



**THE CITY OF THE VILLAGE OF DOUGLAS
REGULAR MEETING OF THE CITY COUNCIL
MONDAY, JANUARY 06, 2025 AT 6:00 PM
86 W CENTER ST., DOUGLAS MI**

AGENDA

View remotely, online or by phone -

Join online by visiting: <https://us02web.zoom.us/j/81299264285>

Join by phone by dialing: +1 (312) 626-6799 | **Then enter "Meeting ID":** 812 9926 4285

1. **CALL TO ORDER:** By Mayor
2. **ROLL CALL:** By Clerk
3. **PLEDGE OF ALLEGIANCE:** Led by Mayor
4. **CONSENT CALENDAR**
 - A. Approve the Council Meeting Agenda for January 6, 2025
 - B. Approve the Council Regular Meeting Minutes for December 16, 2024
 - C. Approve Invoices in the Amount of \$161,128.77
 - D. Appointments/Reappointments
Reappointments - Beth Stefanchik: DDA, Aleshia Balmer: DDA, Paul Marineau: BOR

Motion to approve the Consent Calendar of January 6, 2025. – roll call vote
5. **PUBLIC COMMUNICATION - VERBAL (LIMIT OF 3 MINUTES, AGENDA ITEMS ONLY)**
6. **PUBLIC COMMUNICATION - WRITTEN**
7. **UNFINISHED BUSINESS**
8. **NEW BUSINESS**
 - A. Audit Presentation Fiscal Year Ending June 30, 2024 (L. Nocerini, J. Tien)
 - B. DDA 2024 Informational/Annual Report - Presentation (DDA Members)
 - C. Flywheel Companies RFP (L. Nocerini, R. Kilpatrick)

Motion to approve issuing a Request for Proposals (RFP), for the redevelopment of the 17-acre site owned by the City of Douglas, with the goal to attract qualified developers to address critical housing needs. - roll call vote

D. Happystance Social District Permit (S. Homyen)

Motion to approve the Social District Permit application submitted by Happystance, acknowledging that it has met all requirements under state regulations (MCL 436.1551). - roll call vote

E. Resolution No. 01-2025 - Draft Master Plan Distribution (S. Homyen)

Motion to adopt Resolution No. 01-2025, approving the draft Master Plan update for distribution. - roll call vote

F. Event Policy - Discussion

9. REPORTS

A. Commission/Committee/Boards

1. Planning Commission
2. Kalamazoo Lake Sewer Water
3. Downtown Development Authority
4. Kalamazoo Lake Harbor Authority
5. Douglas Harbor Authority
6. Douglas Brownfield Authority
7. Fire Board
8. Community Recreation
9. Playground Committee
10. Tri-Community Wildlife Committee

B. Administration Report

10. PUBLIC COMMUNICATION – VERBAL (LIMIT OF 3 MINUTES, ITEMS NOT ON AGENDA)

11. COUNCIL COMMENTS

12. MAYOR’S REPORT/COMMENTS

13. ADJOURNMENT

Motion to adjourn the meeting.

Please Note – The City of the Village of Douglas (the “City”) is subject to the requirements of the Americans with Disabilities Act of 1990. Individuals with disabilities who plan to attend this meeting and who require certain accommodations in order to allow them to observe and/or participate in this meeting, or who have questions regarding the accessibility of this meeting or the facilities, are requested to contact Laura Kasper, City Clerk, at (269) 857-1438, or clerk@douglasmi.gov to allow the City to make reasonable accommodations for those persons. CITY OF THE VILLAGE OF DOUGLAS, ALLEGAN COUNTY, MICHIGAN



**THE CITY OF THE VILLAGE OF DOUGLAS
REGULAR MEETING OF THE CITY COUNCIL
MONDAY, DECEMBER 16, 2024 AT 7:00 PM
86 W CENTER ST., DOUGLAS MI**

MINUTES

1. CALL TO ORDER: By Mayor

2. ROLL CALL: By Clerk

PRESENT

Mayor Cathy North

Councilmember Jerome Donovan

Councilmember Neal Seabert

Councilmember John O'Malley

Mayor Pro-Tem Randy Walker

Councilmember Gregory Freeman

Councilmember Matt Balmer

Also Present City Manager Lisa Nocerini

City Clerk Laura Kasper

3. PLEDGE OF ALLEGIANCE: Led by Mayor

4. CONSENT CALENDAR

A. Approve the Council Meeting Agenda for December 16, 2024

B. Approve the Council Regular Meeting Minutes for December 2, 2024

C. Approve Invoices in the Amount of \$157,080.32

D. Appointments - Cathy North: Fire Board of Appeals

Motion by O'Malley, second by Balmer, to approve the Consent Calendar of December 16, 2024 – Motion carried by unanimous roll call vote.

5. PUBLIC COMMUNICATION – VERBAL: None

6. PUBLIC COMMUNICATION – WRITTEN: None

7. UNFINISHED BUSINESS: None

8. NEW BUSINESS

A. Sue Chaitin - Power Generator Presentation

B. Ordinance No. 09-2024 - Surplus Property Ordinance Amendment #2 - Second Reading - Public Hearing (L. Nocerini)

Motion by Seabert, second by Balmer, to open the public hearing for Ordinance No. 09-2024. – Motion carried by unanimous roll call vote.

1. Administration Comments – City Manager Nocerini commented that the amendment was needed to clean up the some of the language in the ordinance.
2. Public Comments – No comments
3. Council Comments – No comments

Motion by Seabert, second by O'Malley, to close the public hearing for Ordinance No. 09-2024. – Motion carried by unanimous roll call vote.

Motion by Freeman, second by O'Malley, to adopt Ordinance No. 09-2024, approving the Surplus Property Ordinance amendment #2 for the City of Douglas. – Motion carried by unanimous roll call vote.

- C. Ferry Street Project - Budget Amendment (L. Nocerini) Lucas Timmer with Prein & Newhof joined remotely to address questions from Councilmembers.

Motion by Balmer, second by Freeman, to approve a budget amendment for the Fiscal Year 2024-2025 budget in the amount of \$285,337.00 for water main, sanitary sewer, and surface restoration on Ferry Street. – Motion carried by unanimous roll call vote.

9. REPORTS

A. Commission/Committee/Boards

1. Planning Commission – Master Plan draft approved for public review
2. Kalamazoo Lake Sewer Water – report provided in packet
3. Downtown Development Authority – passport program extended till January 31st
4. Kalamazoo Lake Harbor Authority – no meeting
5. Douglas Harbor Authority – no meeting
6. Douglas Brownfield Authority – no meeting
7. Fire Board – calls up 18%, will be meeting twice monthly
8. Community Recreation – no meeting
9. Playground Committee – no meeting
10. Tri-Community Wildlife Committee – public deer survey released, next meeting is in February

- B. Administration Report – City Manager Nocerini comments – Tri-Community Wildlife Committee is working on a balanced approach to the area deer nuisance, January 21st groundbreaking ceremony at 415 Wiley, congratulated Planning Commission for moving the Master Plan forward, beginning in 2025 Council will meet at 6:00 PM, and wished everyone happy holidays.

10. PUBLIC COMMUNICATION – VERBAL: Allegan County Clerk Bob Genetski commended City Clerk Kasper for work on the General Election, provided updates and the annual report.

Charity Nosse asked if there were any updates on the Westshore PUD site plan.

11. COUNCIL COMMENTS: Councilmembers wished everyone happy holidays. Donovan recognized the Wildlife Committees published letter and mentioned the Police possibly holding a community informational seminar on scams to watch out for. Balmer mentioned that there were no updates or additional information on Westshore at this time.

12. MAYOR'S REPORT/COMMENTS: Mayor North wished everyone happy holidays and liked the idea of having a community seminar or workshop to inform about scams.

13. ADJOURNMENT

Motion by Seabert, second by Balmer, to adjourn the meeting.

Approved on this 6th day of January 2025

Signed: _____ Date: _____

Cathy North, Mayor

Signed: _____ Date: _____

Laura Kasper, City Clerk

Certification of Minutes

I hereby certify that the attached is a true and correct copy of the minutes of a regular meeting of the City Council of the City of the Village of Douglas held on December 16, 2024, I further certify that the meeting was duly called and that a quorum was present.

Signed: _____ Date: _____

Laura Kasper, City Clerk

01/02/2025

INVOICE REGISTER REPORT FOR CITY OF THE VILLAGE OF DOUGLAS

Inv Num	Vendor	Inv Date	Due Date	Inv Amt
Inv Ref#	Description	Entered By		
GL Distribution				

89565014				
49990	ABSOPURE WATER COMPANY	12/20/2024	01/06/2025	(1.00)
	WATER - PD			
	101-301.000-740.000 SUPPLIES			(1.00)

89565022				
49991	ABSOPURE WATER COMPANY	12/20/2024	01/06/2025	39.20
	WATER - DPW			
	101-463.000-740.000 SUPPLIES			39.20

NOV-24				
49989	ALLEGAN COUNTY SHERIFF'S DEPT.	11/14/2024	01/06/2025	111.00
	DEBT CREW NOV 2024			
	101-463.000-802.000 CONTRACTUAL			111.00

4TH QT 2024				
50136	MATT BALMER	12/31/2024	01/06/2025	400.00
	CITY COUNCIL MEETINGS & PLANNING COMMISSION			
	101-101.000-703.000 WAGES			300.00
	101-701.000-703.000 WAGES			100.00

97951				
49996	BARBER FORD INC.	12/13/2024	01/06/2025	2,534.05
	VEHICLE 1 - REPLACE PURGE VALVE/FLEX PIPE/CONVERTOR LEAK			
	101-301.000-930.004 VEHICLE MAINTENANCE & REPAIRS			2,534.05

4964				
50054	BENDZINSKI & CO MUNICIPAL FINANCE	12/27/2024	01/06/2025	6,750.00
	DWAM WATER AGREEMENT			
	450-536.000-974.000 CONSTRUCTION			6,750.00

5388				
49992	BURNETT & KASTRAN	11/05/2024	01/06/2025	36.00
	ATTORNEY FEES - POLICE			
	101-301.000-801.003 CONTRACTUAL ATTORNEY PROSECUTER			36.00

5389				
49993	BURNETT & KASTRAN	11/07/2024	01/06/2025	840.00
	ATTORNEY FEES - POLICE			
	101-301.000-801.003 CONTRACTUAL ATTORNEY PROSECUTER			840.00

5393				
49994	BURNETT & KASTRAN	11/14/2024	01/06/2025	703.50
	ATTORNEY FEES - POLICE & CODE ENFORCEMENT			
	101-301.000-801.003 CONTRACTUAL ATTORNEY PROSECUTER			115.50
	101-701.000-801.000 CONTRACTUAL ATTORNEY			588.00

5402				
49995	BURNETT & KASTRAN	12/02/2024	01/06/2025	996.00
	ATTORNEY FEES - POLICE & CODE ENFORCEMENT			
	101-301.000-801.003 CONTRACTUAL ATTORNEY PROSECUTER			816.00
	101-701.000-801.000 CONTRACTUAL ATTORNEY			180.00

4TH QT 2024				
50139	PAUL BUSZKA	12/31/2024	01/06/2025	100.00

PLANNING COMMISSION					
	101-701.000-703.000	WAGES			100.00

40240711C					
50006	CARBON SIX CONSTRUCTION INC		11/30/2024	01/06/2025	35,632.35
	ARCHITECT DESIGNS 415 WILEY INSTALL#4				
	470-265.000-974.000	CONSTRUCTION			35,632.35

JAN25					
49997	COMCAST		12/27/2024	01/06/2025	412.28
	PHONE SERVICE - CITY HALL JAN 2025				
	101-265.000-851.000	TELEPHONE			412.28

JAN25-1					
49998	COMCAST		12/29/2024	01/06/2025	224.94
	PHONE SERVICE POLICE JAN 2025				
	101-301.000-851.000	TELEPHONE			224.94

202432677902					
49999	CONSUMERS ENERGY		12/12/2024	01/06/2025	176.36
	2993 BLUE STAR #101				
	101-265.000-922.000	UTILITIES			176.36

202432677901					
50000	CONSUMERS ENERGY		12/12/2024	01/06/2025	85.53
	2993 BLUE STAR #102				
	101-265.000-922.000	UTILITIES			85.53

203856527095					
50001	CONSUMERS ENERGY		12/19/2024	01/06/2025	42.49
	201 S WASHINGTON				
	594-597.000-922.000	UTILITIES			42.49

202432686829					
50002	CONSUMERS ENERGY		12/18/2024	01/06/2025	142.06
	2993 BLUE STAR #100				
	101-265.000-922.000	UTILITIES			142.06

202432686830					
50003	CONSUMERS ENERGY		12/18/2024	01/06/2025	37.49
	2993 BLUE STAR #108				
	101-265.000-922.000	UTILITIES			37.49

202788614415					
50004	CONSUMERS ENERGY		12/17/2024	01/06/2025	37.17
	147 CENTER				
	101-751.000-922.000	UTILITIES			37.17

202165692901					
50005	CONSUMERS ENERGY		12/17/2024	01/06/2025	59.18
	250 WILEY RD				
	213-753.000-922.000	UTILITIES			59.18

202343695696					
50081	CONSUMERS ENERGY		12/25/2024	01/06/2025	208.23
	47 CENTER				
	101-301.000-922.000	UTILITIES			208.23

202343695697					
50082	CONSUMERS ENERGY		12/25/2024	01/06/2025	346.53
	86 CENTER				
	101-265.000-922.000	UTILITIES			346.53

206792725180					
50083	CONSUMERS ENERGY	12/25/2024	01/06/2025		63.98
	503 W CENTER				
	101-463.000-922.000	UTILITIES			63.98
206081173160					
50084	CONSUMERS ENERGY	12/25/2024	01/06/2025		461.03
	486 WATER				
	101-265.000-922.000	UTILITIES			461.03
206081173161					
50085	CONSUMERS ENERGY	12/25/2024	01/06/2025		725.38
	37 WASHINGTON				
	101-751.000-922.000	UTILITIES			725.38
206081173162					
50086	CONSUMERS ENERGY	12/25/2024	01/06/2025		119.26
	25 MAIN				
	101-751.000-922.000	UTILITIES			119.26
61814					
50009	DENOYER CHEVROLET	12/19/2024	01/06/2025		424.67
	2022 CHEV 2500 - SERVICE WORK				
	660-903.000-930.004	VEHICLE MAINTENANCE & REPAIRS			424.67
SI25-28119					
50008	DETROIT SALT COMPANY	12/23/2024	01/06/2025		3,618.85
	ROCK SALT				
	203-464.000-740.001	SNOW AND ICE REMOVAL SUPPLIES			1,809.43
	202-464.000-740.001	SNOW AND ICE REMOVAL SUPPLIES			1,809.42
4TH QT 2024					
50133	JEROME DONOVAN	12/31/2024	01/01/2025		300.00
	CITY COUNCIL MEETINGS				
	101-101.000-703.000	WAGES			300.00
9337					
50007	DOUGLAS SHELL	12/04/2024	01/06/2025		369.00
	VEHICLE 1 MOUNT/BALANCE TIRES				
	101-301.000-930.004	VEHICLE MAINTENANCE & REPAIRS			369.00
9385					
50089	DOUGLAS SHELL	12/28/2024	01/06/2025		101.45
	VEHICLE 2 - SERVICE/TIRE ROTATION				
	101-301.000-930.004	VEHICLE MAINTENANCE & REPAIRS			101.45
9379					
50090	DOUGLAS SHELL	12/18/2024	01/06/2025		209.05
	VEHICLE 5 - REPAIR RIGHT FRONT INNER FENDER WELL				
	101-301.000-930.004	VEHICLE MAINTENANCE & REPAIRS			209.05
438776					
50010	FLEMING BROTHERS OIL CO	12/03/2024	01/06/2025		384.00
	MARAPLEX GREASE				
	660-903.000-930.004	VEHICLE MAINTENANCE & REPAIRS			384.00
4TH QT 2024					
50134	GREGORY FREEMAN	12/31/2024	01/06/2025		250.00
	CITY COUNCIL MEETINGS & ZBA				
	101-101.000-703.000	WAGES			250.00
4TH QT 2024					

50140	KELLI HENEGHAN	12/31/2024	01/06/2025	100.00
	PLANNING COMMISSION			
	101-701.000-703.000	WAGES		100.00

297221				
50011	IHLE AUTO PARTS	12/17/2024	01/06/2025	3.65
	MARKING PEN			
	101-265.000-740.000	SUPPLIES		3.65

297183				
50012	IHLE AUTO PARTS	12/16/2024	01/06/2025	29.93
	SNOW BRUSH			
	660-903.000-930.004	VEHICLE MAINTENANCE & REPAIRS		29.93

297251				
50013	IHLE AUTO PARTS	12/18/2024	01/06/2025	98.43
	PEDAL SENSOR			
	660-903.000-930.004	VEHICLE MAINTENANCE & REPAIRS		98.43

297128				
50014	IHLE AUTO PARTS	12/13/2024	01/06/2025	42.44
	OIL & TRIGGER NOZZEL			
	101-265.000-740.000	SUPPLIES		42.44

297086				
50015	IHLE AUTO PARTS	12/11/2024	01/06/2025	61.85
	DOOR LATCH CABLE			
	660-903.000-930.004	VEHICLE MAINTENANCE & REPAIRS		61.85

4TH QT 2024				
50135	JOHN O'MALLEY	12/31/2024	01/06/2025	400.00
	CITY COUNCIL MEETINGS & PLANNING COMM			
	101-101.000-703.000	WAGES		300.00
	101-701.000-703.000	WAGES		100.00

1003481				
50016	JOHN'S BATTERY & ELECTRIC	12/18/2024	01/06/2025	770.75
	TRUCK 52			
	660-903.000-930.004	VEHICLE MAINTENANCE & REPAIRS		770.75

26BAYOUNOV24				
50018	KALAMAZOO LAKE SEWER & WATER	11/30/2024	01/06/2025	77.80
	26 BAYOU NOV 24			
	101-751.000-922.000	UTILITIES		77.80

5BLUE#101NOV24				
50019	KALAMAZOO LAKE SEWER & WATER	11/30/2024	01/06/2025	165.87
	2995 BLUE STAR STE #101 NOV 2024			
	101-265.000-922.000	UTILITIES		165.87

5BLUE#102NOV24				
50020	KALAMAZOO LAKE SEWER & WATER	11/30/2024	01/06/2025	165.66
	2995 BLUE STAR STE 102 NOV 24			
	101-265.000-922.000	UTILITIES		165.66

5BLUE#106NOV24				
50021	KALAMAZOO LAKE SEWER & WATER	11/30/2024	01/06/2025	66.00
	2995 BLUE STAR STE 106 NOV 24			
	101-265.000-922.000	UTILITIES		66.00

55CENTERNOV24				
50022	KALAMAZOO LAKE SEWER & WATER	11/30/2024	01/06/2025	77.98

	455 CENTER NOV 24				
	101-751.000-922.000	UTILITIES			77.98

86CENTERNOV24	50023	KALAMAZOO LAKE SEWER & WATER	11/30/2024	01/06/2025	73.79
		86 CENTER NOV 24			
	101-265.000-922.000	UTILITIES			73.79

47CENTERNOV24	50024	KALAMAZOO LAKE SEWER & WATER	11/30/2024	01/06/2025	168.41
		47 CENTER NOV 24			
	101-301.000-922.000	UTILITIES			168.41

47CENTERNOV24	50025	KALAMAZOO LAKE SEWER & WATER	11/30/2024	01/06/2025	22.30
		147 CENTER NOV 24			
	101-751.000-922.000	UTILITIES			22.30

25MAINNOV24	50026	KALAMAZOO LAKE SEWER & WATER	11/30/2024	01/06/2025	111.50
		25 MAIN IRRIGATION NOV 24			
	101-751.000-922.000	UTILITIES			111.50

4AINDRINKNOV24	50027	KALAMAZOO LAKE SEWER & WATER	11/30/2024	01/06/2025	22.30
		25 MAIN DRINING FOUNTAIN NOV 24			
	101-751.000-922.000	UTILITIES			22.30

AKESHORENOV24	50028	KALAMAZOO LAKE SEWER & WATER	11/30/2024	01/06/2025	66.00
		50 LAKESHORE NOV 24			
	101-751.000-922.000	UTILITIES			66.00

10SCHULTZNOV24	50029	KALAMAZOO LAKE SEWER & WATER	11/30/2024	01/06/2025	55.75
		3100 SCHULTZ NOV 24			
	101-751.000-922.000	UTILITIES			55.75

WASHBATHNOV24	50030	KALAMAZOO LAKE SEWER & WATER	11/30/2024	01/06/2025	180.85
		37 WASHINGTON BATHROOM NOV 24			
	101-751.000-922.000	UTILITIES			180.85

201WASHNOV24	50031	KALAMAZOO LAKE SEWER & WATER	11/30/2024	01/06/2025	66.00
		201 WASHINGTON NOV 24			
	594-597.000-922.000	UTILITIES			66.00

486WATERNOV24	50032	KALAMAZOO LAKE SEWER & WATER	11/30/2024	01/06/2025	71.18
		486 WATER NOV 24			
	101-265.000-922.000	UTILITIES			71.18

4TH QT 2024	50145	KEN KUTZEL	12/31/2024	01/06/2025	50.00
		ZBA MEETINGS			
	101-701.000-703.000	WAGES			50.00

261931	50017	KERKSTRA RESTROOM SERVICE	12/23/2024	01/06/2025	190.00
		DOUGLAS BEACH			
	101-751.000-802.000	CONTRACTUAL			190.00

4TH QT 2024					
50142	LAURA PETERSON	12/31/2024	01/06/2025		100.00
	PLANNING COMMISSION				
	101-701.000-703.000	WAGES			100.00

12-24					
50033	LEONARD MAAS	12/26/2024	01/06/2025		300.00
	VISION REIMBURSEMENT				
	101-463.000-719.000	INSURANCE BENEFITS			300.00

02/04/2022					
42829	MANNION JAMES P TRUST	02/04/2022	01/06/2025		2,322.98
	2021 Win Tax Refund 59-210-034-00	MATTSMITH			
	703-000.000-275.000	DUE TO TAX PAYERS			2,322.98

02/04/2022					
42830	MANNION JAMES P TRUST	02/04/2022	01/06/2025		0.69
	2021 Sum Tax Refund 59-210-034-00	MATTSMITH			
	703-000.000-275.000	DUE TO TAX PAYERS			0.69

49070210					
50042	MCCLOUD SERVICES	12/18/2024	01/06/2025		54.00
	PEST CONTROL 415 WILEY				
	101-265.000-802.000	CONTRACTUAL			54.00

49070221					
50043	MCCLOUD SERVICES	12/18/2024	01/06/2025		54.00
	PEST CONTROL 486 WATER				
	101-265.000-802.000	CONTRACTUAL			54.00

46450					
50044	MENARDS-HOLLAND	12/20/2024	01/06/2025		15.98
	SALT SHAKER				
	101-463.000-740.000	SUPPLIES			15.98

11521					
50045	MMTA	12/27/2024	01/06/2025		199.00
	2025 WINTER WORKSHOP - TIEN				
	101-215.000-718.000	TRAINING FUNDS			199.00

12-2024					
50041	MICHIGAN ASSOC OF MUNICIPAL CLERKS	12/19/2024	01/06/2025		700.00
	CLERK INSTITUTE FOR DAWN RAZA				
	101-215.000-718.000	TRAINING FUNDS			700.00

5296535519					
50035	MICHIGAN GAS UTILITIES	12/19/2024	01/06/2025		279.69
	415 WILEY #108 DEC 24				
	101-265.000-922.000	UTILITIES			279.69

5297583973					
50036	MICHIGAN GAS UTILITIES	12/19/2024	01/06/2025		203.94
	415 WILEY #101				
	101-265.000-922.000	UTILITIES			203.94

5297076851					
50037	MICHIGAN GAS UTILITIES	12/19/2024	01/06/2025		69.57
	415 WILEY #102				
	101-265.000-922.000	UTILITIES			69.57

5299067774					
50038	MICHIGAN GAS UTILITIES	12/20/2024	01/06/2025		153.73

	86 CENTER ST				
	101-265.000-922.000	UTILITIES			153.73
5301136115					
	50039 MICHIGAN GAS UTILITIES		12/23/2024	01/06/2025	577.93
	486 WATER ST				
	101-265.000-922.000	UTILITIES			577.93
5298185200					
	50040 MICHIGAN GAS UTILITIES		12/20/2024	01/06/2025	255.81
	47 W CENTER ST				
	101-301.000-922.000	UTILITIES			255.81
1634/TDC					
	50034 MILLER, CANFIELD, PADDOCK AND		12/18/2024	01/06/2025	23,500.00
	PROFESSIONAL SVS 2024 CAPTAL IMPROVEMENT BOND 415 WILEY				
	470-265.000-974.000	CONSTRUCTION			23,500.00
20250117					
	50087 MISS DIG SYSTEM, INC.		01/01/2025	01/06/2025	3,386.76
	2025 ANNUAL MEMBERSHIP/MAINTENANCE/USER ACCTS/COMPLIANCE MANUAL				
	101-463.000-802.000	CONTRACTUAL			3,386.76
49388					
	50046 NEW DAWN LINEN SERVICE		12/23/2024	01/06/2025	45.52
	RUGS				
	101-265.000-802.000	COMMERCIAL CLEANING			15.93
	101-301.000-802.000	COMMERCIAL CLEANING			29.59
4TH QT 2024					
	50132 CATHY NORTH		12/31/2024	01/06/2025	500.00
	CITY COUNCIL MEETINGS & ZBA MEETINGS				
	101-101.000-703.000	WAGES			450.00
	101-701.000-703.000	WAGES			50.00
2412-822017					
	50047 OVERISEL LUMBER CO.		12/18/2024	01/06/2025	11.98
	BATTERY				
	101-265.000-740.000	SUPPLIES			11.98
2412-822008					
	50048 OVERISEL LUMBER CO.		12/18/2024	01/06/2025	6.99
	BLACK PAINT				
	101-751.000-930.000	REPAIRS & MAINTENANCE: GENERAL			6.99
2412-823259					
	50049 OVERISEL LUMBER CO.		12/26/2024	01/06/2025	19.34
	JUNCTIOIN BOX, BOLTS				
	101-265.000-930.000	REPAIRS & MAINTENANCE: GENERAL			19.34
2412-823264					
	50050 OVERISEL LUMBER CO.		12/26/2024	01/06/2025	8.99
	CONDUIT				
	101-265.000-930.000	REPAIRS & MAINTENANCE: GENERAL			8.99
2412-822940					
	50051 OVERISEL LUMBER CO.		12/23/2024	01/06/2025	92.23
	PAINT, BRUSH, TRAY LINER				
	101-463.000-930.000	REPAIRS & MAINTENANCE: GENERAL			92.23
2412-822936					
	50052 OVERISEL LUMBER CO.		12/23/2024	01/06/2025	(63.92)

