capture can occur.

**OAKLAND**  
 COUNTY MICHIGAN  
 ECONOMIC DEVELOPMENT & COMMUNITY AFFAIRS



Map date: April 15, 2015  
 Created by: Oakland County Planning and Economic Development Services

The information provided herewith has been compiled from recorded deeds, plats, tax maps, surveys and other public records. It is not a legally recorded map or survey and is not intended to be used as one. Users should consult the information sources mentioned above when questions arise.

# 2025 Keego Harbor TIFA Site and Façade Improvement Grant Program Application

BUILDING NAME: \_\_\_\_\_

NAME OF OWNER: \_\_\_\_\_

CORPORATION NAME: \_\_\_\_\_

STREET ADDRESS: \_\_\_\_\_

CITY/STATE/ZIP: \_\_\_\_\_

TELEPHONE: \_\_\_\_\_

EMAIL ADDRESS: \_\_\_\_\_

APPLICATION IS FOR: \$ \_\_\_\_\_

ANTICIPATED START DATE OF PROJECT: \_\_\_\_ / \_\_\_\_ / \_\_\_\_

I, \_\_\_\_\_ hereby submit this application for site improvement grant funding to the Keego Harbor Tax Increment Finance Authority, and by affixing my signature below, represent that I am authorized to do so as owner of the building, or with proper approvals from the building owner as identified within the grant programmatic requirements/ Furthermore, I have read the terms and conditions for funding as stated herein and agree to abide by said terms and conditions along with all city ordinances, policies and procedures, with the knowledge that funding may be withheld if I do not comply.

SIGNED: \_\_\_\_\_

TODAY'S DATE: \_\_\_\_ / \_\_\_\_ / \_\_\_\_

## PROJECT DESCRIPTION

Please describe the project (attach inventories, spec or cut sheets, drawings, plans, plant lists, if applicable, etc.), Include location(s) of work to be performed. Continue on a separate sheet if necessary.

[Grab your reader's attention with a great quote from the document or use this space to emphasize a key point. To place this text box anywhere on the page, just drag it.]

Please state the purpose and objectives of this site improvement project in the space provided.

[Grab your reader's attention with a great quote from the document or use this space to emphasize a key point. To place this text box anywhere on the page, just drag it.]

In the space provided, please describe the project's short- and long-term goals and the overall impact on the City of Keego Harbor.

[Grab your reader's attention with a great quote from the document or use this space to emphasize a key point. To place this text box anywhere on the page, just drag it.]

Please add any other information in the space provided that you feel is significant to the project and may differentiate and/or give your application greater consideration over another.

[Grab your reader's attention with a great quote from the document or use this space to emphasize a key point. To place this text box anywhere on the page, just drag it.]

## ADDITIONAL COMMENTS:

[Grab your reader's attention with a great quote from the document or use this space to emphasize a key point. To place this text box anywhere on the page, just drag it.]

## ATTACHMENTS:

### Mandatory Attachments

- Scaled Drawings
- Two (2) competitive quotes

### Other Attachments to consider

- Inventories
- Spec/Cut Sheets
- Plans
- Plant List
- Artist Renderings

## Contact Information

For further information visit:

[www.keegoharbor.org](http://www.keegoharbor.org)

- OR -

2025 Beechmont Street  
Keego Harbor, MI 48320

Hours: Monday - Thursday  
8:00 AM - 5:00 PM

Phone: 248-682-1930

[clerk@keegoharbor.org](mailto:clerk@keegoharbor.org)





---

**To: TIFA**

**Date: March 4, 2026**

**Subject: TIFA District Maintenance- DPW**

---

**BACKGROUND:**

DPW Foreman Doug Waldon

- Lawn Maintenance
- Street Sweeping -Memorial Day Parade
- Painting/Lighting
- Street Light Maintenance

**RECOMMENDATION:**

Discussion



---

**To: TIFA**

**Date: March 4, 2026**

**Subject: TIFA Projects**

---

**BACKGROUND:**

- Fran Leaf Park
  - Landscape/Approach
  - Benches
  - Arch: *Resolution by Secretary Clark; supported by Board Member Wade to recommend to council to accept the quote from Stefani & Company for the archway only and not to exceed \$18,500 and a 50% deposit to begin with certain details to be determined by a TIFA subcommittee.*
- Murals/Art Contest/Enhancing Cass Lake Road
- Dollar Lake/Kayak Launch
- Main Street Program Update- City Council voted to reduce the target area as recommended by TIFA.

**RECOMMENDATION:**

Discussion

**I. Suggestions to accommodate existing infrastructure**

Margaret's loading dock and dumpsters:

A screening fence on our property planted with woody vines?

