

Here's a clear explanation of **what a Downtown Development Authority (DDA) is in Michigan and what it *can spend its money on*:**



What a DDA Is in Michigan

A **Downtown Development Authority (DDA)** in Michigan is a special local government entity created under the state's tax increment financing laws (originally the DDA Act, now part of **Michigan Public Act 57 of 2018**). DDAs are used by cities, villages, or townships to help revitalize and strengthen their downtown or central business districts.

A DDA's goal is to **halt deterioration, increase property values, encourage private investment, and promote economic vitality downtown**.

DDAs are typically governed by a board appointed by the local municipality and funded through a mix of tax increment financing (TIF), limited millage, grants, donations, and other revenue sources.



How a DDA Gets Money

The main source of DDA funding in Michigan is **Tax Increment Financing (TIF)**:

- When a DDA district is created, the “base” taxable value of property within the district is recorded.
- As property values rise later (because of new development or improvements), the *incremental* increase in property tax revenue goes into the DDA instead of other local taxing units.
- The DDA then uses those captured tax dollars to invest back into the district.

DDAs may also collect limited property tax millages (in certain communities) and receive grants or donations.



What a DDA Can Spend Its Money On

✓ Public Facilities & Infrastructure

Under Michigan law, TIF and other DDA funds **must be spent on projects that qualify as “public facilities” or part of the approved DDA or TIF plan**, meaning they benefit the public and support economic development — not private profit. Examples include:

- **Streets, sidewalks, curbs, paths and boardwalks**
- **Street lighting and traffic improvements**
- **Public parks and plazas**
- **Public utilities and water/stormwater infrastructure**
- **Bridge and public right-of-way improvements**
- **Parking facilities and way-finding signage**
- **Public spaces, landscaping, and streetscape enhancements**

These are typical infrastructure investments that support downtown accessibility, walkability, aesthetics, and growth.

✓ **Economic Development & Promotions**

DDAs often fund activities that make the downtown more attractive and economically vibrant, such as:

- **Marketing and events** (festivals, concerts, promotions) that bring people downtown.
- **Grants or loans to local businesses** to improve façades or encourage growth (if allowed in local plans).
- **Programs to support small business enhancement** and activation of underused spaces.

✓ **Community & Placemaking Projects**

Some DDAs pay for projects that help downtown be a place people want to live and visit:

- **Public art, parklets, and public seating**
- **Farmers market facilities**
- **Pedestrian plazas and mobility improvements**

These are still considered part of “public facilities” or community enhancements under DDA development plans.

✓ **Affordable Housing Initiatives (in some cases)**

While strictly speaking tax increment revenues must be spent on public infrastructure, some DDAs in Michigan (like Detroit’s) have created **loan or incentive programs** aimed at encouraging affordable residential development downtown, as long as the projects align with the approved plan and provide public benefit.

✗ **What a DDA *Cannot* Spend Its Money On**

- **Direct personal benefit to a private individual** — the statute specifically prohibits DDA funds from being used for personal gain.
- **General city services unrelated to the downtown development plan**, like police/fire operations or general administrative overhead outside the district.

- **Projects not included in the adopted development or tax increment financing plan** — statutory requirements mean DDAs must commit funds only as spelled out in approved plans.



How Spending Is Controlled

Before spending captured tax dollars, DDAs must:

1. **Adopt a Development Plan and a Tax Increment Financing Plan** describing what projects are planned, why they are needed, and how the funds will be used.
2. The local governing body (city/township council) must approve these plans (often after public hearings).
3. The DDA must spend TIF revenues *only* according to the approved plan.



Key Takeaways

- A DDA is a *public entity* focused on economic and infrastructure improvements in a downtown district.
- Its money is largely from captured tax revenue (TIF) and must be used for public benefits — infrastructure, streetscape, parks, signage, events, marketing, business support, and other improvements that help the downtown thrive.
- Funds cannot be used for purely private benefit or unrelated general city services.

If you want, I can provide examples of specific DDA projects in Michigan communities (like Ann Arbor, Traverse City, or Detroit) to show real-world spending.

can a dda pay for labor cost associated with dpw related activites

Short answer:

A Michigan **Downtown Development Authority (DDA)** generally *can* pay for labor costs related to activities that are part of **public improvements the DDA is authorized to fund** — including work that might be done by a city's Department of Public Works (DPW) — **but only if** those costs are (1) included in an approved **Development and Tax Increment Financing (TIF) Plan** and (2) directly tied to projects the DDA is legally allowed to finance (e.g., public infrastructure).

Here's a more complete explanation:



1. Authority Comes From the DDA's Approved Plans

DDAs in Michigan use **Tax Increment Financing (TIF)** and, in some cases, millage revenue to fund public improvements and activities in a downtown district. They must adopt a **Development Plan** and a **TIF Plan** that describe:

- What projects the DDA intends to fund
- How much those projects are expected to cost
- How the revenues will be used

The DDA *can only spend captured tax revenue on activities and expenses that are included in those approved plans.*



2. Public Improvements (the Key Category)

Under Michigan state law and standard DDA planning practice:

- **“Public facilities”** and **public infrastructure improvements** are the main allowable categories for spending captured TIF revenues.
- These can include streets, sidewalks, stormwater systems, utilities, bridges, plazas, public parking, lighting, and related improvements that benefit the public.
- The statute and many DDA plans specifically list these categories and often include **administrative and personnel costs** tied to carrying out those projects.

Example: Many DDAs explicitly authorize in their TIF plan that tax increment revenues can be used for “reasonable, necessary and appropriate administrative, legal, professional and personnel expenses” related to the development area.



3. Can Labor / DPW Work Be Paid With DDA Funds?

Yes — *but only if* the following are true:

A. The work is part of an approved public infrastructure project

For example:

- street or sidewalk repairs or upgrades
- utility relocation

- stormwater improvements
- alley improvements

These types of costs generally *can* be covered.

 **B. The cost category (including labor) is specifically in the approved budget of the Development/TIF Plan**

That could include paying for:

- labor to install, repair, maintain, or construct public infrastructure
- contract services or reimbursements to city departments for work they perform that *directly accomplishes* the project included in the plan

These labor costs must be clearly tied to an eligible project in the plan — you can't simply pay for DPW labor unrelated to an approved public improvement.



4. Administrative vs. Project Labor

There's an important distinction:

◆ **Administrative Staff vs. Project Labor**

- The DDA **can fund administrative salaries** (e.g., staff hired by the DDA) as part of its operational budget if authorized by its governing documents and millage.
- But **using TIF funds to pay for general city personnel costs or unrelated DPW labor** (e.g., routine street cleaning, general vehicle maintenance, or ordinary city operations) is *not* allowed unless explicitly included in the approved public improvement project in the TIF Plan.

In other words, DPW labor costs must be tied to *eligible capital/public improvement projects* in the plan, not just general municipal functions.



5. Practical Example

If a DDA TIF plan includes a project to rebuild downtown sidewalks, and the local DPW is contracted to do that work:

- The DDA may pay for the **labor costs of that DPW work** *if* the TIF plan includes the sidewalk project and the budget accounts for those labor costs.

- If the DPW is doing routine street sweeping that's not part of an approved project, that would *not* be an eligible use of TIF funds.



6. Key Legal Principle

The Michigan statute allows a DDA to use captured tax revenue only for **approved public improvements** and associated expenses. It **cannot** spend TIF money for general municipal services outside the TIF plan's scope.



Summary

Condition	Can DDA Pay for DPW Labor?
Labor for authorized public infrastructure project included in Development/TIF Plan	<input checked="" type="checkbox"/> Yes
Labor for general city DPW operations not related to an approved project	<input type="checkbox"/> No
Administrative costs directly tied to DDA operations (if authorized)	<input checked="" type="checkbox"/> Yes

If you want, I can explain how a DDA budget line item for DPW labor *might* be structured in a TIF or Development Plan — including examples from real Michigan communities.

include examples from other michigan communities

Yes — a **Downtown Development Authority (DDA)** in Michigan *can* pay for labor costs that are related to **public improvements and activities included in its approved Development and Tax Increment Financing (TIF) Plan**. That includes, in many communities, paying for work performed by a city's Department of Public Works (DPW) if that work is part of a qualifying public project (like streetscape work, sidewalk improvements, utility relocations, etc.). The key is that the labor must be tied to an **approved public improvement or project** in the DDA's plan — not general city maintenance.

Here are **real Michigan community examples** showing how DDAs fund public improvements — some of which could include DPW-related labor if included in the plan:



1. Traverse City (Grand Traverse County)

The Downtown Traverse City DDA uses TIF funds for many public infrastructure projects such as **streetscape improvements, sidewalks, public restrooms, parking garages, pedestrian bridges, and park enhancements** — all part of its approved TIF plans. These projects often require significant labor to design, construct, and maintain public facilities.

If the DDA pays for labor to install sidewalks or streetscape elements that are part of the TIF plan, such costs — even if the city's DPW or contractor performs the work — can be covered as part of the project budget.

2. Midland DDA (Midland)

In Midland, the DDA's plan includes **infrastructure maintenance and improvements**, such as utility burial, streetscape maintenance, lighting and signage enhancements, and downtown restrooms. These infrastructure improvements typically involve labor — for planning, construction, installation, and potentially ongoing servicing — which could be paid for using TIF dollars if included in the approved plan.

3. South Haven DDA (Van Buren County)

South Haven's DDA has used TIF revenue for **parking lot resurfacing, sidewalk repairs, and downtown electrical improvements**, and also funds **holiday lighting and winter lighting** for downtown. These are public infrastructure and public space enhancement activities where labor costs (e.g., for DPW crews or contractors repairing sidewalks or resurfacing lots) could be paid from DDA funds *if the tasks are included in the DDA's TIF plan budgeted as eligible improvements.*

4. Imlay City DDA (Lapeer County)

Imlay City's DDA shows examples of public improvements like **street lighting, streetscape landscaping, holiday lights, benches, and lawn maintenance**, funded through TIF. Maintenance work like lawn care or streetscape upkeep — which involves labor — has been listed as a DDA expense historically.

Important Principles for All Michigan DDAs

-  **Included in the Approved Plan:** The DDA *must* have the public improvement project (and associated costs) specifically in its Development/TIF plan.
-  **Public Benefit Only:** The labor must be directly tied to public infrastructure or improvements that benefit the downtown district — not routine general city operations outside the plan.
-  **Budgeted as Part of the Project:** The plan's budget needs to account for these labor costs, whether performed by DPW staff, contractors, or vendors.

For example, a city's DPW repairing sidewalks within a downtown DDA district could be reimbursed by the DDA **if the sidewalk repair is part of an approved TIF project**, whereas

routine street sweeping that is just general maintenance would *not* be eligible unless explicitly included in the plan.

In Summary

A DDA can pay for DPW-related labor costs when:

- The work is part of a **public improvement or infrastructure project** included in the approved DDA Development and TIF Plan, and
- The DDA budget explicitly includes those costs for that specific project.

Examples from Michigan — like **Traverse City's streetscape and pedestrian projects**, **Midland's utility and infrastructure work**, **South Haven's sidewalk and lighting improvements**, and **Imlay City's streetscape maintenance** — show how public infrastructure improvements are funded with DDA/TIF resources, which can include associated labor costs when properly budgeted and tied to eligible improvements.

If you want, I can show you the **specific language that Michigan statute (Public Act 57 of 2018) uses to authorize these expenditures**, or help you understand how a TIF plan typically documents *labor costs* for eligible projects.

can a dda pay for dpw labor example switching our banners, christmas decorating, or snow removal

Short, honest answer: **it depends — mostly no for routine stuff, sometimes yes if it's structured right.**

Here's how Michigan DDAs usually handle each of your examples 

Big rule to keep in mind (Michigan DDAs)

A DDA **cannot use TIF money for general city services**.

It **can** pay for costs that are:

1. **In the approved DDA Development/TIF Plan**, and
2. **Directly tied to a downtown public improvement, program, or project**, not routine maintenance the city would normally do anyway.

DPW labor falls under the same rule.

Your specific examples

Switching banners

Usually:  YES — if structured as a DDA program

This is one of the *most common* allowable uses if:

- The banners are a **DDA asset** or DDA-funded program
- Banner installation/removal is listed in the DDA plan or annual budget
- The DDA is reimbursing DPW specifically for this task

How it's typically done in Michigan:

- DDA owns the banners
- DDA has a “downtown beautification / streetscape / marketing” line item
- City DPW bills the DDA for labor hours

 **Not allowed** if it's just “DPW putting up city banners as part of normal duties” with no DDA plan authority.

Christmas / holiday decorating

Often:  YES — very common across Michigan

Many Michigan DDAs pay for:

- Holiday lights
- Seasonal decorations
- Installation and removal labor (including DPW labor)

Conditions:

- Decorations are downtown-focused
- The activity is part of a DDA placemaking, marketing, or streetscape program
- Labor costs are **explicitly budgeted or approved**

 This is widely accepted because it's considered **downtown economic vitality & placemaking**, not a general city service.

Snow removal

Usually:  NO — this is the riskiest one

Routine snow removal is almost always considered a **general municipal service**, which TIF funds **cannot** pay for.

 Typically NOT allowed:

- Regular street plowing
- Sidewalk clearing the city normally does everywhere
- Ongoing winter operations

 **Possible narrow exception (less common):**

A DDA *might* pay for **enhanced or supplemental snow services**, such as:

- Snow removal for **pedestrian-only plazas** created by the DDA
- Extra clearing for **special downtown facilities** the city doesn't maintain elsewhere
- Snow hauling for special events or downtown-only improvements

Even then:

- It must be **clearly differentiated** from normal DPW operations
- Explicitly authorized in the DDA plan or a board-approved agreement

Quick yes/no table

DPW Activity	Can a DDA Pay?	Notes
Banner switching	 Usually yes	If DDA-owned & in plan
Holiday / Christmas decorating	 Yes	Very common statewide
Routine snow removal	 No	General city service
Extra snow removal for DDA-only assets	 Maybe	Must be clearly supplemental

How DDAs protect themselves (best practice)

Michigan DDAs that do this safely usually:

- Have a **DPW reimbursement agreement**
- Track **actual labor hours**
- Tie expenses to a **specific DDA program or asset**
- Avoid paying for anything the city already does citywide

Bottom line

- **Banners & holiday decorating** → generally OK
- **Snow removal** → generally not OK (unless it's truly above and beyond normal city service)

If you want, tell me:

- whether this is a **current audit concern**,
- a **future budget question**, or
- a **political “is this allowed?” fight**,

and I can help you frame the answer exactly how you'll need it (plain-English, legal-style, or board-meeting safe).

Got it — here's an **updated, council-ready explanation** that adds DPW labor expenses, explains why they're allowed, and why they can get tricky. I've kept the tone factual and clear so it works for a meeting packet or verbal explanation.

DDA Treasurer, Billing, and City Reimbursements (Including DPW Labor)

The **Downtown Development Authority (DDA)** has its own treasurer and is responsible for **paying all invoices that are properly attributable to the DDA**. This includes operational costs, project expenses, and shared services.

How billing works in practice

- When an invoice is **directly billed to the DDA**, it is paid by the DDA treasurer from DDA funds.
- In some cases, the **city initially pays an expense that belongs to the DDA** (for example, the DDA's portion of the city's insurance, shared services, or internal labor).
- When this occurs, the **city treasurer invoices the DDA for reimbursement**, ensuring that city funds are not used to subsidize DDA expenses.
- This reimbursement process maintains a **clear separation between city finances and DDA finances**.

DPW Labor Expenses – Allowed but Tricky

Department of Public Works (DPW) labor expenses *can* be paid by the DDA, but they require careful handling.

- DPW staff may perform work that directly benefits a DDA project (such as streetscape improvements, sidewalk repairs, lighting, or downtown infrastructure).
- When DPW labor is **specifically attributable to a DDA project**, those labor costs may be charged to the DDA.
- However, DPW employees are city employees, and their time must be:
 - **Clearly documented**
 - **Tracked by project**
 - **Billed only for work that is eligible and directly related to the DDA's purpose**

Because DPW labor often overlaps between general city operations and DDA-related projects, these expenses can be **tricky**:

- If labor is not clearly documented, it may be difficult to determine what portion is a legitimate DDA expense.

- Improper or vague allocations can raise audit concerns or questions about whether DDA funds are being used appropriately.
- For this reason, DPW labor costs are typically handled through **internal city billing** and then **reimbursed by the DDA**, similar to other shared services.

Michigan Law – What the DDA Must Provide to City Council

Under **Michigan law (Public Act 57 of 2018, MCL 125.4101 et seq.)**, the DDA has specific reporting and transparency obligations to the municipality.

The DDA must provide the city council with:

- **An annual budget**, showing projected revenues and expenditures
- **Annual financial statements and audits**
- **An annual Tax Increment Financing (TIF) report**, if TIF is used, detailing revenues, expenditures, fund balances, and obligations
- **Meeting minutes and public records**, consistent with the Open Meetings Act and FOIA
- **A list of current contracts and services**
- **Informational updates**, including required informational meetings

These requirements allow the city council to **exercise oversight**, confirm that DDA expenditures (including reimbursements and DPW labor charges) are lawful, and ensure public transparency.

I'll give you:

1. **The bottom-line answer**
2. **What this ordinance DOES require**
3. **What it does NOT require**
4. **How to use this politically (exact framing)**

● **Bottom line (Bangor-specific)**

No — this DDA is NOT required to follow all city policies and procedures by default.

BUT

Yes — it IS required to follow the limits and controls written into this ordinance, the approved TIF plan, and anything it voluntarily adopts.

That distinction is your shield.

What your ordinance CLEARLY DOES require

✓ 1. Spending must follow the Development & TIF Plan

This is huge.

§ 151.05 and § 151.07 say **all money**:

“shall be used only in accordance with the plan.”

That means:

- City policies ≠ controlling document
- **The TIF Plan + annual DDA budget are controlling**

Politically useful line:

“The ordinance does not require compliance with general city policies — it requires compliance with the approved plan and budget.”

✓ 2. City Council approval is required at specific points

Your ordinance **does NOT give blanket city control**, but it does require Council approval for:

- Adoption of the TIF plan (§ 151.03)
- Levy of any DDA millage (§ 151.22(P))
- Bonds (§ 151.22(Q), (S))
- Approval of bylaws (§ 151.31)
- Approval of the DDA Director (§ 151.24(B))

That's **oversight**, not operational control.

3. Administrative & operating costs ARE allowed

This language matters a lot in your earlier DPW discussion:

§ 151.07(C):

“to pay the administrative, auditing and operating costs of the Authority **and the city pertaining to the Downtown District**, including planning and promotion, to the extent provided in the annual budget of the Authority.”

That is explicit authority to:

- Pay city costs
- Pay city labor
- **As long as it pertains to the Downtown District**
- **And is in the DDA budget**

This strongly supports:

- banners
- holiday decorating
- downtown-specific DPW labor

What your ordinance does NOT say (and this helps you)

It does NOT say:

- “The DDA shall follow all city purchasing policies”
- “The DDA is subject to city personnel rules”
- “All expenditures must follow city procedures”
- “The DDA is a department of the city”

That absence matters legally and politically.

Key quote you can lean on:

§ 151.20 — forming “a corporation” pursuant to state law

And:

§ 151.23 — “The business and affairs of the Corporation shall be under the supervision and control of a Board of Directors”

That is **statutory independence**.

The clean political framing (use this verbatim)

“Under the city’s ordinance, the DDA is a separate public corporation governed by its own board. It is required to follow state law, its approved Development and TIF Plan, and any requirements expressly adopted by City Council. The ordinance does not require the DDA to follow all general city policies and procedures, although the DDA may choose to align with them or rely on city staff where appropriate.”

That sentence is:

- Accurate
- Calm
- Hard to argue with
- Auditor-safe

How this plays with DPW labor fights

Using **your ordinance language**, you can credibly say:

-  **Allowed:** DPW labor for downtown banners, decorations, and promotions
→ § 151.07(C) “operating costs … pertaining to the Downtown District”
-  **Risky:** Routine snow removal
→ looks like a general city service, not a DDA operating cost
-  **Key protection:**
As long as it’s:
 - Downtown-only
 - Budgeted
 - Approved by the DDA board

it is **squarely within ordinance authority**, not city policy discretion.



A faint, grayscale aerial photograph of a city street serves as the background for the title page. The image shows a grid of buildings, trees, and roads, with a prominent bridge structure in the upper right corner.

Downtown Development Authority (DDA) Development Plan and Tax Increment Financing (TIF) Plan

City of Bangor, Michigan

*Approved by the Downtown Development Authority of
the City of Bangor, MI on January 9, 2019, for submittal
to the City Council of the City of Bangor.*

*Approved by the City Council of the City of Bangor on
May 20, 2019, subsequent to a public hearing held on
May 20, 2019.*

ADOPTED: MAY 20, 2019



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Acknowledgments

Thank you!

The participation and cooperation of Bangor community leaders, residents and members of the business community and other stakeholders in the preparation of the 2018 Downtown Development Authority Development Plan and Tax Increment Financing Plan is greatly appreciated and we thank everyone who participated in its development.

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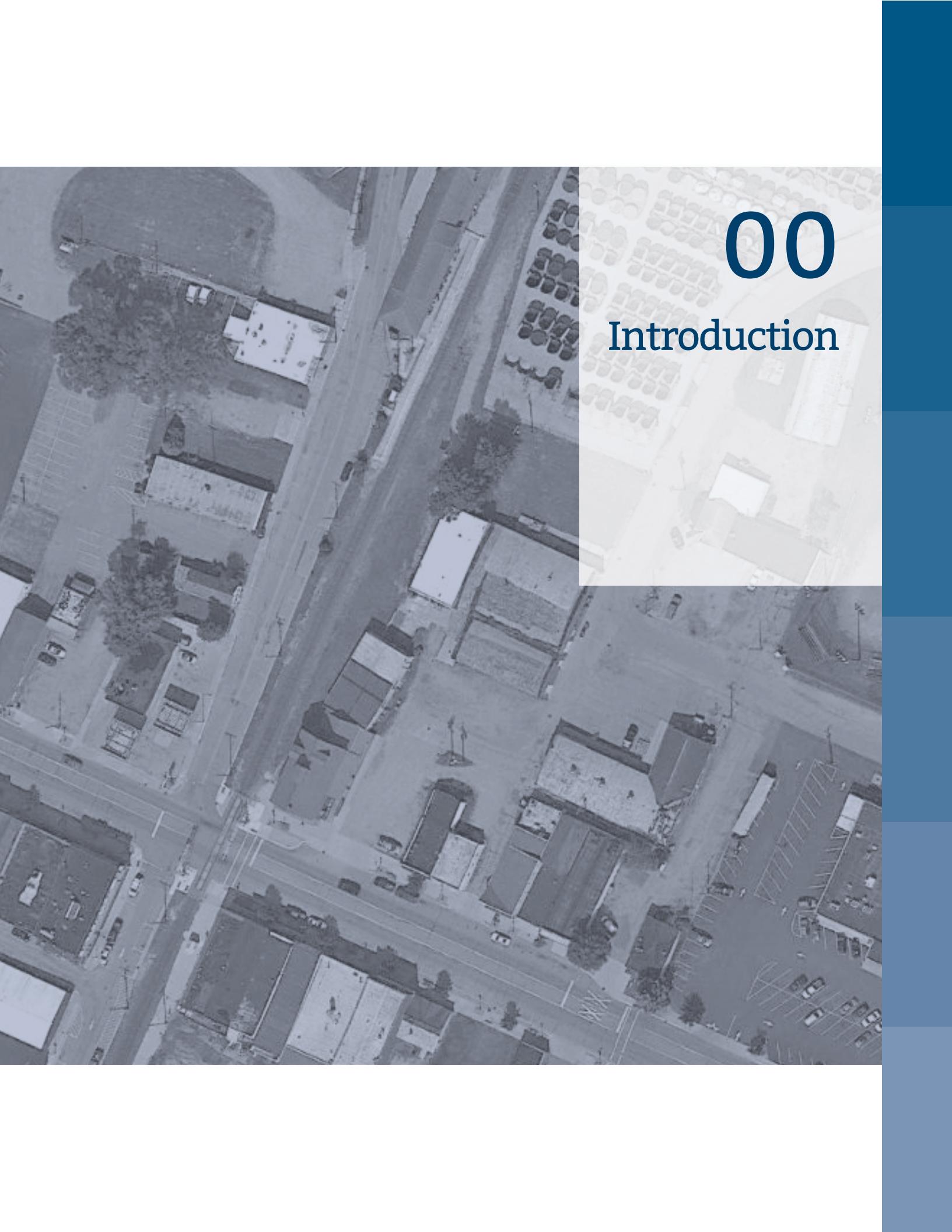
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This Development Plan contains the information required by Section 17 (2) of Act 197. Additional information is available from the City Manager or by writing, City Hall at 257 W. Monroe Street, Bangor, MI 49013.