	PAINT RETURN				
	101-463.000-930.000	REPAIRS & MAINTENANCE: GENERAL			(63.92)
2412-822591					
50053	OVERISEL LUMBER CO.		12/20/2024	01/06/2025	123.06
	GRAVEL MIX				
	101-463.000-930.000	REPAIRS & MAINTENANCE: GENERAL			123.06
2412-823794					
50088	OVERISEL LUMBER CO.		12/30/2024	01/06/2025	531.73
	NAILS/SCREWS/BLADE SHARPENING/PAIL				
	101-751.000-930.000	REPAIRS & MAINTENANCE: GENERAL			106.98
	101-265.000-740.000	SUPPLIES			6.37
	101-463.000-740.000	SUPPLIES			418.38
2411-816473CR					
50092	OVERISEL LUMBER CO.		11/22/2024	01/06/2025	(25.04)
	CREDIT INVOICE, PAID BY CC				
	101-802.000-958.000	MISCELLANEOUS			(25.04)
4TH QT 2024					
50144	LOUISE PATTISON		12/31/2024	01/06/2025	150.00
	PLANNING COMMISSION & ZBA				
	101-701.000-703.000	WAGES			150.00
4TH QT 2024					
50141	PATTY HANSON		12/31/2024	01/06/2025	100.00
	PLANNING COMMISSION				
	101-701.000-703.000	WAGES			100.00
12-2024A					
50064	IFER PEARSON		12/16/2024	01/06/2025	12.47
	REIMBURSE FOR POSTAGE				
	101-215.000-901.000	POSTAGE			12.47
1026686546					
50130	PITNEY BOWES INC		12/31/2024	01/06/2025	69.00
	CITY HALL POSTAGE METER RENTAL				
	101-215.000-802.000	CONTRACTUAL			69.00
10363992					
50057	PLANTE MORAN		12/19/2024	01/06/2025	4,130.00
	PROF SERVICES				
	101-215.000-802.009	CONTRACTUAL FINANCIAL CONSULT			4,130.00
PA#3					
50056	PLUMMER'S ENVIRONMENTAL SERVICES		12/20/2024	01/06/2025	26,831.50
	LEAD SERVICE LINE VERIFICATIOIN PAYMENT APP #3				
	450-536.000-974.000	CONSTRUCTION			26,831.50
24186264					
50065	PLUMMER'S ENVIRONMENTAL SERVICES		09/16/2024	01/06/2025	4,680.00
	STORM SEWER JETTING & CLEANING 486 S WATER				
	202-463.000-802.000	CONTRACTUAL			4,680.00
24186163					
50066	PLUMMER'S ENVIRONMENTAL SERVICES		09/13/2024	01/06/2025	4,860.00
	STORM SEWER JETTING & CLEANING 486 S WATER				
	202-463.000-979.000	CAPITAL OUTLAY			4,860.00
10937208					
50062	PLUNKETT COONEY		12/15/2024	01/06/2025	472.50

ATTY FEES GENERAL THRU 11/30/24					
	101-266.000-801.000	CONTRACTUAL ATTORNEY			472.50
62383					
50063	PRAISE SIGN COMPANY LLC		12/16/2024	01/06/2025	1,695.00
	REPLACEMENT FOR DAMAGED SIGNS				
	202-463.000-930.000	REPAIRS & MAINTENANCE: GENERAL			1,695.00
85796					
50058	PREIN & NEWHOF		12/06/2024	01/06/2025	1,974.50
	GENERAL CONSULTING				
	101-701.000-806.000	CONTRACTUAL ENGINEERING			1,974.50
85768					
50059	PREIN & NEWHOF		12/06/2024	01/06/2025	194.00
	WESTSHORE PUD				
	101-000.000-283.000	ESCROW			194.00
85772					
50060	PREIN & NEWHOF		12/06/2024	01/06/2025	388.00
	319 FERRY				
	101-000.000-283.000	ESCROW			388.00
85777					
50061	PREIN & NEWHOF		12/06/2024	01/06/2025	798.00
	WATER SERVICE VERIFICATION				
	450-536.000-806.000	CONTRACTUAL ENGINEERING			798.00
85827					
50091	PREIN & NEWHOF		12/06/2024	01/06/2025	370.00
	2025 ROAD IMPROVEMENTS				
	203-463.000-806.000	CONTRACTUAL ENGINEERING			370.00
4TH QT 2024					
50146	TARUE PULLEN		12/31/2024	01/06/2025	50.00
	ZBA MEETINGS				
	101-701.000-703.000	WAGES			50.00
0002107619					
50055	PURITY CYLINDER GASES INC		12/19/2024	01/06/2025	67.99
	SUPPLIES				
	101-463.000-740.000	SUPPLIES			67.99
5070735650					
50131	RICOH U.S.A, INC.		01/01/2025	01/06/2025	525.97
	CITY HALL COPIES				
	101-265.000-802.000	CONTRACTUAL			525.97
60901461					
50067	ROSE PEST SOLUTIONS		12/13/2024	01/06/2025	53.00
	PEST CONTROL POLICE				
	101-301.000-802.000	CONTRACTUAL			53.00
60901440					
50068	ROSE PEST SOLUTIONS		12/13/2024	01/06/2025	163.00
	PEST CONTROL - CITY HALL				
	101-265.000-802.000	CONTRACTUAL			163.00
2400000575					
50074	SAUGATUCK TOWNSHIP		12/16/2024	01/06/2025	358.50
	BLUE STAR TRAIL				
	101-701.000-803.000	CLERK			358.50

4TH QT 2024					
50147	BILL SCHUMACHER	12/31/2024	01/06/2025		50.00
	ZBA MEETINGS				
	101-701.000-703.000	WAGES			50.00

15074					
50069	SCOTT'S LANDSCAPE MANAGMENT INC	12/16/2024	01/06/2025		4,000.00
	SPRAY LIQUID CALCIUM				
	203-464.000-740.001	SNOW AND ICE REMOVAL SUPPLIES			2,000.00
	202-464.000-740.001	SNOW AND ICE REMOVAL SUPPLIES			2,000.00

15078					
50070	SCOTT'S LANDSCAPE MANAGMENT INC	12/16/2024	01/06/2025		2,400.00
	TRUCK LEAVES FROM HOLDING AREA 2024 SEASON				
	101-463.000-802.000	CONTRACTUAL			2,400.00

15079					
50071	SCOTT'S LANDSCAPE MANAGMENT INC	12/16/2024	01/06/2025		1,180.00
	CRUSHED STONE & SAND DELIVERY				
	203-463.000-930.000	REPAIRS & MAINTENANCE: GENERAL			590.00
	202-463.000-930.000	REPAIRS & MAINTENANCE: GENERAL			590.00

15091					
50072	SCOTT'S LANDSCAPE MANAGMENT INC	12/24/2024	01/06/2025		1,758.40
	SNOW REMOVAL 12/20/24 DOUBLE RUN				
	202-464.000-802.002	CONTRACTUAL-SIDEWALK PLOWING			879.20
	203-464.000-802.002	CONTRACTUAL-SIDEWALK PLOWING			879.20

15085					
50073	SCOTT'S LANDSCAPE MANAGMENT INC	12/17/2024	01/06/2025		2,637.60
	SNOW REMOVAL 12/12/24 & 12/13/24 DOUBLE RUN				
	202-464.000-802.002	CONTRACTUAL-SIDEWALK PLOWING			1,318.80
	203-464.000-802.002	CONTRACTUAL-SIDEWALK PLOWING			1,318.80

4TH QT 2024					
50137	NEAL SEABERT	12/31/2024	01/06/2025		400.00
	CITY COUNCIL MEETINGS & PLANNING COMMISSION				
	101-101.000-703.000	WAGES			300.00
	101-701.000-703.000	WAGES			100.00

4TH QT 2024					
50143	THOMAS HICKEY	12/31/2024	01/06/2025		100.00
	PLANNING COMMISSION				
	101-701.000-703.000	WAGES			100.00

VC3-181579					
50076	VC3 INC	12/16/2024	01/06/2025		102.00
	CLOUD PROTECTION				
	101-215.000-802.000	CONTRACTUAL			102.00

VC3-181578					
50077	VC3 INC	12/16/2024	01/06/2025		44.00
	PD EXCHANGE PLAN				
	101-301.000-802.000	CONTRACTUAL			44.00

VC3-181577					
50078	VC3 INC	12/16/2024	01/06/2025		255.50
	MICROSOFT OFFICE LICENSES - CITY HALL				
	101-215.000-802.000	CONTRACTUAL			255.50

6101018028					

50075	VERIZON WIRELESS	12/12/2024	01/06/2025	693.73
	PHONES DEC 2024			
	101-215.000-851.000	TELEPHONE		44.51
	101-301.000-851.000	TELEPHONE		258.27
	101-463.000-851.000	TELEPHONE		215.84
	101-701.000-851.000	TELEPHONE		86.09
	101-172.000-851.000	TELEPHONE		44.51
	101-101.000-851.000	TELEPHONE		44.51

4TH QT 2024				
50138	RANDY WALKER	12/31/2024	01/06/2025	300.00
	CITY COUNCIL MEETINGS			
	101-101.000-703.000	WAGES		300.00

99531				
50079	WILLIAMS AND WORKS	12/11/2024	01/06/2025	1,017.50
	ENGINEERING - AMK/WESTSHORE/PZ THRU 11/23/24			
	101-000.000-283.000	ESCROW		522.50
	101-701.000-803.000	CLERK		495.00

12-2024				
50080	RICKY ZOET	12/28/2024	01/06/2025	206.97
	VISION REIMBURSEMENT			
	101-463.000-719.000	INSURANCE BENEFITS		206.97

MEMBER SERVICE				

2957418816				
50112	ADOBE ACROBAT PRO	12/13/2024	01/06/2025	299.93
	ADOBE DEC 2024			
	101-172.000-740.000	SUPPLIES		22.50
	101-215.000-740.000	SUPPLIES		137.97
	101-701.000-740.000	SUPPLIES		70.48
	101-463.000-740.000	SUPPLIES		68.98

12-2024				
50095	AMAZON MARKETPLACE	11/18/2024	01/06/2025	(9.99)
	RETURN OF ENVELOPES			
	101-215.000-740.000	SUPPLIES		(9.99)

3472377-8537058				
50096	AMAZON MARKETPLACE	11/19/2024	01/06/2025	36.97
	COFFEE			
	101-265.000-740.000	SUPPLIES		36.97

0970859-3178649				
50097	AMAZON MARKETPLACE	11/26/2024	01/06/2025	68.50
	DEGREASER			
	101-463.000-740.000	SUPPLIES		68.50

3647078-0501865				
50098	AMAZON MARKETPLACE	11/21/2024	01/06/2025	122.35
	FLASH DRIVES/TABLE COVER/COPY PAPER			
	101-301.000-740.000	SUPPLIES		24.87
	101-215.000-740.000	SUPPLIES		53.49
	101-463.000-740.000	SUPPLIES		43.99

7233875-1408260				
50099	AMAZON MARKETPLACE	11/26/2024	01/06/2025	51.28
	COPY PAPER, CHRISTMAS HOOKS			

	101-215.000-740.000	SUPPLIES			43.99
	101-802.000-958.000	MISCELLANEOUS			7.29

7955490-2737839	50100	AMAZON MARKETPLACE PORTABLE LECTERN	12/03/2024	01/06/2025	81.91
	101-215.000-740.000	SUPPLIES			81.91

3751672-4172234	50101	AMAZON MARKETPLACE TISSUE, LEGAL PADS	12/02/2024	01/06/2025	36.77
	101-215.000-740.000	SUPPLIES			36.77

7710325-2041838	50102	AMAZON MARKETPLACE HOT COCOA	12/12/2024	01/06/2025	30.20
	101-215.000-740.000	SUPPLIES			30.20

3908030-8308266	50103	AMAZON MARKETPLACE CUPS	12/12/2024	01/06/2025	21.77
	101-215.000-740.000	SUPPLIES			21.77

4824516-2331429	50104	AMAZON MARKETPLACE CAMERA CASE - FLAG	12/10/2024	01/06/2025	91.78
	101-301.000-740.000	SUPPLIES			91.78

1760-0096	50128	APWA MICHIGAN CHAPTER MI PUBLIC SERVICE CONFERENCE - ZOET	12/03/2024	01/06/2025	825.00
	101-463.000-718.000	TRAINING FUNDS			825.00

000053	50109	B404 MAMC MEAL - KASPER	12/02/2024	01/06/2025	25.19
	101-215.000-718.000	TRAINING FUNDS			25.19

4035	50110	B404 MAMC MEAL - KASPER	12/03/2024	01/06/2025	19.89
	101-215.000-718.000	TRAINING FUNDS			19.89

0058	50111	B404 MAMC MEAL - KASPER	12/04/2024	01/06/2025	25.40
	101-215.000-718.000	TRAINING FUNDS			25.40

12-2024	50119	BACK ALLEY PIZZA DDA PASSPORT PROGRAM	12/13/2024	01/06/2025	25.90
	248-728.000-880.000	COMMUNITY PROMOTION			25.90

12-2024	50126	BORROWED TIME DDA PASSPORT PROGRAM	12/14/2024	01/06/2025	25.00
	248-728.000-880.000	COMMUNITY PROMOTION			25.00

12-2024	50124	BRACKETT & COMPANY DDA PASSPORT PROGRAM	12/14/2024	01/06/2025	25.00
	248-728.000-880.000	COMMUNITY PROMOTION			25.00

12-2024	50122	BUTTON FINE ARTS GALLERY	12/14/2024	01/06/2025	25.00
		DDA PASSPORT PROGRAM			
	248-728.000-880.000	COMMUNITY PROMOTION			25.00

950547583	50105	COMFORT INN	12/02/2024	01/06/2025	462.00
		MAMC ADADEMY - LAURA KASPER			
	101-215.000-718.000	TRAINING FUNDS			462.00

739502	50094	DOG WASTE DEPOT	11/27/2024	01/06/2025	983.92
		DOG BAGS			
	101-265.000-740.000	SUPPLIES			245.98
	202-463.000-740.000	SUPPLIES			245.98
	203-463.000-740.000	SUPPLIES			245.98
	101-751.000-740.000	SUPPLIES			245.98

12-2024	50116	HAPPSTANCE	12/06/2024	01/06/2025	25.00
		DDA PASSPORT PROGRAM			
	248-728.000-880.000	COMMUNITY PROMOTION			25.00

12-2024	50115	L SALON	12/05/2024	01/06/2025	25.75
		DDA PASSPORT PROGRAM			
	248-728.000-880.000	COMMUNITY PROMOTION			25.75

12-2024	50118	LAKESHORE PET BOUTIQUE	12/12/2024	01/06/2025	25.00
		DDA PASSPORT PROGRAM			
	248-728.000-880.000	COMMUNITY PROMOTION			25.00

10887	50108	MICH ASSOCIATION OF MUNICIPAL CLERK	11/25/2024	01/06/2025	25.00
		MEMBERSHIP DUES - CLERK			
	101-215.000-908.000	DUES/FEES/PUBLICATIONS			25.00

12-2024	50125	MIXED MEDIA	12/13/2024	01/06/2025	25.00
		DDA PASSPORT PROGRAM			
	248-728.000-880.000	COMMUNITY PROMOTION			25.00

12-2024	50123	MR MILLERS ART EMPORIUM	12/14/2024	01/06/2025	24.99
		DDA PASSPORT PROGRAM			
	248-728.000-880.000	COMMUNITY PROMOTION			24.99

2411-816473A	50113	OVERISEL LUMBER CO.	11/22/2024	01/06/2025	25.04
		KNIFE, TENT STAKE			
	101-802.000-958.000	MISCELLANEOUS			25.04

12-2024	50120	OX BOW	12/13/2024	01/06/2025	25.00
		DDA PASSPORT PROGRAM			
	248-728.000-880.000	COMMUNITY PROMOTION			25.00

12-2024	50117	RUTH CROWE ARTIST	12/12/2024	01/06/2025	26.50
		DDA PASSPORT PROGRAM			

248-728.000-880.000	COMMUNITY PROMOTION			26.50

264405				
50129	SQUARE SIGNS	12/09/2024	01/06/2025	428.11
	SIGNS			
101-265.000-740.000	SUPPLIES			428.11

3028174				
50093	STAPLES	11/21/2024	01/06/2025	325.40
	TIME CLOCK AND TIME CARDS			
101-265.000-740.000	SUPPLIES			325.40

VP_TC8ZGKVX				
50107	VISTAPRINT	11/25/2024	01/06/2025	52.33
	BUSINESS CARDS - ZOET & TORREZ			
101-265.000-740.000	SUPPLIES			26.16
101-701.000-740.000	SUPPLIES			26.17

000124-72852091				
50127	WALMART	12/03/2024	01/06/2025	120.84
	DIGITAL CAMERAS			
101-301.000-740.000	SUPPLIES			120.84

12-2024				
50121	WATER STREET GALLERY	12/13/2024	01/06/2025	26.50
	DDA PASSPORT PROGRAM			
248-728.000-880.000	COMMUNITY PROMOTION			26.50

12-2024				
50114	WILD DOG	12/05/2024	01/06/2025	50.00
	DDA PASSPORT PROGRAM			
248-728.000-880.000	COMMUNITY PROMOTION			50.00

INV282266780				
50106	ZOOM VIDEO COMMUNICATIONS, INC	11/24/2024	01/06/2025	31.98
	ZOOM - DEC 2024			
101-101.000-958.000	MISCELLANEOUS			31.98

MEMBER SERVICE				4,536.21

# of Invoices:	157	# Due: 157	Totals:	161,228.72
# of Credit Memos:	4	# Due: 4	Totals:	(99.95)
Net of Invoices and Credit Memos:				161,128.77

--- TOTALS BY FUND ---

101 - GENERAL FUND	37,709.50
202 - MAJOR STREET FUND	18,078.40
203 - LOCAL STREETS FUND	7,213.41
213 - SCHULTZ PARK LAUNCH RAMP	59.18
248 - DOWNTOWN DEVELOPMENT AUTHORITY	354.64
450 - WATER SEWER FUND	34,379.50
470 - MUNICIPAL BUILDING FUND	59,132.35
594 - DOUGLAS MARINA	108.49
660 - EQUIPMENT RENTAL FUND	1,769.63
703 - CURRENT TAX FUND	2,323.67

--- TOTALS BY DEPT/ACTIVITY ---

000.000 -	3,428.17
101.000 - LEGISLATIVE	2,276.49
172.000 - MANAGER	67.01
215.000 - CLERK/TREASURER	6,466.07
265.000 - BUILDING & GROUNDS	64,589.28
266.000 - ATTORNEY	472.50
301.000 - POLICE	6,499.79
463.000 - GENERAL STREETS & ROW	21,660.90
464.000 - GENERAL STREETS WINTER & ROW	12,014.85
536.000 - WATER SYSTEM	34,379.50
597.000 - DOUGLAS MARINA	108.49
701.000 - PLANNING & ZONING	4,928.74
728.000 - DOWNTOWN DEVELOPMENT AUTHORITY	354.64
751.000 - PARKS & RECREATION	2,046.24
753.000 - LAUNCH RAMPS	59.18
802.000 - COMMUNITY PROMOTIONS	7.29
903.000 - EQUIP. REPAIRS & MAINTENANCE	1,769.63



MEMORANDUM

TO: Lisa Nocerini, City Manager

FROM: Jenn Tien, Treasurer

DATE: January 3, 2025

SUBJECT: Audit Presentation Fiscal Year Ending June 30, 2024

Siegfried Crandall, PC of Byron Center, Michigan completed the annual audit which included a complete review of the financial statements of the governmental activities, business-type activities, each major fund, component units, and the collective remaining fund information for the City of Douglas for the fiscal year ending June 30, 2024.

A member of the Siegfried Crandall team will present a summary of the results.

Presentation – No Action Required

November 25, 2024

To the City Council
City of the Village of Douglas

We have audited the financial statements of the governmental activities, the discretely presented component units, each major fund, and the aggregate remaining fund information of the City of the Village of Douglas (the City) for the year ended June 30, 2024. Professional standards require that we provide you with information about our responsibilities under auditing standards generally accepted in the United States of America, as well as certain information related to the planned scope and timing of our audit. We have communicated such information in our letter to you dated June 1, 2024. Professional standards also require that we communicate to you the following information related to our audit.

Significant Audit Findings

Qualitative Aspects of Accounting Practices

Management is responsible for the selection and use of appropriate accounting policies. The significant accounting policies used by the City are described in Note 1 to the financial statements. No new accounting policies were adopted and the application of existing policies was not changed during fiscal year 2024. We noted no transactions entered into by the City during the year for which there is a lack of authoritative guidance or consensus. All significant transactions have been recognized in the financial statements in the proper period.

Accounting estimates are an integral part of the financial statements prepared by management and are based on management's knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements and because of the possibility that future events affecting them may differ significantly from those expected. The most sensitive estimates affecting the financial statements were capital asset depreciation, fair value of investments, and the defined benefit pension plan liability and changes therein.

Management's estimate of the fair value of investments is based on market values of similar holdings and the net asset value of the investment pool shares. Capital asset depreciation is based on the estimated useful lives of the City's capital assets. The defined benefit pension plan liability, and changes therein, is based on actuarial assumptions and the use of a specialist. We evaluated the key factors and assumptions used to develop the fair value of investments, the capital asset depreciation, and the pension plan liability, and changes therein, in determining that they are reasonable in relation to the financial statements taken as a whole.

The financial statement disclosures are neutral, consistent, and clear.

Difficulties Encountered in Performing the Audit

We encountered no significant difficulties in dealing with management in performing and completing our audit.

City Council
City of the Village of Douglas
Page 2
November 25, 2024

Audit Adjustments

For purposes of this letter, professional standards define an audit adjustment as a proposed correction of the financial statements that, in our judgment, may not have been detected except through our auditing procedures. We did not find it necessary to propose any material audit adjustments.

Disagreements with Management

For purposes of this letter, professional standards define a disagreement with management as a financial accounting, reporting, or auditing matter, whether or not resolved to our satisfaction, that could be significant to the financial statements or the auditor's report. We are pleased to report that no such disagreements arose during the course of our audit.

Management Representations

We have requested certain representations from management that are included in the management representation letter dated November 25, 2024.

Other Issues

We generally discuss a variety of matters, including the application of accounting principles and auditing standards, with management each year prior to retention as the City's auditor. However, these discussions occurred in the normal course of our professional relationship and our responses were not a condition to our retention.

Other Matters

We applied certain limited procedures to management's discussion and analysis and the budgetary comparison schedules, which are required supplementary information (RSI) that supplements the basic financial statements. Our procedures consisted of inquiries of management regarding the methods of preparing the information and comparing the information for consistency with management's response to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We did not audit the RSI and do not express an opinion or provide any assurance on the RSI.

We were engaged to report on the combining nonmajor governmental fund financial statements and budgetary comparison schedules for the component units (supplementary information), which accompany the financial statements but are not RSI. With respect to the supplementary information accompanying the financial statements, we made certain inquiries of management and evaluated the form, content, and methods of preparing the information to determine that the information complies with accounting principles generally accepted in the United States of America, the method of preparing it has not changed from the prior period, and the information is appropriate and complete in relation to our audit of the financial statements. We compared and reconciled the supplementary information to the underlying accounting records used to prepare the financial statements or to the financial statements themselves.

City Council
City of the Village of Douglas
Page 3
November 25, 2024

Communication Regarding Internal Control

In planning and performing our audit of the financial statements of the governmental activities, the discretely presented component units, each major fund, and the aggregate remaining fund information of the City as of and for the year ended June 30, 2024, in accordance with auditing standards generally accepted in the United States of America, we considered the City's internal control over financial reporting (internal control) to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the City's internal control. Accordingly, we do not express an opinion on the effectiveness of the City's internal control.

Our consideration of internal control was for the limited purpose described in the preceding paragraph and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies and, therefore, material weaknesses or significant deficiencies may exist that were not identified. In addition, because of the inherent limitations in internal control, including the possibility of management override of controls, misstatements due to error or fraud may occur and not be detected by such controls.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A material weakness is a deficiency, or combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the City's financial statements will not be prevented, or detected and corrected, on a timely basis. We did not identify any deficiencies in internal control that we consider to be a material weakness, as defined above.

Restriction on Use

This information is intended solely for use of management, the City Council, and the State of Michigan Department of Treasury and is not intended to be and should not be used by anyone other than these specified parties.

Siegfried Crandall P.C.

*City of the Village of Douglas
Allegan County, Michigan*

FINANCIAL STATEMENTS

Year ended June 30, 2024

	<i>Page</i>
INDEPENDENT AUDITOR'S REPORT	3 - 5
MANAGEMENT'S DISCUSSION AND ANALYSIS	6 - 11
BASIC FINANCIAL STATEMENTS	
Government-wide financial statements:	
Statement of net position	12
Statement of activities	13
Fund financial statements:	
Balance sheet - governmental funds	14
Statement of revenues, expenditures, and changes in fund balances - governmental funds	15 - 16
Statement of net position - proprietary fund	17
Statement of revenues, expenses, and change in net position - proprietary fund	18
Statement of cash flows - proprietary fund	19
Statement of fiduciary net position - custodial funds	20
Statement of changes in fiduciary net position - custodial funds	21
Notes to financial statements	22 - 36
REQUIRED SUPPLEMENTARY INFORMATION	
Budgetary comparison schedules:	
General Fund	37 - 38
Schedule of changes in the City's net pension liability and related ratios	39
Schedule of City pension contributions	40
SUPPLEMENTARY INFORMATION	
Combining balance sheet - nonmajor governmental funds	41
Combining statement of revenues, expenditures, and changes in fund balances - Nonmajor governmental funds	42
Budgetary comparison schedules:	
Downtown Development Authority	43
Kalamazoo Lake Harbor Authority	44
Brownfield Redevelopment Authority	45



246 E. Kilgore Road
Portage, MI 49002-5599
www.siegfriedcrandall.com

Telephone 269-381-4970
800-876-0979
Fax 269-349-1344

INDEPENDENT AUDITOR'S REPORT

City Council
City of the Village of Douglas, Michigan

Opinions

We have audited the accompanying financial statements of the governmental activities, the discretely presented component units, each major fund, and the aggregate remaining fund information of the City of the Village of Douglas, Michigan (the City), as of and for the year ended June 30, 2024, and the related notes to the financial statements, which collectively comprise the City's basic financial statements, as listed in the contents.

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, the discretely presented component units, each major fund, and the aggregate remaining fund information of the City, as of June 30, 2024, and the respective changes in financial position and, where applicable, cash flows thereof for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinions

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the City, and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the City's ability to continue as a going concern for twelve months beyond the financial statement date, including any currently known information that may raise substantial doubt shortly thereafter.