Margaret's downspouts

Shift from dry plantings to flood-tolerant plantings towards back end of building

Margaret's business sign

Keep plantings low at the front end

Position the Arch between the sign and the front of the building

Repeat the sign plantings at the bases of the arch

**II. Suggestions to minimize maintenance workload**

Use aggressive ground covers where they can be contained

Use shrubs that only get 3-4' tall and that will likely spread but not be invasive

Use trees with narrow shapes that are also well suited to the soil conditions

Avoid trees that drop fruit on the sidewalk, or tend to lift sidewalks

Plan on no mowing. Ornamental grasses that are cut once per year are ok.

Plan on no irrigation.

Flower planting should be restricted to small showy areas near the arch, preferably perennials.

Another showy area can be included in the rain gardens at the park end of the walk.

**III. Suggestions for stormwater management**

Zone 1: Cass Lake Rd to the middle of the building runs dry

Zone 2: Mid building to back of building runs medium moisture

Zone 3: Loading dock to Atlas St runs wet with flooding

Plan for a rain garden on either side of the walkway with room for ponding.

Plan for downspout flow at the back of the building to either be routed to the rain garden on the building side, or sheet over the walkway to the raingarden on the other side.

IV. **Suggested plant material**

Trees: 4 Black Gum, *Nyssa sylvatica*, narrow variety such as Green Gable. Only on the outer strip

Shrubs: Bush Honeysuckle, *Diervilla rivularis*, colorful variety such as Kodiak Orange or Multiple varieties. Planted 4-5' apart, these sucker a bit and will fill the space. Only on the outer strip

Woody Vines: ? Climbing Hydrangea? On the lattice fence shielding the dumpsters

Woody Ground cover: The flatter varieties of *Juniperus horizontalis*. Use on both sides of the walk near Cass Lake Rd

Soft Ground cover: on the strip between the walk and Margaret's planters, something like *Liriope*? Or *pachysandra*, or more *Juniper*?

Rough estimate of plant quantities and cost

Trees 4 @ \$400 = \$1600

Shrubs: 25 @ \$75 = \$1875

Junipers: 60 @ \$20 = \$1200

2 Rain gardens @100 = \$200

More grasses & daylilies = \$100

Woody vines 4 @ \$50 = \$200

So far.... \$5,175

Atlas St

Wetter

Screening Fence

Bench on Brick Pavers

Bench on Brick Pavers

Arch

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20

200'

8'3"

Sidewalk

20'