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A grayscale aerial photograph of a town or city. The image shows a dense network of streets forming a grid pattern. Buildings of various sizes and types are scattered throughout the area, with some larger structures like factories or office buildings. Numerous parking lots are visible, filled with cars and trucks. The overall scene is a typical urban or suburban landscape from a high vantage point.

00

Introduction



Historic 1925 C&O Caboose, Bangor, MI, 2018.

MISSION STATEMENT:

It is the mission of the City of Bangor Downtown Development Authority to:

- *Correct and prevent deterioration in the downtown district;*
- *Encourage historic preservation;*
- *Promote the economic growth of the district; and*
- *Increase the quality of life for Bangor residents and visitors.*

Executive Summary and Purpose of the Bangor Downtown Development Authority (DDA)

INTRODUCTION

P.A. 197 of 1975 (as amended), the public act passed by the Michigan legislature that allows for the creation of Downtown Development Authorities (DDAs), requires DDAs, once formed, to prepare a plan that defines the Downtown Development/Tax Increment Financing District (TIF), serves as a guide for all the activities of the DDA, and provides estimates of the anticipated cost of these activities. The typical life span of the TIF and Development Plan is 20-30 years. These plans are very comprehensive and encompass a wide variety of activities which may take several decades to complete.

The statutory job of DDAs as stated in P.A. 197 includes the following; “correct and prevent deterioration in business districts, to encourage historic preservation... to promote economic growth...to develop and implement development plans... to authorize the use of tax increment financing...” The purpose of the TIF Development Plan is to spell out how the DDA is going to accomplish these objectives. The City of Bangor created its Downtown Development Authority via an ordinance adopted by the City Council on September 13, 1979 after the enabling legislation was passed. Bangor’s first DDA and TIF Development Plan was written and approved in 1998. In 2013, the DDA hired a new part time director to facilitate the creation of a new TIF Development Plan to guide its activities for the next 30 years.

PURPOSE OF THE 2018 DOWNTOWN DEVELOPMENT AND TIF PLAN

Over the years Bangor has completed comprehensive plans to guide its orderly development to ensure continuity and quality of life. Since the 1998 Plan was adopted, there have been many changes affecting the local, state and national economy. As a result, the DDA felt that it was again time to re-examine the plan, and update it to reflect priorities and include activities that have become important in today’s economic reality.

The DDA wishes to improve existing - and attract new - commercial investment in the downtown area. This plan will focus the DDA’s efforts on district-wide activities such as infrastructure improvements, streetscape, pedestrian and bicycle improvements, wayfinding and marketing and promotion. Additionally, this plan includes place-specific improvements such as gateway improvements and redevelopment assistance on specific properties. The duration of the plan is 30 years, running through 2047.

The 2018 Downtown Development Authority Development Plan and Tax Increment Financing Plan is a toolkit to help City administration, elected officials, decision makers, and potential developers understand and communicate about future opportunities in downtown Bangor and a road map for continual improvements / enhancements.



Bangor Historical Society, A Birds View of Bangor, 1880 Lithograph.

HISTORY OF THE CITY OF BANGOR, MICHIGAN:

The Village of Bangor was incorporated in 1877 and became a Home Rule City in 1968. The history of the Central Business District has experienced numerous changes over the years. Formed at the intersection of the Railroad and the Black River, the valley became a fertile agricultural community.

The industry and commerce which was centered in Bangor served a large agricultural area. An early start in apple production occurred when an apple laden ship was wrecked on the nearby Lake Michigan shore in 1841 and seeds from salvaged apples were used to plant an orchard. Bangor has continued to the present in its dual role as a location for small industrial operations and as a service center for an agricultural hinterland, while boasting a quaint downtown destination and inclusive community.



01

Downtown
Bangor
Today



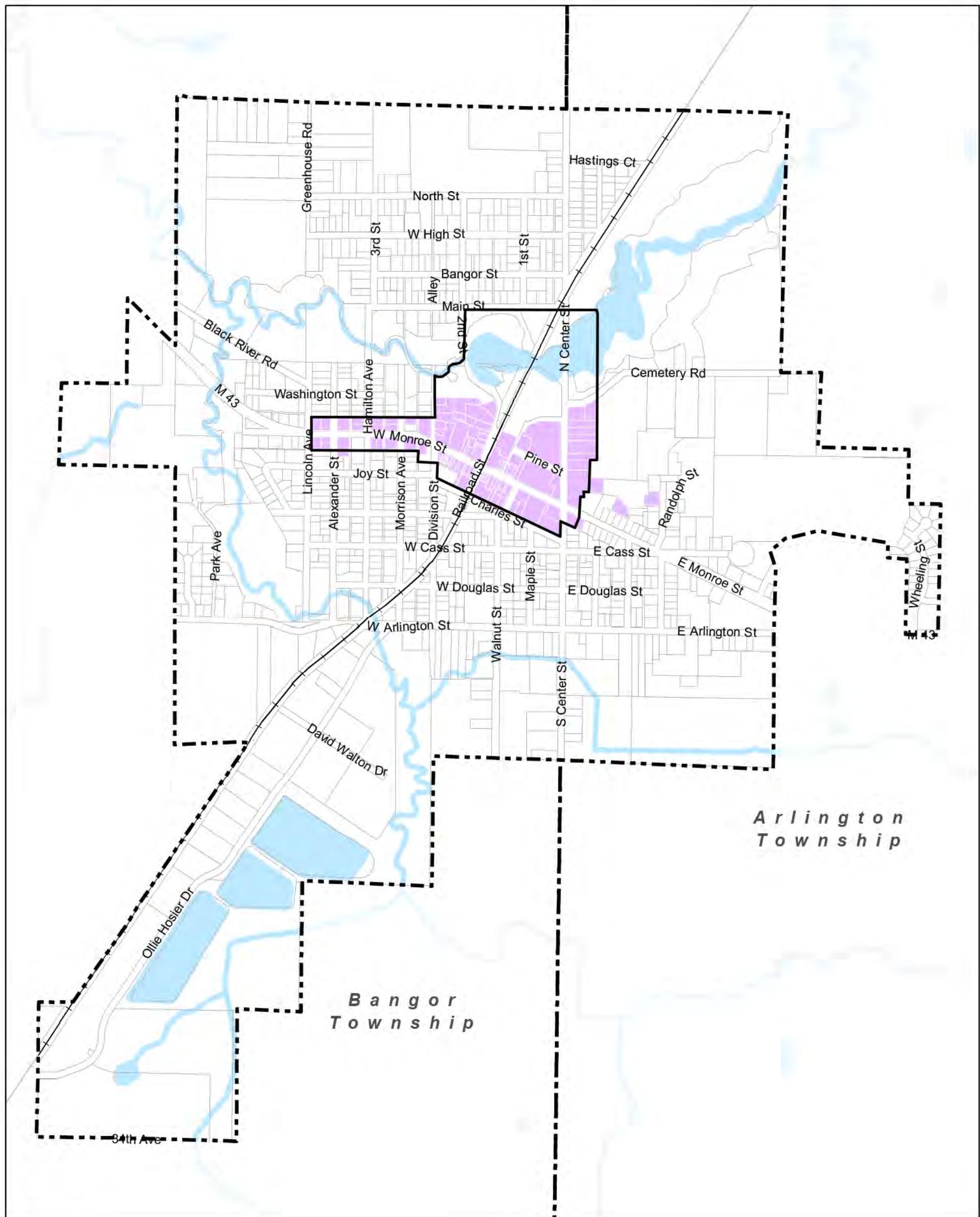


Historic 1925 C&O Caboose, Bangor, MI, 2018.

Downtown District (Development Area) **Designation of Boundaries**

The City of Bangor, at 1.9 square miles in size, is conveniently situated between two regional destinations in Michigan - South Haven and Kalamazoo. Surrounded by the beaches of Lake Michigan, antique shopping, orchards and wineries, traditional downtown Bangor has much to compliment and offer to the region. Within the City, the downtown district is Bangor's primary business area and is located along M-43 (Monroe Street), consisting of approximately 15 blocks in area, with extensions towards the gateways of the City.

Map 1 (right) illustrates the DDA Development Area (Downtown District) and the TIF District properties. The Downtown Development Area's legal description is provided in Appendix A.



MAP 1

Downtown Development District Boundary & TIF Properties

City of Bangor, Michigan

LEGEND

- Downtown Development District Boundary
- Tax Increment Financing (TIF) Parcels
- Municipal Boundaries
- Rivers
- Water Bodies



Base Map Source: MCGI, 2017
Data Source: City of Bangor



MCKENNA

September 7, 2018



M-43 (Monroe Street) and City Hall, Bangor, MI, 2018.

Downtown District (Development Area) Existing Conditions

Existing land uses in the Development Area are shown on Map 2 (page 9), "Existing Land Use".

LAND USE SUMMARY

The downtown district of Bangor contains a variety of private land uses, including commercial, industrial and residential. The majority of parcels, as detailed in Figure 1.1 (to the right) is primarily commercial, though the western bookend of the downtown contains lower-density commercial interspersed with single-family residential. It is anticipated through progress and development that some of these properties will interchange some categories.

PRIVATE LAND USES: COMMERCIAL

The predominant land use within the Development Area is commercial, which is broken out into the following sub-categories on Map 2:

» Commercial Services:

Establishments primarily engaged in providing assistance, as opposed to products. Uses include but are not limited to: hotels and other lodging places, and personal, business, repair and amusement services (excluding office), such as a bank, mortuary, auto repair, beauty salon, gas station, etc.

FIGURE 1.1: MIX OF USES WITHIN THE DOWNTOWN DISTRICT, BY PARCEL, 2018



KEY:

- 33% Commercial
- 20% Single Family Residential
- 14% Surface Parking Lot
- 11% Civic / Open Space
- 10% Vacant
- 8% Restaurant
- 5% Industrial



Left: M-43 (Monroe Street) Streetscape; Bangor, MI, 2018.

Right: Cognito Brewing, located within the Bangor Elevator, on the National Historic Registry; Bangor, MI 2018.

MIXED USE BEST PRACTICES:

The business mix of an area describes the different types of businesses located there including retail and commercial, restaurants, personal services, offices, and more. An area such as a downtown can foster a mix of businesses based on its design and level of activity. When people are coming downtown for work and other activities, a well-designed space provides them an opportunity to go to multiple destinations on one visit. Different businesses can also focus on their activities at different times of the day, which helps prevent the area from being empty especially in the evening.

For an economic activity center such as a downtown, a high proportion of businesses shows that the area is desirable, businesses are successful, and a variety of activities are taking place.

The proportion of commercial businesses within the downtown district is number of businesses located within the DDA divided by the total number of businesses within the City. In Bangor, approximately 84% of all commercial businesses are located within the Development Area, indicating a healthy economic activity center. New businesses should be incentivized and encouraged to locate downtown.

PRIVATE LAND USES: COMMERCIAL (CONTINUED)

» Office:

Establishments primarily used for conducting the affairs of a business, profession, service or industry, for example: a professional firm headquarters.

» Restaurant:

Establishments in which food or drink is served to customers and/or consumed on the property, including, sit-down restaurants, bars / brewery, coffee shops, drive-through and take out restaurants, etc.

» Retail:

Establishments engaged in the selling or rental of goods or consumable merchandise, including grocery and hardware stores, bakery, convenience store, sporting goods store, clothing store, gift shop, drug store, etc.



PRIVATE LAND USES: INDUSTRIAL

Industrial uses, while only accounting for six parcels within the Development Area, cover a significant area of the district. While these uses do not front directly on Monroe Street, eventually, the repurposing / redevelopment of some industrial lands may allow for the expansion of more traditional downtown uses.

PRIVATE LAND USES: RESIDENTIAL

Residential is a critical downtown land use as it contributes to a lively atmosphere. Based upon estimates gathered by review of the current property tax roll, there are approximately 22 residential parcels within the Development Area. The majority of residential is single family, detached houses and a few multiple-family dwellings located above commercial shops on Monroe Street.

Approximately 66 persons are estimated to currently reside within the Development Area boundaries. No individuals are proposed to be displaced under the Plan, and no occupied residences are designated for acquisition and clearance by the DDA.

LAND USE SUMMARY:

With approximately 54% of all land uses in Bangor's downtown district devoted to commercial serving uses, Bangor has a healthy, diverse mix. Another 22% of uses are strictly related to single family residential uses, with only eight (8) upper level residential units. Only a quarter of all residential units in the district are non-traditional, downtown accommodations.

Although only a small percentage of properties, just 5%, are devoted to industrial uses in downtown Bangor, they occupy a significant land area as the parcels are larger than most commercial or residential parcels.

Moving forward, it is recommended to increase the amount of destination restaurants / venues and non-traditional living opportunities within the downtown district. There are a number of vacant properties, as well as underutilized surface parking, that could further propel the downtown for future success.



**RESIDENTIAL BEST PRACTICE -
HOUSING AFFORDABILITY:**

Housing affordability is an important factor in determining the long-term sustainability of a community. Cities must provide housing at prices people can afford to maintain stable neighborhoods and allow existing residents to age in place. As well as serve as a community where individuals of all income levels can move and grow. Housing affordability is measured as the percent of households paying more than 30% of their income towards housing costs (either as gross mortgage payments or rent).



Redevelopment Opportunities along the Corridor, Bangor, MI, 2018.

PUBLIC / SEMI-PUBLIC LAND USES

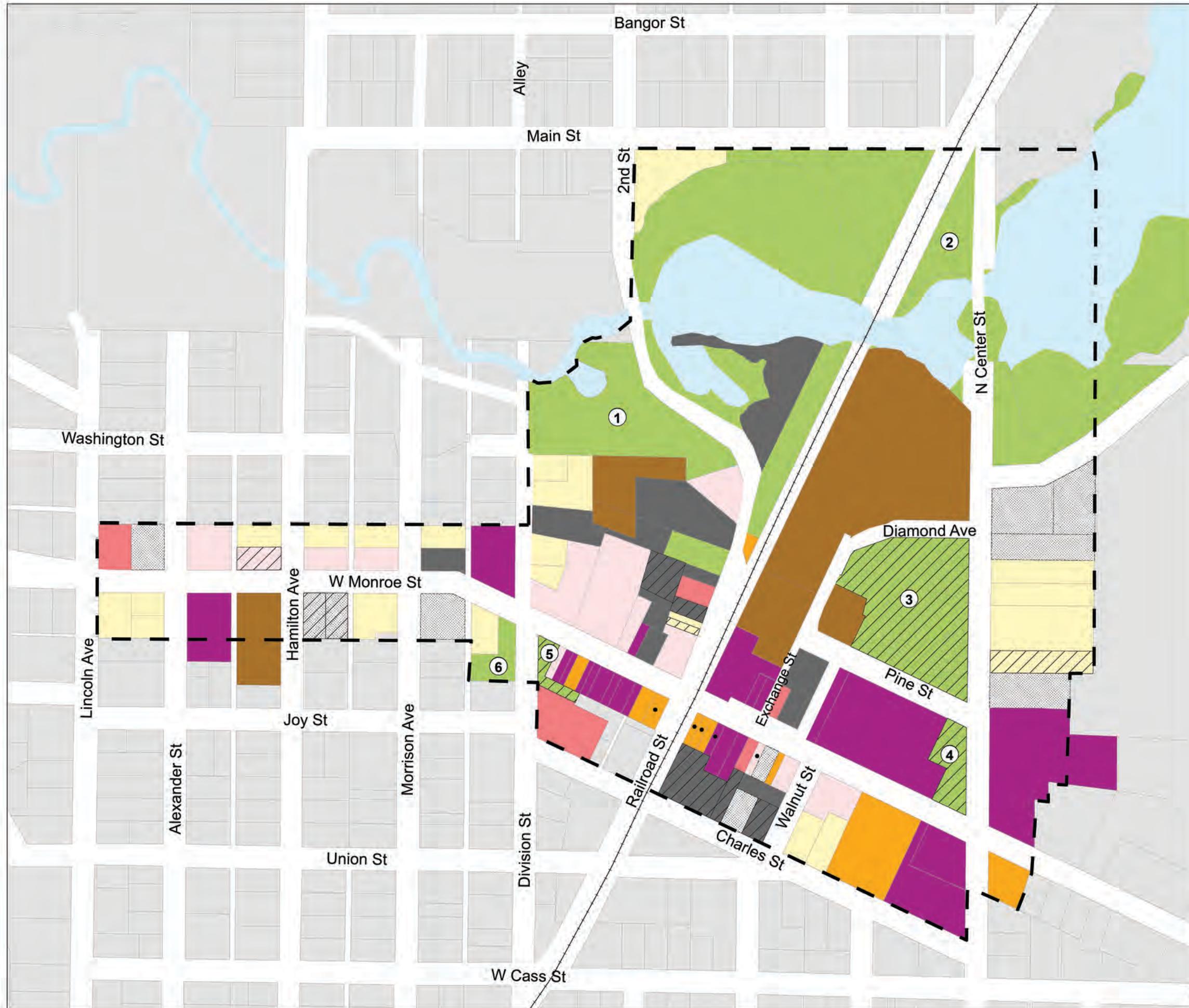
Public land within the Development Area includes street rights-of-ways under the jurisdiction of the City of Bangor. In addition to the circulation system, there are additional Civic / Open Spaces (both public and semipublic-owned properties) including the:

- » City Hall;
- » U.S. Post Office;
- » DDA off-street, surface parking lot;
- » Public Works Garage;
- » Railroad Depot;
- » Charles Park;
- » Donald Mora Ball Park;
- » Mill Pond Park;
- » Lion's Park;
- » Bangor Branch Library; and the
- » Black River Waterway and Heritage Trail.

It is anticipated that the above Civic and Open spaces will remain as open, public assets. The creation of new and/or enhanced public spaces should be dynamic and seek to unify the entire downtown district. Such uses are an opportunity to encourage pedestrian interaction and to connect downtown Bangor with its many surrounding neighborhoods.

VACANT LAND

There is a handful of vacant lots within the Development Area, as well as vacant portions of developed lots. Future development of these vacant lots is likely to be commercial or mixed-use, consistent with the City's Master Plan and Zoning Ordinance.



MAP 2

Existing Land Use

TIF District & DDA Development Area
City of Bangor, Michigan

LEGEND

- Water Bodies
- Railroad
- DDA Development Boundary
- Upper Level Residential Units
- Municipally Owned (Bangor, MI)
- Commercial Services
- Office
- Restaurant
- Retail
- Industrial
- Residential
- Dedicated Surface Parking Lot
- Vacant
- Public / Semipublic

① Lion's Park
② Mill Pond Park
③ Donald S. Mora Ball Park
④ Charles Park
⑤ City Hall
⑥ Bangor Branch Library

0 250 500 FEET

Data Source: City of Bangor DDA, MCGI 2017

Public, Downtown Events

BEST PRACTICES:

Ongoing public events help drive positive awareness of a City and its downtown. Bringing people from across the city and from other areas within the region to downtown on a regular basis serves to make citizens aware of the unique amenities that exist in the central part of the community. Awareness of the amenities and foot traffic in the City's downtown helps to strengthen businesses and supports the City's quality of life.

WHY SPONSOR EVENTS ?

- » Bring visitors into the community.
- » Attract customers for businesses.
- » Sense of excitement and vibrancy.
- » Visitors come back after the event is over.

NUMBER OF EVENT DAYS IN A CALENDAR YEAR



CURRENT TREND:

Parades have been an important civic component to downtown Bangor since the late 1880's and its strong tradition lives on today.

In comparison to other communities (relative to their population), Bangor offers a healthy amount of downtown days.

In 2018, the City operated a total of six (6) events, detailed right.

RECOMMENDED FUTURE TREND:

Increase quality and quantity of public, downtown events.



MAY EVENT(S)
Memorial Day Parade and Program at Arlington Hill Cemetery



JULY EVENT(S)
4th of July Fireworks with Bangor Community Fire Dept.



SEPTEMBER EVENT(S)
Labor Day Bridge Walk



OCTOBER EVENT(S)
Trick-or-Treating Apple Festival



DECEMBER EVENT(S)
Lights On Christmas Parade

Bangor's Transportation Network

BACKGROUND

Walkability indicates sustainability by demonstrating the viability of place independent of motor vehicles. When a place is highly walkable, people are more likely to conduct daily errands within walking distance of where they live, are more likely to visit multiple businesses, and are more likely to contribute positively to the economic well-being of their community. Thriving walkable areas in Southwest Michigan are seen as highly desirable places to live and visit.

NON-MOTORIZED BEST PRACTICES:

Biking and walking are major modes of transportation that are receiving more attention than ever, especially with the concept of Complete Streets and planning for all modes of transportation.

Communities are working to ensure that sidewalks and multi-use paths are included in new developments and that they connect to the overall transportation network. Regions have also been seeking to build new long-distance non-motorized facilities to create opportunities for transportation and recreation.

Non motorized infrastructure is an indicator of sustainability as it demonstrates the community investment in bicycling and walking facilities. Communities with non motorized facilities create the opportunity to reduce motor vehicle trips, which contributes in many ways to the City's overall environmental sustainability, including relieving traffic congestion, and reducing space necessary for downtown parking.



Bangor's walkability index score (5.76-10.50) is below average. The National Walkability Index is a calculation designed to show the relative walkability of a specific area. Walkability is measured on a scale from 1-20 with 20 being the most walkable.



CURRENT STREET NETWORK / TREND:

The traditional grid network of roads, often seen in older cities, generally has a high intersection density. On the other hand, subdivision from the post-war era tend to have curvy roads and cul-de-sacs with low intersection density.

Existing streets in the development area include Monroe (M-43), Center, Main, Second, Division, Charles, Railroad, Morrison, Hamilton, Walnut, Exchange, Alexander, Lincoln, Pine, Diamond Avenue, Exchange, and Cemetery Road, which typically follow the traditional grid network.

RECOMMENDED FUTURE TREND:

Ensure that any new roads / alleys create connections and blocks, completing the grid pattern, which will encourage people to go through a place, rather than around it.

The redevelopment of vacant parcels into walkable destinations will create vibrancy and further increase Bangor's downtown walkscore.

¹ The index is calculated by the US Environmental Protection Agency (EPA) for all Census Block Groups across the country. The index accounts for many EPA identified indicators, such as the employment mix, employment and occupied housing mix, street intersection density, and the predicted commute mode split.



Above: The M-43 (W. Monroe Street) corridor, with the vacant structure at 600 W. Monroe shown right; Bangor, MI, 2018.

IMPROVING MOBILITY AND ECONOMIC DEVELOPMENT:

In 2018, the DDA actively pursued the strategic redevelopment of a highly visible and prominent site 517/219 W. Monroe, which is located along the main commercial corridor in Bangor. Formerly occupied by two obsolete single family houses, DDA efforts led to their demolition and appraisal of the two lots, approximately \$78,000. The DDA intends to actively market and sell the site for a new commercial use, thus expanding the downtown commercial district along the corridor. A Phase I environmental study is planned next for the site.

Similarly, at 600 W. Monroe (formerly known as Jerry's Garage), the DDA's intent, and efforts to date, support the redevelopment of this site with an appraisal and marketing efforts, offering new economic development opportunities in the downtown district.

The DDA recognizes that additional Zoning Ordinance text amendments and/or amendments to the Future Land Use Map and City Master Plan may be necessary to align the redevelopment of these sites (and others) to the vision of the DDA. Bangor DDA wishes to be an active partner in such amendments to fulfill the objectives of this Plan.



02

Community Connections



PROACTIVE APPROACH:

As part of the public engagement process, a community wide survey was held throughout the Spring of 2018 and a Strategic Planning Session was held on March 14, 2018.

The outreach was conducted early in the planning process to gather ideas from specific groups of people with unique perspectives.



Public Engagement **Strategic Planning Session**

The City of Bangor held an open house, Strategic Planning Session, to gather input and ideas from the public on the Downtown Plan. The session was held at the City Hall offices in the evening on Wednesday, March 14, 2018, in conjunction with the DDA's regular meeting. About 10 people attended the Strategic Planning Session.

At the event, McKenna gave an overview of the Downtown Plan update and provided background information about the project, including the survey results to-date. In addition, McKenna's planner described the three types of feedback that participants could give:

» **Visual Preference Survey.**

This activity presented a series of images in different categories and asked participants to place a dot on their top choice in each category for images that depicted their preferred design elements and styles for Downtown Bangor. Categories included bike and pedestrian amenities, architectural styles, streetscape elements, and public art.