City Council
City of the Village of Douglas, Michigan
Page 2

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinions. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with generally accepted auditing standards, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the City's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the City's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

Required Supplementary Information

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis, budgetary comparison information, and pension schedules, as listed in the contents, be presented to supplement the basic financial statements. Such information is the responsibility of management and, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

City Council
City of the Village of Douglas, Michigan
Page 3

Supplementary information

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the City's basic financial statements. The combining nonmajor governmental fund financial statements and budgetary comparison schedules for the component units are presented for purposes of additional analysis and are not a required part of the basic financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the basic financial statements. The information has been subjected to the auditing procedures applied in the audit of the basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the supplementary information is fairly stated, in all material respects in relation to the basic financial statements as a whole.

Siegfried Crandall P.C.

November 25, 2024

MANAGEMENT'S DISCUSSION AND ANALYSIS

Our discussion and analysis of the City of the Village of Douglas' (the City) financial performance provides a narrative overview of the City's financial activities for the fiscal year ended June 30, 2024. Please read it in conjunction with the City's financial statements.

FINANCIAL HIGHLIGHTS

- The City's total net position increased by \$310,125 (2.28 percent) as a result of this year's operations.
- Total net position at the end of the fiscal year was \$13,937,243. However, \$11,339,147 of this total represents an investment in capital assets and \$778,051 is restricted for various purposes. Consequently, the City's unrestricted net position is \$1,820,045, which is available to be used at the Council's discretion without constraints established by debt covenants, enabling legislation, or other legal requirements.
- The General Fund's unassigned fund balance at the end of the fiscal year was \$1,303,974, which represents 29 percent of the actual total General Fund expenditures for the fiscal year.

Overview of the financial statements

The City's annual report is comprised of four parts: management's discussion and analysis, the basic financial statements, required supplementary information, and an optional section that presents component unit budgetary comparison schedules. The basic financial statements include two kinds of statements that present different views of the City:

- The first two statements are government-wide financial statements that provide both long-term and short-term information about the City's overall financial status.
- The remaining statements are fund financial statements that focus on individual parts of the City government, reporting the City's operations in more detail than the government-wide financial statements.
 - Governmental funds statements explain how government services, like general government, public safety, and public works, were financed in the short-term, as well as what remains for future spending.
 - Proprietary funds statements offer short-term and long-term financial information about the activities the government operates like a business, such as the Equipment Rental internal service fund.

The financial statements also include notes that explain some of the information in the financial statements and provide more detailed data. The financial statements are followed by sections of required supplementary information and other supplementary information that further explain and support the information in the financial statements.

A comparative analysis of the government-wide financial statements for 2024 and 2023 is also presented.

Government-wide financial statements

The government-wide financial statements report information about the City as a whole using accounting methods similar to those used by private-sector companies. The Statement of Net Position includes all of the City's assets, deferred outflows of resources, liabilities, and deferred inflows of resources. All of the current year's revenues and expenses are accounted for in the Statement of Activities, regardless of when cash is received or paid.

The two government-wide statements report the City's net position and how it has changed. Net position (the difference between the City's assets and deferred outflows of resources, and liabilities and deferred inflows of resources) is one way to measure the City's financial health, or position.

- Over time, increases or decreases in the City's net position are an indicator of whether its financial health is improving or deteriorating, respectively.
- To assess the overall health of the City, you need to consider additional nonfinancial factors, such as changes in the City's property tax base and the condition of the City's capital assets.

The government-wide financial statements present governmental activities. All of the City's basic services are included here, such as general government, public works, etc. Property taxes and intergovernmental revenues generally fund these services.

Fund financial statements

The fund financial statements provide more detailed information about the City's most significant funds - not the City as a whole. Funds are accounting devices that the City uses to keep track of specific sources of funding and spending for particular purposes.

- Some funds are required by state law (like the street funds).
- The City Council establishes other funds to control and manage money for particular purposes (like the Water and Sewer Revolving Fund) or to show that it is properly using certain taxes and other revenues.

The City has three types of funds:

- *Governmental funds.* The City's basic services are included in its governmental funds, which focus on (1) how cash, and other financial assets that can be readily converted to cash, flows in and out, and (2) the balances left at year end that are available for spending. Consequently, the governmental funds statements provide a detailed short-term view that helps determine whether there are more or fewer financial resources that can be spent in the near future to finance the City's programs. Because this information does not encompass the additional long-term focus of the government-wide statements, we provide additional information that explains the relationship between them.
- *Proprietary funds.* Services for which the City charges customers a fee are generally reported in proprietary funds. Proprietary funds statements, like the government-wide statements, provide both long-term and short-term financial information. The City uses an internal service fund to report activities that provide services for the City's other programs and activities. The City's internal service fund is its Equipment Fund that manages the City's fleet of vehicles and equipment. The Equipment Fund has been included within the governmental activities in the government-wide financial statements.
- *Fiduciary funds.* These funds are used to account for the collection and disbursement of resources, primarily taxes, for the benefit of parties outside the City. The City is responsible for ensuring that the assets reported in the fiduciary funds are used for their intended purposes. The City's fiduciary balances and activities are reported in the Statement of Fiduciary Net Position and Statement of Changes in Fiduciary Net Position. We exclude these activities from the City's government-wide financial statements because the City cannot use these assets to finance its operations.

FINANCIAL ANALYSIS OF THE CITY AS A WHOLE

Net position

Total net position at the end of the fiscal year was \$13,937,243. However, \$11,339,147 of this total is invested in capital assets and \$778,051 is restricted for various purposes. Consequently, the City has unrestricted net position of \$1,820,045.

Condensed financial information
Net position

	<u>2024</u>	<u>2023</u>
Current and other assets	\$ 4,005,129	\$ 4,407,810
Capital assets	<u>11,339,147</u>	<u>10,545,796</u>
Total assets	<u>15,344,276</u>	<u>14,953,606</u>
Deferred outflows of resources	<u>461,160</u>	<u>501,990</u>
Current and other liabilities	<u>1,850,344</u>	<u>1,728,871</u>
Deferred inflows of resources	<u>17,849</u>	<u>99,607</u>
Net position:		
Investment in capital assets	<u>11,339,147</u>	<u>10,545,796</u>
Restricted	<u>778,051</u>	<u>506,559</u>
Unrestricted	<u>1,820,045</u>	<u>2,574,763</u>
Total net position	<u>\$ 13,937,243</u>	<u>\$ 13,627,118</u>

Changes in net position

The City's total revenues for the current fiscal year amounted to \$4,757,464, compared to \$4,557,974 in the prior year. Approximately 61 percent of the City's revenues comes from property taxes. About 14 percent of the City's revenues comes from charges for services and 13 percent comes from operating grants. State shared revenue represents only 3 percent of the City's total revenues.

Item 8A.

City of the Village of Douglas

MANAGEMENT'S DISCUSSION AND ANALYSIS (Continued)

Condensed financial information
Changes in net position

	<u>2024</u>	<u>2023</u>
Program revenues:		
Charges for services	\$ 662,242	\$ 481,767
Operating grants and contributions	626,571	668,732
Capital grants and contributions	50,922	393,189
General revenues:		
Property taxes	2,877,045	2,597,229
State shared revenue	155,745	153,977
Excise tax	118,937	104,255
Investment income	200,759	97,031
Local community stabilization revenue	49,108	44,374
Other	<u>16,135</u>	<u>17,420</u>
Total revenues	<u>4,757,464</u>	<u>4,557,974</u>
Expenses:		
General government	1,040,800	902,656
Public safety	882,029	810,025
Public works	1,883,652	1,959,088
Community and economic development	334,552	307,052
Recreation and culture	<u>306,306</u>	<u>254,364</u>
Total expenses	<u>4,447,339</u>	<u>4,233,185</u>
Changes in net position	<u>310,125</u>	<u>324,789</u>
Net position, end of year	<u>\$ 13,937,243</u>	<u>\$ 13,627,118</u>

Governmental activities

Governmental activities increased the City's net position by \$310,125 in the current year compared to a \$324,789 increase in the prior year. The increase in net position was lower this year as expenses increased by \$214,154 while revenues only increased by \$199,490.

Revenues increased primarily due to a \$279,816 increase in property taxes, as taxable values continue to increase, and a \$103,728 increase in investment income, as yields increased in the current year. These increases were offset by a reduction in capital grants, which were \$342,267 higher in the prior year.

Expenses increased primarily due to inflationary increases and higher personnel costs.

The total cost of governmental activities this year was \$4,447,339. After subtracting the direct charges to those who directly benefited from the programs (\$662,242), operating grants (\$626,571), and capital grants (\$50,922), the "public benefit" portion covered by property taxes, state shared revenue, and other general revenues was \$3,107,604.

-9-

34

FINANCIAL ANALYSIS OF THE CITY'S FUNDS

As of the end of the current fiscal year, the City's governmental funds reported combined ending fund balances of \$2,634,292, a decrease of \$388,086 in comparison to the prior year.

The General Fund is the primary operating fund of the City. At the end of the fiscal year, its fund balance was \$1,520,407, which represents a decrease of \$747,413, as revenues (\$3,811,351) were not sufficient to cover expenditures (\$4,427,014) and net other financing uses (\$131,750) during the current year. Substantial capital outlay expenditures, in the amount of \$1,675,458, were the primary cause of the decrease in fund balance.

General Fund budgetary highlights

The City amended the General Fund budget during the year to account for previously unanticipated revenues and expenditures and to reallocate appropriations among activities.

The City amended its revenue budget to increase total revenues by \$161,257 to reflect changes that occurred over the course of the year. The largest change related to investment return and rentals which were increased by \$230,872. The City also amended its appropriations during the current year so that total budgeted expenditures were increased by \$1,600,562. Capital outlay expenditures were increased by \$1,505,011 to account for capital improvements that were not anticipated in the original budget.

Total actual revenues were \$37,120 more than budgeted, primarily due to charges for services which exceeded the budget by \$39,462. Total expenditures were \$207,821 less than the amounts appropriated. These variances resulted in a \$244,941 positive budget variance, due to a \$747,413 decrease in fund balance compared to a budgeted decrease of \$992,354.

CAPITAL ASSETS AND DEBT ADMINISTRATION

Capital assets

The City's investment in capital assets as of June 30, 2024, amounts to \$11,339,147 (net of accumulated depreciation). This investment includes a broad range of assets, including land, buildings, equipment, and infrastructure. This amount represents a net increase of \$793,351, comprised of \$1,864,265 in additions offset by \$1,034,576 in provisions for depreciation and \$36,338 net book value of asset dispositions.

This year's major capital asset additions included:

- 415 Wiley building improvements were made at a cost of \$1,512,298
- Park equipment purchases and improvements amounted to \$131,392
- Non-motorized trail improvements were made at a cost of \$146,520
- DPW equipment was acquired for \$140,680

More detailed information about the City's capital assets is presented in Note 5 of the notes to the basic financial statements.

City of the Village of Douglas**MANAGEMENT'S DISCUSSION AND ANALYSIS (Continued)****Debt**

At year end, the City had no outstanding long-term debt.

Other noncurrent liabilities of the City include accrued compensated absences, in the amount of \$139,662, and a net pension liability, associated with its defined benefit pension plan, in the amount of \$913,812.

More detailed information about the City's long-term liabilities is presented in Note 7 of the notes to the basic financial statements.

ECONOMIC FACTORS AND NEXT YEAR'S BUDGETS AND RATES

The City's 2024-2025 fiscal year budget does not anticipate significant changes in the amounts or composition of its major revenue sources. The City has budgeted expenditures for the upcoming year at amounts sufficient to support its ongoing programs and activities, while maintaining the current levels of its resources.

CONTACTING THE CITY'S FINANCIAL MANAGEMENT

This financial report is designed to provide a general overview of the City's finances to its citizens, customers, investors, and creditors and to demonstrate the City's accountability for the resources it receives. Questions regarding any information provided in this report or requests for additional financial information should be addressed to:

City of the Village of Douglas
Jennifer Tien, City Treasurer
86 West Center Street
Douglas, MI 49406

Phone: (269) 857-1438

BASIC FINANCIAL STATEMENTS

City of the Village of Douglas

STATEMENT OF NET POSITION

June 30, 2024

	<i>Primary government</i>	<i>Component units</i>		
	<i>Governmental activities</i>	<i>Downtown Development Authority</i>	<i>Kalamazoo Lake Harbor Authority</i>	<i>Brownfield Redevelopment Authority</i>
ASSETS				
Current assets:				
Cash	\$ 987,961	\$ -	\$ -	\$ -
Investments	2,750,402	-	-	-
Receivables	110,078	-	-	-
Due from primary government	-	67,042	4,362	116,646
Prepays	57,776	-	-	-
Total current assets	<u>3,906,217</u>	<u>67,042</u>	<u>4,362</u>	<u>116,646</u>
Noncurrent assets:				
Receivables	98,912	-	-	-
Capital assets not being depreciated	761,348	-	-	-
Capital assets, net of accumulated depreciation	10,577,799	-	-	-
Total noncurrent assets	<u>11,438,059</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total assets	<u>15,344,276</u>	<u>67,042</u>	<u>4,362</u>	<u>116,646</u>
DEFERRED OUTFLOWS OF RESOURCES				
Deferred pension amounts	461,160	-	-	-
LIABILITIES				
Current liabilities:				
Payables	200,709	1,300	-	3,025
Due to component units	188,050	-	-	-
Escrows	408,111	-	-	-
Total current liabilities	<u>796,870</u>	<u>1,300</u>	<u>-</u>	<u>3,025</u>
Noncurrent liabilities:				
Compensated absences	139,662	-	-	-
Net pension liability	913,812	-	-	-
Total noncurrent liabilities	<u>1,053,474</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total liabilities	<u>1,850,344</u>	<u>1,300</u>	<u>-</u>	<u>3,025</u>
DEFERRED INFLOWS OF RESOURCES				
Deferred pension amounts	8,249	-	-	-
Lease revenue	9,600	-	-	-
Total deferred inflows of resources	<u>17,849</u>	<u>-</u>	<u>-</u>	<u>-</u>
NET POSITION				
Investment in capital assets	11,339,147	-	-	-
Restricted for:				
Public works	533,519	-	-	-
Recreation and culture	36,146	-	-	-
Capital improvements	208,386	-	-	-
Unrestricted	1,820,045	65,742	4,362	113,621
Total net position	<u>\$ 13,937,243</u>	<u>\$ 65,742</u>	<u>\$ 4,362</u>	<u>\$ 113,621</u>

See notes to financial statements

City of the Village of Douglas
STATEMENT OF ACTIVITIES
 Year ended June 30, 2024

	<u>Program revenues</u>				<u>Net (expenses) revenues and changes in net position</u>		
	<u>Expenses</u>	<u>Charges for services</u>	<u>Operating grants and contributions</u>	<u>Capital grants and contributions</u>	<u>Primary government</u>	<u>Component units</u>	
					<u>Totals</u>	<u>Downtown Development Authority</u>	<u>Kalamazoo Lake Harbor Authority</u>
Functions/Programs							
Primary government							
Governmental activities:							
General government	\$ 1,040,800	\$ 254,952	\$ -	\$ -	\$ (785,848)		
Public safety	882,029	63,846	15,525	-	(802,658)		
Public works	1,883,652	141,656	611,046	1,221	(1,129,729)		
Community and economic development	334,552	108,843	-	-	(225,709)		
Recreation and culture	306,306	92,945	-	49,701	(163,660)		
Total governmental activities	4,447,339	662,242	626,571	50,922	(3,107,604)		
Component units							
Downtown Development Authority	99,537	-	15,798	-	\$ (83,739)	\$ -	\$ -
Kalamazoo Lake Harbor Authority	-	-	-	-	-	-	-
Brownfield Redevelopment	94,275	-	169,011	-	-	-	74,736
Total component units	\$ 193,812	\$ -	\$ 184,809	\$ -	(83,739)	-	74,736
General revenues:							
Property taxes					2,877,045	50,004	-
State shared revenue					155,745	-	-
Excise taxes					118,937	-	-
Local community stabilization revenue					49,108	-	-
Franchise fees					16,135	-	-
Unrestricted investment return					200,759	4,223	217
Totals					3,417,729	54,227	217
Changes in net position					310,125	(29,512)	217
Net position - beginning					13,627,118	95,254	4,145
Net position - ending					\$ 13,937,243	\$ 65,742	\$ 4,362

See notes to financial statements
 -13-

City of the Village of Douglas

BALANCE SHEET - governmental funds

June 30, 2024

	<u>General</u>	<u>Nonmajor funds</u>	<u>Total governmental funds</u>
ASSETS			
Cash	\$ 759,123	\$ -	\$ 759,123
Investments	2,750,402	-	2,750,402
Receivables	143,629	65,361	208,990
Due from other funds	-	1,086,627	1,086,627
Prepays	56,268	1,508	57,776
	<u>\$ 3,709,422</u>	<u>\$ 1,153,496</u>	<u>\$ 4,862,918</u>
LIABILITIES AND FUND BALANCES			
Liabilities:			
Payables	\$ 157,768	\$ 39,611	\$ 197,379
Due to other funds	1,320,683	-	1,320,683
Due to component units	188,050	-	188,050
Escrows	408,111	-	408,111
	<u>2,074,612</u>	<u>39,611</u>	<u>2,114,223</u>
Deferred inflows of resources:			
Unavailable special assessments	104,803	-	104,803
Unavailable lease revenue	9,600	-	9,600
	<u>114,403</u>	<u>-</u>	<u>114,403</u>
Fund balances:			
Nonspendable - prepaids	56,268	1,508	57,776
Restricted for:			
Public works	-	532,011	532,011
Recreation and culture	36,146	-	36,146
Capital improvements	-	208,386	208,386
Committed for recreation and culture	-	136,995	136,995
Assigned for:			
Public works	124,019	-	124,019
Capital improvements	-	234,985	234,985
Unassigned	1,303,974	-	1,303,974
	<u>1,520,407</u>	<u>1,113,885</u>	<u>2,634,292</u>
Total liabilities and fund balances	<u>\$ 3,709,422</u>	<u>\$ 1,153,496</u>	<u>\$ 4,862,918</u>

Reconciliation of the balance sheet to the statement of net position:

Total fund balance - total governmental funds	\$ 2,634,292
---	--------------

Amounts reported for *governmental activities* in the statement of net position (page 12) are different because:

Capital assets used in <i>governmental activities</i> are not financial resources and, therefore, are not reported in the funds.	10,738,724
--	------------

Other long-term assets, consisting of special assessments, are not available to pay for current-period expenditures and, therefore, are presented as deferred inflows of resources in the funds.	104,803
--	---------

Long-term liabilities, consisting of compensated absences, are not due and payable in the current period and, therefore, are not reported in the funds.	
Compensated absences	(139,662)

Pension-related amounts are not due and payable in the current period or do not represent current financial resources and, therefore, are not reported in the funds:	
Net pension liability	(913,812)
Deferred outflows related to the pension liability	461,160
Deferred inflows related to the pension liability	(8,249)

The assets and liabilities of the internal service fund are included in the <i>governmental activities</i> in the statement of net position.	<u>1,059,987</u>
--	------------------

Net position of <i>governmental activities</i>	<u>\$ 13,937,243</u>
--	----------------------

See notes to financial statements

City of the Village of Douglas

STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND

BALANCES - governmental funds

Year ended June 30, 2024

	<u>General</u>	<u>Nonmajor funds</u>	<u>Total governmental funds</u>
REVENUES			
Property taxes	\$ 2,989,524	\$ -	\$ 2,989,524
Licenses and permits	87,713	-	87,713
Federal grants	-	87,122	87,122
State grants	228,787	421,719	650,506
Contributions from local units	3,710	209,023	212,733
Charges for services	166,960	170,567	337,527
Fines and forfeitures	6,073	-	6,073
Investment return and rentals	231,420	52,270	283,690
Other	97,164	-	97,164
	<u>3,811,351</u>	<u>940,701</u>	<u>4,752,052</u>
Total revenues			
EXPENDITURES			
Current:			
General government	924,215	-	924,215
Public safety	823,489	-	823,489
Public works	494,460	528,853	1,023,313
Community and economic development	324,740	-	324,740
Recreation and culture	184,652	1,205	185,857
Capital outlay	1,675,458	183,066	1,858,524
	<u>4,427,014</u>	<u>713,124</u>	<u>5,140,138</u>
Total expenditures			
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES			
	<u>(615,663)</u>	<u>227,577</u>	<u>(388,086)</u>
OTHER FINANCING SOURCES (USES)			
Transfers in	23,250	155,000	178,250
Transfers out	(155,000)	(23,250)	(178,250)
	<u>(131,750)</u>	<u>131,750</u>	<u>-</u>
Net other financing sources (uses)			
NET CHANGES IN FUND BALANCES			
	(747,413)	359,327	(388,086)
FUND BALANCES - BEGINNING			
	<u>2,267,820</u>	<u>754,558</u>	<u>3,022,378</u>
FUND BALANCES - ENDING			
	<u>\$ 1,520,407</u>	<u>\$ 1,113,885</u>	<u>\$ 2,634,292</u>

See notes to financial statements

City of the Village of Douglas

STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND
BALANCES - governmental funds (Continued)

Year ended June 30, 2024

Reconciliation of the statement of revenues, expenditures, and changes in fund balances to the statement of activities:

Net change in fund balance - total governmental funds (page 15) \$ (388,086)

Amounts reported for *governmental activities* in the statement of activities (page 13) are different because:

Governmental funds report capital outlays as expenditures. However, in the statement of activities, the costs of those assets are allocated over their useful lives and reported as depreciation expense.

Add - asset acquisitions	1,723,585
Deduct - depreciation provision	(874,115)

Some expenses reported in the statement of activities do not require the use of current financial resources and, therefore, are not reported as expenditures in the governmental funds.

Net decrease in compensated absences	2,897
Net increase in net pension liability	(151,059)

Changes in deferred outflows and deferred inflows:

Decrease in deferred inflows of resources related to unavailable revenue	(9,998)
Net increase in deferred outflows of resources related to pension	(49,079)
Net increase in deferred inflows of resources related to pension	75,607

The net activity of the internal service fund are reported with *governmental activities*. (19,627)

Change in net position of *governmental activities* \$ 310,125

See notes to financial statements

City of the Village of Douglas

STATEMENT OF NET POSITION - Proprietary Fund

June 30, 2024

	<i>Governmental activities</i>
	<i>Internal service</i>
ASSETS	
Current assets:	
Cash	\$ 228,838
Due from other funds	<u>234,056</u>
Total current assets	462,894
Noncurrent assets - capital assets, net of depreciation	<u>600,423</u>
Total assets	<u>1,063,317</u>
LIABILITIES	
Current liabilities - payables	<u>3,330</u>
NET POSITION	
Investment in capital assets	600,423
Unrestricted	<u>459,564</u>
Total net position	<u>\$ 1,059,987</u>

See notes to financial statements

City of the Village of Douglas

STATEMENT OF REVENUES, EXPENSES, AND CHANGE IN NET POSITION -

Proprietary Fund

Year ended June 30, 2024

	<i>Governmental activities</i>
	<i>Internal service</i>
OPERATING REVENUES	
Charges for services	\$ 212,196
OPERATING EXPENSES	
Costs of interfund services	86,772
Depreciation	160,461
Total operating expenses	247,233
OPERATING INCOME (LOSS)	(35,037)
NONOPERATING REVENUE	
Gain (loss) on sales of capital assets	(7,802)
Interest revenue	23,212
Net nonoperating revenue	15,410
CHANGE IN NET POSITION	(19,627)
NET POSITION - BEGINNING	1,079,614
NET POSITION - ENDING	\$ 1,059,987

See notes to financial statements

City of the Village of Douglas

STATEMENT OF CASH FLOWS - Proprietary Fund

Year ended June 30, 2024

	Governmental activities
	Internal service
CASH FLOWS FROM OPERATING ACTIVITIES	
Receipts from interfund services provided	\$ 212,196
Payments to suppliers	<u>(106,286)</u>
Net cash provided by operating activities	<u>105,910</u>
CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES	
Increase in due from other funds	<u>(234,056)</u>
CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES	
Proceeds from sales of capital assets	28,536
Acquisition of capital assets	<u>(140,680)</u>
Net cash used in capital and related financing activities	<u>(112,144)</u>
CASH FLOWS FROM INVESTING ACTIVITIES	
Interest received	<u>23,212</u>
NET CHANGE IN CASH	(217,078)
CASH - BEGINNING	<u>445,916</u>
CASH - ENDING	<u><u>\$ 228,838</u></u>
Reconciliation of operating income (loss) to net cash provided by (used in) operating activities:	
Operating income (loss)	\$ (35,037)
Adjustments to reconcile operating income to net cash provided by operating activities:	
Depreciation expense	160,461
Change in assets and liabilities - decrease in payables	<u>(19,514)</u>
Net cash provided by (used in) operating activities	<u><u>\$ 105,910</u></u>

See notes to financial statements

STATEMENT OF FIDUCIARY NET POSITION - *custodial funds*

June 30, 2024

	<u>Tax Collection</u>
ASSETS	
Cash	\$ -
LIABILITIES	
Due to others	-
NET POSITION	
Due to other entities	<u>\$ -</u>

See notes to financial statements

STATEMENT OF CHANGES IN FIDUCIARY NET POSITION - *custodial funds*

Year ended June 30, 2024

	<u>Tax Collection</u>
ADDITIONS	
Property taxes collected for other governments	\$ 8,180,205
DEDUCTIONS	
Property taxes distributed to other governments	8,180,205
NET CHANGE IN FIDUCIARY NET POSITION	-
NET POSITION - BEGINNING	<u>-</u>
NET POSITION - ENDING	<u><u>\$ -</u></u>

See notes to financial statements

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The accounting policies of the City of the Village of Douglas, Michigan (the City), conform to accounting principles generally accepted in the United States of America (hereinafter referred to as generally accepted accounting principles) as applicable to governmental units. The following is a summary of the more significant accounting policies.

Reporting entity:

As required by generally accepted accounting principles, these financial statements present the City (the primary government), located in Allegan County, and its component units described below, for which the City is financially accountable. The discretely presented component units are reported in separate columns in the government-wide financial statements to emphasize that they are legally separate from the primary government. Separate financial statements for the component units have not been issued, as management believes that these financial statements, including disclosures, contain complete information so as to constitute a fair presentation of the component units.

Discretely presented component units:

Douglas Downtown Development Authority - The Authority was established, pursuant to Public Act 197 of 1975, as amended, to correct and prevent deterioration and promote economic growth within the downtown district. The Authority is fiscally dependent on the City because the City Council appoints the Authority's governing body and approves its budget. The City is also obligated to provide some of its tax revenues to the Authority, through tax increment financing, which represents a financial burden on the City. Fiscal dependence and the financial burden relationship make the City financially accountable for the Authority and require the City to report it in its financial statements.

Kalamazoo Lake Harbor Authority - The Authority was established pursuant to Public Act 94 of 2008, as amended, to obtain funding to maintain the Kalamazoo River harbor. The Authority is included in the reporting entity due to its close relation to, and financial integration with, the City.