Margaret's Property

Dumpsters

Loading Dock

Building

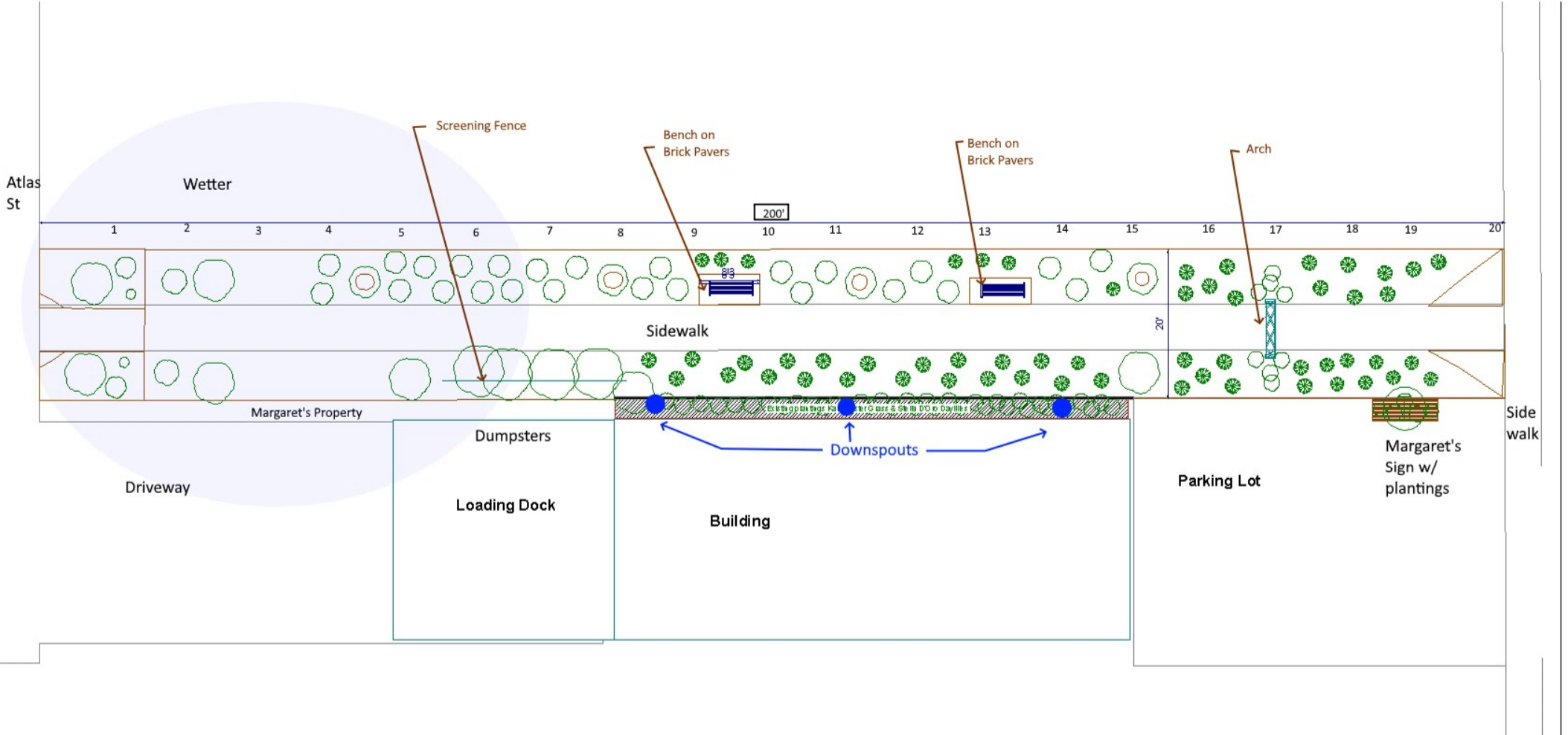
Downspouts

Parking Lot

Margaret's Sign w/ plantings

Side walk

Driveway



# STEFANI & CO.

2800 Orchard Lake Road No. 5  
Keego Harbor Michigan 48320  
248-682-8818

*01/07/25*

# QUOTE #1A

Quote # KH1A-8-20-25  
DATE: 8-20-25

To:

City of Keego Harbor  
Arch at Cass Lake rd.  
(Next to Margret's)

## Quote #1A Round Archway

**Comments or special instructions:** This quote is for Archway design located 18 feet off of Cass Lake rd. next to Margret's. This design consists of 3 separate materials as listed.... Steel, limestone, cast glass. Paint is necessary and can be decided at a later date with any combination of colors. Arch will require concrete and steel base for mounting. Quote includes internal LED post lighting installation and foundation included in preliminary quote. All aspects of install included.

SALESPERSON	Quote NUMBER	SHIP DATE	SHIP VIA	F.O.B. POINT	TERMS
Jesse	KH1A-8-20-25				

QUANTITY	DESCRIPTION	UNIT PRICE	AMOUNT
1	Archway - Cylinder Steel pillars, round limestone bases, cast glass cap with signage and other specified graphics bird, boat, etc. Refer to drawing for descriptions and placement  50% deposit to begin	\$18,500	\$18,500
<b>QUOTE TOTAL</b>			<b>\$18,500</b>

THANK YOU



# STEFANI & CO.

*Alon/8/25*

# QUOTE #1B

2900 Orchard Lake Road No. 5  
Keego Harbor Michigan 48320  
248-682-8818

Quote # KH1B-8-20-25  
DATE: 8-20-25

To:

## Quote #1B Rounded Park bench

City of Keego Harbor  
Benches at Cass Lake rd.  
(Next to Margret's)

**Comments or special instructions:** This quote is for proposed matching rounded benches 18 feet off Cass Lake rd. (next to Margret's). This Quote is for (2) separate but identical bench designs. This design consists of 2 separate materials as listed.... Steel, limestone. Paint is necessary and can be decided at a later date with any combination of colors. Installation included.

SALESPERSON	NUMBER	SHIP DATE	SHIP VIA	F.O.B. POINT	TERMS
Jesse	KH1B-8-20-25				

QUANTITY	DESCRIPTION	UNIT PRICE	AMOUNT
2	Benches – Cylinder Steel pillars, round limestone bases, Refer to drawing for descriptions and placement.	\$5,500	\$11,000
2	Bench backrests included per bench	\$500	\$1,000
	50% deposit to begin		
<b>QUOTE TOTAL</b>			

If adding (2) additional benches subtract 10% for each.

**THANK YOU**

8/21/25

8/25/25, 7:33 AM

AT&T Yahoo Mail - Re: 1A Submission Quote Fran Leaf Par...