» **Public Events.**

The events exercise was designed to gather background information on different types of Downtown events. Individuals were shown a list of potential downtown events and were asked to place one dot each next to the public event they most wanted to see and/or brainstorm other events that would be a good fit for downtown Bangor.

» **Project Prioritization.**

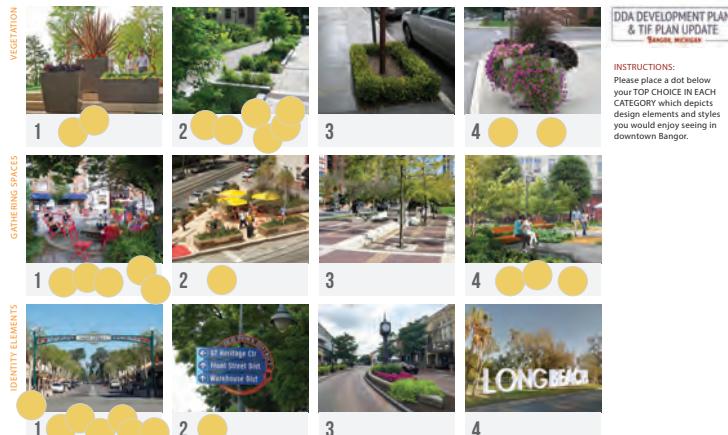
This activity simply asked participants to review a list of potential DDA projects, categorized by the four themes of the Michigan Main Street Association. These include: Design, Promotion, Organization and Economic Vitality. Individuals were invited to write down any new "project ideas" they had for improving Downtown Bangor under each category. Participants then voted on the top three projects that are the highest priority for the Plan.



Strategic Planning Session, City of Bangor, March 14, 2018.

STRATEGIC SESSION BOARD WITH VOTING RESULTS

STREETSCAPE ELEMENTS



STRATEGIC PLANNING SESSION - March 14, 2014



Events	<p>Concerts / Music Events Farmers Market</p> <p>Festivals / Parades (seasonal events)</p> <p>Add / Youth Events</p> <p>Food, Wine and Beer Events</p> <p>Recreational Events and Opportunities for Individual Recreation (inc walking trails)</p> <p>Other (write your new idea on sticky note):</p>
Please add one day per year. The new idea can be a new event or a new idea for an existing event.	



Project Prioritization

Strategic Prioritization

Develop a facade program, sign program and other financial incentives for downtown property owners to encourage investment. Develop a comprehensive parking plan. Development of rear parking downtown.

• Create gateways to the downtown area to ensure consistency and design guidelines (part of the Zoning Ordinance).

• Develop a wayfinding signage program.
• Create opportunities for visitors to learn about the Zoning Ordinance.
• Develop a wayfinding signage program.
• Create opportunities for visitors to learn about the Zoning Ordinance.
• Develop a wayfinding signage program.
• Create opportunities for visitors to learn about the Zoning Ordinance.

Develop a well-designed landscape plan to complement the character of the downtown area. Other invite your new project idea on street furniture for public art to enhance other streetscape elements. downtown along Monroe Street.

- Create a calendar of existing celebrations and events - and existing marketing materials for the City
- Improve / expand the DNA
- Build -

- Regulate, encourage, and support the use of seasonal festivals and events, and the "Train"
- Enhance the quality of existing seasonal festivals and events.
- Market the downtown as an outdoor recreation hub and businesses such as bike shops or outdoor apparel.
- Apply for historic designation.
- Facebook etc.

Project idea on sticky note:

www.elsevier.com

www.ijerph.com

Public Engagement Results

Visual Preference Survey

The visual preference survey asked people to identify a preferred image in several categories depicting the design elements and styles they wanted to see in Downtown Bangor. The results for each category are below:

Vegetation

RESULTS:

The image of natural vegetation, strongly ingrained in the streets infrastructure, received 60% of the vote. Images of potted plants also received support. This supports adding landscaping along with streetscape elements as part of downtown revitalization.



Streetscape Elements

Gathering Spaces

RESULTS:

65% of respondents wanted collaborative seating. Some spaces may be designed as a small community green with flexible, outdoor seating and should offer a mix of hardscape and landscaping.



Identity Elements

RESULTS:

87% of participants voted for a gateway signage with a clearly defined entry point. Respondents preferred a classic look, such as an entry archway.



Architecture and Connectivity**Pedestrian Amenities / Elements****+** **Crosswalks****RESULTS:**

75% preferred the vegetated bump out. A colored brick paver was also prioritized for pedestrian safety.

+ **Downtown Buildings****RESULTS:**

Traditional two-story buildings were favored, featuring classic storefronts and masonry materials such as brick. Outdoor seating and greenery was also supported. All votes kept the building at the sidewalk's edge, establishing the building line of a typical downtown.

+ **Infill Housing****RESULTS:**

75% of respondents voted for contemporary three-story downtown units with street-oriented amenities such as porches, balconies, etc.

+ **Seating****RESULTS:**

60% preferred traditional, everyday benches with a consistent pattern among all streetscape furniture. Some support for non-traditional secondary seating was offered.

+ **Bicycle Rack****RESULTS:**

75% voted for basic road bike racks or the potential to have functional bike racks that double as public art. In any case, there was consensus that pedestrian amenities should be easy to maintain.

Public Engagement Results

Project Prioritization Summary

With the Project Prioritization exercise, participants were asked to vote for their top three (3) projects in each of four different theme categories: Design, Promotion, Organization, and Economic Vitality.

A short summary of the top 10 projects are listed below, with the total number of votes received noted in the right column. The prioritization of these projects and others led directly to the creation of the Strategic Development Plan:

MI MAIN STREET THEMES:



Design

Capitalizing on the assets of Bangor's physical environment, such as historic buildings, and creating an inviting atmosphere through renovation and perhaps new construction, all the while developing sensitive design management systems and long-term planning for sustainability.



Promotion

The effort to market Bangor's unique characteristics to residents, visitors, investors and business owners through advertising, retail activities, events, and marketing campaigns.



Organization

The effort to involve all downtown Bangor stakeholders to work toward a common goal, and driving a volunteer-based Main Street Program under the direction of a governing board, standing committees, and the guidance of a paid program director.



Economic Vitality

Leverage partnerships and community assets to foster a diverse economic base, ripe for new investment and built on local trust.

PROJECT DESCRIPTION	THEME	TOTAL NUMBER OF VOTES
#1: Gateway Create gateways to welcome visitors as they enter the downtown district.	Design	8
#2: Wayfinding Create and design a wayfinding system.	Design	7
#3: Volunteers Develop a network of volunteers.	Organization	7
#4: Partnerships Seek partnerships with the school district, religious institutions, industrial companies, etc.	Organization	7
#5: Festivals and Events Enhance the quality of existing seasonal festivals and events.	Promotion	6
#6: Destination Town Encourage lodging opportunities.	Economic Vitality	6
#7: Redevelopment Rehabilitate and redevelop properties which the City controls, including City Hall.	Economic Vitality	6
#8: Incentive Programs Develop facade and sign grant programs.	Design	5
#9: Inter-Government Cooperation Host a joint meeting with the various municipal bodies.	Organization	5
#10: Outreach Expand the DDA's presence, including online, and create a calendar of all celebrations, festivals and events.	Promotion	5

Public Engagement Results

Community Wide Survey

To garner public input on the City's downtown area, a survey was made available to community residents, business owners and stakeholders for the months of February, March and April of 2018. The survey was both available online (via Survey Monkey) and through hard (paper) copies, which were offered at City Hall and the Bangor Branch Library. In total, 61 survey responses were collected, of which approximately 75% of respondents participated online. For all those who participated in the survey, approximately half live within the City of Bangor, the other half were visitors to the community.

In the survey, respondents were asked a series of questions pertaining to their experiences in downtown Bangor; residential properties and the potential to live within the downtown area; the needs of downtown property and business owners; and the amount and availability of parking and other transportation methods. Additionally, respondents were asked to provide feedback on various goals and objectives for redevelopment and reinvestment opportunities, planning for the future of downtown Bangor.

VISITING THE DOWNTOWN BANGOR AREA

With over 55% of respondents visiting downtown Bangor on a daily or weekly basis, we know there is continual traffic coming into this area. However a quarter of individuals indicated that they rarely or ever visit, indicating there is a missed market and a chance to grow.

Of those visiting, the majority of respondents (55%) visit downtown Bangor during the weekday (Monday –Friday, exclude Friday evening), highlighting a missed opportunity for the weekend traffic (Friday night, Saturday or Sunday). Not a single respondent indicated that they visit downtown Bangor for 'late night traffic' (after 7:00 PM), pointing to a lack of entertainment, retail and restaurant attractions to spark an evening population. The majority, approximately 50% of respondents, visit downtown Bangor in the afternoon.

When visiting Bangor, the majority (68%) of individuals visit one of the grocery / retail stores (Hardings, Family Dollar, etc.). The other major draws to downtown Bangor are to either attend a business (but not for work), dine at a restaurant, or participate in a major event / festival.



Survey respondents noted having everyday services within the Downtown Area area is a key asset; Bangor, 2018.

PUBLIC QUOTABLES:

Bangor is full of possibilities. It is one of the cleanest towns in Van Buren County. I live in Geneva Township and hope you can make improvements so others see what a nice place Bangor is!

We could really use a dog park in Bangor.

I love Bangor and I look forward to any positive changes you make!



City Hall; Bangor, 2018.

Community Wide Survey (continued)

LIVING IN THE DOWNTOWN BANGOR AREA

Approximately 20% of respondents would consider living in the downtown area, mostly citing the fact that it is convenient and within walking distance to everything, including a grocery store.

Individuals stated a preference to live in single family homes within the downtown area. Other types of more traditional downtown residential typologies include attached townhomes, duplexes, apartments and live/work units. Noted amenities that would incentivize downtown living included:

- » Greater diversity of shopping options, coffee shops, etc.
- » Improved parks and green space.
- » Beautification of existing neighborhoods.
- » Bike paths / trails and sidewalks on all streets.
- » Higher end apartment and other residential units.

DOING BUSINESS IN THE DOWNTOWN BANGOR AREA

Most individuals in this survey (just over 80%) do not own property or a business in downtown Bangor. For those respondents who do own property or a business, approximately 80% do not have plans to start or complete building improvements within the next two years. However, approximately three-quarters of property and business owners stated they would be interested in financial / design assistance (façade improvement grants, sign design, etc.) to improve their building if it was available. The desire to improve the district exists, the next step is to establish the right-sized programs to incentivize it.

TRANSPORTATION: GETTING AROUND IN THE DOWNTOWN BANGOR AREA

Most everyone who participated in the survey drives downtown. However, 35% of respondents stated they walk and another 5% said they bike.

To encourage pedestrian traffic, 55% of respondents suggested more bike lanes and trail routes, but there was also a significant amount of support, across the board, for more sidewalks, bike racks, education and enforcement, and better lighting. Additional recommendations to encourage biking and walking included general beautification and softening of the downtown corridor, more signage and improvements to crosswalks and the street network to safely cross M-43.

When asked if a Shuttle Service (from South Haven, the Airport, etc. to downtown Bangor) would be used, approximately 80% of individuals said it would not be used.

When parking in downtown Bangor, almost 90% utilize the on-street, parallel parking spaces along Monroe Street. Only 5% of individuals indicated they typically park in the DDA's parking lot at Charles Street. Finding a parking space, usually on-street or within a private lot, is most often (70%) immediate (the first spot an individual looks for is available). Only 20% of respondents noted they have to look for a second parking option, with 5% stating they have to circle several times (5 minutes or more) before parking. Additionally, approximately half of respondents who noted they require an ADA accessible parking space do not find a space immediately and have to look for a second parking option.

This feedback indicates that parking is relatively convenient and the most obvious, visible spaces (those in front of the downtown businesses on Monroe Street) are utilized first. Wayfinding signage to other downtown parking areas may be helpful, especially for visitors, and may reduce the time drivers are searching for a second parking space option. Such an approach may also allow for more dedicated and visible ADA parking spaces.

FUTURE GOALS AND PRIORITIES IN DOWNTOWN BANGOR

The top three priorities for the future improvement of the downtown district (receiving more than 70% of the votes) are:

- » Address vacant spaces and/or buildings (79%);
- » Recruit businesses and expand a variety of shopping, dining, etc. opportunities (75%); and
- » Maintain a welcoming, attractive streetscape experience (ex: litter control, trees, mowed grass, banners, etc.) (70%).

Respondents felt the greatest challenges facing downtown Bangor are the current vacancy rates (and the district's associated 'image') and the fact that too many individuals simply drive-thru and don't stop. Most individuals agreed that additional retail shops, restaurants and lodging (bed and breakfast, hotel, etc.) would make the downtown core a more desirable place to visit in the region.

Additional events such as a Farmer Market, music and concerts, and food, wine and beer events received high marks while other amenities, such as free public Wi-Fi, were noted as non-incentivizing (i.e. 72% reported that such Wi-Fi would not impact their frequency of visits).

PUBLIC QUOTABLES:

We need more places to eat and shop: I'd love to see a hot dog joint, or a taco joint, or an ice cream shop.

Please make residents feel like they are first.

Better places to eat an evening meal - I would love to see another restaurant that served wine/alcohol with a modern flare for people under 60.





03
2050
Bangor
Development
Plan



Monroe Streetscape, Historical Society (year unknown); Bangor, MI.

Proposed Road Map for the **DDA Development Plan**

LOCATION AND EXTENT OF PROPOSED PUBLIC AND PRIVATE LAND USES

The Development Plan envisions combining public and private land uses to strengthen the economic base of the Development Area. It is the intent of this Plan to encourage infill development, redevelopment, and expansion of existing commercial and downtown-type uses consistent with the City's Master Plan. As noted in the existing land use section of this Plan, there are scattered vacant or underutilized sites with potential for development and redevelopment. Proposed land uses for the Development Area are consistent with the City's Master Plan, and are generally commercial and mixed-use in nature.

The DDA may purchase, renovate and resell properties that are vacant or deteriorated to stimulate redevelopment. Redevelopment of other sites that are vacant, functionally obsolete, or underutilized - for viable private uses that are compatible with the downtown character - is similarly encouraged by this plan.

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

This Plan for the DDA Development Area incorporates both public and private improvements; specific project descriptions are noted in the Strategic Development Plan.

The Plan also calls for the renovation and repair of existing public improvements, such as parks, infrastructure (roads and utilities), sidewalks, landscaping, lighting, streetscape, public buildings and facilities, and construction of new improvements such as pedestrian facilities and/or parking. The full extent of demolition, repair, or alteration of existing improvements is not yet known since not all project plans are completed. Demolition, repair, construction, enhancement, and/or replacement of existing infrastructure is likely as part of the various projects, including sidewalks, curbing, pavement, above and underground utilities, decorative walls, fencing, and others. Redevelopment of privately owned sites may be assisted, on a case-by-case basis, consistent with the priorities and procedures in this Plan.

THE LOCATION, EXTENT, CHARACTER AND ESTIMATED COST OF IMPROVEMENTS, INCLUDING REHABILITATION CONTEMPLATED FOR THE DEVELOPMENT AREA AND AN ESTIMATE OF TIME REQUIRED FOR COMPLETION

Public improvements contemplated in the Development Area over the 30-year life of this Plan, along with estimated costs and time of completion, are included in the Strategic Development Plan.

Cost estimates for the projects are very preliminary; specific plans and refined cost estimates for Development Area improvements will be completed upon initiation of each project. However, the cost estimates have been developed in consideration of recent comparable construction and relevant vendor estimates.

Funding for the projects will be obtained from a variety of sources – primarily tax increment revenues, but also may include federal and state grants (which may include, but are not limited to Community Development Block Grant, Michigan Economic Development Corporation, Michigan State Housing Development Authority, Michigan Natural Resources Trust Fund and others), private donations (if available), and additional sources, to be determined. Programs such as the Façade Improvement Program or Sign Grant Program will be funded initially by tax increment revenues, then from revenues received by the DDA as payments on outstanding loans on a year-by-year basis.

A STATEMENT OF THE CONSTRUCTION OR STAGES OF CONSTRUCTION PLANNED, AND THE ESTIMATED TIME OF COMPLETION

The anticipated schedule for construction and implementation of the public improvement projects for the Development Area is outlined in the Strategic Development Plan, “Priority / Timeframe” and “Cost Estimate.” The actual timing and sequence of projects may vary based on fund availability, opportunities that arise to achieve the goals and purposes of this Plan, and DDA priorities.

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

The DDA may purchase property to facilitate redevelopment or use for public purposes, while encouraging compliance with the overall Plan. If opportunities arise in furtherance of the goals and purposes of this Plan, purchases may be considered on an on-going basis.

DESIRED ZONING CHANGES AND CHANGES IN STREETS, STREET LEVELS, INTERSECTIONS AND UTILITIES

No zoning changes are proposed as part of this Plan. However, as the Plan progresses, the DDA, as a component of its redevelopment strategy, may recommend to the Planning Commission certain changes to the Master Plan and the Zoning Ordinance that affect properties within the Development Area. It is recommended that the Downtown Development Authority, Planning Commission and City Council hold a working session to evaluate any changes necessary to promote / incentivize redevelopment in Bangor.

VISION:

To revitalize and sustain long term economic stability for downtown businesses and provide an attractive, vibrant place to shop, live and work with downtown storefronts filled, a clean welcoming environment, and transportation options.

- Downtown Development Authority, City of Bangor



TAX BASE GROWTH



DEVELOPMENT IMPACT

**BANGOR DDA KEY PROJECTS,
1988-2003:**

Over the years Bangor has completed plan updates to guide its orderly development to ensure continuity and quality of life for the City's downtown.

The DDA used its TIF funds for a variety of projects in its Downtown Development District, including property acquisition, streetscape improvements, development of a Downtown Façade Improvement Plan, assisting in the creation of a downtown farmers market, and aiding downtown business owners throughout the district.

In addition, the DDA participates in funding snow removal downtown, planting and maintaining the downtown planters, and furnishing the decorative banners throughout the downtown core.

DESIRED ZONING CHANGES (CONTINUED)

Any zoning changes on parcels in the DDA district should be coordinated between the DDA, the Planning Commission, and the City Council according to State enabling acts and the adopted procedures of the City. Any change will occur in a manner that ensures appropriate future land uses within the district for the attainment of the goals as stated herein.

Streetscape improvements to the Development Area, gateway improvements, traffic calming, non-motorized improvements and other activities within the public right-of-way may require pavement removal, traffic modifications, and relocating, expanding or burying existing utilities. Detailed design plans to be prepared as part of the implementation of this Plan may specify further utility or street changes.

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

The estimated cost of the DDA's portion of the public improvement projects listed herein, including the cost of associated administration, engineering, planning, and design work as outlined in the Strategic Development Plan is \$738,000 over 30 years. It is anticipated that these projects will be paid for with tax increment revenues generated by annual increases in property valuations from economic growth and new construction within the Development Area, supplemented with grant funds as may become available. The façade improvement program (which previously contained four different programs: Facade Renovation Grant, Painting Grant, Signage Grant and Design Assistance), and other similar programs, will be funded primarily using funds repaid to the DDA for outstanding loans.

It is anticipated that most projects will be financed on a "pay-as-you-go" basis using funds on-hand or accumulated from prior years' captures. However, the DDA may determine that there is a need to sell bonds, obtain loan funds or grants, or receive contributions from any of the other sources permitted under P.A. 197 of 1975, as amended, to facilitate completion of one or more of the improvement projects.

The cost estimates for projects are rough estimates because construction or design drawings have not yet been prepared, and therefore have been based on preliminary concept designs. The costs are estimated in current 2018 dollars.

DESIGNATION OF PERSON OR PERSONS, NATURAL OR CORPORATE, TO WHOM ALL OR A PORTION OF THE DEVELOPMENT IS TO BE LEASED, SOLD, OR CONVEYED IN ANY MANNER AND FOR WHOSE BENEFIT THE PROJECT IS BEING UNDERTAKEN IF THAT INFORMATION IS AVAILABLE TO THE AUTHORITY

All public improvement projects undertaken as part of this Plan will remain in public ownership for the public benefit. However, the DDA may consider property acquisition, lease, or sale, as appropriate, in furtherance of the goals of this Plan. The person or persons to whom such property may be leased or conveyed is unknown at this time.



DDA Public Parking, Surface Lot Investments; Bangor, 2018.

THE PROCEDURES FOR BIDDING FOR THE LEASING, PURCHASING, OR CONVEYING OF ALL OR A PORTION OF THE DEVELOPMENT UPON ITS COMPLETION, IF THERE IS NO EXPRESSED OR IMPLIED AGREEMENT BETWEEN THE AUTHORITY AND PERSONS, NATURAL OR CORPORATE, THAT ALL OR A PORTION OF THE DEVELOPMENT WILL BE LEASED, SOLD, OR CONVEYED TO THOSE PERSONS

The Authority may purchase and then sell or otherwise directly convey any DDA-owned sites, or alternately may retain the sites for public purposes. Once the DDA purchases, receives a donation, acquires or otherwise comes to own property in the Development Area, it will adopt appropriate procedures for the management and disposition of the property at a regularly scheduled public meeting of the Authority. All DDA conveyance and disposition procedures shall be developed in compliance with Federal, State, and local regulations.

Acquisition and disposition procedures will include the ability of the Authority to dispose of acquired parcels or lots with the value of such parcels or lots based upon an independent appraisal of the real estate by a qualified real estate appraiser licensed to perform such work in the State of Michigan. In the event the Authority decides to dispose of a parcel or parcels of real property, the sale may be for more than appraised value, at appraised value, or below the appraised value at the discretion of the Authority. In the future, if the condemnation of property is necessary to meet the objectives of this plan, the Downtown Development Authority will submit to the City Council an acquisition and relocation plan consistent with the Standards and Provisions of the Federal Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970.

Summary of the Strategic Development Plan

The Bangor Downtown Development Authority will undertake a number of projects that will help make downtown Bangor into a more special and distinctive place, recognizing that the Board should revisit its strategy for the downtown area to ensure its actions are effective and improving the investment environment for private entities. Further, cooperative commitments by the DDA, the City, the Chamber of Commerce, Van Buren County and others will be necessary to create positive momentum for the downtown district and to ensure the future success of the City.

This plan sets priorities and establishes a schedule to complete improvements in the downtown area organized upon the four (4) themes of the Michigan Main Street Communities: Design, Organization, Promotion and Economic Viability, as detailed in Table 1.D; 1.O.; 1.P; and 1.E.