Douglas Brownfield Redevelopment Authority:

The Authority was established in 2019 pursuant to Public Act 381 of 1996, as amended, to promote the revitalization of environmentally distressed areas within the City. The Authority is fiscally dependent on the City because the City Council appoints the Authority's governing body and approves its budget. Fiscal dependence makes the City financially accountable for the Authority and requires the City to report the Authority in the City's financial statements.

Government-wide and fund financial statements:

The government-wide financial statements (i.e., the statement of net position and the statement of activities) report information on all of the nonfiduciary activities of the City. The effect of interfund activity has been removed from these statements. Governmental activities, normally supported by taxes and intergovernmental revenues, are reported separately from business-type activities, which rely to a significant extent on fees and charges for support. The City has no business-type activities.

The statement of activities demonstrates the degree to which the direct expenses of a given function are offset by program revenues. Direct expenses are those that are clearly identifiable with a specific function. Program revenues include: (1) charges to customers or applicants who purchase, use, or directly benefit from goods, services, or privileges provided by a given function; and (2) grants and contributions that are restricted to meeting the operational or capital requirements of a particular function. Taxes and other items not properly included among program revenues are reported instead as general revenues.

Separate financial statements are provided for governmental funds, the proprietary fund, and the fiduciary fund, even though the latter is excluded from government-wide financial statements. Major individual governmental funds are reported in separate columns in the fund financial statements.

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)*Measurement focus, basis of accounting, and financial statement presentation:*

The government-wide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting, as are the proprietary fund financial statements. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Property taxes are recognized as revenues in the year for which they are levied. Grants and similar items are recognized as revenues as soon as all eligibility requirements imposed by the provider have been met.

Governmental funds financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available if they are collected within the current period, or soon enough thereafter, to pay liabilities of the current period. For this purpose, the City generally considers revenues to be available if they are expected to be collected within 60 days of the end of the current fiscal period, except for state grants which uses a one-year collection period. For this purpose, the City generally considers property tax revenues to be available if they are expected to be collected within 60 days of the end of the current fiscal period. Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, debt service expenditures, expenditures relating to compensated absences, and claims and judgments are recorded only when payment is due.

Licenses and permits, state grants, contributions from local units, charges for services, and interest associated with the current fiscal period are all considered to be susceptible to accrual and so have been recognized as revenues of the current fiscal period. All other revenue items are considered to be measurable only when cash is received by the City.

The City reports the following major governmental funds:

The General Fund is the City's primary operating fund. It accounts for all financial resources of the City, except those required to be accounted for in another fund. Revenues are primarily derived from property taxes and state shared revenue.

Additionally, the City reports an internal service fund that is used to account for equipment management services provided to other departments of the City on a cost-reimbursement basis.

The City also reports custodial funds which account for assets held by the City in a fiduciary capacity for other governments and entities.

Amounts reported as program revenues include: (1) charges to customers or applicants for goods, services, or privileges provided; (2) operating grants and contributions; and (3) capital grants and contributions. Internally dedicated resources are reported as general revenues rather than as program revenues. Likewise, general revenues include all taxes.

Proprietary funds distinguish operating revenues and expenses from nonoperating items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with a proprietary fund's principal ongoing operations. The principal operating revenues of the proprietary fund are charges for services. Operating expenses for the proprietary fund include the cost of services, administrative expenses, and depreciation on capital assets. All revenues and expenses not meeting this definition are reported as nonoperating revenues and expenses.

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)*Assets, deferred outflows of resources, liabilities, deferred inflows of resources, and equity:*

Cash and investments - Cash is considered to be demand deposits, time deposits, and short-term investments with original maturities of three months or less from the date of acquisition. Investments are reported at fair value, with changes in value recognized in the operating statement of each fund. Realized and unrealized gains and losses are included in investment income.

Receivables - No allowance for uncollectible accounts has been recorded, as the City considers all receivables to be fully collectible.

Prepays - Certain payments to vendors reflect costs applicable to future accounting periods and are recorded as prepays in both the government-wide and fund financial statements.

Capital assets - Capital assets, which include property, equipment, and infrastructure assets (e.g., streets and sewer and water lines), are reported in the government-wide financial statements. Capital assets are defined by the City as assets with an initial, individual cost of more than \$3,000 (\$10,000 for infrastructure assets) and an estimated useful life in excess of three years. Such assets are recorded at historical cost or estimated historical cost if purchased or constructed. Donated capital assets are recorded at acquisition value as of the date received. Governments can elect to account for infrastructure assets either retroactively to June 15, 1980, or prospectively. The City has elected to account for infrastructure assets prospectively, beginning July 1, 2003.

Capital assets are depreciated using the straight-line method over the following useful lives:

Buildings	40 years
Improvements	10 - 15 years
Machinery and equipment	3 - 10 years
Infrastructure	10 - 40 years

Deferred outflows of resources - The statement of net position includes a separate section for deferred outflows of resources. This separate financial statement element reflects a decrease in net position that applies to a future period. The related expense will not be recognized until a future event occurs. The City reports deferred amounts relating to the defined benefit pension plan, associated with changes in expected and actual investment returns, assumptions, and benefits, which are discussed in Note 9. No deferred outflows of resources affect the governmental funds financial statements.

Compensated absences - It is the City's policy to permit employees to accumulate earned but unused sick and vacation pay benefits. A liability for unpaid accumulated vacation and sick leave has been recorded for the portion due to employees upon separation from service with the City. Vested compensated absences are accrued when earned in the government-wide and proprietary fund financial statements. A liability for these amounts is reported in governmental funds only for employee terminations as of year end.

Pension - For purposes of measuring the net pension liability, deferred outflows of resources, deferred inflows of resources related to pensions, and pension expense, information about the fiduciary net position of the pension plan and additions to/deductions from the pension plan's fiduciary net position have been determined on the same basis as they are reported by the pension plan. For this purpose, benefit payments (including refunds of employee contributions) are recognized when due and payable in accordance with the benefit terms. Investments are reported at fair value.

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Assets, deferred outflows of resources, liabilities, deferred inflows of resources, and equity (continued):

Deferred inflows of resources - The statement of net position includes a separate section for deferred inflows of resources. This separate financial statement element reflects an increase in equity that applies to a future period. The related revenues will not be recognized until a future event occurs. The City has two items, which arise under the modified accrual basis of accounting, that qualify for reporting in this category. The items represent unavailable revenue, which is reported in the governmental funds balance sheet. The governmental funds report unavailable revenues from special assessments and a lease. These amounts are deferred and recognized as inflows of resources in the period that the revenues become available. The City also reports deferred amounts relating to the defined benefit pension plan, associated with changes in expected and actual investment returns, assumptions, and benefits, which are discussed in Note 9.

Net position - Net position represents the difference between assets and deferred outflows of resources, and liabilities and deferred inflows of resources. The City reports three categories of net position, as follows: (1) *Investment in capital assets* consists of net capital assets and related deferred outflows of resources reduced by outstanding balances of any related debt obligations attributable to the acquisition, construction, or improvement of those assets; (2) *Restricted net position* is considered restricted if its use is constrained to a particular purpose. Restrictions are imposed by external organizations, such as federal or state laws or donors. Restricted net position is reduced by liabilities related to the restricted assets; (3) *Unrestricted net position* consists of all other net position that does not meet the definition of the above components and is available for general use by the City.

Net position flow assumption - Sometimes, the City will fund outlays for a particular purpose from both restricted (e.g., restricted bond or grant proceeds) and unrestricted resources. In order to calculate the amounts to report as restricted - net position and unrestricted - net position in the government-wide financial statements, a flow assumption must be made about the order in which the resources are considered to be applied. It is the City's policy to consider restricted - net position to have been depleted before unrestricted - net position is applied.

Fund equity - Governmental funds report nonspendable fund balance for amounts that cannot be spent because they are not in spendable form (prepaids). Restricted fund balance is reported when externally imposed constraints are placed on the use of resources by grantors, contributors, or laws and regulations of other governments. Committed fund balance is reported for amounts that can only be used for specific purposes pursuant to constraints imposed by formal action of the City Council. A formal resolution of the City Council is required to establish, modify, or rescind a fund balance commitment. The City reports assigned fund balance for amounts that are constrained by the City's intent to be used for specific purposes but are neither restricted nor committed. The City Council has delegated the authority to assign fund balance to management, per the City's fund balance resolution. Unassigned fund balance is the residual classification for all other amounts. When the City incurs an expenditure for purposes for which various fund balance classifications can be used, it is the City's policy to use the restricted fund balance first, then committed, assigned, and, finally, unassigned fund balance. The City Council has adopted a minimum fund balance policy in which the total fund balance of the General Fund (excluding any restricted balances) will be equal to at least 25 percent of the current year General Fund expenditures. If the General Fund balance falls below the minimum range, the City will replenish shortages or deficiencies using budget strategies and timeframes as detailed in the policy.

Property tax revenue recognition - Property taxes are levied as of July 1 on property values assessed as of December 31 of the prior year. The billings are due on or before September 14, at which time the bill becomes delinquent and penalties and interest may be assessed by the City. Property tax revenue is recognized in the year for which taxes have been levied and become available. The City levy date is July 1, and, accordingly, the total levy is recognized as revenue in the current year.

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Use of estimates - The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the period. Accordingly, actual results could vary from those estimates.

NOTE 2 - STEWARDSHIP, COMPLIANCE, AND ACCOUNTABILITY

Budgetary information - Annual budgets are adopted on a basis consistent with generally accepted accounting principles for the general and special revenue funds. The budget document presents information by fund, function, department, and line-item. The legal level of budgetary control adopted by the governing body is the activity level. All annual appropriations lapse at the end of the fiscal year.

Excess of expenditures over appropriations - The following schedule sets forth reportable budget variances:

<u>Fund</u>	<u>Function</u>	<u>Activity</u>	<u>Final budget</u>	<u>Actual</u>	<u>Variance</u>
General	General government	Treasurer and Clerk	\$ 322,115	\$ 335,922	\$ 13,807
	Public safety	Police department	763,607	772,889	9,282

NOTE 3 - CASH AND INVESTMENTS

At June 30, 2024, cash and investments are classified in the accompanying financial statements as follows:

	<u>Primary government</u>			<u>Totals</u>
	<u>Governmental activities</u>	<u>Custodial funds</u>	<u>Component units</u>	
Statement of net position:				
Cash	\$ 987,961	\$ -	\$ -	\$ 987,961
Investments	2,750,402	-	-	2,750,402
Totals	<u>\$ 3,738,363</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 3,738,363</u>

At June 30, 2024, cash and investments consist of the following:

Cash on hand	\$ 275
Deposits with financial institutions	987,686
Investments	<u>2,750,402</u>
Total	<u>\$ 3,738,363</u>

NOTE 3 - CASH AND INVESTMENTS (Continued)

Deposits - Michigan Compiled Laws, Section 129.91 (Public Act 20 of 1943, as amended) and the City’s investment policy authorize the City to make deposits in the accounts of federally insured banks, credit unions, and savings and loan associations that have an office in Michigan. The City’s deposits are in accordance with statutory authority.

Custodial credit risk for deposits is the risk that, in the event of the failure of a financial institution, the City will not be able to recover its deposits. The City’s investment policy does not specifically address custodial credit risk for deposits. As of June 30, 2024, \$279,205 of the City’s bank balances of \$1,034,144 was exposed to custodial credit risk because it was uninsured and uncollateralized. The City maintains individual and pooled bank accounts for all of its funds and its component units. Due to the use of pooled deposits, it is not practicable to allocate insured and uninsured portions of certain bank balances between the primary government and the component units.

Investments - State statutes and the City’s investment policy authorize the City to invest in a) obligations of the U.S. Treasury, agencies, and instrumentalities; b) commercial paper rated within the two highest rate classifications, which mature not more than 270 days after the date of purchase; c) repurchase agreements, collateralized by U.S. governmental securities; d) bankers’ acceptances; e) mutual funds composed of otherwise legal investments; and f) investment pools organized under the local government investment pool act. The City’s investments are summarized as follows:

<i>Investment</i>	<i>Fair value</i>	<i>Maturity</i>	<i>Rating</i>	<i>Source</i>
Michigan CLASS investment pool	\$ 1,524,089	N/A	AAAm	S&P
U.S. government agency securities:				
Federal Home Loan Bank bonds	376,849	2026	AAA	Moody
Federal Farm Credit Bank bonds	288,017	2025-2029	AAA	Moody
Federal Home Loan Mortgage Corp bonds	471,864	2025	AAA	Moody
Michigan municipal bonds:				
Pickney Michigan Community Schools bonds	<u>89,583</u>	2028	Aa1	Moody
	<u>\$ 2,750,402</u>			

Fair value measurement - The City categorizes its fair value measurements of investments within the fair value hierarchy established by generally accepted accounting principles. The hierarchy is based on the valuation inputs used to measure the fair value of the assets. Level 1 inputs are quoted prices in active markets for identical assets; Level 2 inputs are significant other observable inputs; Level 3 inputs are significant unobservable inputs. The U.S. government agency securities were valued using observable fair values of similar assets (Level 2). The Michigan CLASS Fund was measured at net asset value (or its equivalent) as a practical expedient, and, accordingly, has not been classified in the fair value hierarchy.

Investments in entities that calculate net asset value per share - The City holds shares in an investment pool where the fair value of the investment is measured on a recurring basis using net asset value per share of the investment pool as a practical expedient. At June 30, 2024, the fair value, unfunded commitments, and redemption rules of that investment are as follows:

	<i>Michigan CLASS</i>
Fair value at June 30, 2024	\$ 1,524,089
Unfunded commitments	none
Redemption frequency	n/a
Notice period	none

NOTE 3 - CASH AND INVESTMENTS (Continued)

The Michigan CLASS investment pool invests in U.S. Treasury obligations, federal agency obligations of the U.S. government, high-grade commercial paper (rated 'A-1' or better), collateralized bank deposits, repurchase agreements (collateralized at 102% by treasury agencies), and approved money market funds. The program is designed to meet the needs of Michigan public sector investors. The pool purchases securities that are legally permissible under state statutes and are available for investment by Michigan counties, cities, townships, school districts, authorities, and other public agencies.

The City’s investments are subject to several types of risk, which are discussed below:

Custodial credit risk - Custodial credit risk for investments is the risk that, in the event of the failure of the counterparty (e.g., broker-dealer) to a transaction, the City will not be able to recover the value of its investment or collateral securities that are in the possession of an outside party. State law does not require, and the City’s investment policy does not contain, requirements that would limit the exposure to custodial credit risk for investments. At year end, all of the U.S. government agency securities were uninsured and unregistered and held by the same broker-dealer (counterparty) that purchased the securities for the City.

Credit risk - Credit risk is the risk that an issuer of an investment will not fulfill its obligation to the holder of the investment. This risk is measured by the assignment of a rating by a nationally recognized statistical rating organization. The City’s investment policy does not contain requirements that would limit the exposure to credit risk for investments. The credit quality ratings of the City’s investments are identified above.

Concentration of credit risk - Concentration of credit risk is the risk of loss attributed to the magnitude of the City’s investment in a single issuer. State law and the City’s investment policy place no limitations on the amount that can be invested in any one issuer. The City minimizes concentration of credit risk by diversifying the investment portfolio so that the impact of potential losses from any one type of security of issuer will be minimized. All investments held at year end are reported above.

Interest rate risk - Interest rate risk is the risk that the value of an investment will decrease as a result of an increase in market interest rates. Generally, longer investment maturities generate more sensitivity to changes in an investment’s fair value due to changes in market interest rates. The City’s investment policy has no specific limitations with respect to maturities of investments. The maturities of the City’s investments are identified above.

NOTE 4 - RECEIVABLES

Receivables as of June 30, 2024, for the City’s individual major funds and nonmajor funds, in the aggregate, all of which are considered fully collectible, were as follows:

<u>Fund</u>	<u>Accounts</u>	<u>Assessments</u>	<u>Lease</u>	<u>Intergovern- mental</u>	<u>Totals</u>
Primary government:					
Governmental:					
General	\$ 3,905	\$ 104,803	\$ 9,600	\$ 25,321	\$ 143,629
Nonmajor	-	-	-	65,361	65,361
Total governmental	<u>\$ 3,905</u>	<u>\$ 104,803</u>	<u>\$ 9,600</u>	<u>\$ 90,682</u>	<u>\$ 208,990</u>
Noncurrent portion	<u>\$ -</u>	<u>\$ 98,912</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 98,912</u>

NOTES TO FINANCIAL STATEMENTS (Continued)**NOTE 5 - CAPITAL ASSETS**

Capital asset activity for the year ended June 30, 2024, was as follows:

	<u>Beginning balance</u>	<u>Increases</u>	<u>Decreases</u>	<u>Ending balance</u>
Governmental activities:				
Capital assets not being depreciated:				
Land	\$ 728,796	\$ -	\$ -	\$ 728,796
Construction in progress	<u>140,553</u>	<u>13,522</u>	<u>(121,523)</u>	<u>32,552</u>
Subtotal	<u>869,349</u>	<u>13,522</u>	<u>(121,523)</u>	<u>761,348</u>
Capital assets being depreciated:				
Buildings	1,805,805	1,521,542	-	3,327,347
Improvements	2,710,871	34,640	-	2,745,511
Machinery and equipment	2,160,350	381,194	(132,219)	2,409,325
Infrastructure	<u>14,504,298</u>	<u>34,890</u>	<u>-</u>	<u>14,539,188</u>
Subtotal	<u>21,181,324</u>	<u>1,972,266</u>	<u>(132,219)</u>	<u>23,021,371</u>
Less accumulated depreciation for:				
Buildings	(694,276)	(83,513)	-	(777,789)
Improvements	(926,148)	(159,177)	-	(1,085,325)
Machinery and equipment	(1,100,489)	(233,488)	95,881	(1,238,096)
Infrastructure	<u>(8,783,964)</u>	<u>(558,398)</u>	<u>-</u>	<u>(9,342,362)</u>
Subtotal	<u>(11,504,877)</u>	<u>(1,034,576)</u>	<u>95,881</u>	<u>(12,443,572)</u>
Total capital assets being depreciated	<u>9,676,447</u>	<u>937,690</u>	<u>(36,338)</u>	<u>10,577,799</u>
Governmental activities capital assets, net	<u>\$ 10,545,796</u>	<u>\$ 951,212</u>	<u>\$ (157,861)</u>	<u>\$ 11,339,147</u>

Depreciation expense was charged to the City's governmental functions as follows:

Governmental activities:	
General government	\$ 74,539
Public safety	4,844
Public works	684,909
Recreation and culture	109,823
Depreciation on internal service fund assets	<u>160,461</u>
Total governmental activities	<u>\$ 1,034,576</u>

NOTE 6 - PAYABLES

Payables as of June 30, 2024, for the City’s individual major funds, nonmajor funds, and component units were as follows:

<u>Fund</u>	<u>Accounts</u>	<u>Payroll</u>	<u>Totals</u>
Primary government:			
Governmental:			
General	\$ 140,490	\$ 17,278	\$ 157,768
Nonmajor	<u>37,193</u>	<u>2,418</u>	<u>39,611</u>
Total governmental	<u>\$ 177,683</u>	<u>\$ 19,696</u>	<u>\$ 197,379</u>
Internal Service - equipment	<u>\$ 3,330</u>	<u>\$ -</u>	<u>\$ 3,330</u>
Component units:			
Downtown Development Authority			
	<u>\$ 1,300</u>	<u>\$ -</u>	<u>\$ 1,300</u>
Brownfield Redevelopment Authority			
	<u>\$ 3,025</u>	<u>\$ -</u>	<u>\$ 3,025</u>

NOTE 7 - LONG-TERM LIABILITIES

At June 30, 2024, long-term liabilities consist of compensated absences in the amount of \$139,662.

Long-term liability activity for the year ended June 30, 2024, was as follows:

	<u>Beginning balance</u>	<u>Net Change</u>	<u>Ending balance</u>
Governmental activities:			
Compensated absences	<u>\$ 142,559</u>	<u>\$ (2,897)</u>	<u>\$ 139,662</u>

NOTE 8 - LEASE

The City is the lessor of the property at 137 W. Center. The lease was entered into on December 7, 2021, with a commencement date of March 1, 2022, for a term of 3 years. At the end of that term the lessee shall have the option to purchase the property. During the year ended June 30, 2024, the City received lease revenues of \$14,400.

NOTE 9 - DEFINED BENEFIT PENSION PLAN

Plan description:

The City participates in the Municipal Employees’ Retirement System of Michigan (MERS). MERS is an agent multiple-employer, statewide public employee pension plan established by the Michigan Legislature under Public Act 135 of 1945 and administered by a nine-member Retirement Board. MERS issues a publicly-available financial report that includes financial statements and required supplementary information. This report may be obtained by accessing the MERS website at www.mersofmich.com.

Benefits provided:

The City’s defined benefit pension plan provides certain retirement, disability, and death benefits to plan members and beneficiaries and covers all full-time employees at the City. Retirement benefits for eligible employees vary by division/bargaining unit and are calculated as 2.0% to 2.25% of the employee’s five-year final average compensation times the employee’s years of service, with a maximum of 80% of final average compensation. Normal retirement age is 60, with early retirement at a reduced benefit at age 50, with 25 years of service, or age 55, with 15 years of service. Deferred retirement benefits vest after six years of credited service but are not paid until the date retirement would have occurred had the member remained an employee. Employees in the police/fire division of the plan are required to contribute 1.8% of their compensation to the plan. An employee who leaves service may withdraw their contributions, plus any accumulated interest. Benefit terms, within the parameters of MERS, are established and amended by the authority of the City Council.

Employees covered by benefit terms:

At the December 31, 2023, measurement date, the following employees were covered by the benefit terms:

Inactive employees or beneficiaries currently receiving benefits	22
Inactive employees entitled to but not yet receiving benefits	15
Active employees	<u>16</u>
 Total	 <u><u>53</u></u>

Contributions:

The City is required to contribute amounts at least equal to an actuarially determined rate, as established by the MERS Retirement Board. The actuarially determined rate is the estimated amount necessary to finance the cost of benefits earned by employees during the year, with an additional amount to finance any unfunded accrued liability. For the fiscal year ended June 30, 2024, City contributions ranged from 10.23% to 22.65% of covered payroll. Currently, employee contributions range from 0% to 1.8% of payroll. For the fiscal year ended June 30, 2024, the City contributed \$131,814 to the plan, and employees contributed \$5,586.

Net pension liability:

The City’s net pension liability reported at June 30, 2024, was determined using a measurement of the total pension liability and the pension net position as of December 31, 2023. The total pension liability was determined by an actuarial valuation as of that date.

Actuarial assumptions:

The total pension liability in the December 31, 2023, actuarial valuation was determined using the following actuarial assumptions:

Inflation	2.50%	
Salary increases	3.00%	in the long term
Investment rate of return	7.18%	gross of investment expenses, including inflation

NOTE 9 - DEFINED BENEFIT PENSION PLAN (Continued)

Mortality rates were based on a 50 percent male, 50 percent female blend of the Pub-2010 fully generational MP-2019 scale.

The actuarial assumptions used in the December 31, 2023, valuation were based on the results of the actuarial experience studies covering 2014-2018 and dated 2020.

Assumption changes:

The beginning of year total pension liability was calculated based on a discount rate of 7.25 percent, and the end of year total pension liability was based on a discount rate of 7.18 percent.

The long-term expected rate of return on pension plan investments was determined using a model method in which the best-estimate ranges of expected future real rates of return (expected returns, net of investment and administrative expenses, and inflation) are developed for each major asset class. These ranges are combined to produce the long-term expected rate of return by weighting the expected future real rates of return by the target asset allocation percentage and by adding expected inflation. The target allocation and best estimates of arithmetic real rates of return for each major asset class are summarized in the following schedule:

<u>Asset class</u>	<u>Target allocation</u>	<u>Long-term expected real rate of return</u>	<u>Expected money-weighted rate of return</u>
Global equity	60.00%	4.50%	2.70%
Global fixed income	20.00%	2.00%	0.40%
Private investments	<u>20.00%</u>	7.00%	1.40%
	<u>100.00%</u>		
Inflation			2.50%
Administrative expenses			<u>0.18%</u>
Investment rate of return			<u>7.18%</u>

Discount rate:

The discount rate used to measure the total pension liability is 7.18% for 2023. The projection of cash flows used to determine the discount rate assumes that employer contributions will be made at the actuarially determined rates for employers. Based on these assumptions, the pension plan's fiduciary net position was projected to be available to pay all projected future benefit payments of current active and inactive employees. Therefore, the long-term expected rate of return on pension plan investments was applied to all periods of projected benefit payments to determine the total pension liability.

NOTE 9 - DEFINED BENEFIT PENSION PLAN (Continued)

Changes in the net pension liability:

	<i>Increase (decrease)</i>		
	<i>Total pension liability</i>	<i>Plan fiduciary net position</i>	<i>Net pension liability</i>
	<i>(a)</i>	<i>(b)</i>	<i>(a) - (b)</i>
Balances at December 31, 2022	\$ 4,893,128	\$ 4,130,375	\$ 762,753
Changes for the year:			
Service cost	112,435	-	112,435
Interest	350,395	-	350,395
Differences between expected actual experience	238,467	-	238,467
Changes in assumptions	42,857	-	42,857
Employer contributions	-	131,246	(131,246)
Employee contributions	-	5,052	(5,052)
Net investment income	-	466,503	(466,503)
Benefit payments, including refunds	(232,635)	(232,635)	-
Administrative expenses	-	(9,706)	9,706
Net changes	<u>511,519</u>	<u>360,460</u>	<u>151,059</u>
Balances at December 31, 2023	<u>\$ 5,404,647</u>	<u>\$ 4,490,835</u>	<u>\$ 913,812</u>

Sensitivity of the net pension liability to changes in the discount rate:

The following presents the net pension liability of the City, calculated using the discount rate of 7.18%, as well as what the City's net pension liability would be using a discount rate that is 1 percentage point lower (6.18%) or 1 percentage point higher (8.16%) than the current rate.

	<i>1% decrease (6.18%)</i>	<i>Current rate (7.18%)</i>	<i>1% increase (8.18%)</i>
City's net pension liability	<u>\$ 1,593,153</u>	<u>\$ 913,812</u>	<u>\$ 351,150</u>

Pension plan fiduciary net position:

Detailed information about the pension plan's fiduciary net position is available in the separately issued MERS financial report, which can be found at www.mersofmichigan.com. The plan's fiduciary net position has been determined on the same basis used by the plan. The plan uses the economic resources measurement focus and the full accrual basis of accounting. Investments are stated at fair value. Contribution revenue is recorded as contributions are due. Benefit payments are recognized as expense when due and payable in accordance with benefit terms.