**Re: 1A Submission Quote Fran Leaf Park Arch**

From: Stefani (stefaniandco888@gmail.com)

To: susiedqq@att.net

Date: Thursday, August 21, 2025 at 12:13 PM EDT

Hi Susan,

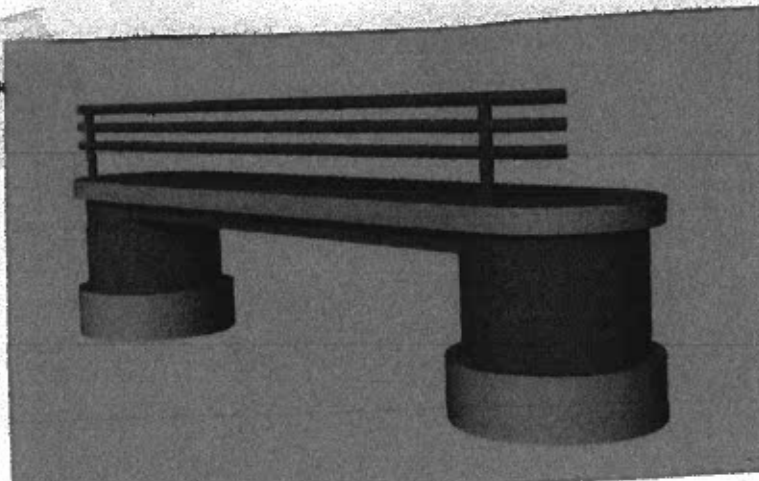
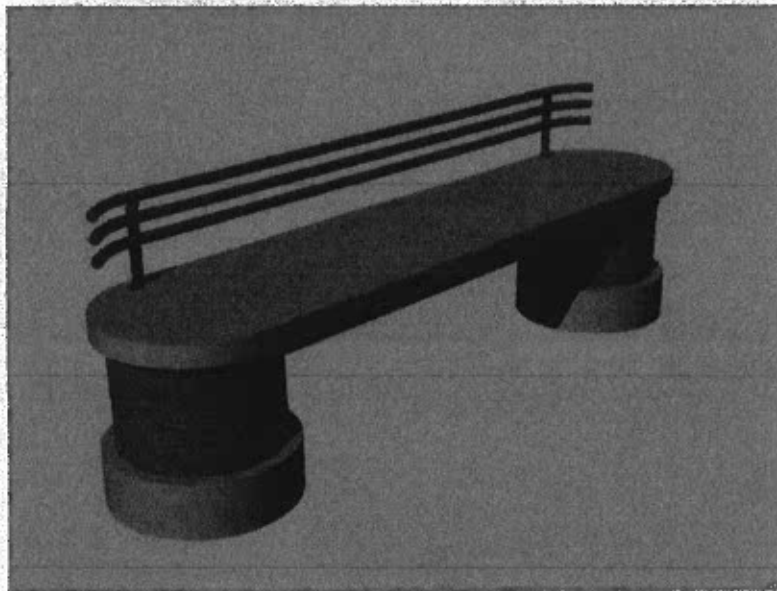
Below are the revised quotes for both the Archway and the benches.

All aspects of install are included.

Pictures and costs showing the bench with the backrest idea for you to look at.

Let me know if you have any questions.

Jesse



ab

## Site Furnishings for the Fran Leaf Park sidewalk to be funded by TIFA

- 1 bench
- 1 trash receptacle

### Considerations:

- These should be installed on a concrete or brick paver extension off to one side of the sidewalk.
- The location will depend on space available and the drainage situation at that spot.
- Style could either match the existing benches in the pocket parks along Cass Lake Rd, or reflect the style of the arch if it is different from the existing benches.
- Backed and backless are both used in Veteran's. The backless benches have been marred by skateboarders. Armrests would likely inhibit such use.
- If there is a trash receptacle, it must be reachable by DPW driving the side-by-side up the sidewalk.

The suggestions presented here are from these companies. If the board agrees on a style, staff can research other providers.

**Dumor** – these are what we have in the pocket parks now.

<https://dumor.com/dumor-site-furnishings>

Sales for our area is handled by:

Stephanie Hall  
 Penchura, LLC  
 889 S. Old US 23, Brighton, MI 48114  
 P: 888-778-7529 | F: 810-229-6256 | E: [stephanie@penchura.com](mailto:stephanie@penchura.com)  
[www.Penchura.com](http://www.Penchura.com)

### **Belson Outdoors, LLC**

627 Amersale Drive  
 Naperville, IL 60563  
 Phone: (630) 897-8489  
 Fax: (630) 897-0573  
 Toll Free: (800) 323-5664

<https://www.belson.com/Park-Benches>

### **Barco Products LLC**

24 N Washington Ave, Batavia, IL 60510

[sales@barcoproducts.com](mailto:sales@barcoproducts.com)

Call 1-800-338-2697  
 M-F 7 am - 6 pm CT

See associated image documents and spreadsheet.