D	Design	PRIORITY / TIMEFRAME	COST ESTIMATE	PARTNERSHIPS
STRATEGIES + ACTIONS	d.1 Finance, plan, design and implement a wayfinding system, including new park signage, within the DDA district.	A < 6 months	\$5,000	BCC, CITY, PC, PR
	d.2 Reinstate the facade and sign grant programs, with new, updated standards, to incentivize property owners to enhance / repair / expand their businesses.	A < 6 months	\$10,000	BO, BCC, CITY, PC
	d.3 Finance, plan, design, construct, maintain, and/or improve gateways (at all key entry points to the downtown) to welcome visitors as they enter the downtown district, including but not limited to signage, landscaping or other gateway features.	A 1 year	\$10,000 (\$5,000 each gateway)	BO, BCC, CC, CITY, MDOT, PC
	d.4 Conduct a Master Plan and Zoning Ordinance Audit to identify necessary revisions and amendments to implement the DDA's Development Plan and incorporate the revisions identified. Special emphasis should be on the Master Plan's goals and objectives and Future Land Use Map and Zoning Ordinance Amendments that promote economic development and a downtown, mixed-use district.	A 1 year	\$6,000	BCC, CITY, MDOT, PC
	d.5 Finance, plan, design, construct, maintain and/or otherwise improve public decorative streetscape within the DDA district (extending the full length of Monroe Street within the district), including but not limited to the installation of street furniture, lighting, landscaping, decorative pavers, banners and other public amenities / spaces.	C 1-3 years	\$20,000	BCC, MDOT, CITY, PC
	d.6 Finance, plan, design, construct, maintain and/or otherwise improve facilities within the public rights-of-way of the downtown core for traffic calming and pedestrian safety, including partnering with MDOT to study the need for pedestrian crossings / traffic enhancements at high importance intersections along Monroe Street (M-43) with a focus on curb extensions, pedestrian crosswalks, and other measures to protect public health, welfare and safety.	A 1-3 years	\$45,000	BCC, CITY, MDOT, PC

O	Organization	PRIORITY / TIMEFRAME	COST ESTIMATE	PARTNERSHIPS
STRATEGIES + ACTIONS	o.1 Develop a formal network of volunteers.	A < 6 months	\$1,000	BO, CC, CITY, CM
	o.2 Seek partnerships with the school district, religious institutions, industrial companies, etc. for sponsoring projects / events.	B 1 year	\$500	BO, CC, CITY, CM
	o.3 Host at least one joint meeting with the City's municipal boards, commissions and department heads to ensure collaboration and identify common efforts.	A 1 year	\$1,000	BCC, CITY, PC, PR
	o.4 Fund the ongoing professional, technical and administrative costs incurred in accomplishing the purposes and undertaking projects listed in the Plan.	- Ongoing	\$35,000	CITY

P	Promotion	PRIORITY / TIMEFRAME	COST ESTIMATE	PARTNERSHIPS
STRATEGIES + ACTIONS	p.1 Enhance the quality of existing seasonal festivals and events through the funding of programming and events.	A < 6 months	\$5,000	CC, CITY, CM, BO
	p.2 Expand the DDA's presence, including its online network, and create a calendar of all celebrations, festivals and events for public use / volunteer organization.	A < 6 months	\$2,000	CC, CITY
	p.3 Finance, plan, design, construct, maintain and/or otherwise improve tourism opportunities related to lodging needs.	B 1-3 years	\$30,000	CITY, PC, PR
	p.4 Continue to fund, plan and design marketing and outreach efforts to maintain Bangor's role in the region.	- Ongoing	\$10,000	CC, CITY, CM, BO
	p.5 Complete an annual, public oriented Downtown Development progress report to provide status updates on projects and results that highlights community successes.	- Ongoing	\$500	CC, CITY, CM, BO, VC
	p.6 Review DDA website on a continual basis to ensure that content is accurate and that the promotion of properties, projects and activities is showcased to the public.	- Ongoing	\$500	CITY

LEGEND	PRIORITY	PARTNERS					
	A Top Priority	BO	Business Owners	MDOT	Michigan Department of Transportation		
	B Near-Term Priority	BCC	Bangor City Council	PC	Planning Commission		
	C Long-Term Priority	CC	Chamber of Commerce	PR	Parks and Recreation Advisory Board		
	- Ongoing	CITY	City of Bangor Administration	UC	Utility Companies		
		CM	Community Members	VC	Van Buren County		

E	Economic Viability	PRIORITY / TIMEFRAME	COST ESTIMATE	PARTNERSHIPS
STRATEGIES + ACTIONS	e.1 Plan and design incentives for new developments to provide public parking or event parking to serve the Downtown Development Area, including the treatment of alleyways and the rear of storefronts.	B 1-3 years	\$10,000	BO, CC, CM
	e.2 Develop a comprehensive design plan for Don Mora Field that includes new bleachers, upgrades / repairs to the concession stand, netting, energy efficient lights, field upgrades, security cameras, landscaping and pedestrian pathways / access, consistent with the 2018-2023 Bangor Community Parks, Recreation, Open Space and Greenway Plan.	B 1-3 years	\$27,000	BCC, CITY, PC, PR
	e.3 Fund the ongoing maintenance of public improvements within the Downtown Development District.	- Ongoing	\$10,000	CITY
	e.4 Finance, plan, design, construct and maintain any road / utility improvements within the Downtown Development District.	- Ongoing	\$45,000	CITY, MDOT, UC
	e.5 Enhance Charles Park with the restoration of the C&O caboose, enhancement of pedestrian access, designated parking spaces and landscaping, consistent with the 2018-2023 Bangor Community Parks, Recreation, Open Space and Greenway Plan.	B 1-3 years	\$19,000	BCC, CITY, PC, PR
	e.6 Complete a City of Bangor Mobility / Complete Streets Plan to plan for non motorized infrastructure and operations to improve network function in the City for all users. Specifically consider strategic placement of any bike routes / lanes, bicycle racks, and designated cut out lanes for ride-sharing pickups and drop-offs.	B 1-3 years	\$14,000	BCC, CITY, PC, PR
	e.7 Finance, plan, design, construct, maintain and/or otherwise improve building and site amenities at the City Hall.	A 1 year	\$50,000	BCC, CITY, PC
	e.8 Finance, plan, design, construct, maintain and/or otherwise improve / redevelop properties which the City owns, for the benefit of the public, including parking, residential, institutional, commercial, mixed-use or other market-tested uses but not limited to land assembly, disposition, development and other site and structure activities.	- Ongoing	\$250,000	BCC, CITY, PC
	e.9 Identify high priority parks and open space activities in and near Downtown and continue to maintain a current Parks and Recreation Plan.	C 1+ years	\$10,000	BCC, CITY, PR
	e.10 Maintain a City Capital Improvement Plan (CIP) and identify projects that are supported by this Development Plan.	- Ongoing	\$2,000	BCC, CITY, UC
	e.11 Fund public safety services and/or purchase, maintain and/or otherwise improve equipment for the same within the Downtown Development District.	- Ongoing	\$20,000	BCC, CITY
	e.12 Finance, plan, design, construct, install, maintain and/or otherwise improve public improvements, utility improvements, environmental remediation and/or land assembly on any identified redevelopment sites within the Downtown Development District.	- Ongoing	\$100,000	BCC, CITY, PC

LEGEND	PRIORITY	PARTNERS					
	A Top Priority	BO	Business Owners	MDOT	Michigan Department of Transportation	Planning Commission	Parks and Recreation Advisory Board
B Near-Term Priority	BCC	Bangor City Council	PC	PR	Utility Companies	Van Buren County	
C Long-Term Priority	CC	Chamber of Commerce	UC	VC			
- Ongoing	CITY	City of Bangor Administration					
	CM	Community Members					

FOOTNOTES TO THE STRATEGIC DEVELOPMENT PLAN TABLES:

Cost estimates for the projects are very preliminary; specific plans and refined cost estimates for the Downtown Development Area improvements will be completed upon initiation of each project.

Projects that arise and are consistent with the objectives and priorities of the DDA – as outlined in this plan – may be funded consistent with the financing methods described in the Tax Increment Financing Plan.

Building improvements and the façade improvement program to be funded primarily through reallocation of funds repaid to DDA from existing outstanding loans.

Costs incurred by the City relative to the DDA and the Downtown Development District, as approved in the annual budget process, may also be paid out of tax increment revenues.



04

Tax Increment Financing Plan





Community Assets in Downtown Bangor, 2018.

***Tax Increment Financing Plan* Background and Purpose**

Bangor's Downtown Development Authority was established to mitigate the negative social and economic impacts of downtown property value deterioration and to uphold the vibrancy of Bangor's downtown district. To accomplish a number of goals, such as to increase property tax valuation and facilitate the overall economic growth of its business district, City Council deemed it beneficial and necessary to create and provide for the operation of a Downtown Development Authority (DDA) under the provisions of Public Act 197 of 1975, as amended. The Downtown Development Authority then submitted (on October 27, 1998) the Tax Increment Financing and Development Plan, which was subsequently approved by the City Council of the City of Bangor on November 2, 1998.

At that time, the DDA also determined that a Tax Increment Financing Plan ("TIF Plan") was necessary to achieve the purposes of the Act, and prepared and submitted said plan to the City Council, which is updated as part of this plan.

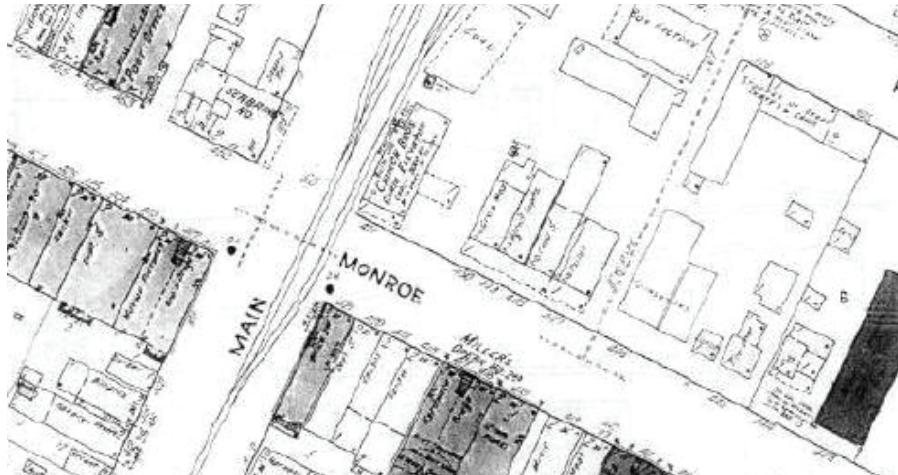
Bond Indebtedness to be Incurred

The maximum amount of bonded indebtedness to be incurred under this Development Plan is \$600,000^{stfi} intent to pay the estimated costs of the development, plus any associated costs of consultants and costs of publication of required notices. The DDA may obtain loans to fund purchase of property, depending upon the favorability of terms, availability of other funds, and its decision on whether to purchase properties.

However, most improvements will be implemented on a "pay-as-you-go" basis as tax increment revenues are transmitted to the DDA. Additionally tax increment revenues transmitted to the DDA can be used as they accrue annually, can be held to accumulate amounts necessary to make improvements described in the Plan, or can be pledged for debt service on general obligation tax increment bonds issued by the City of Bangor.

Plan Duration

The duration of this Development Plan shall be for almost 30 years, commencing upon approval by the City Council in 2019. This plan will expire with the collection of taxes due in December 2047, unless it is amended to extend or shorten its duration.



Sanborn Map, Intersection of Monroe and Railroad Streets, year unknown; Bangor Historical Society, 2018.

EXPLANATION OF THE TAX INCREMENT PROCEDURE:

As provided in P.A. 197 of 1975, as amended, tax increment financing is a financing tool for the redevelopment of designated development areas within a DDA Development Area. Tax increment financing is the process of expending new property tax dollars for improvements that generally benefit the parcels that pay the taxes. Tax dollars generated from new private property developments and from improvements to existing private property within a designated development area are “captured” and utilized by the DDA to finance public improvements within that development area. This process supports and encourages continued private investment.

To utilize tax increment financing, the DDA must prepare a development plan and a tax increment financing plan. Both plans are submitted to the City Council. The Council must adopt the plans by ordinance. These plans may be amended in the future to reflect changes desired by the DDA. All amendments must follow the procedures of the Act.

Captured assessed value is defined in the Act, as the amount, in any one year, by which the current assessed value of the development area exceeds the initial assessed value. Initial assessed value is defined as the assessed value, as equalized, of all the taxable property within the boundaries of the development area at the time the ordinance establishing the tax increment financing plan is approved, as shown by the most recent assessment roll of the municipality. Such funds transmitted to a DDA are termed “tax increment revenues”. Tax increment revenues are the amount of ad valorem and specific local taxes attributable to the application of the levy of all taxing jurisdictions other than the state education tax and local or intermediate school districts upon the captured assessed value of real and personal property in the development area.

Estimated Impact of Tax Increment Financing on **Taxing Jurisdictions in which the Development Area is Located**

The maximum effect of this Plan on the taxing jurisdictions in which the Development Area is located is that the taxable value upon which taxes are now levied will remain constant over the life of this Plan. If private development occurs and values increase as anticipated in this Plan, potential taxes captured from each taxing jurisdiction over the duration of the Plan are estimated. Of course, at the expiration of this TIF Plan, all taxing jurisdictions will benefit substantially from new private development and from a tax base that has been stabilized and enhanced as a result of the public improvement program.

The applicable tax levy for tax increment purposes in the DDA Development Area will be the total millage levied by the eligible taxing jurisdictions. The initial tax levy of all applicable taxing jurisdictions listed in Table 2 is 23.8865 mills. Under this TIF Plan, the tax levy on the entire captured assessed valuation is planned to be utilized by the DDA. The tax increment revenues will be expended in the manner as set forth in this Plan. Estimates of the projected growth in taxable value, the revenue captured by taxing jurisdictions and the tax increment revenues to be received by the DDA are included in Table 3.

TABLE 2: TAXING JURISDICTIONS INCLUDE:	PROJECTED CAPTURED MILLAGE RATE (2018) ^b
City Operating	14.3604 mills
Van Buren County Operating	4.4566 mills
Senior Services ^c	0.5000 mills
Van Buren County Transit / Roads ^d	1.2206 mills
Van Buren County Emergency Responder Services (ERS) ^e	1.4702
City Parks / Cemetery	0.8500
Conservation District	0.0996
Van Buren District Library	1.0917
City Roads	1.5000
Total Applicable Millage ^a	25.5491

FOOTNOTES TO TABLE 2:

- a. The Bangor Public Schools, State of Michigan state education tax, and Van Buren County Intermediate School District taxes are not included because the tax levies of these jurisdictions are exempt from capture.
- b. Rates are per \$1,000 of taxable value.
- c. Senior Services includes both Senior Services (.2500 mills) and New Senior Services (.2500 mills).
- d. Transit / Roads includes both Transit (0.2471 mills) and Roads (0.9735 mills).
- e. Van Buren County ERS includes both Ambulance (0.9370 mills) and Sheriff (0.5332 mills).

Expenditure of Captured Accessed Value by the Authority

Estimate of Tax Increment Revenues

Table 3 shows projected value increase over the next 30 years. The projected annual growth in taxable value is estimated in Table 3 at a 2.5% annual rate. Both real and personal property assessments are included in the taxable value projections, and Table 3 also provides estimates of the tax increment revenues to be accrued by the DDA. For this Plan, the initial assessed value is the total State Equalized Value (SEV) for all real and personal property in the development area as of November 2018. A list of the properties in Development Area is included in Appendix A.

Additional increases in the assessed valuation for the Development Area and consequent tax increment revenues may result from other new construction, expansion, rehabilitation, or further appreciation of property values. These increases are beyond those projected in this plan, but if such increases result, the tax increment revenues will be spent according to this plan to accelerate the implementation of the public improvement program.

Expenditure of Captured Accessed Value by the Authority

Expenditure of Tax Increment Revenues

The program and schedule for the expenditure of tax increment revenues to accomplish the proposed public improvements for the DDA Development Area is outlined in the Strategic Development Plan (Chapter 03). Cost estimates shown are current estimates only. These estimates are based solely upon concepts and have not been developed from construction drawings. The cost estimates consider fees for design, preparation of construction drawings, and other contingencies.

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

1. Used to further the implementation of the public improvement program;
2. Used to expedite any debt service; or
3. Returned, pro-rata, to the taxing units.

Should the tax increment revenues be less than projected, the DDA may choose to:

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

The Downtown Development Authority shall annually review proposed increment expenditures and revenues to prioritize the use of additional funds. Other public improvements which would further the completion of the Development Plan may be funded by the DDA.

Table 3:

Future Capture Estimates and Impact on Taxing Jurisdictions 2018 - 2047: Bangor, MI DDA

FISCAL YEAR	TOTAL TAXABLE VALUE ^{a b}	TOTAL CAPTURED VALUE	CITY OPERATING ^c	VAN BUREN COUNTY OPERATING ^c	SENIOR SERVICES ^{c d}	VAN BUREN COUNTY TRANSIT / ROADS ^{c e}	VAN BUREN COUNTY EMERGENCY RESPONDER SERVICES (ERS) ^{c f}	CITY PARKS / CEMETERY ^c	CONSERVATION DISTRICT ^c	VAN BUREN DISTRICT LIBRARY ^c	CITY ROADS ^c	TOTAL TAX INCREMENT REVENUE
			14.3604 MILLS	4.4566 MILLS	.5000 MILLS	1.2206 MILLS	1.4702 MILLS	.85 MILLS	0.0996 MILLS	1.0917 MILLS	1.5 MILLS	
2018	\$7,389,939	\$5,191,365	\$74,550	\$23,704	\$2,596	\$6,337	\$7,632	\$4,413	\$517	\$5,667	\$7,787	\$133,203
2019	\$7,574,687	\$5,321,149	\$76,414	\$24,296	\$2,661	\$6,495	\$7,823	\$4,523	\$530	\$5,809	\$7,982	\$136,533
2020	\$7,764,055	\$5,454,178	\$78,324	\$24,904	\$2,727	\$6,657	\$8,019	\$4,636	\$543	\$5,954	\$8,181	\$139,946
2021	\$7,958,156	\$5,590,532	\$80,282	\$25,526	\$2,795	\$6,824	\$8,219	\$4,752	\$557	\$6,103	\$8,386	\$143,445
2022	\$8,157,110	\$5,730,296	\$82,289	\$26,165	\$2,865	\$6,994	\$8,425	\$4,871	\$571	\$6,256	\$8,595	\$147,031
2023	\$8,361,038	\$5,873,553	\$84,347	\$26,819	\$2,937	\$7,169	\$8,635	\$4,993	\$585	\$6,412	\$8,810	\$150,707
2024	\$8,570,064	\$6,020,392	\$86,455	\$27,489	\$3,010	\$7,348	\$8,851	\$5,117	\$600	\$6,572	\$9,031	\$154,474
2025	\$8,784,315	\$6,170,902	\$88,617	\$28,176	\$3,085	\$7,532	\$9,072	\$5,245	\$615	\$6,737	\$9,256	\$158,336
2026	\$9,003,923	\$6,325,174	\$90,832	\$28,881	\$3,163	\$7,721	\$9,299	\$5,376	\$630	\$6,905	\$9,488	\$162,294
2027	\$9,229,021	\$6,483,304	\$93,103	\$29,603	\$3,242	\$7,914	\$9,532	\$5,511	\$646	\$7,078	\$9,725	\$166,352
2028	\$9,459,747	\$6,645,386	\$95,430	\$30,343	\$3,323	\$8,111	\$9,770	\$5,649	\$662	\$7,255	\$9,968	\$170,511
2029	\$9,696,240	\$6,811,521	\$97,816	\$31,101	\$3,406	\$8,314	\$10,014	\$5,790	\$678	\$7,436	\$10,217	\$174,773
2030	\$9,938,646	\$6,981,809	\$100,262	\$31,879	\$3,491	\$8,522	\$10,265	\$5,935	\$695	\$7,622	\$10,473	\$179,143
2031	\$10,187,113	\$7,156,354	\$102,768	\$32,676	\$3,578	\$8,735	\$10,521	\$6,083	\$713	\$7,813	\$10,735	\$183,621
2032	\$10,441,790	\$7,335,263	\$105,337	\$33,493	\$3,668	\$8,953	\$10,784	\$6,235	\$731	\$8,008	\$11,003	\$188,212
2033	\$10,702,835	\$7,518,644	\$107,971	\$34,330	\$3,759	\$9,177	\$11,054	\$6,391	\$749	\$8,208	\$11,278	\$192,917
2034	\$10,970,406	\$7,706,611	\$110,670	\$35,188	\$3,853	\$9,407	\$11,330	\$6,551	\$768	\$8,413	\$11,560	\$197,740
2035	\$11,244,666	\$7,899,276	\$113,437	\$36,068	\$3,950	\$9,642	\$11,614	\$6,714	\$787	\$8,624	\$11,849	\$202,684
2036	\$11,525,783	\$8,096,758	\$116,273	\$36,970	\$4,048	\$9,883	\$11,904	\$6,882	\$806	\$8,839	\$12,145	\$207,751
2037	\$11,813,927	\$8,299,177	\$119,179	\$37,894	\$4,150	\$10,130	\$12,201	\$7,054	\$827	\$9,060	\$12,449	\$212,944
2038	\$12,109,276	\$8,506,656	\$122,159	\$38,841	\$4,253	\$10,383	\$12,506	\$7,231	\$847	\$9,287	\$12,760	\$218,268
2039	\$12,412,007	\$8,719,322	\$125,213	\$39,812	\$4,360	\$10,643	\$12,819	\$7,411	\$868	\$9,519	\$13,079	\$223,725
2040	\$12,722,308	\$8,937,305	\$128,343	\$40,808	\$4,469	\$10,909	\$13,140	\$7,597	\$890	\$9,757	\$13,406	\$229,318
2041	\$13,040,365	\$9,160,738	\$131,552	\$41,828	\$4,580	\$11,182	\$13,468	\$7,787	\$912	\$10,001	\$13,741	\$235,051
2042	\$13,366,374	\$9,389,757	\$134,841	\$42,874	\$4,695	\$11,461	\$13,805	\$7,981	\$935	\$10,251	\$14,085	\$240,927
2043	\$13,700,534	\$9,624,501	\$138,212	\$43,945	\$4,812	\$11,748	\$14,150	\$8,181	\$959	\$10,507	\$14,437	\$246,950
2044	\$14,043,047	\$9,865,113	\$141,667	\$45,044	\$4,933	\$12,041	\$14,504	\$8,385	\$983	\$10,770	\$14,798	\$253,124
2045	\$14,394,123	\$10,111,741	\$145,209	\$46,170	\$5,056	\$12,342	\$14,866	\$8,595	\$1,007	\$11,039	\$15,168	\$259,452
2046	\$14,753,976	\$10,364,534	\$148,839	\$47,324	\$5,182	\$12,651	\$15,238	\$8,810	\$1,032	\$11,315	\$15,547	\$265,938
2047	\$15,122,826	\$10,623,648	\$152,560	\$48,508	\$5,312	\$12,967	\$15,619	\$9,030	\$1,058	\$11,598	\$15,935	\$272,587
Totals:		\$3,272,950	\$1,040,660	\$113,957	\$278,193	\$335,081	\$193,728	\$22,700	\$248,815	\$341,872	\$5,847,956	

FOOTNOTES TO TABLE 3:

a. Annual increase in taxable value estimated at 2.5%.

b. Taxable Value estimated based on 2018 figures.

c. Millage rate source: City of Bangor, 2018.

d. Senior Services includes both Senior Services (.2500 mills) and New Senior Services (.2500 mills).

e. Transit / Roads includes both Transit (0.2471 mills) and Roads (0.9735 mills).

f. Van Buren County ERS includes both Ambulance (0.9370 mills) and Sheriff (0.5332 mills).



05

Appendices



*Appendix A***List of Real Properties within the
Downtown District (Development
Area)**

As personal property constantly changes through new investment and depreciation, the following list does not include the personal property that exists within the downtown district and would be eligible for TIF capture. Please check with the Assessor regarding personal property within the DDA district. The following real properties, as of January 2, 2018 are located within the City of Bangor, Michigan Downtown District and are eligible for TIF capture:

80-54-107-003-00	80-54-550-019-00	80-54-603-005-00
80-54-107-004-00	80-54-550-021-01	80-54-603-005-75
80-54-300-005-10	80-54-550-023-10	80-54-603-006-50
80-54-407-001-00	80-54-550-024-00	80-54-603-009-50
80-54-407-002-00	80-54-550-025-00	80-54-603-010-75
80-54-407-003-10	80-54-550-030-01	80-54-603-012-00
80-54-407-004-10	80-54-550-033-10	80-54-700-020-00
80-54-407-005-00	80-54-550-037-10	80-54-700-021-01
80-54-407-007-00	80-54-550-040-00	80-54-700-037-00
80-54-407-012-00	80-54-550-040-50	80-54-700-039-00
80-54-407-017-67	80-54-550-042-10	80-54-700-082-10
80-54-407-062-00	80-54-550-042-20	80-54-700-084-00
80-54-407-064-00	80-54-550-044-00	80-54-700-085-00
80-54-550-001-50	80-54-550-047-00	80-54-700-100-00
80-54-550-002-05	80-54-550-051-00	80-54-700-102-00
80-54-550-003-00	80-54-550-060-00	80-54-700-103-10
80-54-550-004-00	80-54-601-003-04	80-54-700-149-00
80-54-550-004-50	80-54-601-007-01	80-54-700-150-00
80-54-550-004-55	80-54-601-009-01	80-54-700-165-00
80-54-550-007-55	80-54-602-001-00	80-54-700-167-00
80-54-550-007-60	80-54-602-002-00	80-54-700-213-50
80-54-550-008-00	80-54-602-003-00	80-54-700-214-00
80-54-550-008-50	80-54-602-004-00	80-54-700-214-51
80-54-550-009-51	80-54-602-004-50	80-54-700-215-00
80-54-550-011-00	80-54-602-005-50	80-54-700-215-50
80-54-550-012-01	80-54-602-006-00	80-54-700-215-60
80-54-550-012-75	80-54-602-006-50	80-54-700-216-00
80-54-550-013-01	80-54-602-008-00	80-54-900-007-01
80-54-550-014-00	80-54-602-009-51	
80-54-550-015-01	80-54-602-009-70	
80-54-550-016-01	80-54-603-002-00	
80-54-550-017-01	80-54-603-003-10	
80-54-550-018-00	80-54-603-004-00	

Appendix B

Downtown District (Development Area)

The Downtown District in which the Authority shall exercise its power as provided by Act 197 shall consist of the following described territory in the City, subject to such changes as may hereinafter be made pursuant to Act 197.