NOTE 9 - DEFINED BENEFIT PENSION PLAN (Continued)

Pension expense, deferred outflows of resources, and deferred inflows of resources related to the pension plan:

For the fiscal year ended June 30, 2024, the City recognized pension expense of \$256,306. At June 30, 2024, the City reported deferred outflows of resources and deferred inflows of resources, related to the pension plan, from the following sources:

<u>Source</u>	<u>Deferred outflows of resources</u>	<u>Deferred inflows of resources</u>
Difference between projected and actual earnings	\$ 207,596	\$ -
Difference between expected and actual experience	158,978	8,249
Difference in assumptions	<u>28,571</u>	<u>-</u>
	395,145	8,249
Contributions made subsequent to the measurement date	<u>66,015</u>	<u>-</u>
Total	<u>\$ 461,160</u>	<u>\$ 8,249</u>

The amount reported as deferred outflows of resources resulting from contributions made subsequent to the measurement date, in the amount of \$66,015, will be recognized as a reduction in the net pension liability in fiscal year 2025.

Other amounts reported as deferred outflows of resources and deferred inflows of resources, related to the pension plan, will be recognized in pension expense as follows:

<u>Year ended June 30,</u>	<u>Deferred outflows of resources</u>	<u>Deferred inflows of resources</u>
2025	\$ 113,372	\$ -
2026	160,746	-
2027	121,027	-
2026	<u>-</u>	<u>8,249</u>
Totals	<u>\$ 395,145</u>	<u>\$ 8,249</u>

NOTE 10 - PROPERTY TAX REVENUE

The 2023 taxable valuation of the City amounted to \$221,787,859, on which ad valorem taxes levied consisted of 13.0818 mills for operating purposes raising \$2,870,197 which is recognized in the fund financial statements as property tax revenue.

NOTE 11 - INTERFUND BALANCES AND TRANSFERS

At June 30, 2024, the General Fund owed the nonmajor governmental funds \$1,086,627 because the General Fund was using the cash held by the nonmajor governmental funds to purchase investments. Investment return is appropriately allocated to all funds.

For the year ended June 30, 2024, interfund transfers consisted of the following:

<u>Fund</u>	<u>Transfers in</u>	<u>Fund</u>	<u>Transfers out</u>
General	\$ 23,250	Nonmajor governmental	\$ 23,250
Nonmajor governmental	<u>155,000</u>	General	<u>155,000</u>
Total	<u>\$ 178,250</u>	Total	<u>\$ 178,250</u>

The transfer out of the nonmajor governmental fund to the General Fund represents support for operational costs.

The transfers out of the General Fund to nonmajor governmental funds, represent unrestricted revenues, collected in the General Fund, that were used to support costs accounted for in those funds.

NOTE 12 - JOINT VENTURES AND JOINTLY GOVERNED ORGANIZATION

Kalamazoo Lake Sewer and Water Authority:

The Kalamazoo Lake Sewer and Water Authority is a joint venture of the City, the City of Saugatuck, and the Township of Saugatuck. The Authority’s administrative board consists of five members appointed by each of the three participating units. The Authority was formed to operate, maintain, administer and manage the water and sewerage systems located within the constituent units of government. The City did not provide support to the Authority in fiscal year 2024. Any infrastructure constructed for the City, by the Authority, is recorded as infrastructure on the City’s records. Complete audited financial statements for the Authority can be obtained from their offices. The City has pledged its full faith and credit for its obligation to pay its portion (55.38 percent) of the Authority’s debt service in the event that the Authority is unable to meet its debt service requirements. The Authority’s loan balance at February 28, 2024, was \$2,630,090.

Saugatuck Township Fire District:

The Saugatuck Township Fire District is a joint venture of the City, the City of Saugatuck, and the Township of Saugatuck. The District’s administrative board consists of seven members, one at-large member and two members from each of the three participating units. The budget of the District is approved at a joint meeting of the participating units. The City of the Village of Douglas did not provide support to the District in fiscal year 2024. The City does not retain an ongoing financial interest or responsibility in the District and is unaware of any circumstances that would cause an additional benefit or burden to the participating governments in the near future.

Interurban Transit Authority:

The City, in conjunction with the City of Saugatuck and the Township of Saugatuck, created the Interurban Transit Authority, which is considered a jointly governed organization. The Authority’s administrative board consists of six members, two members appointed by each of the three participating units. The City of the Village of Douglas did not provide support to the Authority in fiscal year 2024. The City does not retain an ongoing financial interest or responsibility in the Authority and is unaware of any circumstances that would cause an additional benefit or burden to the participating governments in the near future.

NOTE 13 - RESTRICTED NET POSITION

In the government-wide statement of net position, the governmental activities report restricted net position, in the amount of \$778,051. Of this amount, \$533,519 is restricted for public works, \$36,146 is restricted for recreation and culture, and \$208,386 is restricted for utility system improvements. Net position is restricted by enabling legislation related to the amounts restricted for public works.

NOTE 14 - RISK MANAGEMENT

The City is exposed to various risks of loss related to general liability, property and casualty, workers' compensation, and employee medical claims. The City has purchased commercial insurance for each of these claims and is neither self-insured, nor participates in a shared-risk pool. For all risks of loss, there have been no significant reductions in insurance coverage from coverage provided in prior years. Also, in the past three years, settlements did not exceed insurance coverage.

NOTE 15 - SUBSEQUENT EVENT

On December 18, 2024, the City issued capital improvements bonds, in the amount of \$3,323,000, to provide moneys that are necessary to pay the cost of constructing improvements for a new City Hall building. The bonds bear an interest rate of 5.35 percent and will be redeemed over the next 20 years with property tax revenues.

REQUIRED SUPPLEMENTARY INFORMATION

City of the Village of Douglas

BUDGETARY COMPARISON SCHEDULE - General Fund

Year ended June 30, 2024

	<i>Original budget</i>	<i>Final budget</i>	<i>Actual</i>	<i>Variance with final budget positive (negative)</i>
REVENUES				
Property taxes	\$ 2,987,233	\$ 2,987,233	\$ 2,989,524	\$ 2,291
Licenses and permits	96,000	96,000	87,713	(8,287)
State grants	217,404	218,154	228,787	10,633
Contributions from local units	183,750	3,710	3,710	-
Charges for services	84,250	127,498	166,960	39,462
Fines and forfeitures	3,500	3,500	6,073	2,573
Investment return and rentals	21,400	252,272	231,420	(20,852)
Other	19,437	85,864	97,164	11,300
	<u>3,612,974</u>	<u>3,774,231</u>	<u>3,811,351</u>	<u>37,120</u>
Total revenues				
EXPENDITURES				
General government:				
City Council	22,376	22,376	14,712	7,664
Manager	182,590	182,590	173,241	9,349
Elections	16,672	16,672	12,129	4,543
Assessor	67,885	67,885	64,670	3,215
Treasurer and Clerk	324,615	322,115	335,922	(13,807)
Building and grounds	164,290	237,499	209,548	27,951
Other	135,500	118,487	113,993	4,494
	<u>913,928</u>	<u>967,624</u>	<u>924,215</u>	<u>43,409</u>
Total general government				
Public safety:				
Police department	731,990	763,607	772,889	(9,282)
Code inspections	65,000	60,000	50,600	9,400
	<u>796,990</u>	<u>823,607</u>	<u>823,489</u>	<u>118</u>
Total public safety				
Public works:				
Department of public works	309,640	310,586	258,654	51,932
Marina	109,700	99,700	85,806	13,894
Brownfield redevelopment	150,000	150,000	150,000	-
	<u>569,340</u>	<u>560,286</u>	<u>494,460</u>	<u>65,826</u>
Total public works				

BUDGETARY COMPARISON SCHEDULE - General Fund (Continued)

Year ended June 30, 2024

	<u>Original budget</u>	<u>Final budget</u>	<u>Actual</u>	<u>Variance with final budget positive (negative)</u>
EXPENDITURES (Continued)				
Community and economic development - planning and zoning	\$ 357,660	\$ 367,114	\$ 324,740	\$ 42,374
Recreation and culture - parks and recreation	172,935	187,773	184,652	3,121
Capital outlay	223,420	1,728,431	1,675,458	52,973
Total expenditures	<u>3,034,273</u>	<u>4,634,835</u>	<u>4,427,014</u>	<u>207,821</u>
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES				
	<u>578,701</u>	<u>(860,604)</u>	<u>(615,663)</u>	<u>244,941</u>
OTHER FINANCING SOURCES (USES)				
Transfers in	23,250	23,250	23,250	-
Transfers out	<u>(342,000)</u>	<u>(155,000)</u>	<u>(155,000)</u>	<u>-</u>
Total other financing uses	<u>(318,750)</u>	<u>(131,750)</u>	<u>(131,750)</u>	<u>-</u>
NET CHANGES IN FUND BALANCES	259,951	(992,354)	(747,413)	244,941
FUND BALANCES - BEGINNING	<u>2,267,820</u>	<u>2,267,820</u>	<u>2,267,820</u>	<u>-</u>
FUND BALANCES - ENDING	<u>\$ 2,527,771</u>	<u>\$ 1,275,466</u>	<u>\$ 1,520,407</u>	<u>\$ 244,941</u>

City of the Village of Douglas

SCHEDULE OF CHANGES IN THE CITY'S NET PENSION LIABILITY AND RELATED RATIOS

Year ended June 30, 2024

	<u>2024</u>	<u>2023</u>	<u>2022</u>	<u>2021</u>	<u>2020</u>	<u>2019</u>	<u>2018</u>	<u>2017</u>	<u>2016</u>	<u>2015</u>
Total pension liability:										
Service cost	\$ 112,435	\$ 93,888	\$ 100,529	\$ 102,655	\$ 90,568	\$ 86,011	\$ 95,463	\$ 99,347	\$ 97,912	\$ 89,824
Interest	350,395	335,137	331,365	306,336	287,550	273,493	281,803	260,000	242,044	225,872
Differences between expected and actual experience	238,467	(24,748)	(177,322)	(22,535)	82,303	(31,671)	(335,248)	51,044	(55,441)	-
Changes in assumptions	42,857	-	186,612	119,962	141,406	-	-	-	158,592	-
Benefit payments, including refunds	(232,635)	(173,536)	(177,181)	(174,886)	(168,120)	(140,686)	(141,647)	(130,190)	(125,185)	(122,245)
Net change in total pension liability	511,519	230,741	264,003	331,532	433,707	187,147	(99,629)	280,201	317,922	193,451
Total pension liability, beginning of year	<u>4,893,128</u>	<u>4,662,387</u>	<u>4,398,384</u>	<u>4,066,852</u>	<u>3,633,145</u>	<u>3,445,998</u>	<u>3,545,627</u>	<u>3,265,426</u>	<u>2,947,504</u>	<u>2,754,053</u>
Total pension liability, end of year	<u>\$5,404,647</u>	<u>\$4,893,128</u>	<u>\$4,662,387</u>	<u>\$4,398,384</u>	<u>\$4,066,852</u>	<u>\$3,633,145</u>	<u>\$3,445,998</u>	<u>\$3,545,627</u>	<u>\$3,265,426</u>	<u>\$2,947,504</u>
Plan fiduciary net position:										
Contributions - employer	\$ 131,246	\$ 139,315	\$ 131,784	\$ 88,722	\$ 96,330	\$ 125,508	\$ 400,500	\$ 332,655	\$ 112,267	\$ 109,204
Contributions - employee	5,052	4,711	4,200	4,336	4,138	5,912	7,122	7,538	7,093	7,240
Net investment income (loss)	466,503	(483,371)	581,455	475,846	455,292	(139,523)	412,837	284,499	(36,439)	143,484
Benefit payments, including refunds	(232,635)	(173,536)	(177,181)	(174,886)	(168,120)	(140,686)	(141,647)	(130,190)	(125,185)	(122,245)
Administrative expenses	(9,706)	(8,628)	(6,669)	(7,510)	(7,847)	(6,860)	(6,514)	(5,570)	(5,280)	(5,280)
Net change in plan fiduciary net position	360,460	(521,509)	533,589	386,508	379,793	(155,649)	672,298	488,932	(47,544)	132,403
Plan fiduciary net position, beginning of year	<u>4,130,375</u>	<u>4,651,884</u>	<u>4,118,295</u>	<u>3,731,787</u>	<u>3,351,994</u>	<u>3,507,643</u>	<u>2,835,345</u>	<u>2,346,413</u>	<u>2,393,957</u>	<u>2,261,554</u>
Plan fiduciary net position, end of year	<u>\$4,490,835</u>	<u>\$4,130,375</u>	<u>\$4,651,884</u>	<u>\$4,118,295</u>	<u>\$3,731,787</u>	<u>\$3,351,994</u>	<u>\$3,507,643</u>	<u>\$2,835,345</u>	<u>\$2,346,413</u>	<u>\$2,393,957</u>
City's net pension (asset) liability, end of year	<u>\$ 913,812</u>	<u>\$ 762,753</u>	<u>\$ 10,503</u>	<u>\$ 280,089</u>	<u>\$ 335,065</u>	<u>\$ 281,151</u>	<u>\$ (61,645)</u>	<u>\$ 710,282</u>	<u>\$ 919,013</u>	<u>\$ 553,547</u>
Plan fiduciary net position as a percent of total pension liability	83.09%	84.41%	99.77%	93.63%	91.76%	92.26%	101.79%	79.97%	71.86%	81.22%
Covered payroll	\$ 933,944	\$ 830,422	\$ 948,054	\$ 945,471	\$ 813,602	\$ 762,993	\$ 884,507	\$ 883,260	\$ 906,913	\$ 853,200
City's net pension (asset) liability as a percentage of covered payroll	97.84%	91.85%	1.11%	29.62%	41.18%	36.85%	-6.97%	80.42%	101.33%	64.88%

City of the Village of Douglas

SCHEDULE OF CITY PENSION CONTRIBUTIONS

Last Ten Fiscal Years Ended June 30

	<u>2024</u>	<u>2023</u>	<u>2022</u>	<u>2021</u>	<u>2020</u>	<u>2019</u>	<u>2018</u>	<u>2017</u>	<u>2016</u>	<u>2015</u>
Actuarially determined contributions	\$ 131,814	\$ 136,788	\$ 137,680	\$ 108,241	\$ 87,938	\$ 108,041	\$ 139,563	\$ 132,427	\$ 119,838	\$ 110,541
Contributions in relation to the actuarially determined contributions	<u>131,814</u>	<u>136,788</u>	<u>137,680</u>	<u>108,241</u>	<u>87,938</u>	<u>108,041</u>	<u>139,563</u>	<u>395,427</u>	<u>323,088</u>	<u>110,541</u>
Contribution deficiency (excess)	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ (263,000)</u>	<u>\$ (203,250)</u>	<u>\$ -</u>
Covered payroll	\$ 933,944	\$ 830,422	\$ 948,054	\$ 945,471	\$ 813,602	\$ 762,993	\$ 884,507	\$ 883,260	\$ 903,709	\$ 862,446
Contributions as a percentage of covered payroll	14.11%	16.47%	14.52%	11.45%	10.81%	14.16%	15.78%	44.77%	35.75%	12.82%

Actuarial valuation information relative to the determination of contributions:

Valuation date Actuarially determined contribution rates are calculated as of December 31 each year, which is 18 months prior to the beginning of the fiscal year in which the contributions are required.

Methods and assumptions used to determine contribution rates:

Actuarial cost method	Entry-age normal cost
Amortization method	Level percentage of pay, open
Remaining amortization period	15 years
Asset valuation method	5-year smoothed market
Inflation	2.50%
Salary increases	3.00%
Investment rate of return	6.93%, net of investment and administrative expenses, including inflation
Retirement age	Normal retirement age is 60 years
Mortality	Pub-2010 mortality tables

SUPPLEMENTARY INFORMATION

City of the Village of Douglas

COMBINING BALANCE SHEET - nonmajor governmental funds

June 30, 2024

	<u>Special revenue funds</u>			<u>Capital project funds</u>		<u>Totals</u>
	<u>Major Streets</u>	<u>Local Streets</u>	<u>Schultz Park Launch Ramp</u>	<u>Water and Sewer Revolving</u>	<u>Blue Star Corridor Improvement</u>	
ASSETS						
Receivables	\$ 30,485	\$ 12,850	\$ -	\$ 22,026	\$ -	\$ 65,361
Due from other funds	262,939	230,717	137,057	220,929	234,985	1,086,627
Prepays	797	711	-	-	-	1,508
Total assets	<u>\$ 294,221</u>	<u>\$ 244,278</u>	<u>\$ 137,057</u>	<u>\$ 242,955</u>	<u>\$ 234,985</u>	<u>\$ 1,153,496</u>
LIABILITIES AND FUND BALANCES						
Liabilities - payables	\$ 1,896	\$ 3,084	\$ 62	\$ 34,569	\$ -	\$ 39,611
Fund balances:						
Nonspendable - prepaids	797	711	-	-	-	1,508
Restricted for capital improvements	-	-	-	208,386	-	208,386
Restricted for public works	291,528	240,483	-	-	-	532,011
Committed for recreation and culture	-	-	136,995	-	-	136,995
Assigned for capital improvements	-	-	-	-	234,985	234,985
Total fund balances	<u>292,325</u>	<u>241,194</u>	<u>136,995</u>	<u>208,386</u>	<u>234,985</u>	<u>1,113,885</u>
Total liabilities and fund balances	<u>\$ 294,221</u>	<u>\$ 244,278</u>	<u>\$ 137,057</u>	<u>\$ 242,955</u>	<u>\$ 234,985</u>	<u>\$ 1,153,496</u>

City of the Village of Douglas

**COMBINING STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN
FUND BALANCES - nonmajor governmental funds**

Year ended June 30, 2024

	<u>Special revenue funds</u>			<u>Capital project funds</u>		<u>Totals</u>
	<u>Major Streets</u>	<u>Local Streets</u>	<u>Schultz Park Launch Ramp</u>	<u>Water and Sewer Revolving</u>	<u>Blue Star Corridor Improvement</u>	
REVENUES						
Federal grant	\$ -	\$ -	\$ -	\$ 87,122	\$ -	\$ 87,122
State grants	207,753	95,029	-	-	118,937	421,719
Intergovernmental	81,519	127,504	-	-	-	209,023
Charges for services	-	-	30,911	139,656	-	170,567
Interest	13,265	11,556	6,666	9,039	11,744	52,270
Total revenues	<u>302,537</u>	<u>234,089</u>	<u>37,577</u>	<u>235,817</u>	<u>130,681</u>	<u>940,701</u>
EXPENDITURES						
Current:						
Public works	262,156	230,063	-	36,634	-	528,853
Recreation and culture	-	-	1,205	-	-	1,205
Capital outlay	-	-	-	157,048	26,018	183,066
Total expenditures	<u>262,156</u>	<u>230,063</u>	<u>1,205</u>	<u>193,682</u>	<u>26,018</u>	<u>713,124</u>
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	<u>40,381</u>	<u>4,026</u>	<u>36,372</u>	<u>42,135</u>	<u>104,663</u>	<u>227,577</u>
OTHER FINANCING SOURCES (USES)						
Transfers in	40,520	64,480	-	50,000	-	155,000
Transfers out	-	-	(23,250)	-	-	(23,250)
Total other financing sources (uses)	<u>40,520</u>	<u>64,480</u>	<u>(23,250)</u>	<u>50,000</u>	<u>-</u>	<u>131,750</u>
NET CHANGES IN FUND BALANCES	<u>80,901</u>	<u>68,506</u>	<u>13,122</u>	<u>92,135</u>	<u>104,663</u>	<u>359,327</u>
FUND BALANCES - BEGINNING	<u>211,424</u>	<u>172,688</u>	<u>123,873</u>	<u>116,251</u>	<u>130,322</u>	<u>754,558</u>
FUND BALANCES - ENDING	<u>\$ 292,325</u>	<u>\$ 241,194</u>	<u>\$ 136,995</u>	<u>\$ 208,386</u>	<u>\$ 234,985</u>	<u>\$ 1,113,885</u>

City of the Village of Douglas

BUDGETARY COMPARISON SCHEDULE - Downtown Development Authority

Year ended June 30, 2024

	<i>Original budget</i>	<i>Final budget</i>	<i>Actual</i>	<i>Variance with final budget positive (negative)</i>
REVENUES				
Property taxes	\$ 49,942	\$ 50,004	\$ 50,004	\$ -
Interest	-	-	4,223	4,223
Other - donations	-	15,760	15,798	38
Total revenues	<u>49,942</u>	<u>65,764</u>	<u>70,025</u>	<u>4,261</u>
EXPENDITURES				
Community and economic development	27,800	27,800	25,260	2,540
Capital contribution to City	<u>42,000</u>	<u>76,000</u>	<u>74,277</u>	<u>1,723</u>
Total expenditures	<u>69,800</u>	<u>103,800</u>	<u>99,537</u>	<u>4,263</u>
NET CHANGES IN FUND BALANCES	(19,858)	(38,036)	(29,512)	8,524
FUND BALANCES - BEGINNING	<u>95,254</u>	<u>95,254</u>	<u>95,254</u>	<u>-</u>
FUND BALANCES - ENDING	<u>\$ 75,396</u>	<u>\$ 57,218</u>	<u>\$ 65,742</u>	<u>\$ 8,524</u>

City of the Village of Douglas

BUDGETARY COMPARISON SCHEDULE - Kalamazoo Lake Harbor Authority

Year ended June 30, 2024

	<i>Original budget</i>	<i>Final budget</i>	<i>Actual</i>	<i>Variance with final budget positive (negative)</i>
REVENUES				
Intergovernmental	\$ 7,000	\$ -	\$ -	\$ -
Interest	-	-	217	217
Total revenues	<u>7,000</u>	<u>-</u>	<u>217</u>	<u>217</u>
EXPENDITURES				
Public works	<u>8,000</u>	<u>-</u>	<u>-</u>	<u>-</u>
NET CHANGES IN FUND BALANCES	(1,000)	-	217	217
FUND BALANCES - BEGINNING	<u>4,145</u>	<u>4,145</u>	<u>4,145</u>	<u>-</u>
FUND BALANCES - ENDING	<u>\$ 3,145</u>	<u>\$ 4,145</u>	<u>\$ 4,362</u>	<u>\$ 217</u>

City of the Village of Douglas

BUDGETARY COMPARISON SCHEDULE - Brownfield Redevelopment Authority

Year ended June 30, 2024

	<u>Original budget</u>	<u>Final budget</u>	<u>Actual</u>	<u>Variance with final budget positive (negative)</u>
REVENUES				
Federal grant	\$ -	\$ 19,009	\$ 19,011	\$ 2
Intergovernmental	150,000	150,000	150,000	-
Interest	-	-	4,014	4,014
	<u>150,000</u>	<u>169,009</u>	<u>173,025</u>	<u>4,016</u>
Total revenues				
EXPENDITURES				
Public works	<u>150,000</u>	<u>130,215</u>	<u>94,275</u>	<u>35,940</u>
NET CHANGES IN FUND BALANCES				
	-	38,794	78,750	39,956
FUND BALANCES - BEGINNING				
	<u>34,871</u>	<u>34,871</u>	<u>34,871</u>	<u>-</u>
FUND BALANCES - ENDING				
	<u>\$ 34,871</u>	<u>\$ 73,665</u>	<u>\$ 113,621</u>	<u>\$ 39,956</u>



To: Douglas City Council

From: Lisa Nocerini, City Manager & Sean Homyen, Planning & Zoning Administrator/DDA

Date: January 6, 2025

Subject: 2024 Informational/Annual DDA Report Presentation

The DDA is required under P.A.57, to hold two informational meetings and provide an annual report of the Douglas Downtown Development Authority.

The DDA has provided a notice to all of the businesses located within the district, via email, that the report would be presented at the December 18th, 2024, DDA meeting, and subsequently at the January 6th, 2025, Douglas City Council meeting, and we welcome their attendance.

Members of the DDA will make the upcoming presentation and will be available for questions.

Presentation.

Douglas Downtown Development Authority Board Members

- Aleshia Balmer-Chair
- Randy Walker- Vice Chair/Council Appointment
- Dave Laakso-Treasurer
- Maggie Bandstra-Secretary
- Cathy North-Mayor
- Kabri Martyniek-Member
- Mark Postilion-Member
- Beth Stefanchik-Member
- Lauren Vonk-Member

Administration:

Lisa Nocerini-City Manager/DDA Assistant

Sean Homyen, Planning & Zoning Administrator/DDA Assistant



Purpose of a Downtown Development Authority

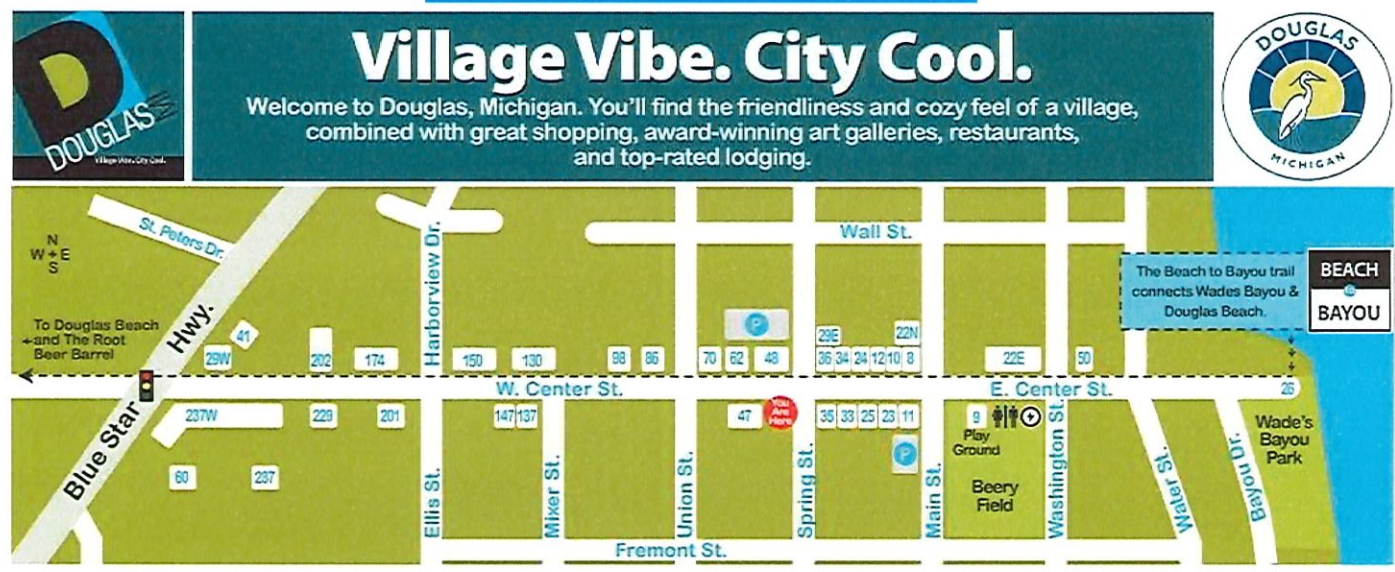
The purpose of the **Douglas Downtown Development Authority (DDA)** is to enhance and support the economic vitality and appeal of Downtown Douglas. This is achieved through various efforts aimed at revitalizing the downtown area, fostering business growth, and creating a welcoming and vibrant environment for residents, visitors, and entrepreneurs.