6' benches & matching cans, all surface-mount

Supplier	Name/Description	Model	Material	Finish	Weight	List \$
Dumor	Bench with back	Bench 58-60	Steel	Black powdercoat	300	?
Dumor	Backless bench	Bench 92-60	Steel	Black powdercoat	227	?
Belson	Commercial Steel Outdoor Bench with Straight Back	CBPB-6SB-BK	Steel	Black powdercoat	179	\$850.00
Belson	Commercial Park Bench with Curved Back	CBPB-6CB-BK	Steel	Black powdercoat	184	\$859.00
Belson	Commercial Steel Outdoor Flat Bench	CBPB-6NB-BK	Steel	Black powdercoat	115	\$599.00
Belson	Aluminum Park Bench Contemporary	CBPB-6A1B-BK	Aluminum	Black powdercoat	75	\$647.00
Belson	Aluminum Flat Bench	CBPB-6A1NB-BK	Aluminum	Black powdercoat	55	\$486.00
Barco	Cassidy Straight Back Bench	02CL1300-BK	Steel	Black powdercoat	177	\$1,145.00
Barco	Cassidy Backless Pedestal Bench	02CL2923	Steel	Black powdercoat	106	\$795.00
Barco	Cassidy 32 Gal Receptacle	WR-15	Steel	Black powdercoat	95	\$1,055.00
Barco	Gateway Aluminum Bench		Aluminum	Black powdercoat	39	\$599.00
Barco	Hannah Bench, straight back	02AM2105-PW	Steel	Metallic Pewter	132	\$985.00
Barco	Hannah 30 gal receptacle w/ side access door	08AM2104-PW	Steel	Metallic Pewter	123	\$1,185.00
Barco	Brighton Bench	BN-65 02LJ1350	Aluminum 8G	Black/Bronze	80	\$1,195.00

Barco Products LLC  
24 N Washington Ave, Batavia, IL 60510  
[sales@barcoproducts.com](mailto:sales@barcoproducts.com)  
Call 1-800-338-2697  
M-F 7 am - 6 pm CT

Cassidy™ Straight Back Bench 6' Steel  
SKU: 02CL1300-BK **Treetop** SKU: 2ZT2085-BK **Kirby** SKU: VCJ1200-BK



Cassidy™ Backless Pedestal Bench steel 6'  
SKU: 02CL2923 **Treetop** SKU: 2ZV5751 **Kirby** SKU: VCJ1878



Cassidy™ 32 Gallon Receptacles, steel, rigid plastic liner, optional rain bonnet. Lift out liner has hand holds  
SKU: WR-15 **Treetop** SKU: TWR-15 **Kirby** SKU: KWR-15



Gateway Aluminum Benches 6'