An area in the City of Bangor, Michigan, within the boundaries described as follows (and shown on Map 1):

Cross Addition: Block 1, Lots 1 thru 13, Block 2, Lots 1 thru 10, Block 3, Lots 1 thru 12; Morrison Addition: Lots 20, 21, 22, 37, 38, 39, 40, 83, 84, 85, 100, 102, 103, 104, 147, 148, 149, 150, 165, 166, 167, 168, 231, 214, 2015, 216; Monroe Addition: Block 7: Lots 4 and 5; Unplatted Tax Plate Numbers: A-540, A-556, A-568, A-535, A-534-C, A-534-B, A-536-A, A-534-A - W. 300 ft. of plate A-567, that portion of tax plate A-532, laying south of the center line of Main Street, extended east to the Mill Pond; Original Plat, Block 1: Lots 1 thru 6.

Appendix C

Public, Community Wide Survey Results

To garner public input on the City's downtown area, a survey was made available to community residents, business owners and stakeholders for the months of February, March and April of 2018. The survey was both available online (via Survey Monkey) and through hard (paper) copies, which were offered at City Hall and the Bangor Branch Library. In total, 61 survey responses were collected, of which approximately 75% of respondents participated online.

The following pages contain the full results of the online survey.

Q1 In three (3) words or less, please describe downtown Bangor:

Answered: 49 Skipped: 12

ANSWER CHOICES	RESPONSES	
Word #1	100.00%	49
Word #2	85.71%	42
Word #3	75.51%	37

#	WORD #1	DATE
1	Limited	5/1/2018 7:45 AM
2	Not enough parking	5/1/2018 6:54 AM
3	Quaint	4/25/2018 11:38 AM
4	Friendly People	4/25/2018 11:30 AM
5	Small	4/25/2018 11:24 AM
6	Quaint	4/25/2018 11:19 AM
7	Sad	4/25/2018 7:32 AM
8	busy	4/24/2018 1:50 PM
9	trashy	4/24/2018 11:20 AM
10	distressed	4/23/2018 8:47 AM
11	Untapped	4/16/2018 3:10 PM
12	Small-Town	4/9/2018 1:34 PM
13	Warm	4/9/2018 9:42 AM
14	quiet	4/5/2018 3:06 PM
15	small	4/5/2018 2:57 PM
16	hometown	4/5/2018 2:46 PM
17	Quant	4/5/2018 2:39 PM
18	small	4/5/2018 2:28 PM
19	interesting	4/5/2018 2:26 PM
20	Attractive	4/5/2018 2:22 PM
21	Growing	4/5/2018 2:00 PM
22	clean	3/14/2018 10:20 AM
23	Safe	3/12/2018 10:34 AM
24	Cleaner	3/10/2018 10:39 PM
25	dead	3/6/2018 2:48 PM
26	Underused	3/5/2018 3:42 PM
27	Old	3/3/2018 9:13 AM
28	Busy	3/3/2018 5:04 AM
29	Depressing	3/2/2018 10:34 PM
30	Dated	3/2/2018 6:43 PM

City of Bangor - Downtown Survey

31	Elevator	3/2/2018 5:36 PM
32	Friendly	3/2/2018 4:21 PM
33	Vacant	3/2/2018 1:52 PM
34	Small	3/2/2018 10:13 AM
35	Convenient	2/27/2018 1:47 PM
36	Need more food places	2/23/2018 9:03 AM
37	Vacant	2/23/2018 7:47 AM
38	Rundown	2/23/2018 12:59 AM
39	Limited	2/22/2018 2:13 PM
40	Small	2/22/2018 1:24 PM
41	dingy	2/21/2018 9:19 PM
42	Dirty	2/21/2018 3:07 PM
43	Potential	2/21/2018 12:31 PM
44	Quite	2/21/2018 11:42 AM
45	empty	2/21/2018 11:39 AM
46	Basic	2/21/2018 11:00 AM
47	Empty	2/21/2018 10:49 AM
48	Dark	2/21/2018 10:24 AM
49	Rundown	2/21/2018 9:55 AM

#	WORD #2	DATE
1	Dated	5/1/2018 7:45 AM
2	park needs updating	5/1/2018 6:54 AM
3	Efficient	4/25/2018 11:38 AM
4	Historic	4/25/2018 11:24 AM
5	Quiet	4/25/2018 11:19 AM
6	Unkept	4/25/2018 7:32 AM
7	somewhat friendly	4/24/2018 1:50 PM
8	broken down	4/24/2018 11:20 AM
9	unwelcoming	4/23/2018 8:47 AM
10	Potential	4/16/2018 3:10 PM
11	Dated	4/9/2018 1:34 PM
12	Friendly	4/9/2018 9:42 AM
13	safe	4/5/2018 3:06 PM
14	hometown	4/5/2018 2:57 PM
15	quiet	4/5/2018 2:46 PM
16	Friendly	4/5/2018 2:39 PM
17	Inviting	4/5/2018 2:22 PM
18	Safe	4/5/2018 2:00 PM
19	improving	3/14/2018 10:20 AM
20	Diverce	3/12/2018 10:34 AM
21	Safer	3/10/2018 10:39 PM

City of Bangor - Downtown Survey

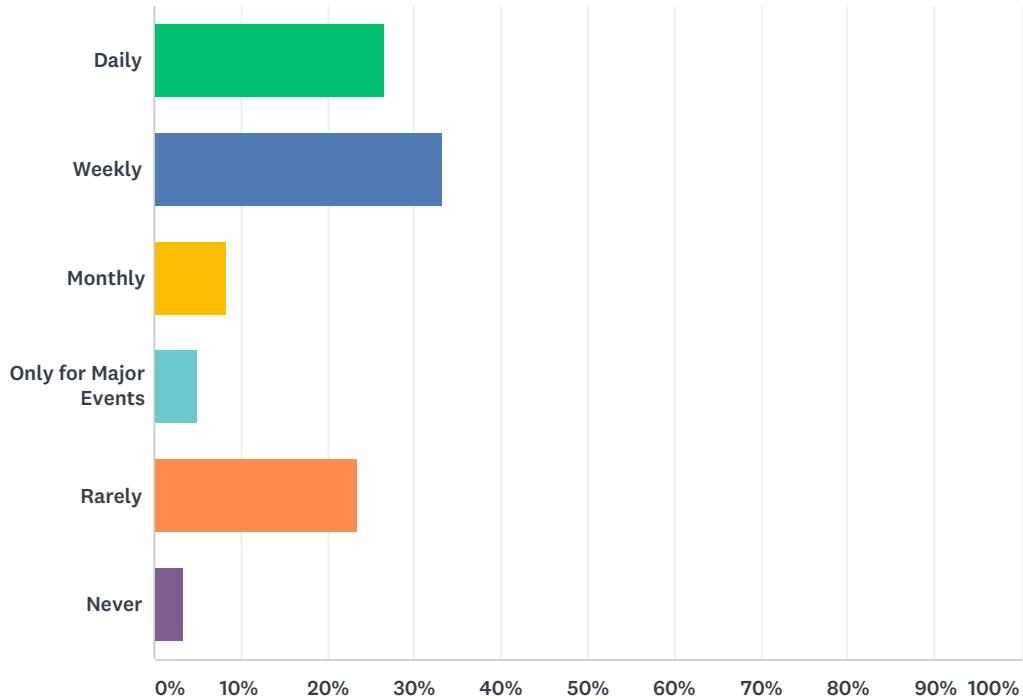
22	over priced grocery store	3/6/2018 2:48 PM
23	Seasonally picturesque	3/5/2018 3:42 PM
24	Run down	3/3/2018 9:13 AM
25	Friendly	3/3/2018 5:04 AM
26	Vacant	3/2/2018 10:34 PM
27	Bland	3/2/2018 6:43 PM
28	M-43	3/2/2018 5:36 PM
29	Opportunity	3/2/2018 4:21 PM
30	Drive thru town	3/2/2018 1:52 PM
31	Alcohol	3/2/2018 10:13 AM
32	better signage	2/23/2018 9:03 AM
33	Quaint	2/23/2018 7:47 AM
34	Developing	2/23/2018 12:59 AM
35	Quiet	2/22/2018 1:24 PM
36	Bla	2/21/2018 3:07 PM
37	Old	2/21/2018 11:42 AM
38	run down	2/21/2018 11:39 AM
39	Historic	2/21/2018 11:00 AM
40	Homey	2/21/2018 10:49 AM
41	Sparse	2/21/2018 10:24 AM
42	Old	2/21/2018 9:55 AM
#	WORD #3	DATE
1	Sketchy	5/1/2018 7:45 AM
2	businesses needs refurbished	5/1/2018 6:54 AM
3	Convenient	4/25/2018 11:38 AM
4	Charming	4/25/2018 11:19 AM
5	Active	4/25/2018 7:32 AM
6	Needs red light. It is dangerous trying to get off of 681 on to 43	4/24/2018 1:50 PM
7	sad	4/24/2018 11:20 AM
8	no restaurants	4/23/2018 8:47 AM
9	Unsightly Corridors	4/16/2018 3:10 PM
10	Busy	4/9/2018 1:34 PM
11	Inviting	4/9/2018 9:42 AM
12	staid	4/5/2018 3:06 PM
13	friendly	4/5/2018 2:57 PM
14	family	4/5/2018 2:46 PM
15	Busy	4/5/2018 2:22 PM
16	Friendly	4/5/2018 2:00 PM
17	possibilities	3/14/2018 10:20 AM
18	Convenient	3/12/2018 10:34 AM
19	Friendly	3/10/2018 10:39 PM

City of Bangor - Downtown Survey

20	no interest	3/6/2018 2:48 PM
21	Old	3/5/2018 3:42 PM
22	Boring	3/3/2018 9:13 AM
23	Dull	3/3/2018 5:04 AM
24	Promising	3/2/2018 6:43 PM
25	Railroad	3/2/2018 5:36 PM
26	Home	3/2/2018 4:21 PM
27	Not exciting	3/2/2018 1:52 PM
28	Unnoticeable	3/2/2018 10:13 AM
29	Nice and Inviting	2/23/2018 9:03 AM
30	Friendly	2/23/2018 7:47 AM
31	Boring	2/23/2018 12:59 AM
32	Run-down	2/22/2018 1:24 PM
33	Old	2/21/2018 3:07 PM
34	lack of parking signage	2/21/2018 11:39 AM
35	Quaint	2/21/2018 11:00 AM
36	Safe	2/21/2018 10:49 AM
37	Drunks	2/21/2018 10:24 AM

Q2 How often do you visit downtown Bangor? Ex: Shop at a store, watch the parade, etc.)

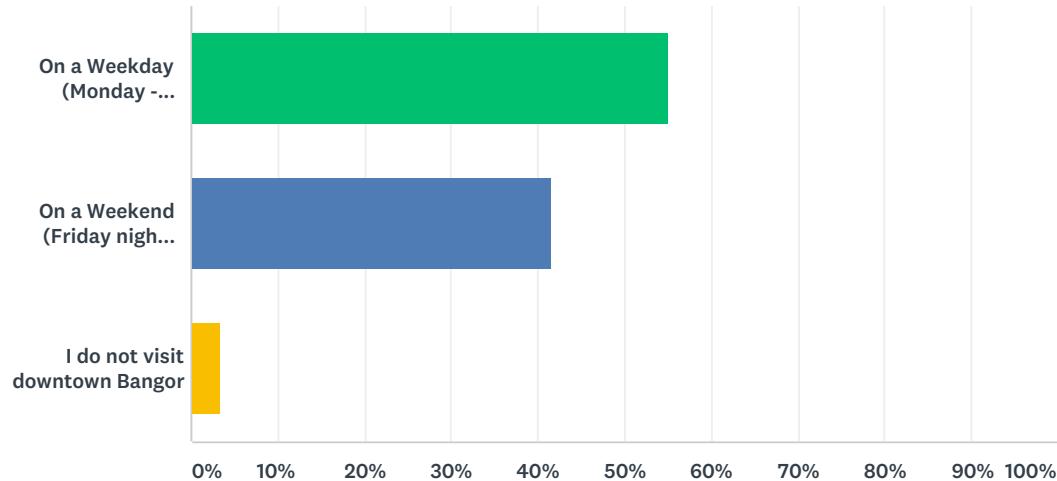
Answered: 60 Skipped: 1



ANSWER CHOICES	RESPONSES	
Daily	26.67%	16
Weekly	33.33%	20
Monthly	8.33%	5
Only for Major Events	5.00%	3
Rarely	23.33%	14
Never	3.33%	2
TOTAL		60

Q3 Typically, what day of the week do you most often visit the downtown Bangor area?

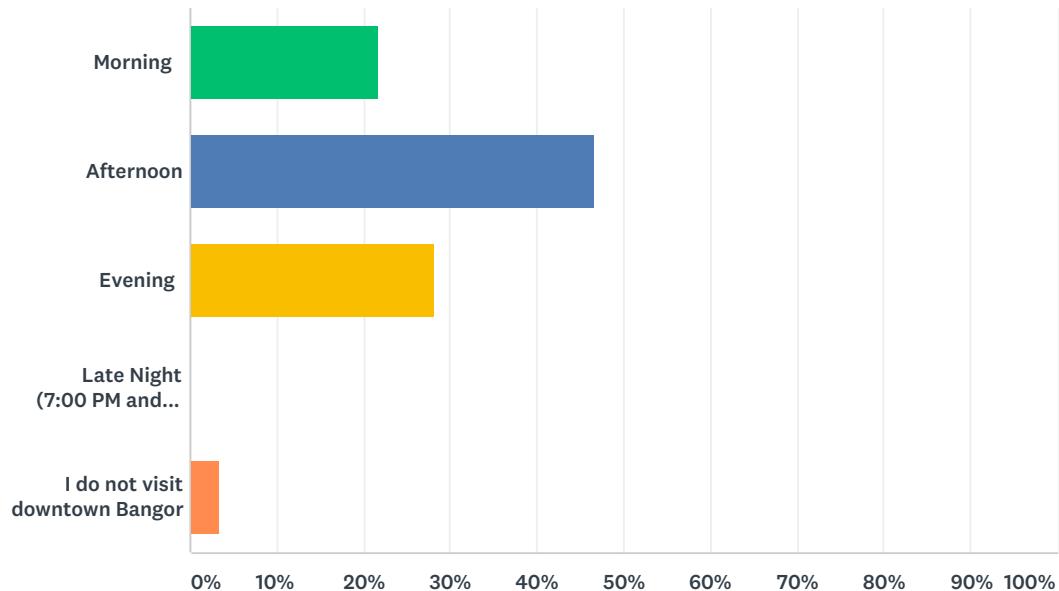
Answered: 60 Skipped: 1



ANSWER CHOICES	RESPONSES
On a Weekday (Monday - Friday)	55.00%
On a Weekend (Friday night, Saturday or Sunday)	41.67%
I do not visit downtown Bangor	3.33%
TOTAL	60

Q4 Typically, what time of the day do you most often visit downtown Bangor?

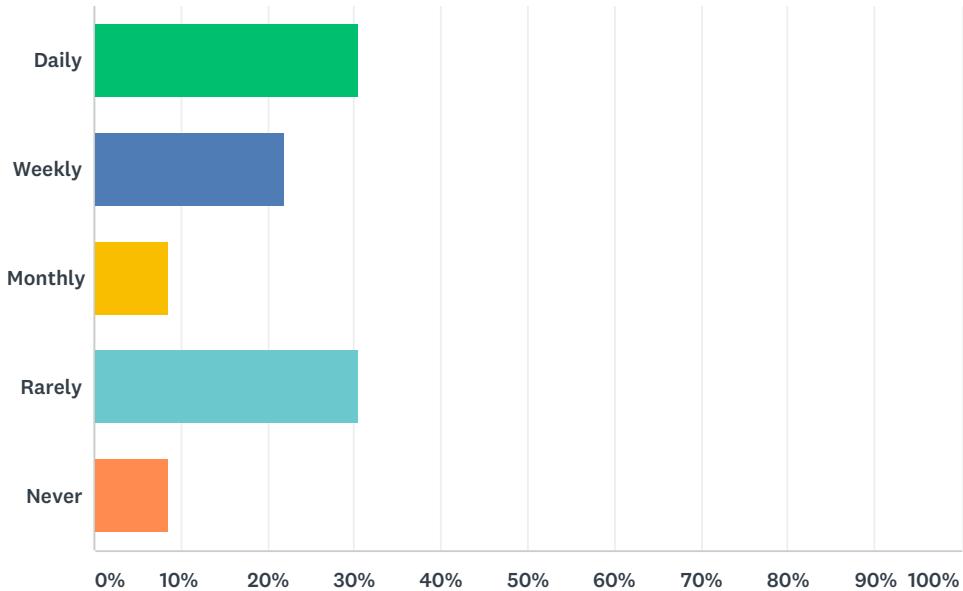
Answered: 60 Skipped: 1



ANSWER CHOICES	RESPONSES	
Morning	21.67%	13
Afternoon	46.67%	28
Evening	28.33%	17
Late Night (7:00 PM and later)	0.00%	0
I do not visit downtown Bangor	3.33%	2
TOTAL		60

Q5 How often do you travel through downtown Bangor, but do not stop? (Ex: just drive-through the downtown)

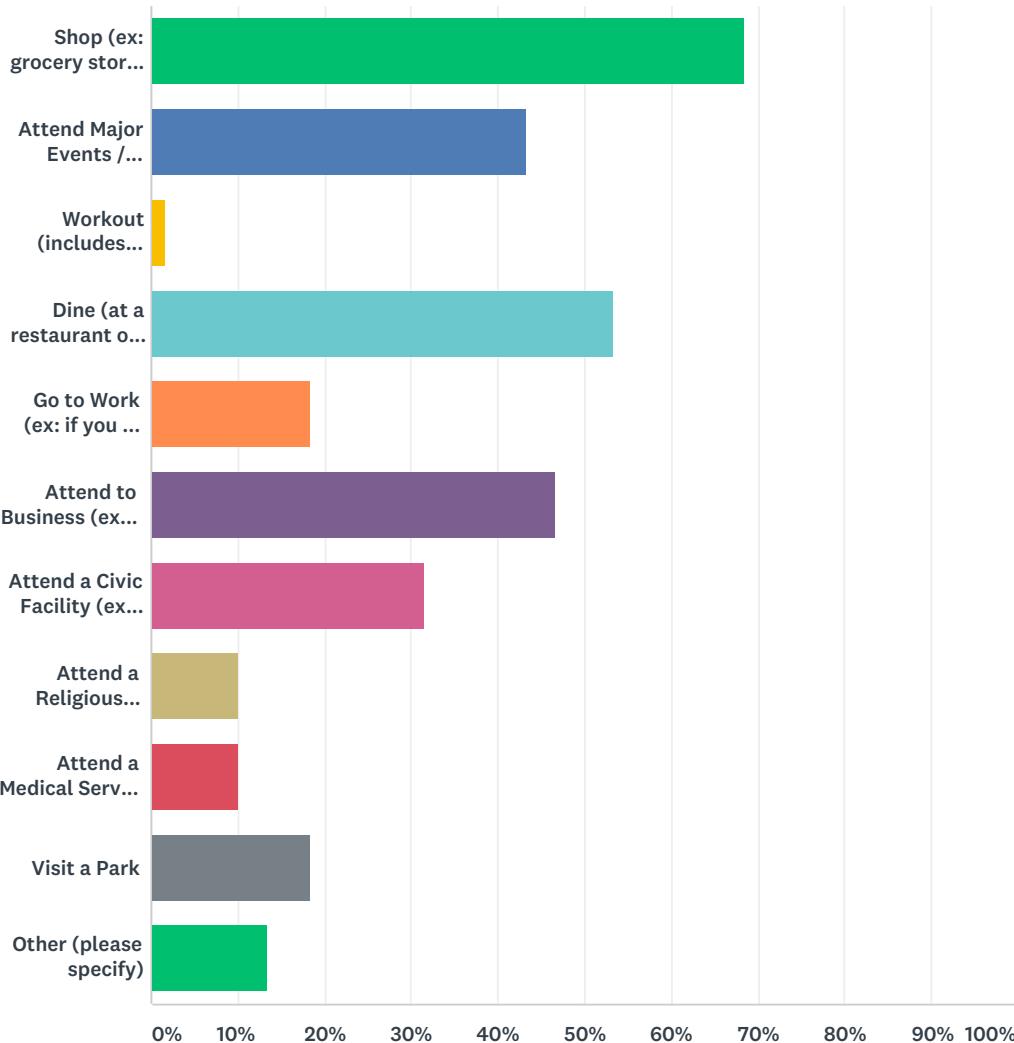
Answered: 59 Skipped: 2



ANSWER CHOICES	RESPONSES	
Daily	30.51%	18
Weekly	22.03%	13
Monthly	8.47%	5
Rarely	30.51%	18
Never	8.47%	5
TOTAL		59

Q6 What do you do when visiting downtown Bangor? (check all that apply)

Answered: 60 Skipped: 1



ANSWER CHOICES	RESPONSES
Shop (ex: grocery store, retail, gifts)	68.33% 41
Attend Major Events / Festivals (ex: parade)	43.33% 26
Workout (includes running through the downtown or attending a fitness studio)	1.67% 1
Dine (at a restaurant or bar)	53.33% 32
Go to Work (ex: if you are employed downtown)	18.33% 11
Attend to Business (ex: services at the post office, bank, insurance agency, etc.)	46.67% 28
Attend a Civic Facility (ex: City Hall, Library, etc.)	31.67% 19
Attend a Religious Facility	10.00% 6
Attend a Medical Service Facility (ex: doctors, dentist, etc.)	10.00% 6

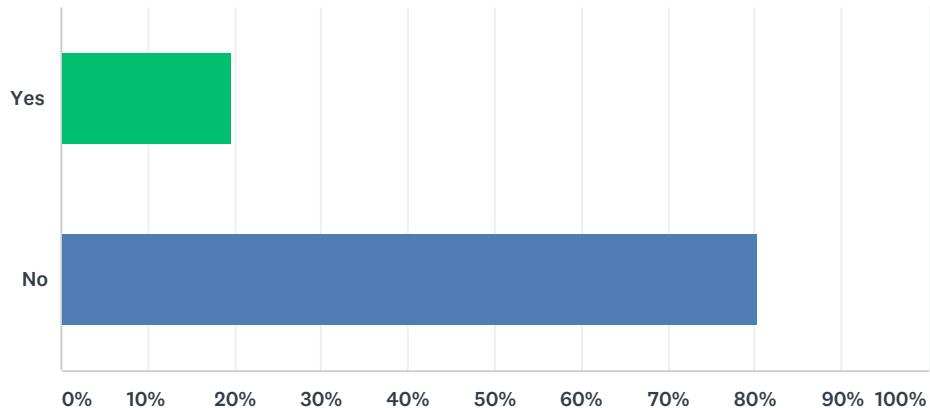
City of Bangor - Downtown Survey

Visit a Park	18.33%	11
Other (please specify)	13.33%	8
Total Respondents: 60		

#	OTHER (PLEASE SPECIFY)	DATE
1	Visit meadery and brewery's	4/25/2018 11:30 AM
2	Brewery-Mezdery	4/25/2018 11:24 AM
3	Found meal tasting on groupon	4/25/2018 11:19 AM
4	car show!!	4/5/2018 2:57 PM
5	designated driver	4/5/2018 2:26 PM
6	Visit the library	3/2/2018 10:34 PM
7	Work	3/2/2018 10:13 AM
8	Go home	2/21/2018 3:07 PM

Q7 Would you consider living in the downtown area of Bangor?