Key responsibilities of the DDA include:

- 1. Economic Development:** Supporting and attracting businesses to the downtown area, helping create a strong local economy.
- 2. Public Improvements:** Facilitating improvements to infrastructure, public spaces, and aesthetics to ensure downtown remains attractive and accessible.
- 3. Community Engagement:** Organizing events, promotions, and programs that engage the community and draw visitors to downtown businesses.
- 4. Partnerships:** Collaborating with local organizations, business owners, and governmental entities to align efforts and resources.
- 5. Historic Preservation:** Preserving the unique character and charm of Downtown Douglas while encouraging thoughtful growth and modernization.

Through these efforts, the DDA plays a vital role in strengthening the identity of Douglas as a destination and supporting the overall quality of life for its community.

Downtown Douglas DDA Map



DRINKS AND DINING

- 8 happystance
- 11 Everyday People Café
- 22E Borrowed Time
- 22N Back Alley Pizza Joint
- 24 Wild Dog Grille
- 35 Coastal Society
- 41 The Cove
- 48 Respite Cappuccino Court
- 229 Alley's Pizza

RELAX

- 9 Beery Field Playground/Memorial Garden
- 26 Wades Bayou Memorial Park
- 130 Saugatuck-Douglas History Center, The Old School House, Back-in-Time Garden
- 147 Pride Garden
- 229 Lakeview Lanes

ART GALLERIES

- 23 Now & Then
- 33 Button Gallery
- 48 Mr. Miller's Art Emporium
- 98 Water Street Gallery
- 137 Ox-Bow House

SHOP

- 10 Lakeshore Pet Boutique
- 25 Kim Neuens Design & Interior
- 34 Brackett & Company
- 35 Coastal Society
- 36 Endora
- 50 LSalon & Boutique
- 150 Douglas Home Furnishings
- 237W Lake Vista Supervalu Grocery Store

SERVICES

- 12 Center Stage Salon
- 23 Engel & Völkers Real Estate Company
- 26 Third Coast Surf Shop
- 29E Carlton Ashborne
- 29W Lighthouse Realty
- 29W Lighthouse Title Group
- 47 Police Station
- 50 LSalon & Boutique
- 50 Redefine Med Spa
- 50 Huntington Bank
- 62 Century 21 Affiliated Douglas
- 62 Indigo Design Build
- 70 Post Office
- 86 Douglas City Hall
- 150 KWest Design Studio
- 150 State Farm Insurance
- 174 Saugatuck-Douglas Library

- 201 John Leonard Financial Planner
- 202 Chicago Title
- 202 Jaqua Realtors
- 237 Ladyhawk
- 237 Lakeshore Tanning

Public Parking

Public Restrooms

Traffic Signal

Electric Charging Station

For a digital map to take with you use the QR code.

Douglas DDA Financial Report as of December 2024:

Fund Balance \$108,957.15

	2024-2025 Approved Budget	Activity for November 2024	2024-2025 YTD Activity	Budget Remaining to Earn/Spend
REVENUES				
TAX INCREMENT RECAPTURE	\$ 62,807.00	\$ 4,740.27	\$ 56,141.30	\$ 6,665.70
OTHER INCOME	\$ -	\$ -	\$ 804.49	\$ (804.49)
INTEREST INCOME	-	-	1,162.22	(1,162.22)
TOTAL Revenues	\$ 62,807.00	\$ 4,740.27	\$ 58,108.01	\$ 4,698.99
EXPENSES				
DDA ADMINISTRATION	\$ 9,000.00	\$ -	\$ -	\$ 9,000.00
TRAINING FUNDS	1,000.00	-	-	1,000.00
BUSINESS INCENTIVE PROGRAM	5,000.00	-	284.16	4,715.84
CONTRACTUAL ENGINEERING	-	-	-	-
COMMUNITY PROMOTIONS	27,000.00	4,988.52	7,966.55	19,033.45
DUES/FEES/PUBLICATIONS	-	-	-	-
CAPITAL OUTLAY (Detail Below)	15,560.00	6,443.75	6,642.65	8,917.35
TOTAL Expenditures	\$ 57,560.00	\$ 11,432.27	\$ 14,893.36	\$ 42,666.64
SUMMARY:				
REVENUES:	\$ 62,807.00	\$ 4,740.27	\$ 58,108.01	\$ 4,698.99
EXPENDITURES	57,560.00	11,432.27	14,893.36	42,666.64
BUDGET NET INCOME (LOSS)	\$ 5,247.00	\$ (6,692.00)	\$ 43,214.65	\$ (37,967.65)
Capital Outlay Detail				
Unallocated	2023-2024 Approved Budget \$ 15,560.00	Activity for November 2024 \$ 6,443.75	2024-2025 YTD Activity \$ 6,642.65	Budget Remaining to Spend \$ 8,917.35
				\$ -
				\$ -
				\$ -
Total Capital Budget	\$ 15,560.00	\$ 6,443.75	\$ 6,642.65	\$ 8,917.35

A closer look at the budget!

Tax Increment Recapture: \$62,807.00

- Year to date activity: \$56,141.30
- Budget Remaining to earn/spend: \$6,665.70

Expenses:

- City Administration Staffing: \$9000.00
- Training Funds: \$1000.00
- Business Incentive Program: \$5000.00 (Budget Remaining: \$284.16)
- Contractual Engineering: \$0.00
- Community Promotions: \$27,000.00
 - Year to date activity: \$7,966.55
 - Budget Remaining to spend: \$19,033.45
- Dues/Fees/Publications: \$0.00
- Capital Outlay: \$15,560.00
 - \$8,917.35
 - Budget Remaining to earn/spend: \$8,917.35

Revenues:

- \$62,807.00
 - Year to date activity: \$58,108.91
 - Budget Remaining to earn/spend: \$4,698.99

Expenditures:

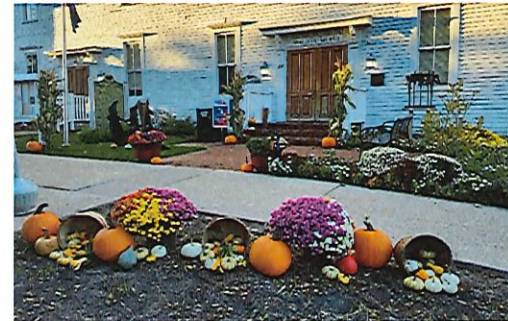
- \$57,560.00
 - Year to date activity: \$14,893.65
 - Budget Remaining to earn/spend: \$42,666.64

Total Capital Budget:

- \$15,560.00
 - Year to date activity: \$6642.65
 - Budget Remaining to earn/spend: \$8,917.35

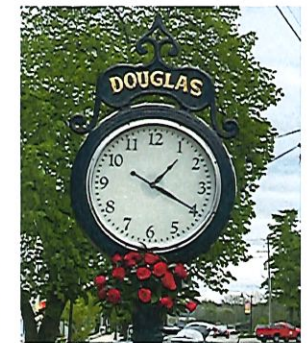
2024 Douglas DDA Accomplishments

- **New Gateway Signage Project**
- Installed at Center Street/Blue Star Hwy.
- 50% funding provided through a grant from the Convention & Visitor's Bureau (SDACVB).
- **Infrastructure Enhancements**
- Partnered with the City to upgrade Beery Field's electrical system to support larger events.
- **Promotions & Visibility**
- Created banner space on the DDA Gateway Sign to promote:
 - Art in Douglas
 - Farmer's Market
 - Beats on Beery
 - Events hosted by SDACVB
 - Community Pride
 - Oktoberfest



2024 Douglas DDA Accomplishments (cont.)

- **Community Engagement**
- Supported Earth Day clean-up efforts, jump-starting downtown beautification.
- Backed the launch of the first downtown Farmer's Market in Douglas.
- **Financial Contributions**
- Dutcher's Baseball Club
- Beats on Beery
- Art in Douglas events & Gallery Strolls
- Oktoberfest/Community Pride
- Douglas Light Night Tree Lighting Ceremony
- Shop & Dine Passport Program
- Local artists painting downtown bike racks
- Cavern Tavern Halloween event (Oxbow House)
- Seasonal downtown decorations
- Derby Day in Downtown Douglas



Short Term Goals of the Douglas DDA

Support for Local Businesses:

Enhance the visibility of businesses through marketing campaigns, such as social media outreach and seasonal promotions.

Organize and expand successful programs like the Shop & Dine Passport Program.

Event Planning and Promotion:

Create or support winter events to draw foot traffic during the off-season.

Partner with the Convention and Visitor's Bureau (CVB) to promote local events on a public calendar.

Downtown Beautification:

Add holiday decorations and improved lighting for the winter months.

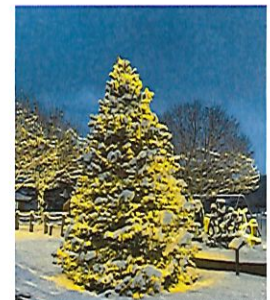
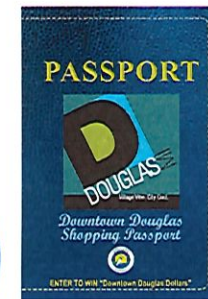
Address minor maintenance or cleanliness concerns in the downtown area.

Engage Stakeholders:

Hold informational sessions to discuss DDA initiatives and gather input from the community.

Efficient Use of Funds:

Identify short-term grant opportunities to fund smaller projects.



Long Term Goals of the Douglas DDA

Long-Term Financial Strategies:

Continue to work on funding strategies to ensure long-term sustainability for DDA projects, such as Tax Increment Financing (TIF) adjustments or new revenue streams.

Economic Development:

Attract new businesses that align with the city's vision and fill gaps in the current market.

Partner with stakeholders to encourage mixed-use developments that enhance downtown vibrancy.

Comprehensive Branding:

Implement a cohesive brand identity for Downtown Douglas to strengthen its appeal as a destination.

Public Infrastructure Improvements:

Advocate for improved walkability, including better sidewalks and biking options.

Invest in public spaces for community gatherings.

Sustainable Growth Initiatives:

Support initiatives that enhance downtown.

Expanded Partnerships:

Work closely with regional and state organizations to secure larger grants and funding opportunities.

Support collaborations with the arts community.



Douglas DDA 2025 Planning: Highlights and Updates

Although the full 2025 plan is still in development, here are some key projects and highlights currently under consideration:

❖ **Seasonal Decorations and Enhancements**

Christmascap:

Renewed for a 3-year contract at \$6,805 annually.

Scope of work remains consistent with current standards.

❖ **Infrastructure and Streetscape**

Streetlights:

Options and costs under review.

Sidewalk Repairs/Upgrades:

Estimated at \$17.25 per square foot.

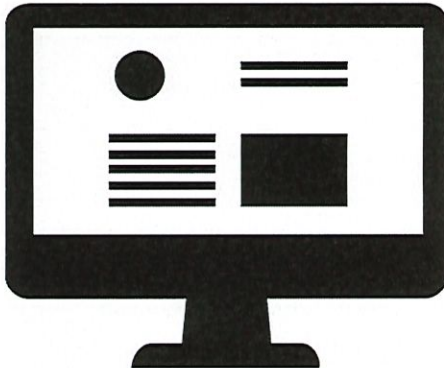
❖ **Technology and Support**

Website:

- Enhancements are being evaluated for better engagement and user experience.

Intern Program:

- Exploring opportunities to bring on additional support for project execution and administration.



Douglas DDA 2025 Planning: Highlights and Updates (cont.)

- ❖ Add a new digital kiosk sign in the downtown that identifies business locations
- ❖ Replace the Vinyl Banners with new options
- ❖ New Main and Center Street Gateway Sign
- ❖ Offer more trainings to businesses
- ❖ Hold a DDA Workshop to discuss future priorities and the Tax Increment Finance (TIF) Plan
- ❖ Discuss and finalize a FY2025/2026 Budget
- ❖ Create marketing strategies for the downtown
- ❖ Identify new opportunities and events that will positively impact the businesses in the DDA year round
- ❖ Continue to identify ways to support additional events in the Downtown through Community Promotions
- ❖ Expand and grow the Downtown Douglas Shop & Dine Passport Program

Our Area Partners

- ✓ City of Douglas City Council
- ✓ City of Douglas Administration
- ✓ Michigan Downtown Association (MDA)
- ✓ Saugatuck Douglas Area Convention & Visitor's Bureau



MICHIGAN
DOWNTOWN
ASSOCIATION



Saugatuck Douglas
Area Convention and Visitors Bureau

Questions & Contact Information

If you have any questions, please contact the City of Douglas
at 269-857-1438

OR

Email:

citymanager@douglasmi.gov

PZAdmin@douglasmi.gov

<https://douglasmi.gov/dda/>



To: Douglas City Council
From: Lisa Nocerini, City Manager
Date: January 6, 2025
Subject: Flywheel Companies Request for Proposals for Critical Housing Needs

Ryan Kilpatrick, Owner, Flywheel Companies, provided a draft Request for Proposals (RFP), per the City Council's direction, for your consideration for the redevelopment of the 17-acre publicly owned site located at 415 Wiley Road, Douglas, MI. The RFP seeks to attract qualified developers to address critical housing needs.

Douglas continues to face growing challenges with seasonal and high-cost housing, limiting options, especially for those who work in the community. To address this, the city is seeking to leverage public land to expand housing opportunities.

The selected development partner will:

- Provide a mix of housing options, including single-family cottages, starter homes, townhomes, and multi-family units.
- Focus on year-round residents, especially middle-income households, through tools like long-term deed restrictions or restrictive covenants.
- Incorporate community benefits, including green spaces, sustainable designs, and public amenities.
- Use local and state incentives to balance affordability and financial feasibility.
- This project aligns with the City's vision to address housing needs while enhancing our community's vibrancy and livability.

At this time, I am requesting City Council's approval of the RFP as drafted, incorporating any suggested changes deemed necessary. Approval will allow us to proceed with seeking development proposals and securing a partner who aligns with our housing goals.

Sample Motion: Approve issuing a Request for Proposals (RFP), for the redevelopment of the 17-acre site owned by the City of Douglas, with the goal to attract qualified developers to address critical housing needs.

Request for Proposals (RFP) Development Partner for Redevelopment

Issued By: City of Douglas, Michigan

Issue Date: [Insert Date]

Proposal Due Date: [Insert Date and Time]

Contact Information: [Insert contact person, title, phone number, and email address]

I. Introduction

The City of Douglas invites qualified developers to submit proposals for the redevelopment of a 17-acre publicly-owned site at 415 Wiley Road, Douglas, MI. This RFP seeks development concepts to address housing needs for local, year-round residents.

The project will leverage state and local housing incentive tools to offset costs and deliver housing solutions that align with the City's vision for housing.

II. Background

Douglas faces increasing demand for seasonal and high-cost housing. To counter this trend, the City is committed to using public land to expand housing options for year-round residents.

The City Council, with support from Flywheel Community Development Services, has identified key housing priorities through a stakeholder-driven survey. These include providing diverse housing types, ensuring affordability for middle-income households, and integrating community-oriented amenities.

This RFP aims to identify a development partner who can achieve these goals while maintaining financial feasibility.

III. Project Objectives

The selected development partner will:

1. Provide diverse housing options, including, but not limited to: single-family cottages, starter-homes, townhomes, and multi-family units.
2. Prioritize homes for year-round residents, with a focus on workforce housing for middle-income households. This objective will be satisfied via a long term deed restriction or other restrictive covenant to be negotiated between the developer and the City.
3. Incorporate community benefits such as green spaces, sustainable design, and public amenities.
4. Utilize local and state incentives to balance affordability and financial feasibility.

5. Engage with the community throughout the design and development process.
-

IV. Scope of Work

1. **Site Planning and Development:**
 - Develop a comprehensive site plan that reflects the preferences identified in the Housing Survey, including:
 - Starter single-family homes (800–1,200 sq ft).
 - Townhomes with rear garages (800–2,400 sq ft).
 - Rental options in the form of smaller cottages and missing middle housing types (400–1,600 sq ft per unit).
 2. **Affordability Strategy:**
 - Develop financial models that include housing incentives and other subsidies.
 - Propose affordability strategies for middle-income, workforce households.
 3. **Community Benefits:**
 - Include features such as community gardens, playgrounds, and sustainable building practices as appropriate for the site.
 4. **Implementation:**
 - Collaborate with City staff to finalize plans, secure necessary approvals, and achieve timely project milestones.
-

V. Shared obligations of the City of Douglas and Selected Development Team

- **Community Engagement:**
 - Facilitate public workshops and open houses to gather feedback, answer questions, and ensure alignment with community needs.
 - Provide transparent, visual communication about the sale of public property, utilization of local state incentives, target market, and constraints of development.
-

VI. Proposal Requirements

Proposals must include the following information:

- **Development Team Overview:**
 - Firm name, primary contact, and relevant experience.
 - Resumes of key team members.
- **Project Understanding and Approach:**
 - Narrative describing the team's understanding of the City's goals.

- Proposed methodology for balancing affordability, financial sustainability, and community needs.
- Describe any challenges which you foresee this project presenting and Respondent's approach for addressing these challenges.
- Describe Respondent's approach to public involvement and innovation.
- **Site Concept Plan:**
 - High-level site layout reflecting community preferences, including housing types and amenities.
 - Preliminary unit counts, square footage, and affordability targets.
- **Budget and Financing Plan:**
 - Projected costs and proposed use of incentives to offset affordability challenges.
- **Timeline:**
 - Proposed project timeline with key milestones.
- **Related Experience and References:**
 - Provide at least three (3) but not more than five (5) similar projects that have been completed in the last five (5) years that are of a similar scope and nature. Include descriptions and references for each project, and include the project's budget and schedule, final cost, completion schedule, and any other pertinent information relevant to the City's Study.

Reference contact information shall include: name, title, agency/municipality, phone, address, and email address.

VII. Evaluation Criteria

Proposals will be evaluated on the following criteria:

- **Alignment with Stakeholder Vision (30%)**
- **Affordability and Financial Feasibility (25%)**
- **Development Team Experience (20%)**
- **Community Engagement Approach (15%)**
- **Timeline and Implementation Strategy (10%)**

VIII. Submission Instructions

- **Submission Deadline:** Proposals must be submitted by [Insert Date and Time].
- **Submission Format:** Email submissions in PDF format to [Insert Email Address] or deliver hard copies to [Insert Physical Address] by 5pm.
- **Questions:** Direct all inquiries to [Insert Contact Person] by [Insert Date].

IX. General Terms and Conditions

- The City reserves the right to reject any or all proposals.
 - All proposals become the property of the City of Douglas.
 - Costs incurred in preparing a proposal are the responsibility of the applicant.
-

IX. Timeline

- Deadline for written questions XXXX, X, 2025 5:00 PM (EST)
- Response to questions posted [Location] XXX, XX, 2025
- Deadline for RFP Submissions XXXX, XX, 2025 5:00 PM (EST)
- Notification of Interviews XXX, XX, 2025 5:00 PM (EST)
- City awards contract XXXX, 2025
- Project Kickoff: XXXX 2025
- Study Final Report Submission: XXXX, 2025

To: City of the Village of Douglas City Council
Date: December 23, 2024
From: Sean Homyen, Planning & Zoning Administrator
RE: Happystance – Social District Permit



The Village of Friendliness – Since 1870

Request. An application has been submitted to the Michigan Department of Licensing and Regulatory Affairs Liquor Control Commission (MLCC) for a Social District Permit. Pursuant to MCL 436.1551 of state regulations, a qualified licensee seeking a Social District Permit must first obtain approval from the governing body of the local governmental unit where the licensee is located. The local government unit must have designated a Social District with a clearly marked commons area, shared by at least two (2) contiguous licensed premises.

The City of Douglas has opted to establish a Social District, and Happystance has applied for a permit from the state.

Recommendation. Motion to approve the Social District Permit application submitted by Happystance, acknowledging that it has met all requirements under state regulations (MCL 436.1551).



Local Governmental Unit Approval For Social District Permit

Instructions for Governing Body of Local Governmental Unit:

A qualified licensee that wishes to apply for a Social District Permit must first obtain approval from the governing body of the local governmental unit where the licensee is located and for which the local governmental unit has designated a social district with a commons area that is clearly marked and shared by and contiguous to the licensed premises of at least two (2) qualified licensees, pursuant to MCL 436.1551. Complete this resolution or provide a resolution, along with certification from the clerk or adopted minutes from the meeting at which this request was considered.

At a _____ meeting of the _____ council/board
(regular or special) (name of city, township, or village)

called to order by _____ on _____ at _____
(date) (time)

the following resolution was offered:

Moved by _____ and supported by _____

that the application from Rapscallion, LLC
(name of licensee - if a corporation or limited liability company, please state the company name)

for a **Social District Permit** is _____ by this body for consideration for approval by the
(recommended/not recommended)

Michigan Liquor Control Commission.

If not recommended, state the reason: _____

Vote

Yeas: _____

Nays: _____

Absent: _____

I hereby certify that the foregoing is true and is a complete copy of the resolution offered and adopted by the _____
council/board at a _____ meeting held on _____
(regular or special) (date) (name of city, township, or village)

I further certify that the licensed premises of the aforementioned licensee are contiguous to the commons area designated by the council/board as part of a social district pursuant to MCL 436.1551.

Print Name of Clerk

Signature of Clerk

Date

Under Article IV, Section 40, of the Constitution of Michigan (1963), the Commission shall exercise complete control of the alcoholic beverage traffic within this state, including the retail sales thereof, subject to statutory limitations. Further, the Commission shall have the sole right, power, and duty to control the alcoholic beverage traffic and traffic in other alcoholic liquor within this state, including the licensure of businesses and individuals.

williams&works

engineers | surveyors | planners

MEMORANDUM

To: City of the Village of Douglas City Council
Date: December 23, 2024
From: Tricia Anderson, AICP
RE: **Council Consideration of the Distribution of the Draft Master Plan Update**

Background. The City Council is likely aware that the Planning Commission has been working over the past year to update the 2016 Master Plan. The Michigan Planning Enabling Act (MPEA, Act 33 of 2008, as amended) requires the Planning Commission to review the Master Plan every five years and determine if any updates are warranted. The Planning Commission made this determination and got to work with updating the 2016 Plan in the following ways:

1. Population demographics and existing conditions.
2. Additional maps not previously included in the plan:
 - a. Existing utilities and storm infrastructure.
 - b. Sidewalk inventory and future sidewalk areas.
 - c. Existing road infrastructure and future road connections.
 - d. Current map of short-term rentals.
 - e. Shoreline features, including delineation of high-risk erosion and critical dune areas.
3. A sub-area plan for the 200 Blue Star Highway parcel.
4. Revised Goals and Objectives to address issues that emerged following the adoption of the 2016 Plan or were not covered in the 2016 Plan:
 - a. Housing availability and affordability.
 - b. Short-term rental control.
 - c. Sustainability, resiliency, and the preservation of natural features.
5. Revised Future Land Use chapter to include the following:
 - a. Added future land use designations to ensure the unique desired development trends specific to certain geographic areas.
 - b. Revisions to the Future Land Use map to ensure residential growth in appropriate areas and desired housing forms to maintain character yet increase affordability.
 - c. Revisions to the Future Land Use map to ensure preservation of sensitive lands.
6. Revised Zoning Plan that recommends necessary Zoning Ordinance amendments for implementation of the Master Plan Update.
7. Action plan that outlines tasks to be implemented, the responsible agency, body or individual, and the timeline for such action (short-term, mid-term, long-term, or ongoing).

Requirements of MPEA. The Michigan Planning Enabling Act (MPEA – Act 33 of 2008, as amended) outlines the requirements of a master plan. It should be noted that the last item shown in red, is a recent revision. The Planning Commission has done a great job of ensuring this new provision is included in the Master Plan Update. As noted above, the Update also includes all the other elements listed in part (d), many of which were not included in the 2016 Plan.

125.3807 Master plan; adoption, amendment, and implementation by local government; purpose.

Sec. 7.

- 1) *A local unit of government may adopt, amend, and implement a master plan as provided in this act.*
- 2) *The general purpose of a master plan is to guide and accomplish, in the planning jurisdiction and its environs, development that satisfies all of the following criteria:*
 - (a) *Is coordinated, adjusted, harmonious, efficient, and economical.*
 - (b) *Considers the character of the planning jurisdiction and its suitability for particular uses, judged in terms of such factors as trends in land and population development.*
 - (c) *Will, in accordance with present and future needs, best promote public health, safety, morals, order, convenience, prosperity, and general welfare.*
 - (d) *Includes, among other things, promotion of or adequate provision for 1 or more of the following:*
 - (i) *A system of transportation to lessen congestion on streets and provide for safe and efficient movement of people and goods by motor vehicles, bicycles, pedestrians, and other legal users.*
 - (ii) *Safety from fire and other dangers.*
 - (iii) *Light and air.*
 - (iv) *Healthful and convenient distribution of population.*
 - (v) *Good civic design and arrangement and wise and efficient expenditure of public funds.*
 - (vi) *Public utilities such as sewage disposal and water supply and other public improvements.*
 - (vii) *Recreation.*
 - (viii) *The use of resources in accordance with their character and adaptability.*
 - (ix) *A range of housing types, costs, affordability, attainability, ages, and other characteristics, including single- and multiple-family dwellings, to serve the housing demands of a diverse population. (Recent amendment of MPEA – November, 2024)*

Procedures. At the upcoming meeting, the City Council will consider the approval of the distribution of the draft Master Plan Update, as well as adopt a resolution to assert its right to be the final approving authority on the Master Plan Update. Following City Council's approval of the distribution of the draft, the City will mail notices to adjacent communities, utilities, railroads, and regional planning commission (referred to as the "notice group"), notifying these agencies that there will be a 42-day review period, and that the document can be viewed on the City's website. The resolution that the Council must adopt to assert its right to be the final approving authority is a step that is outlined in the Michigan Planning Enabling Act (MPEA, Act 33 of 2008, as amended) if the legislative body has either historically been the final approving authority, or wishes to assert its right in this instance. It is our understanding that the City Council has historically been the final approving authority for the Master Plan and any updates.

Remaining Steps. The process to update the Master Plan includes only a few additional steps after the City Council to approves the distribution of the draft. The anticipated dates for the remaining steps are as follows:

- January 6, 2025 – Council considers approval of the distribution of the draft
- January 7, 2025 – Planning & Zoning Administrator to mail notices to notice group agencies and place Master Plan Update draft on the City website, marking the beginning of the 42-day review period
- February 20, 2025 – Planning Commission holds a special meeting (public hearing) to adopt a resolution recommending approval of the Master Plan Update to the City Council
- March 3, 2025 – City Council considers the final adoption of the Master Plan Update

During the 42-day review period and prior to the Planning Commission's public hearing, we anticipate one additional round of revisions to the document before the final adoption.

If there are any questions, please feel free to contact us.