SKU: BN-179 **Treetop** SKU: TBN-179



Hannah Bench – steel w metallic pewter finish

SKU: 02AM2105-PW **Treetop** SKU: 2ZI4116-PW **Kirby** SKU: VAX2105-PW



Hannah 30 Gallon Receptacle with Side Access Door – steel, pewter finish

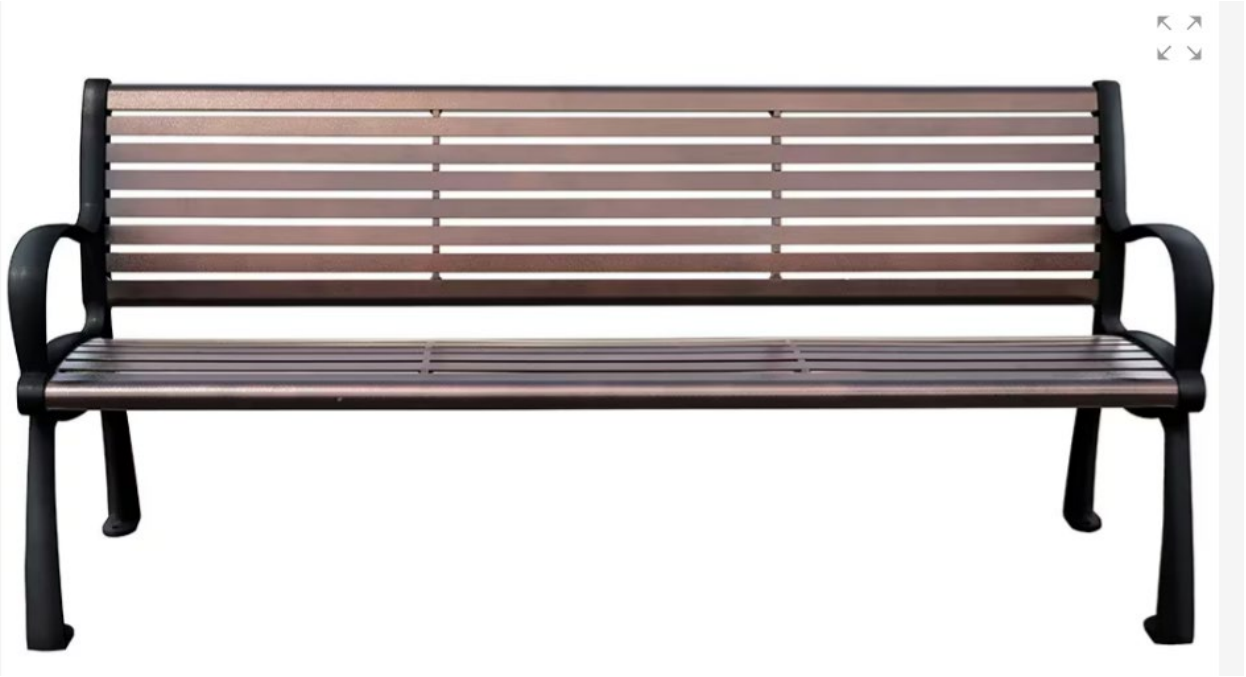
SKU: 08AM2104-PW **Treetop** SKU: 4ZI4114-PW **Kirby** SKU: VAX2104-PW

<https://www.barcoproducts.com/hannah-30-gallon-receptacle-with-side-access-door>

This has a steel square pull-out bin so it costs more than the bench.



Brighton Benches –aluminum – all black. Or two-tone with bronze  
SKU: BN-65 **Treetop** SKU: TBN-65 **Kirby** SKU: KBN-65



Belson Outdoors, LLC  
627 Amersale Drive  
Naperville, IL 60563

Phone: (630) 897-8489

Fax: (630) 897-0573

Toll Free: (800) 323-5664

<https://www.belson.com/Metal-Park-Benches>

Commercial Steel Outdoor Bench with Straight Back [Model CBPB-6SB-BK](#)



Commercial Park Bench with Curved Back [Model CBPB-6CB-BK](#)



Commercial Steel Outdoor Flat Bench [Model CBPB-6NB-BK](#)



Aluminum Park Bench Contemporary [Model CBPB-6A1B-BK](#)



Aluminum Flat Bench [Model CBPB-6A1NB-BK](#)



Our rep is PENCHURA

<https://dumor.com/dumor-site-furnishings>

<https://www.rossrec.com/wp-content/uploads/2022/01/2022-DuMor-Catalog.pdf>

BENCH 58 58-60 6' long,  
300 lbs.



RECEPTACLE 102 102-22 22-gal. All-Steel Receptacle, 236 lbs. 102-22SH 22-gal. All-Steel Receptacle, w/optional steel shield, 258 lbs. 102-32 32-gal. All-Steel Receptacle, 272 lbs. 102-32SH 32-gal. All-Steel Receptacle, w/optional steel shield, 299 lbs. 102-40-RC 40-gallon Split



BENCH 92 92-60 6' long, 227 lbs.

**MCKENNA**

# Memorandum

**TO:** Keego Harbor Tax Increment Finance Authority  
**FROM:** Paul Urbiel, AICP  
Emily Huhman, AICP  
**SUBJECT:** **Cass Lake Road Transformation Potential Next Steps**  
**DATE:** February 24, 2026

In October, City staff and McKenna hosted a meeting with the Road Commission for Oakland County, the Southeast Michigan Council of Governments, the Michigan Department of Transportation, Oakland County Planning, and the Michigan Economic Development Corporation to discuss the vision for Cass Lake Road in the 2021 Cass Lake Road Village Plan and the ongoing Master Plan update. Since this meeting, McKenna has provided next steps for moving the transformation of this important corridor forward to Planning Commission and City staff. TIFA support, TIF funding, and support and funding for placemaking interventions through the Oakland County Main Street Program and other sources will be key in achieving a more place-based, walkable commercial corridor.