Answered: 56 Skipped: 5



ANSWER CHOICES	RESPONSES	
Yes	19.64%	11
No	80.36%	45
TOTAL		56

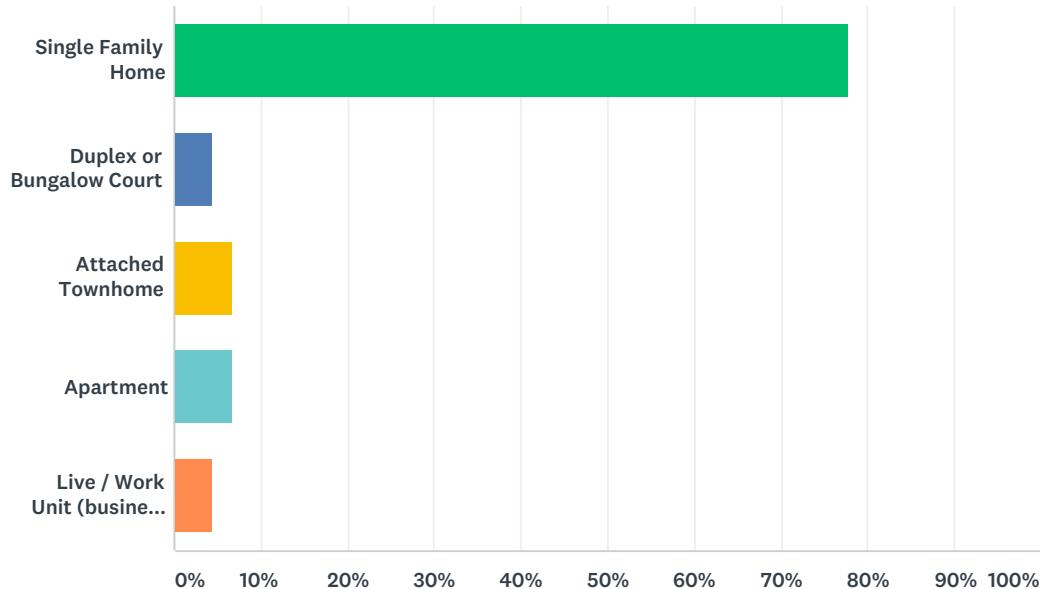
Q8 If you are interested in living in the downtown area of Bangor, please list the #1 reason why you would want to:

Answered: 12 Skipped: 49

#	RESPONSES	DATE
1	Hardings	5/1/2018 7:46 AM
2	Unique colonial homes	4/25/2018 11:20 AM
3	close to my work	4/5/2018 3:06 PM
4	my job is too far away	4/5/2018 2:40 PM
5	Safty	3/12/2018 10:35 AM
6	Within walking distance to everything I could possibly need.	3/10/2018 10:43 PM
7	Closer to my job	3/2/2018 10:35 PM
8	Convenience	3/2/2018 6:43 PM
9	Convenience	3/2/2018 5:37 PM
10	Not as you have it payed out, it should include more	2/21/2018 3:09 PM
11	Convienent	2/21/2018 11:02 AM
12	I currently live in city limits	2/21/2018 10:54 AM

Q9 If you lived in the downtown area of Bangor, what type of residential unit would you most like to live in?

Answered: 45 Skipped: 16



ANSWER CHOICES	RESPONSES	
Single Family Home	77.78%	35
Duplex or Bungalow Court	4.44%	2
Attached Townhome	6.67%	3
Apartment	6.67%	3
Live / Work Unit (business / office space on the ground floor, residence above)	4.44%	2
TOTAL		45

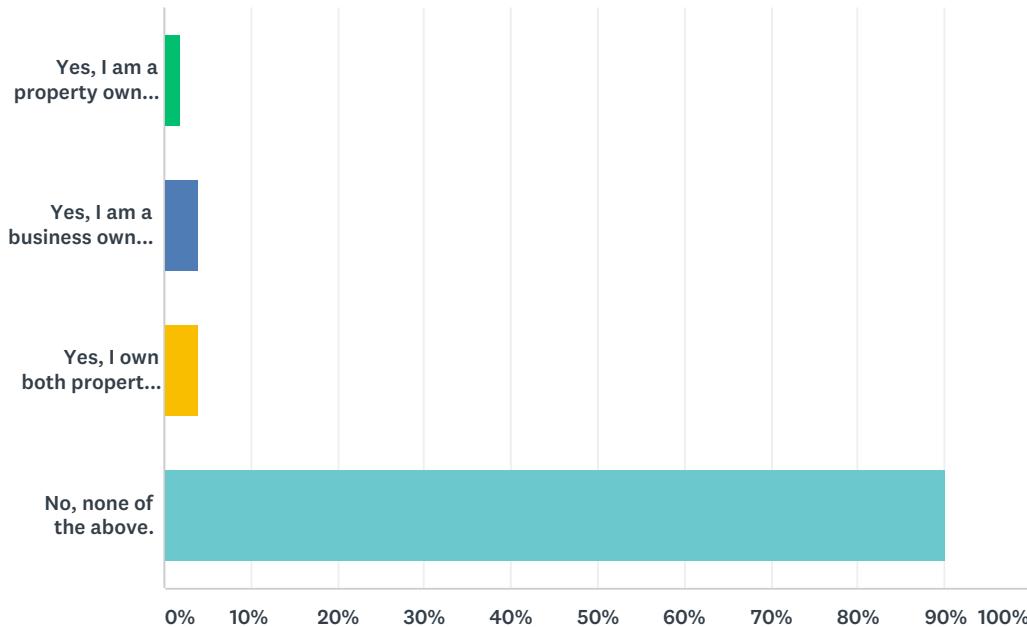
Q10 If you are not interested in living in the downtown area of Bangor, what incentives or amenities (ex: new condos; covered parking; more coffee shops; bike paths; etc.) would make you reconsider and explore the option of living in the downtown area of Bangor?

Answered: 23 Skipped: 38

#	RESPONSES	DATE
1	More of everything. There is very little to do in Bangor.	4/25/2018 1:17 PM
2	We are from IL so I'm not sure what jobs are local	4/25/2018 11:20 AM
3	Updating/maintenance of buildings, better roads, bike paths, better quality housing	4/25/2018 7:33 AM
4	all of the above	4/23/2018 8:47 AM
5	CLEAN UP NEIGHBORHOODS!!! So many unkept and dilapidated homes. Also, with the lack of amenities the taxes are outrageous! I actually looked into possibly moving to that area, but between the blight amongst neighborhoods and taxes, it did not make sense.	4/16/2018 3:13 PM
6	More shops; sit down dining restaurants.	4/9/2018 9:43 AM
7	engineering jobs	4/5/2018 2:37 PM
8	Diversity of shopping options; coffee shops; more restaurants; clean and attractive parks	4/5/2018 2:03 PM
9	Better places to eat an evening meal other than Bangor Tavern. I would love to see another restaurant that also served wine/alcohol with a modern flare for people under 60.	3/14/2018 10:23 AM
10	Nothing. I'd rather live in the country.	3/3/2018 9:14 AM
11	Get rid of the rif raf drug using people. Autumn winds and the other apartment complexes are full of poor drug using people. A lot of stealing goes on also.	3/3/2018 5:09 AM
12	Apartments that are not income based	3/2/2018 10:35 PM
13	Better Schools, more shops downtown, better parks	3/2/2018 4:22 PM
14	Lower water bills, and more interactive city members	3/2/2018 10:15 AM
15	I would consider living in an upper unit of a retail space if the rent for these office spaces was more reasonable. As a home based business owner, I've many times considered opening a shop downtown. But all spaces available are far too costly for our area.	2/23/2018 7:50 AM
16	Community garden, more options for healthy eating/shopping,	2/23/2018 1:00 AM
17	More family friendly options for outdoor activities Diverse restaurants	2/22/2018 2:14 PM
18	coffee shops, gym	2/21/2018 9:20 PM
19	Industry	2/21/2018 3:09 PM
20	more restaurants and shopping, safe walking trails/paths,	2/21/2018 11:40 AM
21	We need more places to eat and shop. I'd love to see a hot dog joint, or a taco joint, or an ice cream shop. A craft store, clothing store, a skate park for teens. Sidewalks in city limits.	2/21/2018 10:54 AM
22	More restaurant options. Better roads. More police presence. Less blight. Better upkeep of city owned areas (roads, drains, leaf pickup frequency, tree removal, painting, replacing old/dilapidated railings, guardrails, sidewalks).	2/21/2018 10:34 AM
23	Better schools, houses better taken care of throughout to improve resale value	2/21/2018 9:56 AM

Q11 Do you own property or a business in downtown Bangor?

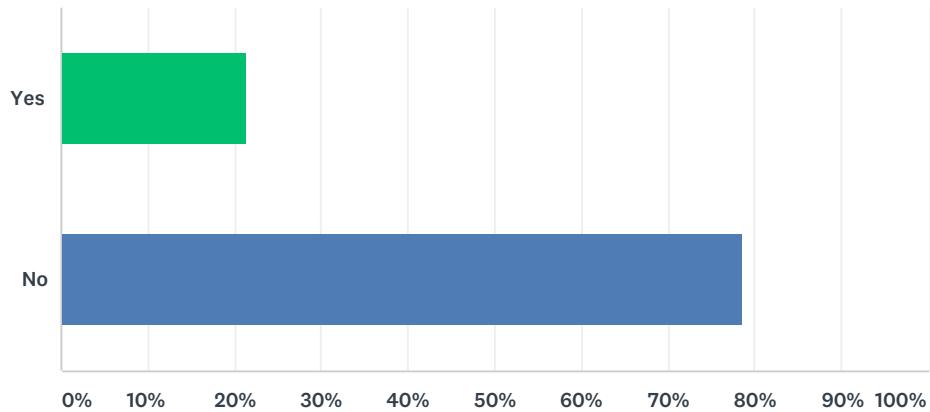
Answered: 51 Skipped: 10



ANSWER CHOICES	RESPONSES	
Yes, I am a property owner in downtown Bangor.	1.96%	1
Yes, I am a business owner in downtown Bangor.	3.92%	2
Yes, I own both property and a business in downtown Bangor.	3.92%	2
No, none of the above.	90.20%	46
TOTAL		51

Q12 If a property owner or tenant in downtown Bangor, do you have plans to start or complete building improvements within the next year or two?

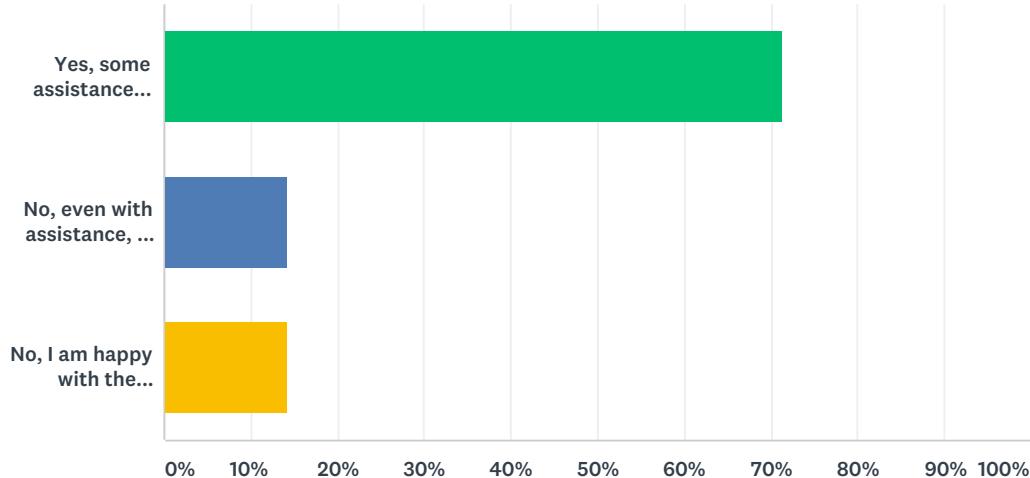
Answered: 14 Skipped: 47



ANSWER CHOICES	RESPONSES	
Yes	21.43%	3
No	78.57%	11
TOTAL		14

Q13 If you are a property owner or tenant in downtown Bangor, would you be more interested in building improvements if financial and/or design assistance services (ex: facade improvement grants, sign design, etc.) were available?

Answered: 14 Skipped: 47



ANSWER CHOICES	RESPONSES	
Yes, some assistance would help.	71.43%	10
No, even with assistance, it would not be worth it to make improvements.	14.29%	2
No, I am happy with the condition of the buildings in downtown Bangor.	14.29%	2
TOTAL		14

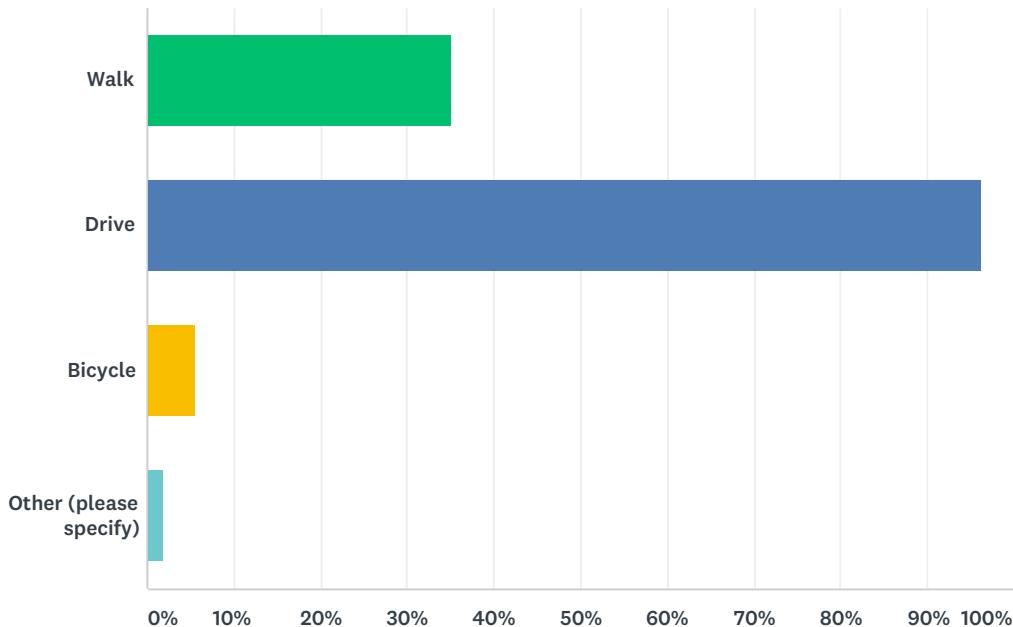
Q14 If your property or building needs improvements, please list all the work you would like to do (ex: new windows, sidewalk replacement, new signage, etc.):

Answered: 6 Skipped: 55

#	RESPONSES	DATE
1	n/a	4/5/2018 2:57 PM
2	New windows, sidewalk	4/5/2018 2:23 PM
3	roofing, use of second floor. We have a commercial building in need of complete renovation.	3/12/2018 10:39 AM
4	Parking lot redone Tree removal and sidewalks repaired	2/21/2018 11:07 AM
5	Most of the buildings downtown need improvements	2/21/2018 10:56 AM
6	Sidewalk replacement, tree removal	2/21/2018 10:37 AM

Q15 When you go to downtown Bangor, do you _____? (check all that apply)

Answered: 54 Skipped: 7

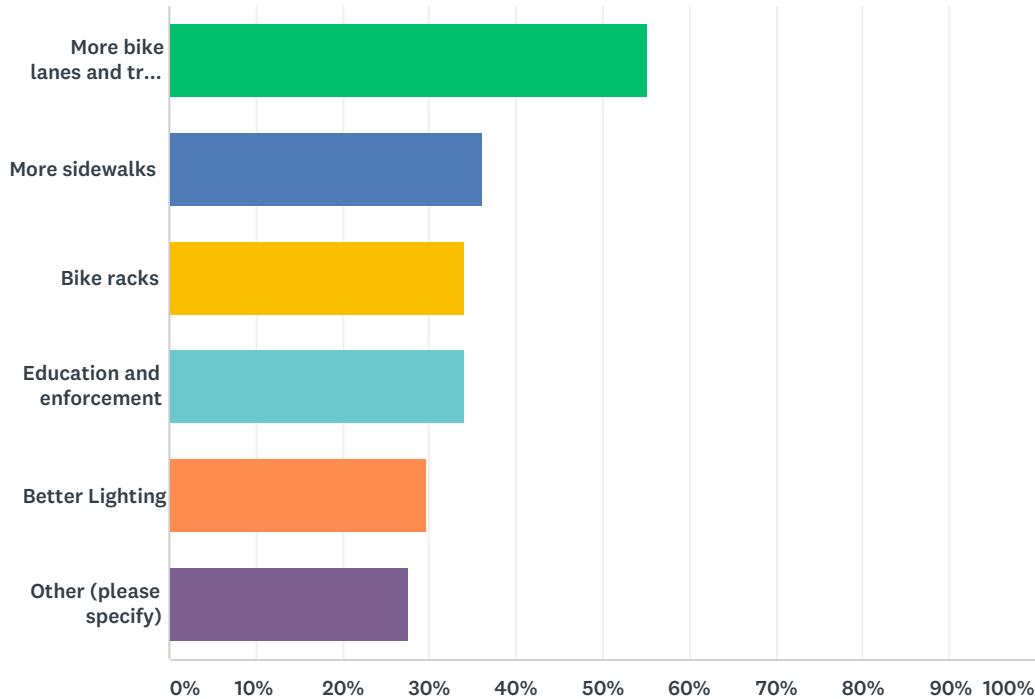


ANSWER CHOICES		RESPONSES	
Walk		35.19%	19
Drive		96.30%	52
Bicycle		5.56%	3
Other (please specify)		1.85%	1
Total Respondents: 54			

#	OTHER (PLEASE SPECIFY)	DATE
1	car show	4/5/2018 2:59 PM

Q16 What suggestions do you have to encourage more walking and biking in downtown Bangor? (check all that apply)

Answered: 47 Skipped: 14



ANSWER CHOICES		RESPONSES
More bike lanes and trail routes		55.32%
More sidewalks		36.17%
Bike racks		34.04%
Education and enforcement		34.04%
Better Lighting		29.79%
Other (please specify)		27.66%
Total Respondents: 47		

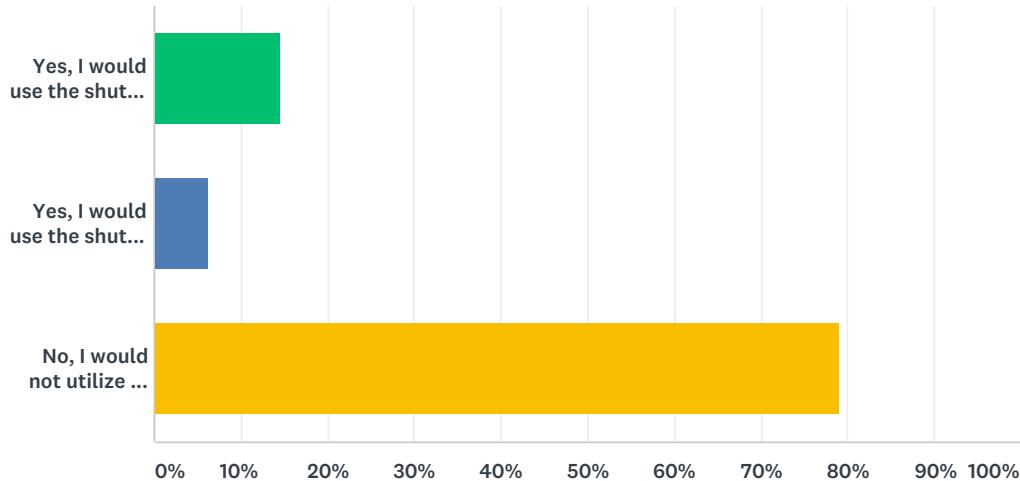
#	OTHER (PLEASE SPECIFY)	DATE
1	plant trees, container flowers, outdoor tables and benches, and businesses that you would want to shop at that makes walking to them pleasurable.	5/1/2018 7:02 AM
2	Not sure	4/25/2018 11:32 AM
3	More businesses encourages walking	4/25/2018 11:21 AM
4	better railroad crossing	4/24/2018 11:21 AM
5	Something worth seeing - fix the parks, provide a feeling of safety.	4/16/2018 3:14 PM
6	improve sidewalks	4/9/2018 9:45 AM
7	curb bump outs, better define crossings	4/5/2018 3:07 PM
8	sidewalk repair	3/12/2018 10:42 AM

City of Bangor - Downtown Survey

9	Polite, well behaved citizens	3/5/2018 3:44 PM
10	Police enforcement to make it safer.	3/3/2018 9:18 AM
11	Marked crosswalk to cross 43	2/21/2018 3:11 PM
12	Better signage to local parks and safe walking routes, etc.	2/21/2018 11:43 AM
13	I don't bike because I'm afraid I'll be hit by a car.	2/21/2018 11:13 AM

Q17 If a shuttle service was available nearby (ex: train station, airport, South Haven), would you use this to visit Bangor's downtown area?

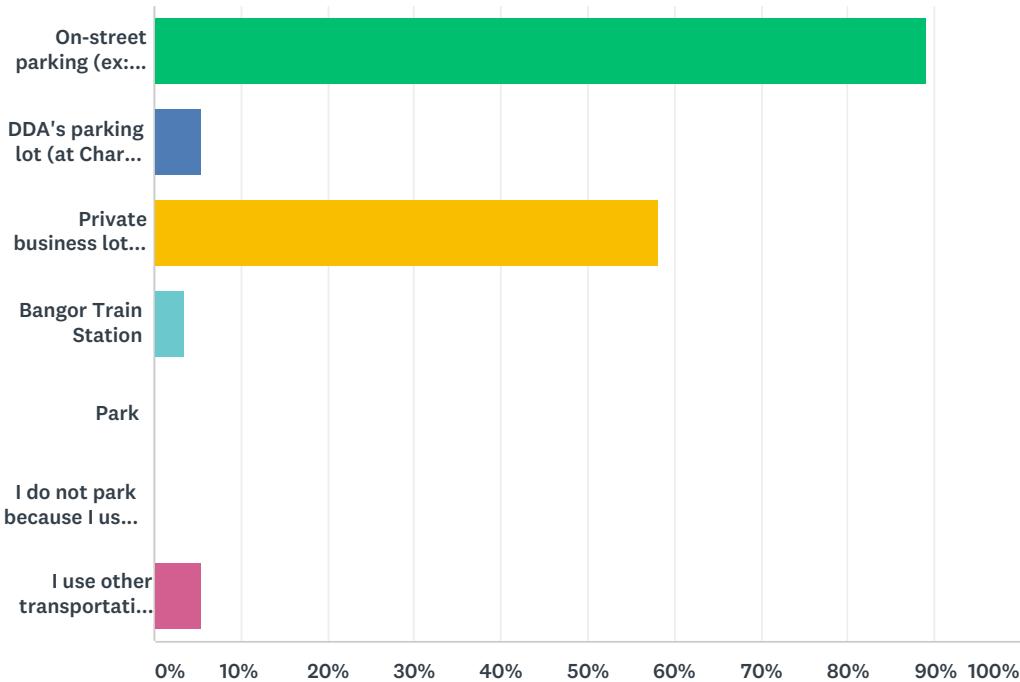
Answered: 48 Skipped: 13



ANSWER CHOICES	RESPONSES
Yes, I would use the shuttle service to visit the downtown area of Bangor more frequently than I currently do.	14.58% 7
Yes, I would use the shuttle service to visit the downtown area of Bangor (in place of other transportation methods) but I would still visit the same amount as I do now.	6.25% 3
No, I would not utilize a shuttle service, I prefer other transportation methods to visit Bangor.	79.17% 38
TOTAL	48

Q18 Where do you typically park in downtown Bangor? (check all that apply)

Answered: 55 Skipped: 6

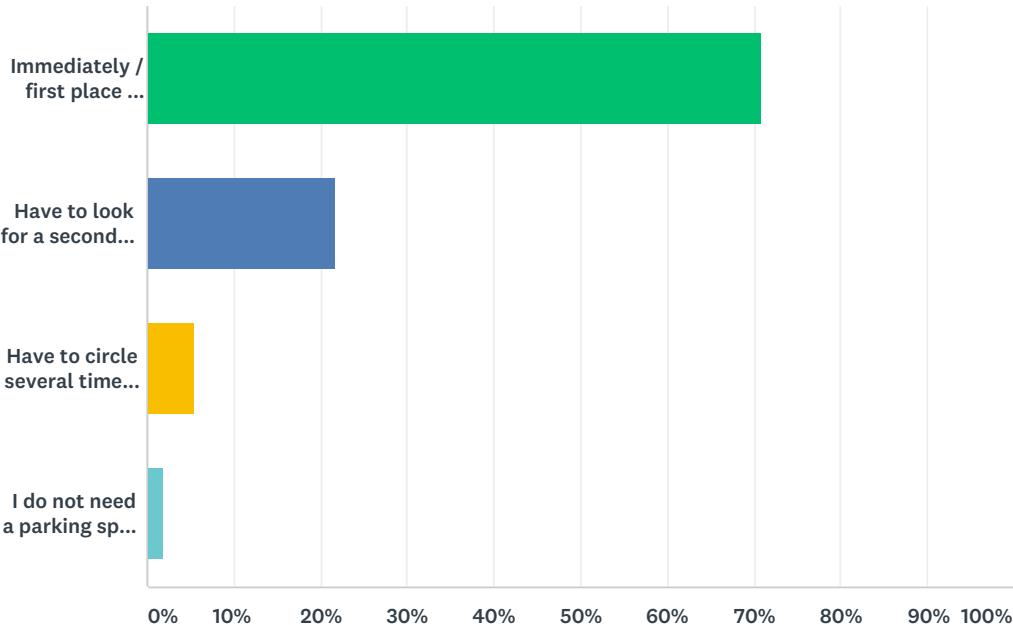


ANSWER CHOICES		RESPONSES	
On-street parking (ex: Parallel spaces along Monroe Street)		89.09%	49
DDA's parking lot (at Charles Street and the railroad tracks)		5.45%	3
Private business lots (ex: Harding's Market)		58.18%	32
Bangor Train Station		3.64%	2
Park		0.00%	0
I do not park because I use a taxi / Uber / or other drop-off service		0.00%	0
I use other transportation to get to and from downtown Bangor (please specify):		5.45%	3
Total Respondents: 55			

#	I USE OTHER TRANSPORTATION TO GET TO AND FROM DOWNTOWN BANGOR (PLEASE SPECIFY):	DATE
1	I walk, ride bike, or I'll park in the business, that I'm going to parking lot.	4/9/2018 9:45 AM
2	car	3/6/2018 2:54 PM
3	Lot between the police department and State Farm office	3/2/2018 10:37 PM

Q19 Typically (please consider all months of the year) how long does it normally take you to find a parking spot in downtown Bangor?