**CITY OF THE VILLAGE OF DOUGLAS
ALLEGAN COUNTY, MICHIGAN**

Resolution No. 01-2025

At a regular meeting of the City of the Village of Douglas City Council held on _____ at the City of the Village of Douglas Hall, the following Resolution was offered for adoption by Council member _____ and was seconded by Council member _____:

**A RESOLUTION APPROVING THE DRAFT MASTER PLAN
UPDATE FOR DISTRIBUTION AND ASSERTING THE CITY
COUNCIL’S RIGHT TO ADOPT SUCH MASTER PLAN
UPDATE**

WHEREAS, the Michigan Planning Enabling Act, MCL 125.3801 *et seq.* (“MPEA”) authorizes the Planning Commission to prepare a Master Plan for the use, development and preservation of all lands in the City; and

WHEREAS, the City of the Village of Douglas Planning Commission has undertaken an effort to evaluate and update the City’s Master Plan and has assembled a revised draft Master Plan; and

WHEREAS, the Michigan Planning Enabling Act, MCL 125.3842, requires the City Council to authorize distribution of the Master Plan Update draft to the Notice Group entities identified in the MPEA; and

WHEREAS, the Michigan Planning Enabling Act, MCL 125.3843, provides the City Council with the option to assert their right to adopt the Master Plan.

NOW, THEREFORE, BE IT HEREBY RESOLVED AS FOLLOWS:

1. ***Intent to Adopt Master Plan Update.*** Pursuant to MCL 125.3843, the City Council hereby asserts its right and intention to adopt an update to the City’s Master Plan.

2. ***Distribution of Draft Plan to Notice Group.*** Pursuant to MCL 125.3842, the City Council hereby approves distribution of the draft updated Master Plan to the Notice Group outlined in MPEA for review and comment.

YEAS: _____

NAYS: _____

ABSENT/ABSTAIN: _____

RESOLUTION DECLARED ADOPTED.

CERTIFICATION

I hereby certify that the above is a true copy of a resolution adopted by the City of the Village of Douglas City Council at the time, date, and place specified above pursuant to the required statutory procedures.

Respectfully submitted,

Date: _____

Laura Kasper,
City of the Village of Douglas Clerk



MASTER PLAN

ACKNOWLEDGEMENTS

CITY COUNCIL:

Cathy North, Mayor	Gregory Freeman
Neal Seabert	John O'Malley
Randy Walker	Matthew Balmer
Jerome Donovan	

PLANNING COMMISSION:

Paul Buszka, Chair	Patty Hanson
Louise Pattison	Neal Seabert
Matthew Balmer	Thomas Hickey
John O'Malley	Laura Peterson
Kelli Heneghan	

DOWNTOWN DEVELOPMENT AUTHORITY:

Aleshia Balmer, Chair	Cathy North
Beth Stefanchik	Mark Postilion
Randy Walker	Dave Laakso
Maggie Bandstra	Kabri Martyniek
Lauren Vonk	

BROWNFIELD REDEVELOPMENT AUTHORITY:

Matthew Balmer, Chair
 Cathy North
 Robert Sapita
 Suzanne Dixon
 Mary Fechtig

HARBOR AUTHORITY:

Gregory Freeman, Chair
 Louise Pattison, Vice Chair
 Cathy North
 Jerome Donovan
 Lisa Nocerini

CITY STAFF:

Lisa Nocerini, City Manager
 Jenny Pearson, Executive Assistant
 Jennifer Tien, City Treasurer
 Laura Kasper, City Clerk
 Sean Homyen, Planning & Zoning Administrator
 Tom Doane, City Assessor
 Rick Zoet, Director of Public Works
 Steve Kent, Chief of Police
 Greg Janik, Saugatuck Fire District Chief
 Chris Mantels, Deputy Chief/Fire Inspector, Saugaturck Fire District

WITH ASSISTANCE FROM:

Ken Bosma, P.E., Prein & Newhof
 Lucas Timmer, P.E., Prein & Newhof
 Ed Dempsey, Prein & Newhof
 Sam Lipscomb, Fleis & Vandenbrink
 Daryl VanDyke, Kalamazoo Lake Sewer & Water Authority

and **williams&works**

EXECUTIVE SUMMARY

FALL, 2024

The fundamental purpose of a Master Plan is to enable a community to guide and accomplish a direction for physical development, capital investment and growth. The 2024 Master Plan update represents a foundational policy statement about the Douglas community, what its residents value, and what those residents and businesses hope the community will become. The Michigan Planning Enabling Act (Act 33 of 2008) specifically gives the City of the Village of Douglas Planning Commission and City Council the authority to prepare and adopt a plan, as well as review and update the plan every five years. Once prepared, adopted and maintained, this Plan will serve as an advisory guide for the physical conservation of certain areas and for the development of other areas.

Furthermore, Michigan law requires that a community's zoning ordinance be based upon a plan. Therefore, in addition to serving as the policy basis for the City's elected and appointed officials, the Plan also serves as a foundation for the City's zoning and other land

use regulations. The Plan is adopted to help provide a stronger legal basis for the City's Zoning Ordinance. Common uses of the Master Plan as a policy reference include justification for zoning changes as well as special land use applications.

In addition to legal and policy justification, the Master Plan may serve as the principal marketing and design document for attraction, retention, and viability efforts implemented by a variety of possible contributors including the City, its residents, Allegan County and the State of Michigan. A strong planning effort which instills buy-in and continuity creates the basis for a cohesive community moving forward. With planning comes broad and impactful input and the blending of ideas, traditions and visions.



DOUGLAS
MICHIGAN

CONTENTS

CHAPTER 1:

Introduction 7

The Master Planning Process 8

Master Plan Structure..... 9

Master Plan in Context.....10

CHAPTER 2:

Community Profile.....17

Population and Economic Characteristics 17

Coastal Community Growth 17

Aging Population 18

Diverse Life Stages and Lifestyles 19

Education and Income..... 20

Housing and Development 22

Economic Trends of Seasonal Business.....25

Short-Term Rental Impacts.....25

CHAPTER 3:

Natural Features 27

Topography 28

Lakeshore - Dunes - High Risk Erosion Areas, Critical Dune Areas 28

Kalamazoo Lake Waterfront 28

Soils 34

Hydrology 34

Land Cover 34

CHAPTER 4:

Community Facilities and Infrastructure..... 37

Interurban Transit Authority..... 40

Police 40

Fire..... 40

Library..... 40

Schools 41

Non-Motorized Transportation..... 41

Parks and Recreation Facilities 44

CHAPTER 5:

Community Engagement.....47

What is Community Engagement?..... 47

Community Engagement Objectives h48

Community Survey 49

Survey Results Summary 50

**CHAPTER 6:
Goals and Objectives..... 57**

Introduction57

Community Concerns57

Community Priorities.....57

Goals and Objectives Themes..... 58

Goals for a Sustainable and Thriving Economy59

Goals to Ensure Housing Affordability and
Neighborhood Preservation 64

Goals to Prioritize People, Arts, and Culture67

Goals for Safe and Available Public Infrastructure 70

Goals for a Sustainable and Resilient City75

**CHAPTER 7:
Future Land Use..... 83**

Future Land Use Designations 83

Suburban Residential 84

Compact Residential 85

Urban Residential..... 86

Residential Mix..... 87

Waterfront Residential 88

Blue Star South Highway Commercial 89

City Center Commercial..... 90

Blue Star Small Business Corridor91

Harbor Commercial..... 92

West Center Commercial 94

Light Industrial.....95

Zoning Plan..... 97

**CHAPTER 8:
200 Blue Star Sub-Area Plan..... 105**

Background.....105

Land Use Recommendations107

**CHAPTER 9:
Implementation 111**

Action Plan..... 111

A Sustainable Thriving Economy 112

Ensuring Housing Affordability, Availability,
and Neighborhood Preservation114

Prioritizing People, Arts, and Culture 116

Safe and Available Public Infrastructure 118

A Sustainable and Resilient City 122

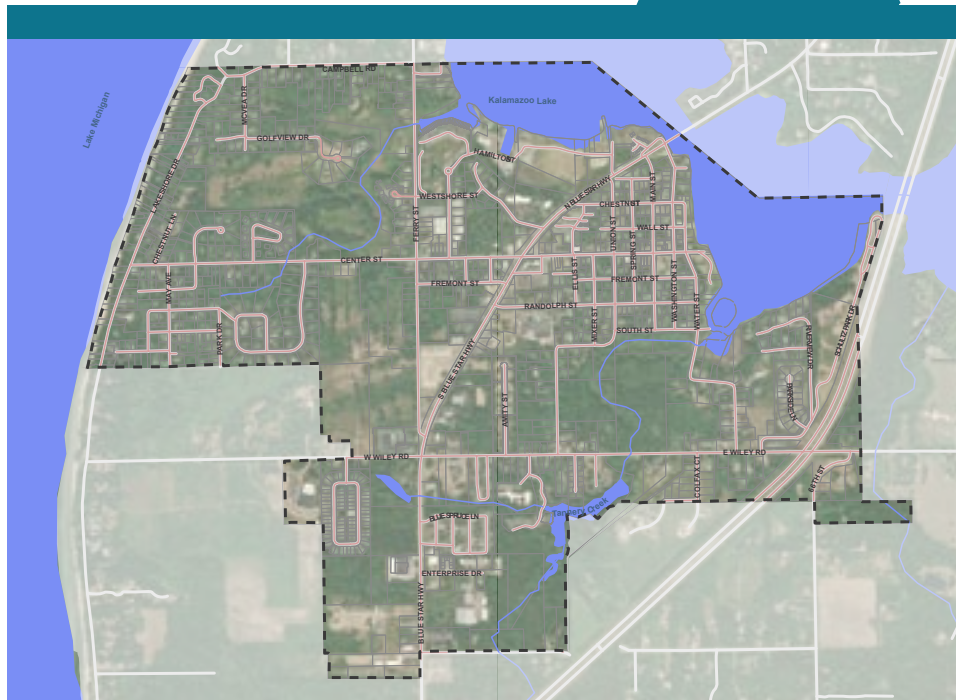
Appendix A123



CHAPTER 1

INTRODUCTION

DOUGLAS MICHIGAN



The City of the Village of Douglas is a city in Allegan County in the southwest portion of the Lower Peninsula on the shores of Lake Michigan. The City is surrounded by the City of Saugatuck and Kalamazoo Lake to the north, Saugatuck Township to the south and east, and Lake Michigan to the west. The City of the Village of Douglas is accessible via Interstate 196 located immediately south and east of the City, and from County Road A-2, also known as Blue Star Highway, which runs north/south through the City. The City limits cover 1.8 square miles.

Thriving as a tourist community with an eclectic art, food and cultural scene, the City is made up of roughly 1,380 residents with diverse lifestyles, interests and needs. The City is continually working to become a place where individuals and families of all ages, backgrounds, and interests can enjoy living, working and recreating.

Although the City of the Village of Douglas is seeing growth and reinvestment, City leaders, staff, appointed officials and area stakeholders continue to work hard to create a desirable, dynamic destination City for year-round residents. Changes in demographics, housing markets, economics and industry require the City to update and maintain a vision and policy direction that encompasses the needs of the entire community.

THE MASTER PLANNING PROCESS

The Michigan Planning Enabling Act (Act 33 of 2008) specifically enables the City of the Village of Douglas to prepare and adopt a plan.

This Master Plan is based on data from both original research and from secondary resources. It is this data, along with community needs and desires, that form the foundation of the Master Plan. Planning for the long term should be a process that is carried out at a somewhat general level that recognizes the potential for change and provides flexibility. This method results in a Master Plan that can be useful well into the future instead of becoming obsolete if or when demographic and economic trends change over time.



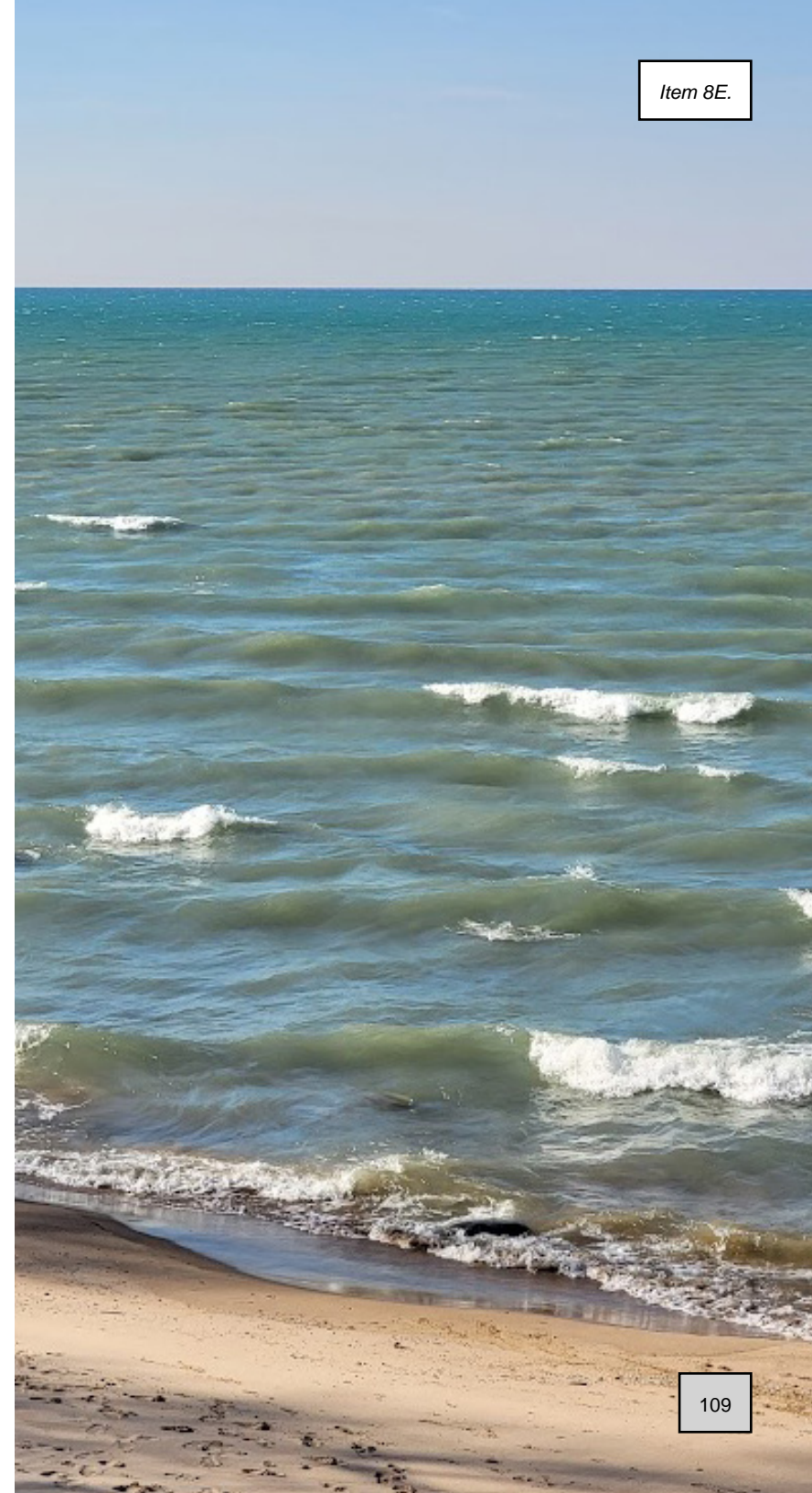
MASTER PLAN STRUCTURE

Chapters 2 through 4 of this Plan provide a “snapshot” of current conditions in the City concerning four key aspects of land use planning:

- Population and Economic Characteristics
- Property Values and Housing
- Existing Land Use and Natural Features
- Public Services and Infrastructure

Chapter 5 summarizes the public input collected in support of the Master Planning process and the conclusions derived from that input. Chapters 6 through 9 outline the goals and objectives and policy recommendations, future land use plan, and strategies for implementation that, if followed, will allow the City’s vision to come to fruition.

This Master Plan was approved by the City of the Village of Douglas Planning Commission on _____, 2024 and adopted by the City of the Village of Douglas City Council on _____, 2025.



MASTER PLAN IN CONTEXT

The 2024 Master Plan Update takes into consideration the many planning documents that came before it. These documents are valuable concerning the City's focus on public engagement needed to create them. They are largely reflective of the needs and desires of the residents, business owners, and other stakeholders in the City of the Village of Douglas. It is important to understand that this Plan incorporates elements of each of these planning documents in the goals for each of the following themes for the next 20 years of the City's future:

- 1. Sustainable and Thriving Local Economy
- 2. Housing Affordability and Neighborhood Preservation
- 3. Priorities for People, Arts and Culture
- 4. Safe and Available Public Infrastructure
- 5. Sustainability and Resiliency





TECHNICAL MEMORANDUM: DOUGLAS YOUR TOWN RECOMMENDATIONS 2010

This study reported on the City’s opportunities and potential for main street revitalization and placemaking. The theme of the study focused on walkability and the activation of existing spaces to create places to gather and build relationships with others in the community. Recommendations in this plan include mention of many action items from the 2016 Master Plan.



BLUE STAR HIGHWAY CORRIDOR PLAN 2012

In 2012, the City adopted the Blue Star Highway Corridor Plan which outlines goals for strengthening economic vitality and improving safety within the corridor. This plan incorporates planned improvements to these areas while prioritizing the importance of aesthetics and the need to make the corridor more attractive and welcoming to tourists and residents alike. There are many parallels between this Plan update and the Blue Star Highway Corridor Plan of 2012 as it relates to goals for the corridor. Many goals have been implemented as it relates to safety, with the construction of crosswalks and bike paths, however, some goals remain to be achieved.



WATERFRONT MASTER PLAN 2016

This plan served to identify public projects and goals relating to the waterfront of the City of the Village of Douglas. It sought to expand the public waterfront, support economic growth in the area, and develop a viable long-term funding source for harbor maintenance. Some goals in the Waterfront Master Plan have changed, and the City no longer seeks ownership of the large existing marina (Tower Marine/Safe Harbor). The City has implemented the goal of a publicly owned marina at Pleasant Point and strives to preserve public ownership of the existing publicly-owned waterfront assets. The extensive public engagement efforts that produced the input related to the desired outcomes and land uses for the Safe Harbor marina still remain valid and relevant for the City.



TRI-COMMUNITY MASTER PLAN 2016

The 2016 Tri-Community Master Plan between the City of Saugatuck, Saugatuck Township, and the City of the Village of Douglas was crafted to improve the quality of life of citizens in the three communities. Key goals included maintaining the established community character, managing growth, promoting efficient and balanced land use, understanding cultural resources, encouraging economic prosperity, and more.



DOWNTOWN DEVELOPMENT AUTHORITY TAX INCREMENT FINANCING PLAN (DDA TIF PLAN) 2023 UPDATE

This plan guides the DDA's project development to help optimize the utilization of the downtown area. The 2023 update served to re-evaluate and re-prioritize the goals and projects developed in the 2006 plan. Key goals include linking the DDA District with the river and the City's history while promoting private development; providing diverse experiences and views; establishing public and private development opportunities; improving the business climate of the DDA; creating a continuum of activities in the DDA District; and more.



TRI-COMMUNITY PARKS AND REC MASTER PLAN 2024

This plan serves to guide the development of recreational amenities in the City of the Village of Douglas and the Tri-Community area. Goals for this plan include fostering community well-being, coastal conservation and environmental stewardship, inter-local collaboration, improved connectivity, and nurturing existing green spaces.



2016 MASTER PLAN - OUR DOUGLAS VISION

Table 1 provides a list of the action items that have not been implemented as of the date of this Plan. Like many other communities, the COVID-19 pandemic in 2020 placed pause on many important capital improvement projects. Some of these items are still relevant, as described in Chapter 6, Goals & Objectives.

TABLE 1: REMAINING 2016 MASTER PLAN ACTION ITEMS

Strong Local Economy

- Economic Revitalization**
1. Pursue acquisition or work with owners to lease storefronts of vacant or underutilized properties for development or temporary activity space
 2. Encourage pop-up businesses on vacant lots
 3. Expand parks and recreation offerings as a means to attract and retain residents

- Building Use and Design**
1. Update the Zoning Ordinance and implement a form-based code and storefront design requirements
 2. Eliminate parking requirements for new commercial buildings located downtown
 3. Design recessed doorways for future commercial buildings to improve pedestrian flow
 4. Add focal points at the end of streets and alleyways

TABLE 1 CONT'D: REMAINING 2016 MASTER PLAN ACTION ITEMS

Waterfront	
Waterfront Enhancement	<ol style="list-style-type: none">1. Create a focal point at Douglas Harbor2. Enhance pedestrian connections to waterfront (Washington Street, Water Street and Center Street)3. Construct a continuous multi-use trail from Douglas Harbor to Blue Star Highway underpass
Blue Star Hwy Underpass Activation	<ol style="list-style-type: none">1. Enhance lighting and signage2. Add permanent benches3. Add public art murals
Transportation and Mobility	
Pedestrian Accessibility	<ol style="list-style-type: none">1. Add crossings along Blue Star Highway to St. Peter's Drive, Union Street and Main Street2. Add a pedestrian walkway along Washington Street
Alternative Transit	<ol style="list-style-type: none">1. Add bike racks, bike sharing facilities and/or repair stations Downtown2. Implement a shuttle system to transport residents/visitors between Downtown and Douglas Beach

THE VILLAGE OF FRIENDLINESS SINCE 1870

The City of the Village of Douglas was founded in 1870 when the settlement was formally platted and incorporated as a village. The City's founding years shaped its identity, giving it a foundation in both industry and agriculture. The hard work of early farmers, lumber workers, and entrepreneurs created a strong community. Its location near Lake Michigan and Kalamazoo Lake has continued to influence its development. From its humble beginnings as "Dutcher's Mill", to its later prominence in fruit farming and tourism, 1870 marked the start of a unique Michigan town with a rich, evolving history. The residents of the Village of Friendliness are connected by the shared history of the natural and built environment and the diversity of its people. The community continues to be committed to working together to forge a shared future, aware of their connections to each

other, and respectful of their differences. They value their relationship to the larger community around them. The community takes pride in their schools, parks, and public spaces. As they work to make their neighborhoods welcoming to all, they remain committed to preserving the friendly atmosphere, valuable natural resources, cultural heritage and diversity, economic health of the City.

The community recognizes that the future of The City of the Village of Douglas is connected to the natural resources and systems they depend on and enjoy, as well as the local and regional economic relationships that have developed over time. They envision a future in which fiscal and environmental health are in balance and wisely stewarded, alongside principles of resiliency and sustainability.



CHAPTER 2

COMMUNITY PROFILE

POPULATION AND ECONOMIC CHARACTERISTICS

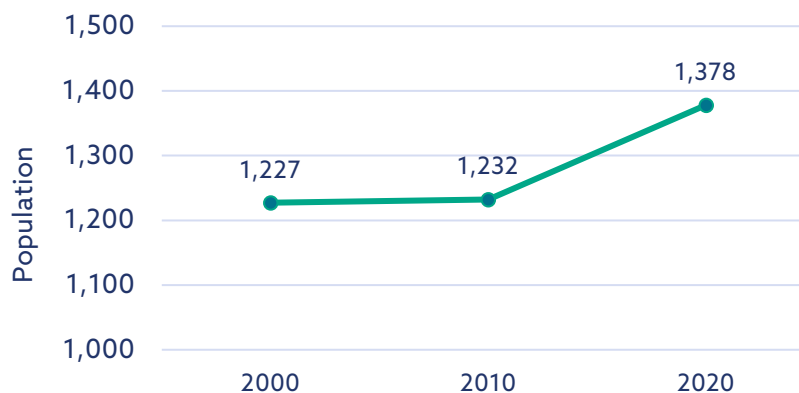


The City of the Village of Douglas attracts visitors from all over the nation and world, many of whom decide to make it their forever home. While a portion of the current residents were born and raised in the Saugatuck/Douglas area or are transplants from elsewhere, another segment lives here seasonally with residences in other parts of Michigan or the country. There is a growing need to encourage more individuals and entrepreneurs to establish permanent residency in the City. Increasing the number of permanent residents will strengthen the community and contribute to its long-term vitality, and bolster the eclectic art, food and cultural scene, which supports the local economy. The City plays an important role in providing a unique and friendly place to live for its roughly 1,380 residents.

Coastal Community Growth

The City of the Village of Douglas benefits from being a desirable coastal community, which means that it has grown during regional and statewide population decline.

FIGURE 1. POPULATION



Since the 2010 Census, the population of the City of the Village of Douglas has experienced faster growth than the previous decade. The U.S. Census reports that the population of year-round permanent residents had increased from 1,232 in 2010 to 1,378 in 2020, an 11.85% increase. Comparatively, Grand Rapids experienced a 5.47% population increase since 2010. Allegan County grew by 8.16% between 2010 and 2020. Michigan experienced a 1.96% increase in population during the same period.

WHAT THIS MEANS: Compared to regional and statewide trends, Southwest Michigan’s coastal communities continue to attract new residents.

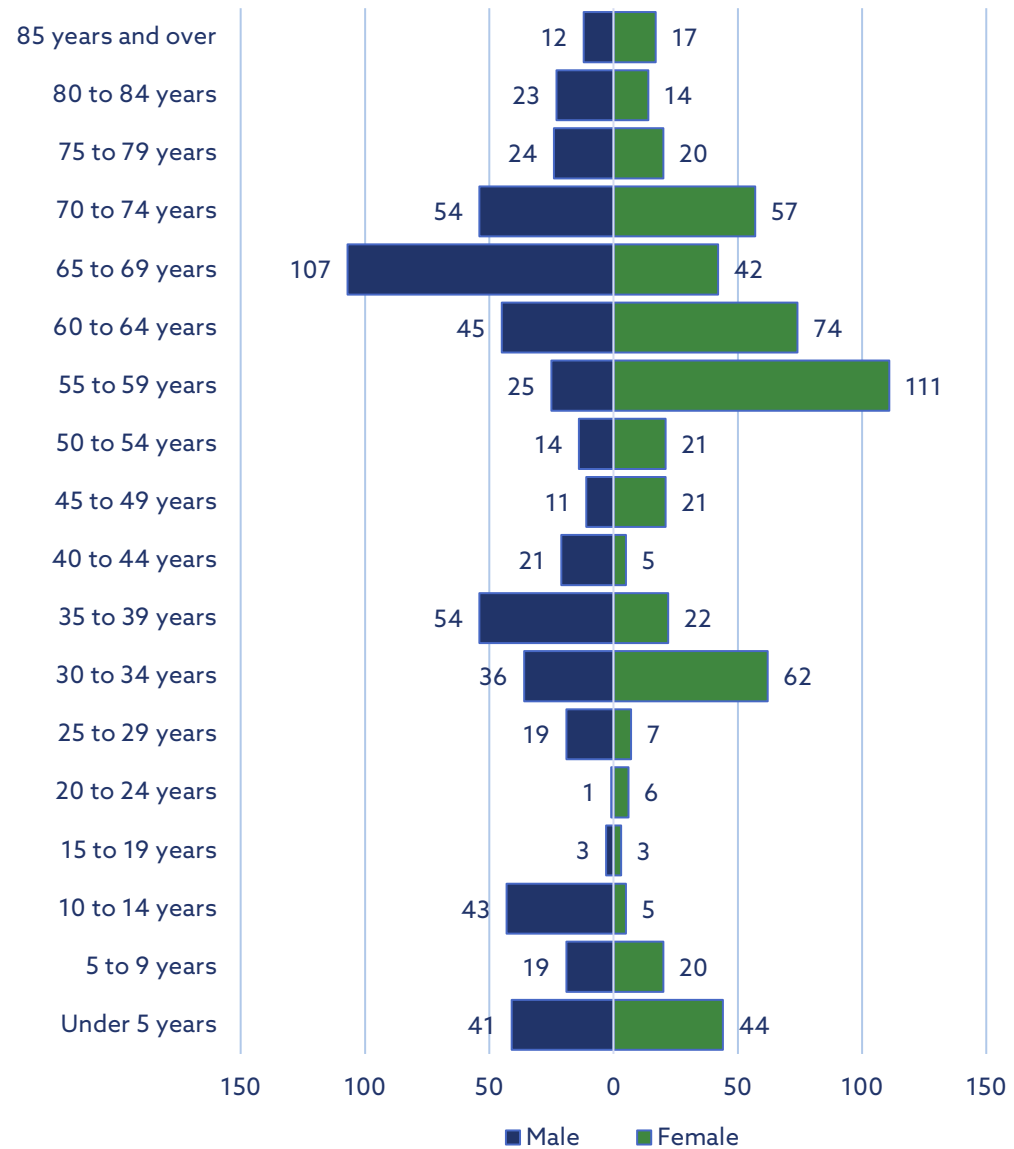
Aging Population

The population in the City of the Village of Douglas is entering or has entered the retirement years, leaving an empty-nester populace that defines the character of the community.