Below, please find a preliminary scope of work identifying potential next steps. We are endeavoring to develop a feasible streetscape design concept so that funding for implementation can be sought, and the City can provide the RCOC with its desired future for Cass Lake Road to coordinate with the RCOC's design process for improvements in the coming years.

## **NEXT STEPS**

We understand that the TIFA District and the City are interested in understanding the feasibility of adding several streetscape improvements, including on-street parking, widened sidewalks, landscaping, and other improvements as part of the Road Commission for Oakland County's planned repaving of Cass Lake Road in 2028. The following steps provide an initial path forward for accomplishing this transformation.

### **1. Project Initiation**

- a) One meeting between McKenna and City staff to establish expectations and confirm anticipated deliverables.

### **2. Existing Conditions Analysis**

- a) Utilize existing base information and conduct a site visit to photo-document existing conditions, take relevant measurements, and inventory assets and design cues.

### **3. Prepare Preliminary Design Concepts**

- a) Develop conceptual road configurations and streetscape design that identify the location and width of desired improvements to inform cost estimates, schematic design, and construction documents.

**HEADQUARTERS**  
235 East Main Street  
Suite 105  
Northville, Michigan 48167

☎ 248.596.0920  
☎ 248.596.0930  
**MCKA.COM**

**Communities for real life.**



#### 4. City Staff and TIFA Feedback Meeting

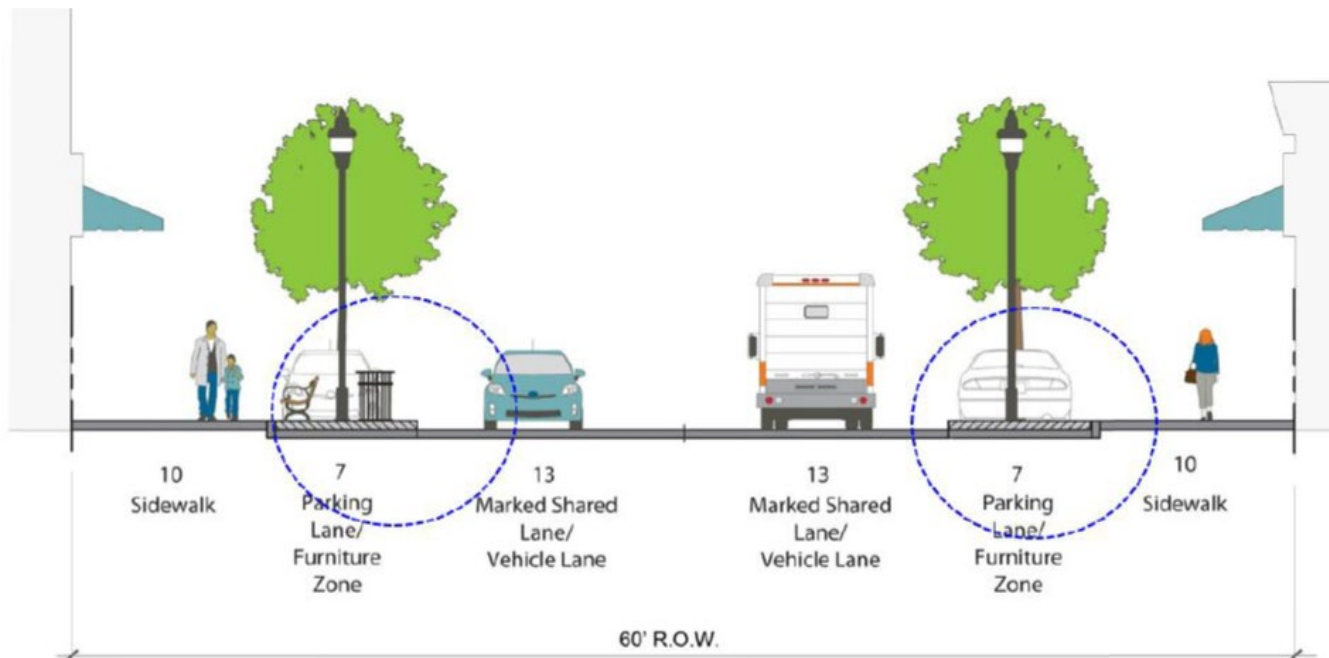
- a) Host a meeting to present preliminary design concepts to the TIFA Board and City staff.
- b) Revise design concepts to incorporate TIFA and City feedback.

#### 5. Community Review and Feedback

- a) Create and host an online survey on Social Pinpoint to gather public feedback on the proposed changes, prompting respondents to consider mobility for all modes of transportation, availability of public space, and aesthetics.