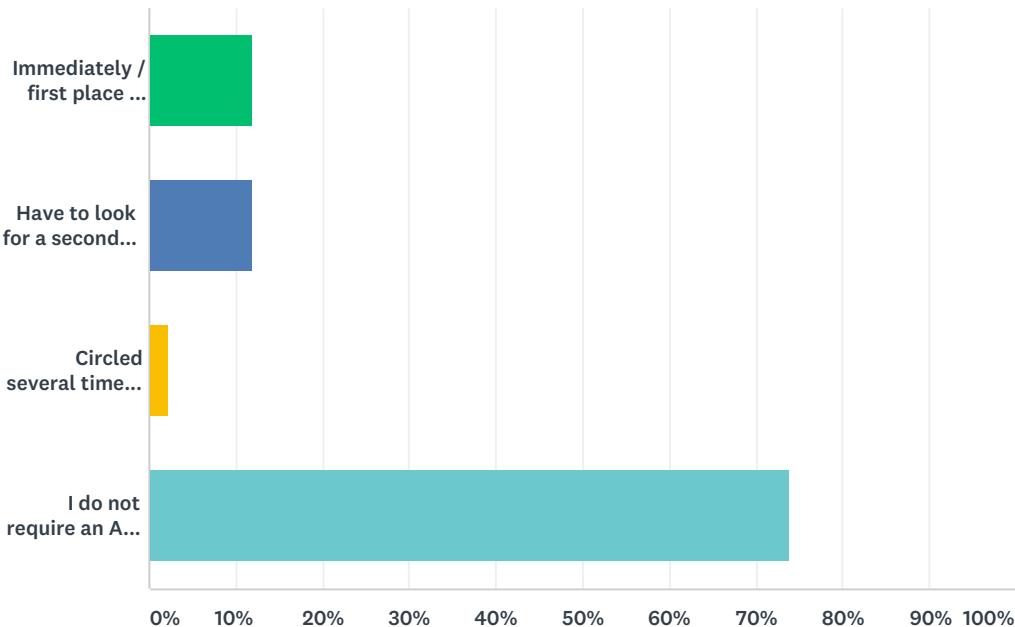
Answered: 55 Skipped: 6



ANSWER CHOICES	RESPONSES	
Immediately / first place I look.	70.91%	39
Have to look for a second parking option.	21.82%	12
Have to circle several times (5 minutes or more).	5.45%	3
I do not need a parking spot (typically walk, bike or get dropped off).	1.82%	1
TOTAL		55

Q20 Typically, if you use ADA accessible parking, how long does it normally take you to find a parking spot in downtown Bangor?

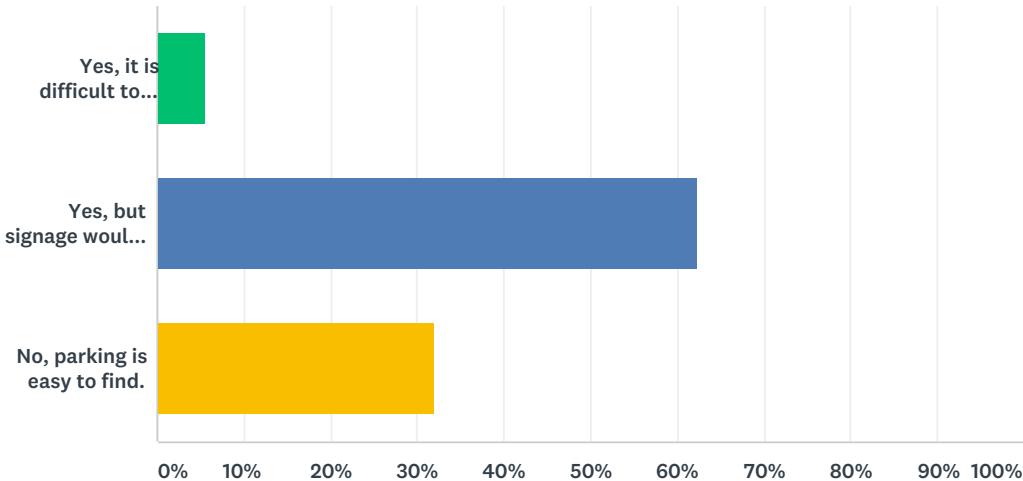
Answered: 42 Skipped: 19



ANSWER CHOICES	RESPONSES	
Immediately / first place I look.	11.90%	5
Have to look for a second option.	11.90%	5
Circled several times / 5 minutes or more.	2.38%	1
I do not require an ADA accessible parking space.	73.81%	31
TOTAL		42

Q21 Would directional signs to available parking areas in downtown Bangor help?

Answered: 53 Skipped: 8



ANSWER CHOICES	RESPONSES	
Yes, it is difficult to find parking, even for those who know Bangor well.	5.66%	3
Yes, but signage would only help those who are not familiar with downtown Bangor.	62.26%	33
No, parking is easy to find.	32.08%	17
TOTAL	53	

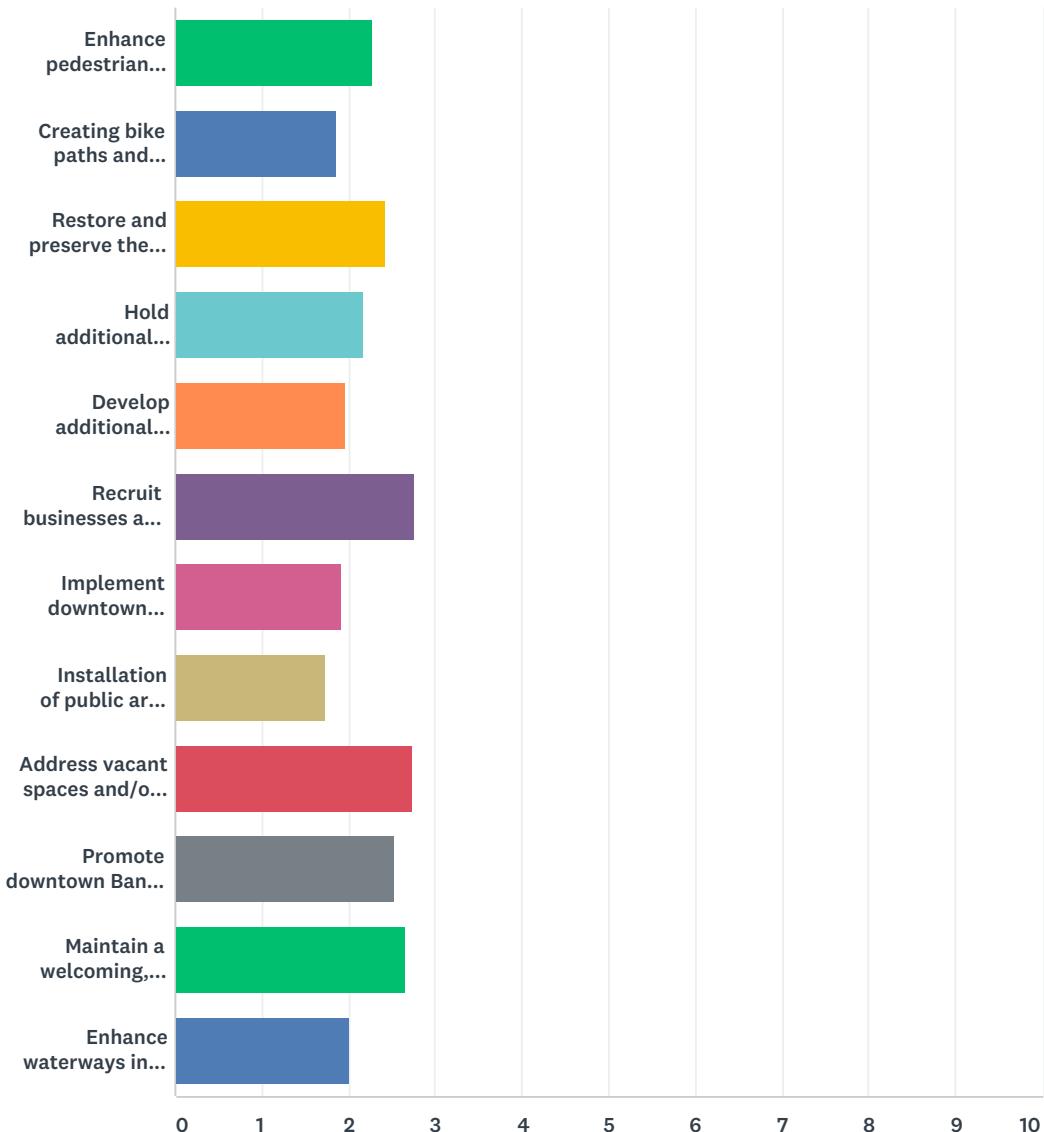
Q22 Please leave any other comments regarding transportation in downtown Bangor that you would like the City to be aware of:

Answered: 6 Skipped: 55

#	RESPONSES	DATE
1	Roads/bridges in desperate need of repair.	4/9/2018 9:45 AM
2	do the local police have a drive home for drunks to keep them off the streets?	4/5/2018 2:59 PM
3	New DDA parking lot needs better sinage.	4/5/2018 2:04 PM
4	We have open property in Bangor and come up on the weekends. We often have our vehicle hook up with a utility trailer so having a lot with oversized spaces would be great.	2/27/2018 1:52 PM
5	Not all lots are parked as to whether they are public or private parking. Parked cars on street create difficulties turning onto m43	2/23/2018 1:04 AM
6	Better Roads	2/21/2018 3:11 PM

Q23 What level of value, importance or priority (with a low, moderate, or high rating) do you place on the following downtown redevelopment and revitalization efforts:

Answered: 49 Skipped: 12



	LOW PRIORITY	MODERATE PRIORITY	HIGH PRIORITY	TOTAL	WEIGHTED AVERAGE
Enhance pedestrian access by improving sidewalks, crosswalks and traffic circulation.	16.67% 8	37.50% 18	45.83% 22	48	2.29
Creating bike paths and connecting to the trail network.	36.17% 17	40.43% 19	23.40% 11	47	1.87
Restore and preserve the downtown's historic buildings and landmarks.	10.42% 5	37.50% 18	52.08% 25	48	2.42
Hold additional events / festivals in the downtown.	19.15% 9	44.68% 21	36.17% 17	47	2.17

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Develop additional housing in and near the downtown.	30.43% 14	43.48% 20	26.09% 12	46	1.96
Recruit businesses and expand a variety of shopping, dining, etc.	2.04% 1	20.41% 10	77.55% 38	49	2.76
Implement downtown signage and business / parking wayfinding directory.	31.25% 15	45.83% 22	22.92% 11	48	1.92
Installation of public art works throughout downtown.	41.67% 20	43.75% 21	14.58% 7	48	1.73
Address vacant spaces and/or buildings.	4.17% 2	16.67% 8	79.17% 38	48	2.75
Promote downtown Bangor to visitors.	4.17% 2	37.50% 18	58.33% 28	48	2.54
Maintain a welcoming, attractive streetscape experience (ex: litter control, trees, mowed grass, banners, etc.).	4.26% 2	25.53% 12	70.21% 33	47	2.66
Enhance waterways in the downtown area.	36.17% 17	27.66% 13	36.17% 17	47	2.00

Q24 What one project would you like to see Bangor do as it relates to the downtown's continued growth and improvement?

Answered: 35 Skipped: 26

#	RESPONSES	DATE
1	Dog Park	5/1/2018 7:49 AM
2	existing businesses updated, more businesses brought to area.	5/1/2018 7:12 AM
3	More restaurants, brewery's, wineries	4/25/2018 11:33 AM
4	Address vacant spaces and/or buildings by attracting new businesses	4/25/2018 7:41 AM
5	more parking.	4/24/2018 1:58 PM
6	More restaurants (family type), increase city wide activities i.e. garage sales, festivals, larger parades, contests (holiday) street band-dancing.	4/23/2018 8:49 AM
7	CLEAN IT UP!	4/16/2018 3:41 PM
8	clean up residential properties at the gateways.	4/9/2018 1:42 PM
9	Improvement to the parks, sidewalks, and city hall building.	4/9/2018 9:47 AM
10	festival events - beer, wine and art	4/5/2018 3:08 PM
11	festival-live events	4/5/2018 2:48 PM
12	wifi	4/5/2018 2:27 PM
13	Finish filling downtown business	4/5/2018 2:24 PM
14	Refurbish upstairs City Hall - create incubator businesses with wifi and coffee bar; potential restaurant - including complete restoration of City Hall. Develop the Mill Pond for water fees, clean up for fishing, condo's, etc.	4/5/2018 2:09 PM
15	Maintain what you have and expand your retail/restaurants to attract people from surrounding towns and tourists who drive through Bangor 7 months of the year.	3/14/2018 10:32 AM
16	bangor needs a motel	3/12/2018 10:46 AM
17	Improve the City Hall appearance. The downtown vision is reflected by the appearance of the city hall and I have noticed boarded up windows, stained brickwork, peeling paint on window frames to mention a few things. The condition speaks volumes to visitors about the pride or lack of it in the downtown area as a whole.	3/10/2018 11:04 PM
18	coffee shop bakery	3/6/2018 3:00 PM
19	Fill the empty storefronts	3/5/2018 3:47 PM
20	Address vacant buildings that make downtown look horribly run down.	3/3/2018 9:23 AM
21	Get rid of the vacant falling down building behind dollar general.	3/3/2018 5:21 AM
22	Bring more businesses to town	3/2/2018 10:40 PM
23	Make sure even empty storefronts are kept clean and attractive.	3/2/2018 6:48 PM
24	Art	3/2/2018 5:42 PM
25	More festivities	3/2/2018 10:20 AM
26	Improve the esthetic of some of the homes.	2/27/2018 1:54 PM
27	Keep cleaning it up; buildings etc. The walkways on the north side of main street are shabby (on the calabash side) no visually stimulating landscaping is on that section as well as everything seems to appear dead when you get to Roma's	2/23/2018 8:03 AM
28	Accessibility to trails, parks and family friendly venues	2/22/2018 2:17 PM

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29	More businesses	2/22/2018 1:27 PM
30	Improve building appearance	2/21/2018 9:26 PM
31	DEVELOPEMENT of Mill pond	2/21/2018 3:14 PM
32	Sidewalks redone	2/21/2018 1:47 PM
33	recruit businesses	2/21/2018 11:47 AM
34	Store fronts and vacant buildings	2/21/2018 11:04 AM
35	Restaurant choices. No one will visit or spend time in Bangor without food choices. Bangor Tavern is old news and not everone likes a bar scene. Roma's in limited hours and does not accept debit/credit cards which is an inconvenience. Railroad Cafe is good, but priced higher than it really should be and is also limited in operating hours. Hardings does not have a deli or any take-out foods. McDonalds is not a healthy choice.	2/21/2018 10:51 AM

Q25 What do you feel is the greatest challenge facing downtown Bangor?

Answered: 36 Skipped: 25

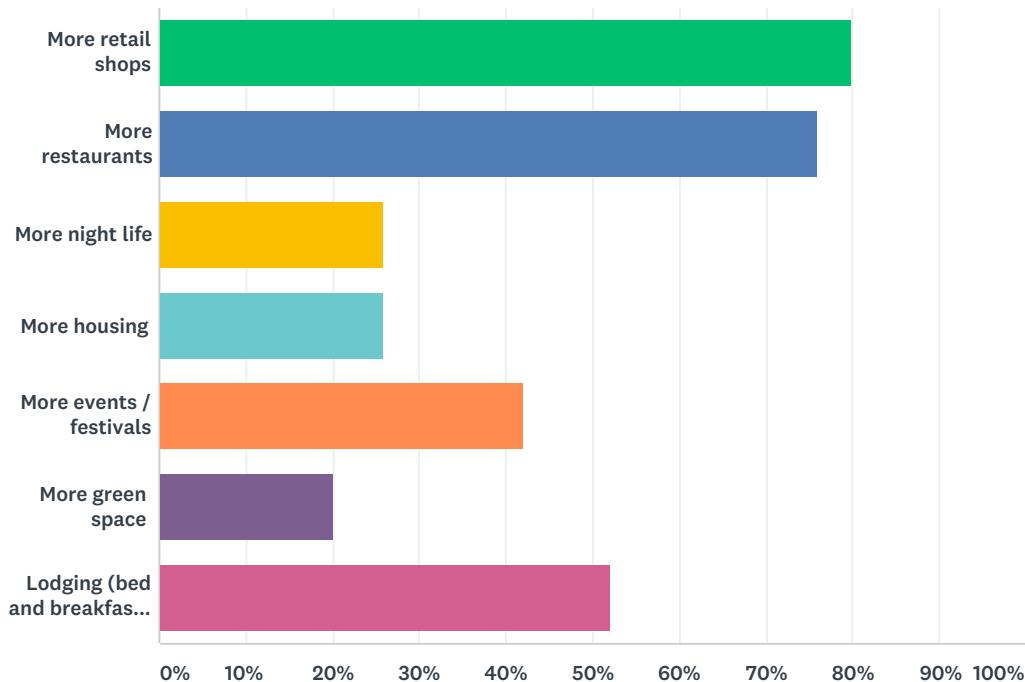
#	RESPONSES	DATE
1	Stagnant Growth, Niche Businesses	5/1/2018 7:49 AM
2	not charge so much for businesses to be established in the area	5/1/2018 7:12 AM
3	Level of income of residents. Makes attracting new businesses difficult. Getting people to stop in Bangor on their way to/from South Haven.	4/25/2018 7:41 AM
4	a lot of people driving around intoxicated.	4/24/2018 1:58 PM
5	Lack of business, empty stores, no jobs, what are our teens to do!	4/23/2018 8:49 AM
6	The blight along M-43 entering and exiting the town. There are wonderful features in the community but the blight completely overshadows it. It may not make sense to improve parks if the unsightly buildings and old businesses are still	4/16/2018 3:41 PM
7	after business hours, 5-9pm traffic.	4/9/2018 1:42 PM
8	Bringing people in to stay and spend money (attraction, visitors).	4/9/2018 9:47 AM
9	money	4/5/2018 3:08 PM
10	money	4/5/2018 2:48 PM
11	image	4/5/2018 2:27 PM
12	Money	4/5/2018 2:24 PM
13	Cleaning up vacant lots, blight, etc.	4/5/2018 2:09 PM
14	The number of empty businesses and recruiting businesses to come here.	3/14/2018 10:32 AM
15	marketing to stop traffic	3/12/2018 10:46 AM
16	Keeping the storefronts filled.	3/10/2018 11:04 PM
17	interest	3/6/2018 3:00 PM
18	Loitering	3/5/2018 3:47 PM
19	It's "just a drive-through town" on the way to South Haven or Kalamazoo.	3/3/2018 9:23 AM
20	Changing its image. Getting businesses to want to stay in Bangor.	3/3/2018 5:21 AM
21	Lack of housing options for people who are not receiving government housing	3/2/2018 10:40 PM
22	Attracting businesses that locals will support.	3/2/2018 6:48 PM
23	Empty storefronts... (but that is improving, I think...)	3/2/2018 5:42 PM
24	High prices of property and water	3/2/2018 10:20 AM
25	Money	2/23/2018 9:07 AM
26	The cost of business office space is unreasonable considering the economic situation of the majority of our residents. Though the buildings are being improved, the high cost of rent deters small business owners from opening shop. Bangor wants to build up the downtown area, business owners want to be successful and offer goods and services; there has to be a happy medium for both. The rent for retail spaces is ridiculous considering our economic state of downtown Bangor.	2/23/2018 8:03 AM
27	Shrinking community	2/23/2018 1:06 AM
28	Lack of diverse businesses	2/22/2018 2:17 PM
29	Getting people to shop local	2/22/2018 1:27 PM
30	Feels run down	2/21/2018 9:26 PM

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31	Current council	2/21/2018 3:14 PM
32	Crossing monroe st walking	2/21/2018 1:47 PM
33	lack of businesses	2/21/2018 11:47 AM
34	I have considered opening a business in Bangor but I worry that the income level of bangor residents wouldn't support it.	2/21/2018 11:04 AM
35	Bangor is trying to become a tourist destination, which it will never be. This is a drive through town. Most of the business given to businesses are from the people who live here. I would love to see focus be brought back to enticing its own residents to enjoy the city first. Bangor is not South Haven or Paw Paw.	2/21/2018 10:51 AM
36	How rundown it is. Not a lot to do. No good restauaneands	2/21/2018 10:01 AM

Q26 What do you think would make downtown Bangor a more desirable place to visit? (check all that apply)

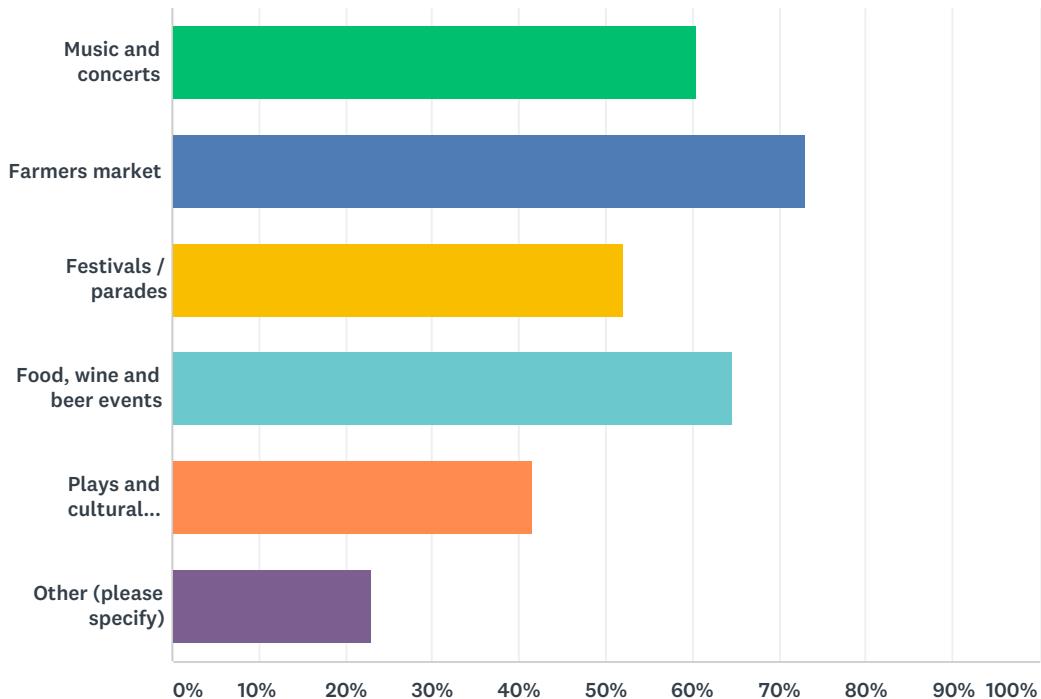
Answered: 50 Skipped: 11



ANSWER CHOICES	RESPONSES	
More retail shops	80.00%	40
More restaurants	76.00%	38
More night life	26.00%	13
More housing	26.00%	13
More events / festivals	42.00%	21
More green space	20.00%	10
Lodging (bed and breakfast, hotel, motel, etc.)	52.00%	26
Total Respondents: 50		

Q27 What kinds of events, if held in downtown Bangor, would you like to attend? (check all that apply)

Answered: 48 Skipped: 13



ANSWER CHOICES		RESPONSES
Music and concerts		60.42%
Farmers market		72.92%
Festivals / parades		52.08%
Food, wine and beer events		64.58%
Plays and cultural entertainment		41.67%
Other (please specify)		22.92%
Total Respondents: 48		

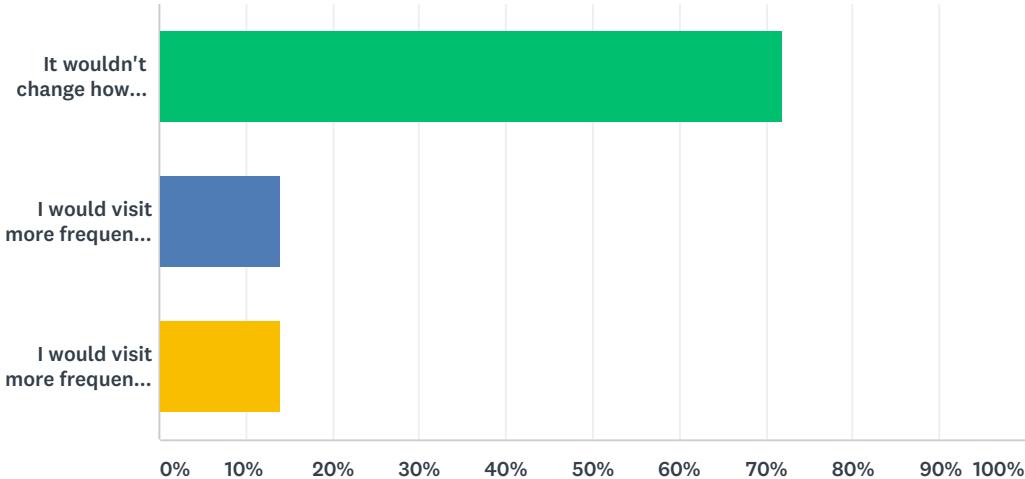
#	OTHER (PLEASE SPECIFY)	DATE
1	Kid park like South Haven has or a play water fountain like St Josephh has. Have an indoor entertainment center thru the cold season. A place to keep the kids off the streets and wandering around to look for trouble. A place families can go to day or night for activities.	5/1/2018 7:12 AM
2	I think meal tasting is so unique and will bring tourists	4/25/2018 11:22 AM
3	Host runs, build baseball/softball fields to host tournaments	4/25/2018 7:41 AM
4	Good food! Focus on beer, wine, marijuana, is not going to cultivate the community the way it needs. The greatest asset is that it is a train stop and with a nice B&B and some great food it could be a Chicago destination. What a fun "no drive" weekend that could be!	4/16/2018 3:41 PM
5	Sports tournaments, i.e. Gus Macker.	4/9/2018 9:47 AM
6	car shows	4/5/2018 3:04 PM

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7	car shows	4/5/2018 3:02 PM
8	antiques, car shows, live music	4/5/2018 2:48 PM
9	Cultural Walks of Art and History.	3/2/2018 5:42 PM
10	Outdoor movies during the summer months	2/21/2018 11:47 AM
11	Movies in the park	2/21/2018 11:04 AM

Q28 Would the availability of free wi-fi in the downtown area impact your decision to visit?