#### 6. Post-Survey Collaboration Meeting

- a) McKenna will meet with the TIFA Board and City staff to discuss survey results and make changes to the preliminary design cross sections as necessary to incorporate public feedback. These cross sections can then go to engineering to obtain cost estimates and a final site plan design for each streetscape improvement location.



*Proposed cross section of Cass Lake Road as shown in the 2021 Cass Lake Road Village Plan.*



## POTENTIAL BUDGET

Pending the finalization of the scope of work, McKenna estimates these next steps can be completed at a cost of \$30,000-\$60,000.

## MEETINGS AND SCHEDULE

Below is a preliminary schedule for this next phase:

KEY TASKS	Month				
	APR	MAY	JUN	JUL	AUG
1. Project Initiation					
2. Existing Conditions Analysis					
3. Preliminary Design Concepts					
4. City Staff and TIFA Feedback Meeting					
5. Community Review and Feedback					
<b>MEETINGS</b> (shown with an "x" for one meeting)					
Project Kick-Off Meeting with City Staff	x				
City Staff and TIFA Feedback Meeting				x	x



**MCKENNA**

# Memorandum

**TO:** City of Keego Harbor City Council  
**FROM:** Emily Huhman, AICP  
**SUBJECT:** **Oakland County Main Street Update**  
**DATE:** December 9, 2025

As part of the City's effort to improve development potential in the Cass Lake corridor through streetscape and placemaking improvements, Keego Harbor submitted its application to the Oakland County Main Street Program in October 2025 to get the City connected with technical assistance, resources, and funding opportunities. The City Planner met with Oakland County Main Street staff on December 1<sup>st</sup> regarding the City's application and next steps. **The following memorandum summarizes the discussion at this meeting and next steps.**

## MEETING SUMMARY

### Oakland County Main Street (OCMS) Application Review

- The application submitted by the City included the entire TIFA District as the proposed Target Area. OCMS recommends reducing the size of the Main Street Target Area so that the program can have a greater impact in a concentrated area. OCMS felt it was a best practice to focus on a smaller area within the District as the community gets involved in the OCMS Program. OCMS noted the Target Area can always be expanded later.

To respond to this recommendation, McKenna proposes a smaller Target Area to encompass the TIFA District south of Hensman Street, as this area is where the majority of the commercial activity takes place and is expected to be the area where most streetscape improvements will take place. ***The TIFA Board supported this change to the Target Area at their December 3<sup>rd</sup> meeting.*** An updated map showing the proposed Target Area is included as the final page of this memorandum. The portion of the TIFA District included as the proposed Main Street Target Area is outlined in red, while the remaining portion of the TIFA District that will not be included in the OCMS Target Area is outlined in blue.

- **For City Council: Requesting a motion to support the change in the Target Area for the Oakland County Main Street Program as presented.**

## OCMS LOGISTICS AND NEXT STEPS

OCMS plans to officially welcome Keego Harbor into the OCMS Program at their Main Event on **June 11<sup>th</sup>, 2026**. In the meantime, OCMS would like to set up the following visits and trainings after the new year:

1. Schedule a Resource Team Visit – Oakland County Main Street staff will complete a site visit of the Target Area with the TIFA Board and City staff.
2. Schedule a Main Street 101 Training with OCMS for TIFA Board and community leaders.



3. Board Training – Once the City is onboarded on OCMS, OCMS will provide a Board Training and pair the TIFA Board with the Board of another OCMS community to encourage peer sharing and support.

OCMS staff identified the following next steps for Keego Harbor:

1. Send any updated information to OCMS staff (updated Target Area, if City Council agrees with this new area).
2. Schedule Resource Team visit and trainings after the new year.
3. Provide OCMS staff with any other requested information prior to being onboarded into the Program in June.

We look forward to working with the Keego Harbor TIFA Board, City Council, and City staff on the Oakland County Main Street Program. Please feel free to reach out with any questions.

Waterford Township

West Bloomfield Township

# Main Street Target Area

City of Keego Harbor, Michigan

December 2, 2025

## LEGEND

-  Main Street Target Area
-  TIFA Boundary
-  Commercial Property
-  Vacant Property
-  TIFA Businesses



Basemap Source: Michigan Center for Geographic Information, v. 17a. Data Source: Access Oakland, 2025. City of Keego Harbor, 2025. McKenna, 2025.



**Workers Working in Keego Harbor (2023 ACS): 854**

**Keego Harbor Commercial Vacancy Rate (CoStar, 2025): 19.9%**

Complete Active Business and Vacant Property Inventory on pages 3-5 of Market Analysis.