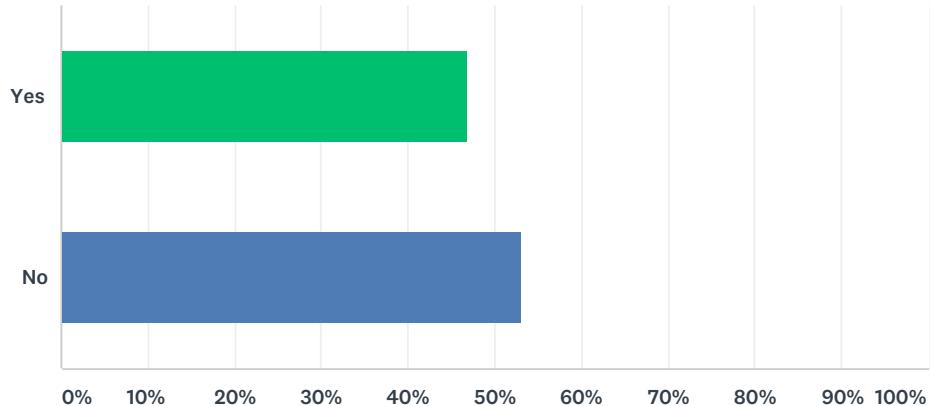
Answered: 50 Skipped: 11



ANSWER CHOICES	RESPONSES	
It wouldn't change how often I visit.	72.00%	36
I would visit more frequently for pleasure (ex: shopping, meeting friends, attending events etc.)	14.00%	7
I would visit more frequently for business (ex: working the afternoon in a coffee shop, attending meetings, etc.)	14.00%	7
TOTAL		50

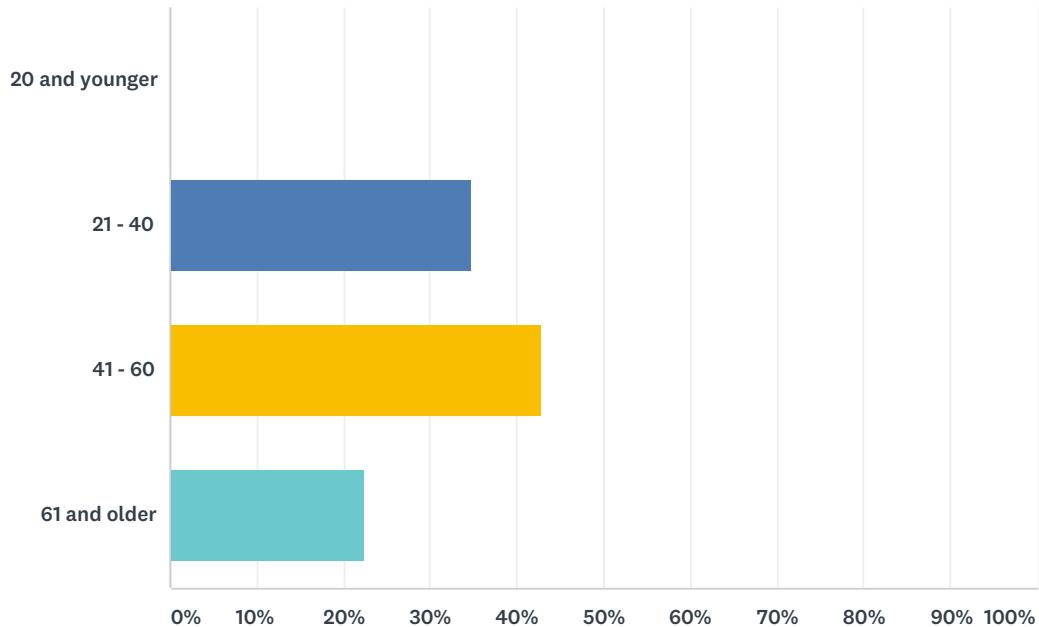
Q29 Do you live in the City of Bangor?

Answered: 49 Skipped: 12



Q30 What is your age?

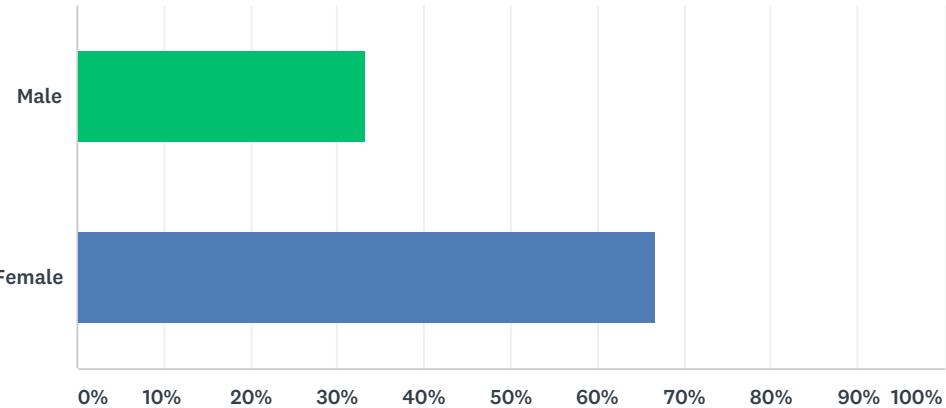
Answered: 49 Skipped: 12



ANSWER CHOICES	RESPONSES	
20 and younger	0.00%	0
21 - 40	34.69%	17
41 - 60	42.86%	21
61 and older	22.45%	11
TOTAL		49

Q31 What is your gender?

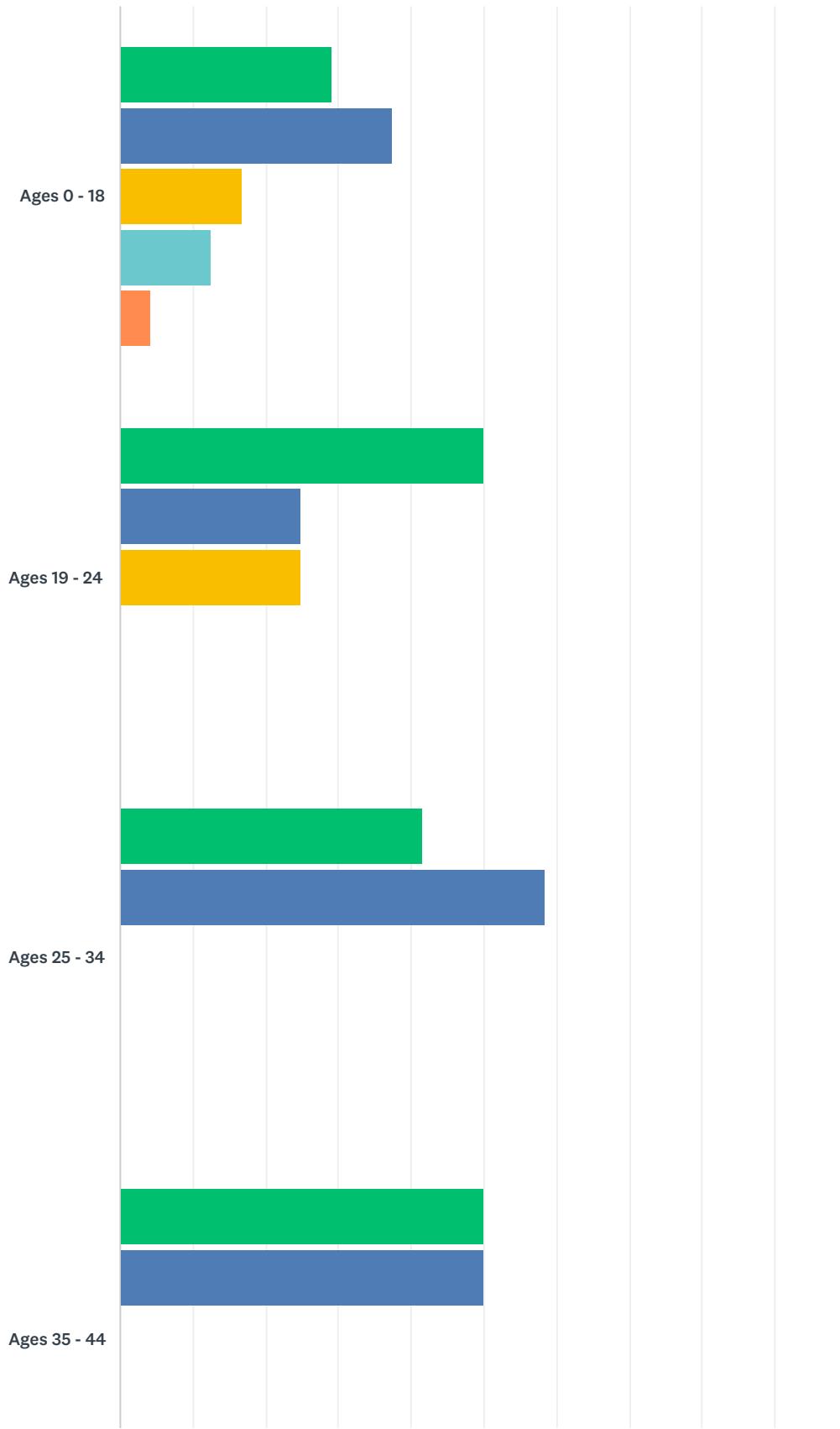
Answered: 48 Skipped: 13



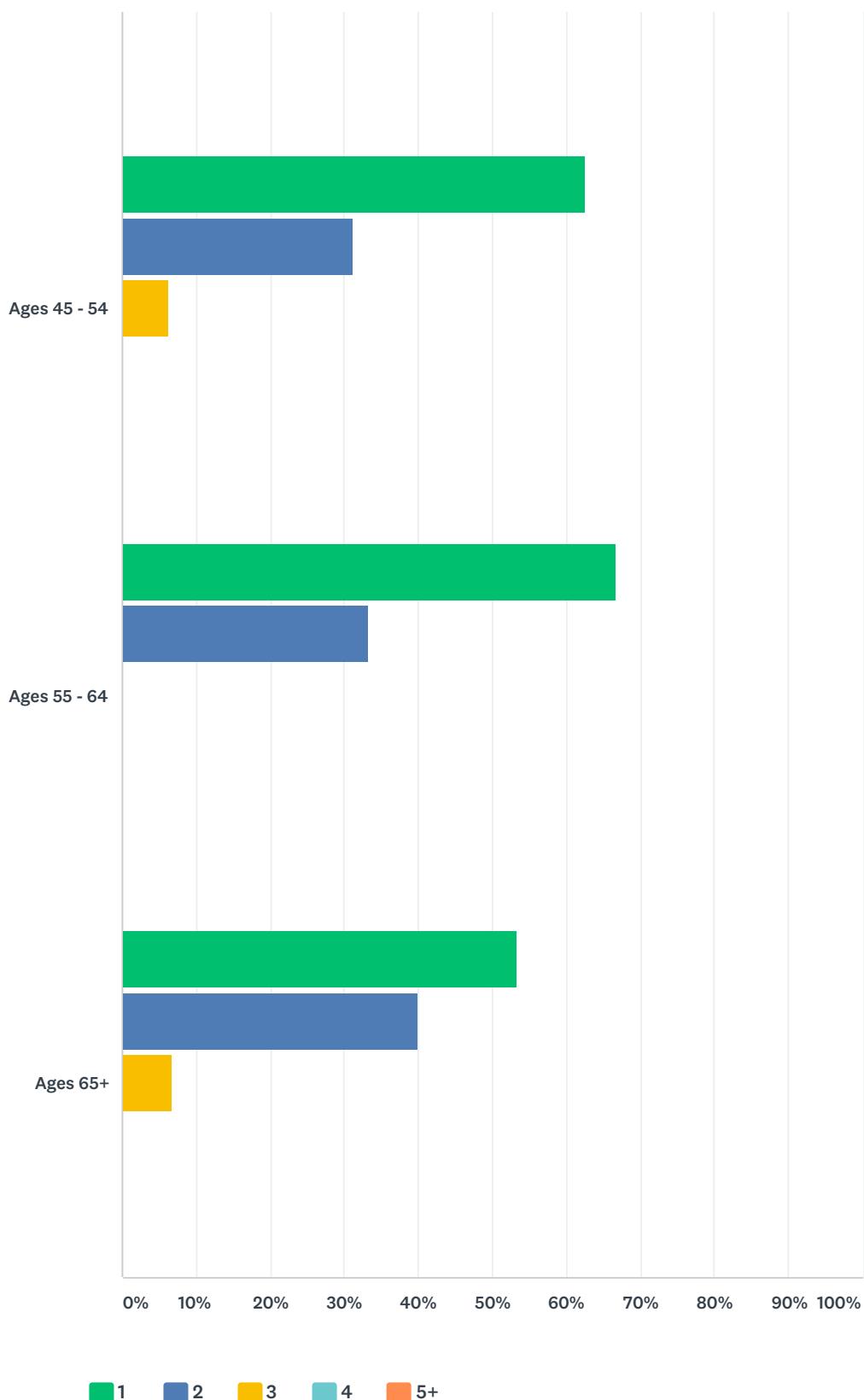
ANSWER CHOICES	RESPONSES	
Male	33.33%	16
Female	66.67%	32
TOTAL		48

Q32 Including yourself, how many people live in your household?

Answered: 49 Skipped: 12



City of Bangor - Downtown Survey



■ 1 ■ 2 ■ 3 ■ 4 ■ 5+

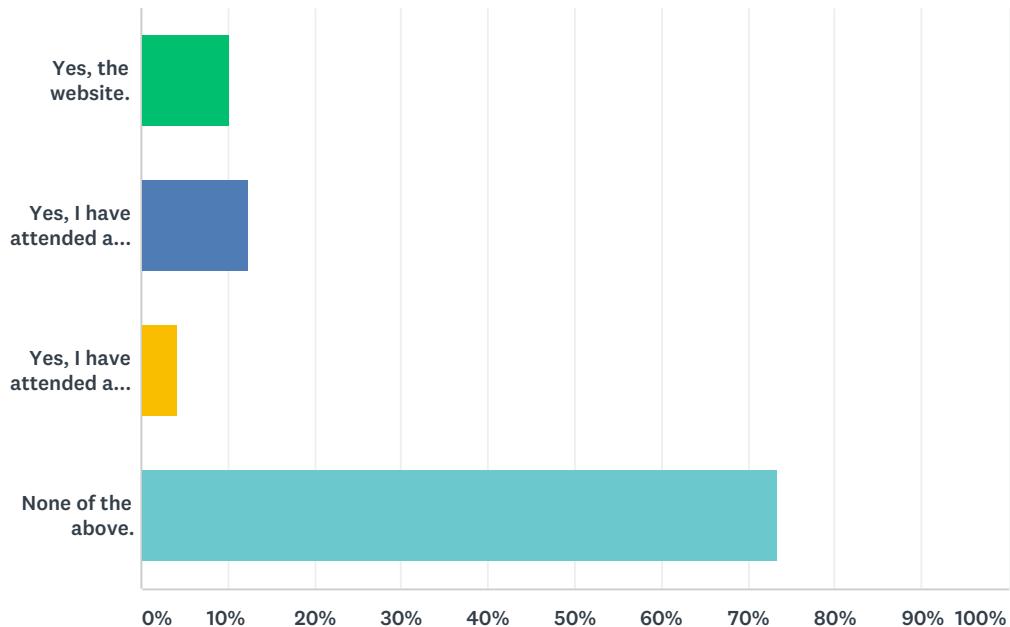
	1	2	3	4	5+	TOTAL
Ages 0 - 18	29.17% 7	37.50% 9	16.67% 4	12.50% 3	4.17% 1	24
Ages 19 - 24	50.00% 2	25.00% 1	25.00% 1	0.00% 0	0.00% 0	4

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Ages 25 - 34	41.67% 5	58.33% 7	0.00% 0	0.00% 0	0.00% 0	12
Ages 35 - 44	50.00% 6	50.00% 6	0.00% 0	0.00% 0	0.00% 0	12
Ages 45 - 54	62.50% 10	31.25% 5	6.25% 1	0.00% 0	0.00% 0	16
Ages 55 - 64	66.67% 6	33.33% 3	0.00% 0	0.00% 0	0.00% 0	9
Ages 65+	53.33% 8	40.00% 6	6.67% 1	0.00% 0	0.00% 0	15

Q33 Have you ever visited the DDA website and/or attended a DDA monthly meeting (held at City Hall)?

Answered: 49 Skipped: 12



ANSWER CHOICES	RESPONSES	
Yes, the website.	10.20%	5
Yes, I have attended a meeting.	12.24%	6
Yes, I have attended a meeting and visited the website.	4.08%	2
None of the above.	73.47%	36
TOTAL		49

Q34 Please list in the comment box below how you most often find out about downtown Bangor happenings and events:

Answered: 31 Skipped: 30

#	RESPONSES	DATE
1	Facebook (Bangor Buzz Page, Bangor Municipal Page) Only	5/1/2018 7:50 AM
2	FB, radio, newspaper, flyers	5/1/2018 7:14 AM
3	Word of mouth	4/25/2018 7:42 AM
4	friend	4/24/2018 1:59 PM
5	Usually don't find out until the last minute-too late to plan and attend.	4/23/2018 8:51 AM
6	Unfortunately a great deal is from negative press in the media - including TV, Social Media, and Print. There have always been some folks in decision making positions who seem to create dissension and divisiveness. This roadblocks progress!	4/16/2018 3:48 PM
7	City Council meetings; DDA meetings, friends word of month.	4/9/2018 9:49 AM
8	word of mouth, city hall, flyers posted on buildings	4/5/2018 3:08 PM
9	Nick Householder at Benteler	4/5/2018 2:39 PM
10	city council meeting	4/5/2018 2:24 PM
11	Newspaper	4/5/2018 2:10 PM
12	Website	3/14/2018 10:36 AM
13	from the city hall	3/12/2018 10:48 AM
14	Reminder and City Facebook page	3/10/2018 11:05 PM
15	not often lack of communication from the city.	3/6/2018 3:03 PM
16	Facebook	3/3/2018 9:25 AM
17	Go to city hall, word of mouth	3/3/2018 5:28 AM
18	I work in town, so I hear about most of it at work	3/2/2018 10:41 PM
19	Facebook posts	3/2/2018 6:49 PM
20	The Bangor Buzz	3/2/2018 5:43 PM
21	Bad news on the news	3/2/2018 10:22 AM
22	Facebook posts	2/27/2018 1:56 PM
23	Word of mouth or social media	2/23/2018 8:05 AM
24	Facebook	2/23/2018 1:07 AM
25	Word of mouth	2/21/2018 3:16 PM
26	Once a year	2/21/2018 1:49 PM
27	Facebook. Would love an email newsletter.	2/21/2018 12:38 PM
28	The City website and Facebook. Does the DDA have their own website?	2/21/2018 12:09 PM
29	Word of mouth	2/21/2018 11:25 AM
30	Facebook, word of mouth, or the weekly reminder.	2/21/2018 11:07 AM
31	Facebook posts	2/21/2018 10:55 AM

Q35 Thank you for participating in this survey ! Please list any other comments, ideas or suggestions for downtown Bangor that were not covered above.

Answered: 13 Skipped: 48

#	RESPONSES	DATE
1	The too close to the line of vision when going home north to south making a right hand turn to go west.	4/23/2018 8:51 AM
2	This community is one that has more potential than hundreds of other small communities, yet it has lacked leadership, vision, and community pride. Ken Ratzlaff has done more for this community than anyone could ever ask, yet he has been like a one-man Bangor advocate. It is sad that more leaders could not join in his efforts to see Bangor become a vibrant community that inspires folks to want to move there.	4/16/2018 3:48 PM
3	i would like to see the heritage trail developed. A business to transport passengers, canvas, kayaks. Develop a few businesses along the trail for stopping, i.e. picnic area; tackle/bait shop; ice cream/burger stand. Give people a reason to spend the day enjoying the trail.	4/9/2018 9:49 AM
4	Market Bangor in other regions, ie Chicago news, etc.	4/5/2018 2:10 PM
5	Bangor is full of possibilities. It is one of the cleanest towns in VanBuren County. I live in Geneva twshp and hope you can make improvements so others see what a nice place Bangor is!	3/14/2018 10:36 AM
6	Make is safe!!	3/3/2018 9:25 AM
7	Need to clean up damaged trees left from the tornado in lions park that are near the retirement home. Do something with the building formerly known as the hot dog shack. Very unappealing. Bring in another fast food choice. An ice cream shop would be great	3/3/2018 5:28 AM
8	We could really use a dog park in Bangor.	3/2/2018 6:49 PM
9	This has been done many times in the past, why will now make a difference	2/21/2018 3:16 PM
10	Fixing roads	2/21/2018 1:49 PM
11	WiFi would be great to have. Would not affect the number of times I visit.	2/21/2018 11:25 AM
12	I love Bangor and I look forward to any positive changes you make!	2/21/2018 11:07 AM
13	Upkeep what is already here. Parks are being left to rot, roads are atrocious. Please make residents feel like they are first. This reach to try to be a tourist town feels like a waste of time and money.	2/21/2018 10:55 AM