The population in the City of the Village of Douglas is aging. The median age as of 2010 was 54, and the American Community Survey estimated in 2022 that the median age had increased to 55.7. This is older than the county median age, which is 41.1. Nearly 40% of the population falls between ages 55 and 74.

WHAT THIS MEANS: The majority of the population in the City is either in, or near entering their retirement years. This positions the City of the Village of Douglas to be a desirable community for empty-nesters and older adults. This demographic has different economic, social and service-related needs and desires which can and should be reflected in economic development, and housing and neighborhood initiatives.

FIGURE 2. POPULATION BY AGE

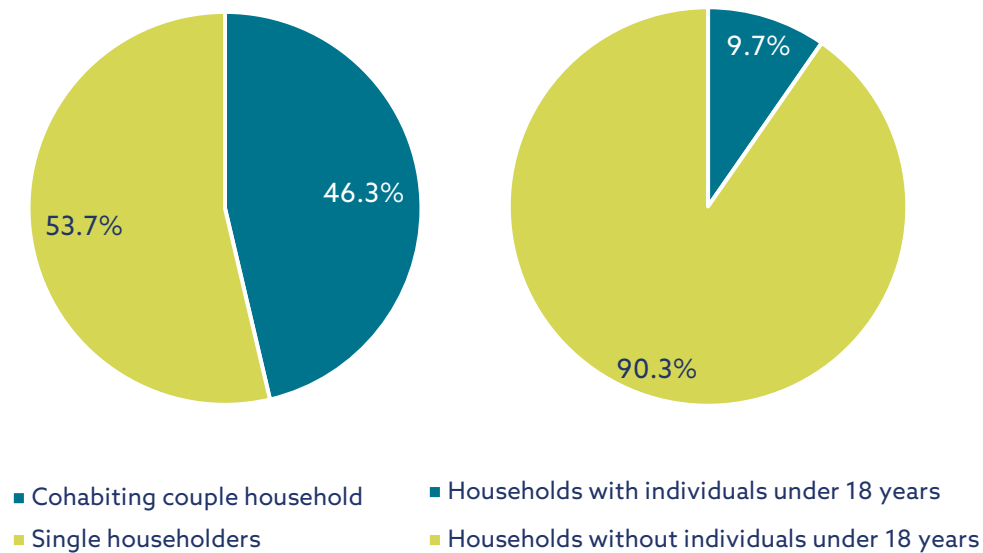


Source: American Community Survey

Diverse Life Stages and Lifestyles

Households in the City of the Village of Douglas are diverse, and are not necessarily made up two-parent households with children. The majority of year-round residents live in 1 or 2-person households, and very few households have children under age 18.

FIGURE 3. HOUSEHOLD LIVING ARRANGEMENTS



693
Total
Households

1.75
Average
Household Size

2.60
Average
Family Size

Of the 693 households in the City as of the 2020 US Census, very few households (9.7%) have children under 18 years of age, most households (90.3%) are cohabiting couples or single householders with no children under 18 years of age living in the home.

Two-partner families make up nearly half of all households in the City. Over half of all year-round residents report living alone.

The average household size is 1.75 and the average family size is 2.6 members. Both are smaller than Allegan County (2.64 and 3.07, respectively) and State (2.45 and 3.05) averages.

Source: American Community Survey

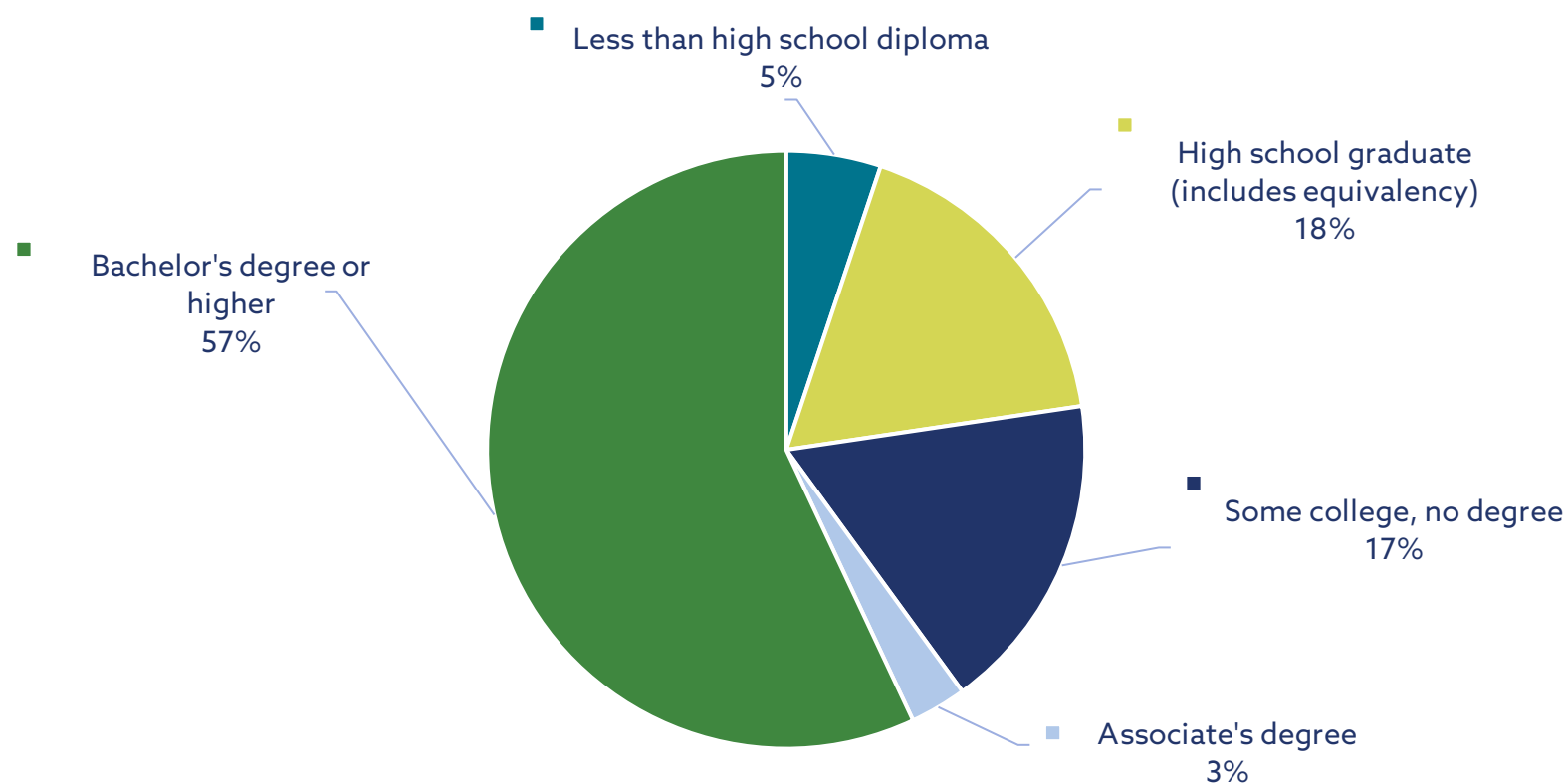
WHAT THIS MEANS: Single, unmarried and cohabiting adults make up the majority of year-round households in Douglas. However, the availability of housing stock suggests that single-family detached homes are still the predominate building type. Unfortunately, Single-family homes are also the predominant style of short-term rental. Attracting and retaining young families in these single-family homes will be crucial to supporting local businesses, the school system, and neighborhoods throughout the year, as opposed to an oversaturation of short-term rentals and visitors to the City.

Education and Income

Higher educational attainment translates into favorable economic conditions for residents, which can stimulate market growth and development in niche areas.

Educational attainment in Douglas is high. Just over 95% of year-round residents have at least a high school diploma. Around 40% of the population holds a bachelor's degree, and 16% of the population has a graduate or professional degree.

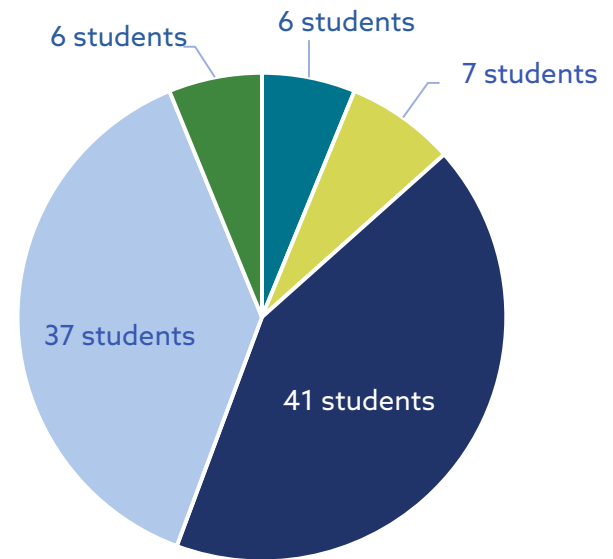
FIGURE 4. EDUCATIONAL ATTAINMENT



Source: 2021 American Community Survey

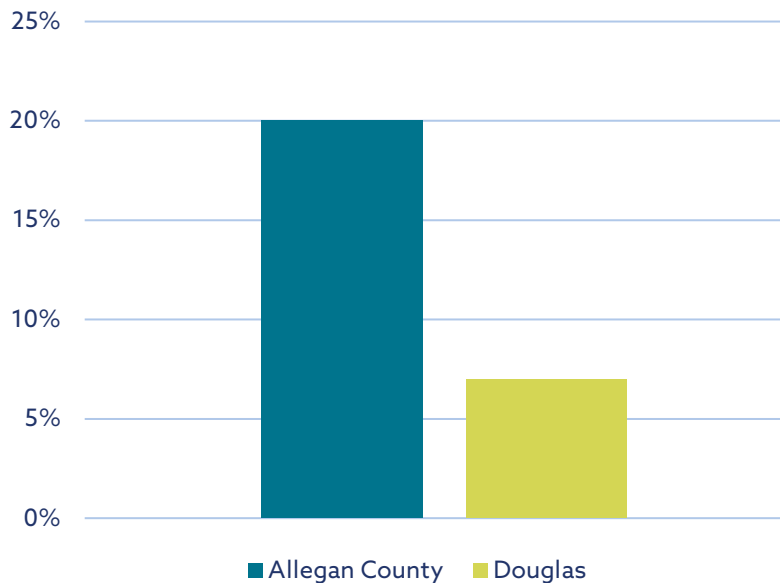
FIGURE 5. STUDENTS ENROLLED IN PRESCHOOL - 12TH GRADE

■ Preschool - 6 students	0.40% of total population
■ Kindergarten - 7 students	0.50% of total population
■ Elementary - grades 1 to grade 4 - 41 students	2.90% of total population
■ Elementary: grade 5 to grade 8 - 37 students	2.68% of total population
■ High school: grade 9 to grade 12 - 6 students	0.40% of total population



Source: 2021 American Community Survey

FIGURE 6. STUDENT ENROLLMENT COMPARISON/TOTAL POPULATION



WHAT THIS MEANS: High educational attainment of residents in a community translates into better job security, less unemployment, higher median incomes and greater disposable income; all drivers for favorable market conditions.

The current total number of students enrolled in preschool through 12th grade is 97, which is only 7% of the total population. This tells us that there are fewer families with school-age children living in Douglas.

In comparison, the percentage of students enrolled in preschool through 12th grade in Allegan County is 20% as shown in Figure 6.

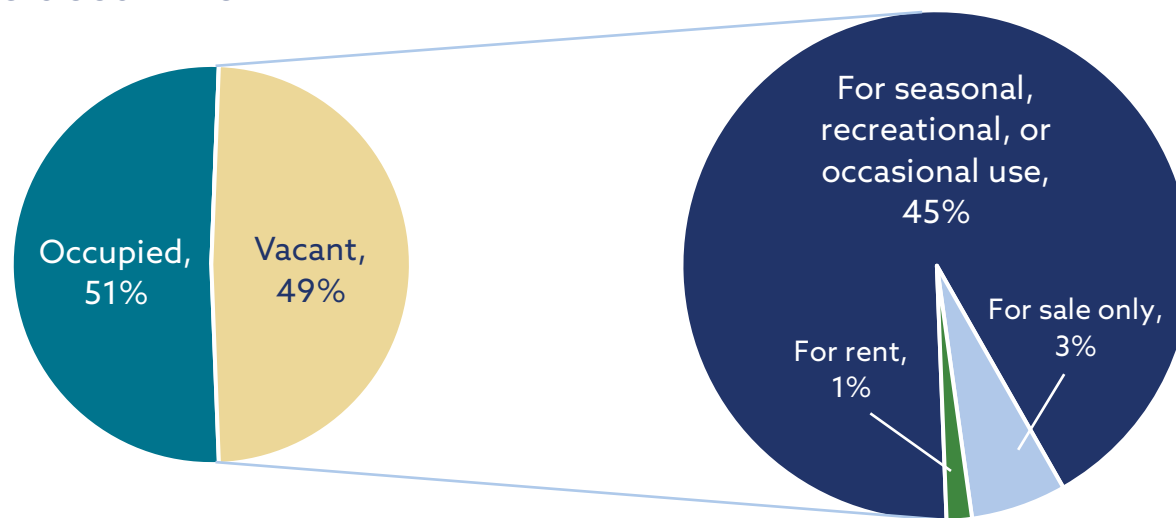
Housing and Development

The ratio of seasonal and year-round residents and housing stock in Douglas is changing. The quantity of both occupied and seasonal housing units increased in Douglas between 2010 and 2020.

Total housing units in Douglas increased by 310 units or approximately 37% during the decade. Seasonal housing increased by 276 units over the same period. In 2010, seasonal housing units in Douglas accounted for approximately 244 (23%) of the total 1,075 housing units. This is less than the 520 (45%) seasonal housing units of the total 1,155 housing units estimated for the year 2022.

Although the U.S. Census does not report the seasonal population, information on seasonal home vacancies is provided. Seasonal vacant housing units include those that are used for summer or winter sport/recreation, such as cottages and hunting cabins, and intended for occupancy in certain seasons of the year, or used as short-term rentals. These seasonal vacancies offer insights into the population dynamics of a community throughout the year, which is particularly relevant for areas experiencing a notable increase in the seasonal population during warmer months.

FIGURE 7. HOUSING OCCUPANCY

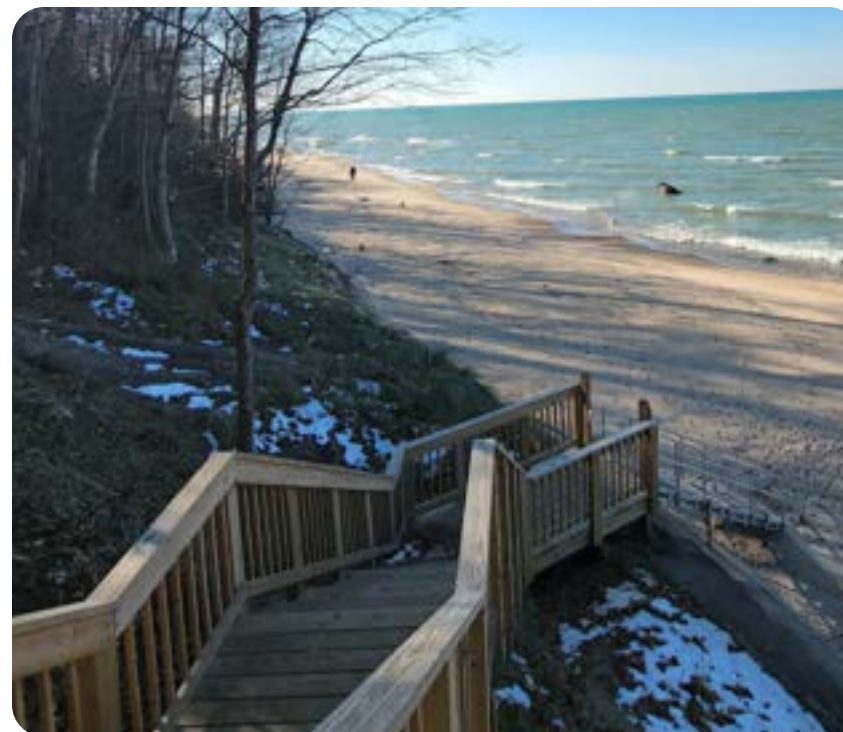


Source: 2021 American Community Survey

As mentioned, Douglas has a total of 1,155 housing units according to the 2020 U. S. Census. The 2022 American Community Survey indicates that nearly 49% of these housing units were estimated to be vacant. Among these vacant units, approximately 92%, totaling 520 units, were reported to be vacant for seasonal, recreational, or occasional use.

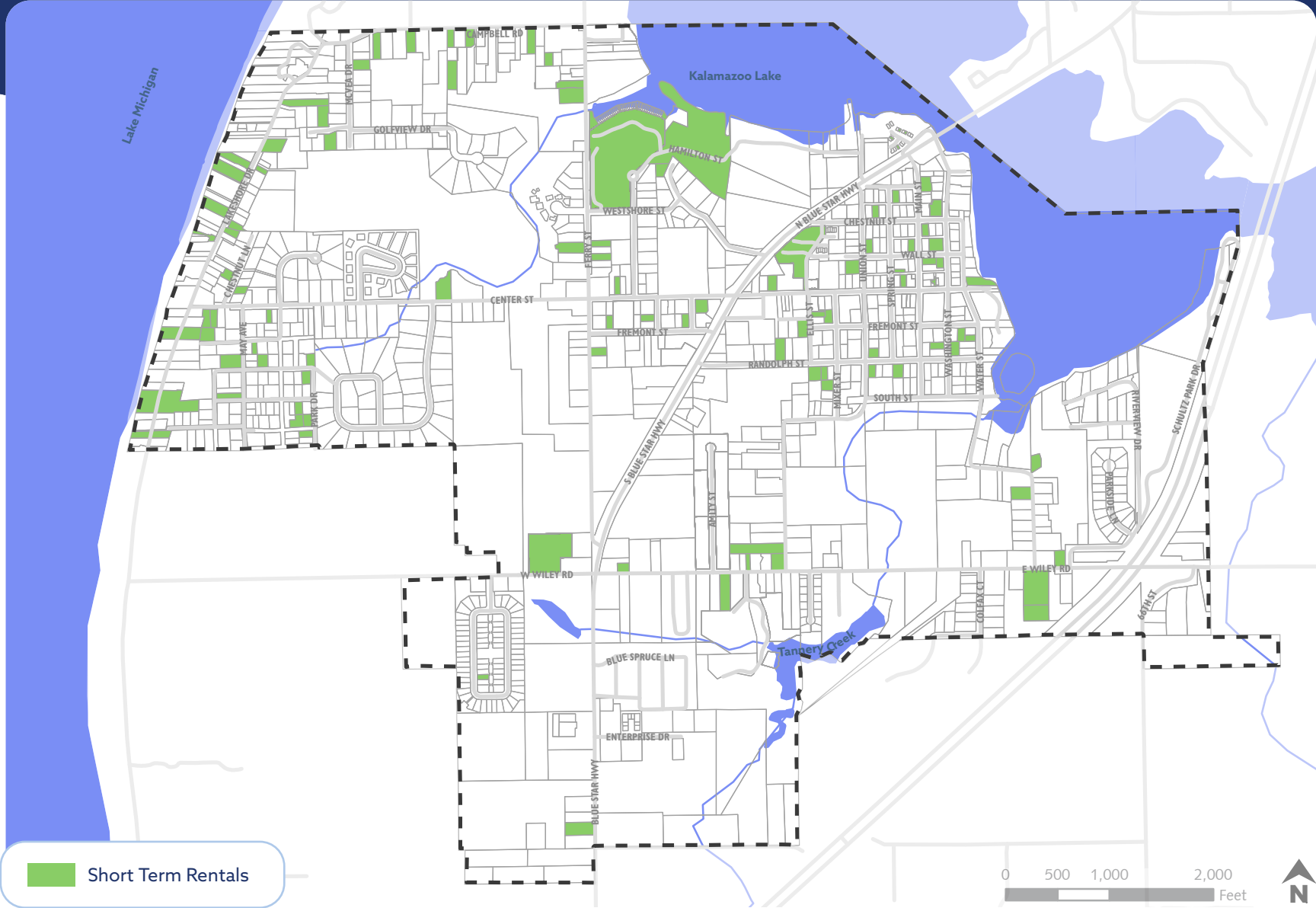
Douglas and other shoreline communities commonly feature numerous short-term rental units, often leased for short periods of time (30 days or less) using services provided through online platforms. In Douglas, the number of short-term rental listings grew from 114 in September 2022 to 160 in September 2023, as reported by bnbvestor.com. Bnbvestor is a private online platform that provides vacation rental data and analytics to help people find potential investment properties to purchase that are currently available.

The majority of registered short-term rental properties in Douglas are located along the Lake Michigan and Kalamazoo Lake shoreline as shown in Map #1. According to the information provided by the City there are a total of 346 parcels that are registered as a short-term rental, and/or the property owner does not claim a principal residence exemption (a tax exemption for homes that are claimed as the principal or main residence). Other residences owned by the same property owner do not qualify for the exemption – these “other residences” are typically seasonal homes, or both. This map provides insight into the distribution of properties that are not occupied by permanent residents.



WHAT THIS MEANS: The local economy and Saugatuck Public Schools are better supported by year-round residents. The decline in permanent residency has a domino effect on the vitality of local businesses during winter months, which is not sustainable long-term. If a similar increase in seasonal housing units is seen during the next decade, Douglas could see over 50% seasonal units by 2030. Maintaining a balance of seasonal and year-round residents is important for the health and vitality of the community as a whole.

MAP 1: SHORT TERM RENTALS



Source: City of the Village of Douglas Clerk's Office, November, 2024

Economic Trends of Seasonal Business

As detailed in the previous section, Douglas' seasonal ebbs and flows are also reflected in the local economy. The Douglas economy is largely comprised of businesses that thrive during the summer months when seasonal populations increase.

The vast array of art galleries, boutiques, restaurants and service industries serving a seasonal population are the dominant types of businesses found along Center Street in the downtown district. Blue Star Highway consists of medium to larger-scale retail, service and hospitality uses. Residents have noted that many of these businesses struggle to stay afloat and the turnover in some of the storefronts is quite frequent.

WHAT THIS MEANS: Quick turnover of businesses and empty storefronts can have a negative impact on the sense of vibrancy of the City, particularly during the winter months.

Short-term Rental Impacts

Short-term rentals can significantly impact a local economy by increasing tourism and providing a source of income for property owners, which can stimulate local businesses such as restaurants, shops, and entertainment venues. The influx of visitors often leads to higher seasonal demand for goods and services, creating jobs and supporting local entrepreneurship. The increase in revenue from visitors can be beneficial for infrastructure and other public improvements. However, greater numbers of short-term rentals can also contribute to housing shortages and increased property prices, potentially displacing long-term residents and altering community dynamics. As of November, 2024, the City has not implemented a cap or other zoning-based measures to limit or control the number of short-term rentals permitted.

Adjacent shoreline communities also struggle seasonally due to the higher vacancies and population decrease in the winter months. The City of Saugatuck has employed a limit of no more than 20% of the existing housing stock for short-term rental use.



CHAPTER 3

NATURAL FEATURES



Anishinaabe Roots

The City of the Village of Douglas is characterized by a diverse natural landscape that sustained the area's indigenous people for centuries. The Anishinaabe people viewed the natural world as being infused with spiritual significance. Landforms in Douglas, such as rivers, groves, forests, dunes, and the Lake Michigan shoreline were sites for ceremonies, storytelling, and gathering. These landforms also served as resources that provided food, such as fish, small and large game, and fertile soils along the Kalamazoo River and its tributaries conducive for planting crops.

The Douglas shoreline remains largely natural, allowing visitors to appreciate the land similar to how the Anishinaabe would have. Along the lakeshore, the sandy beaches, rolling dunes, and pristine woodlands offering stunning views of Lake Michigan remain from formations that long predate human settlement in the area. Inland, the terrain shifts to gentle hills and fertile farmland, adorned with orchards and vineyards thriving in the region's favorable climate. The Kalamazoo River provides opportunities for recreational activities such as boating, fishing, and leisurely walks along its banks. These natural assets contribute significantly to the appeal of Douglas, and continue to encourage outdoor exploration and appreciation of the cultural significance of the area to the Anishinaabe people.

Topography

The topography of the area is largely characterized by the dune and backdune ecosystems that characterize coastal towns along the Lake Michigan shoreline. As seen in Maps 2 and 3, there is a correlation between dune ecosystems and the terrain in the City, which are prevalent in close proximity to Lake Michigan.

Lakeshore - Dunes - High Risk Erosion Areas, Critical Dune Areas

The freshwater sand dunes along the Great Lakes are the largest collection of freshwater dunes in the world, and are home to abundant flora and fauna, serene views, unique topography, and abundant natural resources. They are extremely important to the areas they occupy, and are a crucial barrier between coastal towns and the often harsh conditions that occur on the Great Lakes.

As exemplified by the nearby ghost town of Singapore, buried by shifting sands that were loosened as a result of localized deforestation, dunes are an important feature to protect. Map 3 shows the Critical Dune Areas, dunes that are protected from certain developmental, tree removal, and recreational activities, within the City of Douglas.

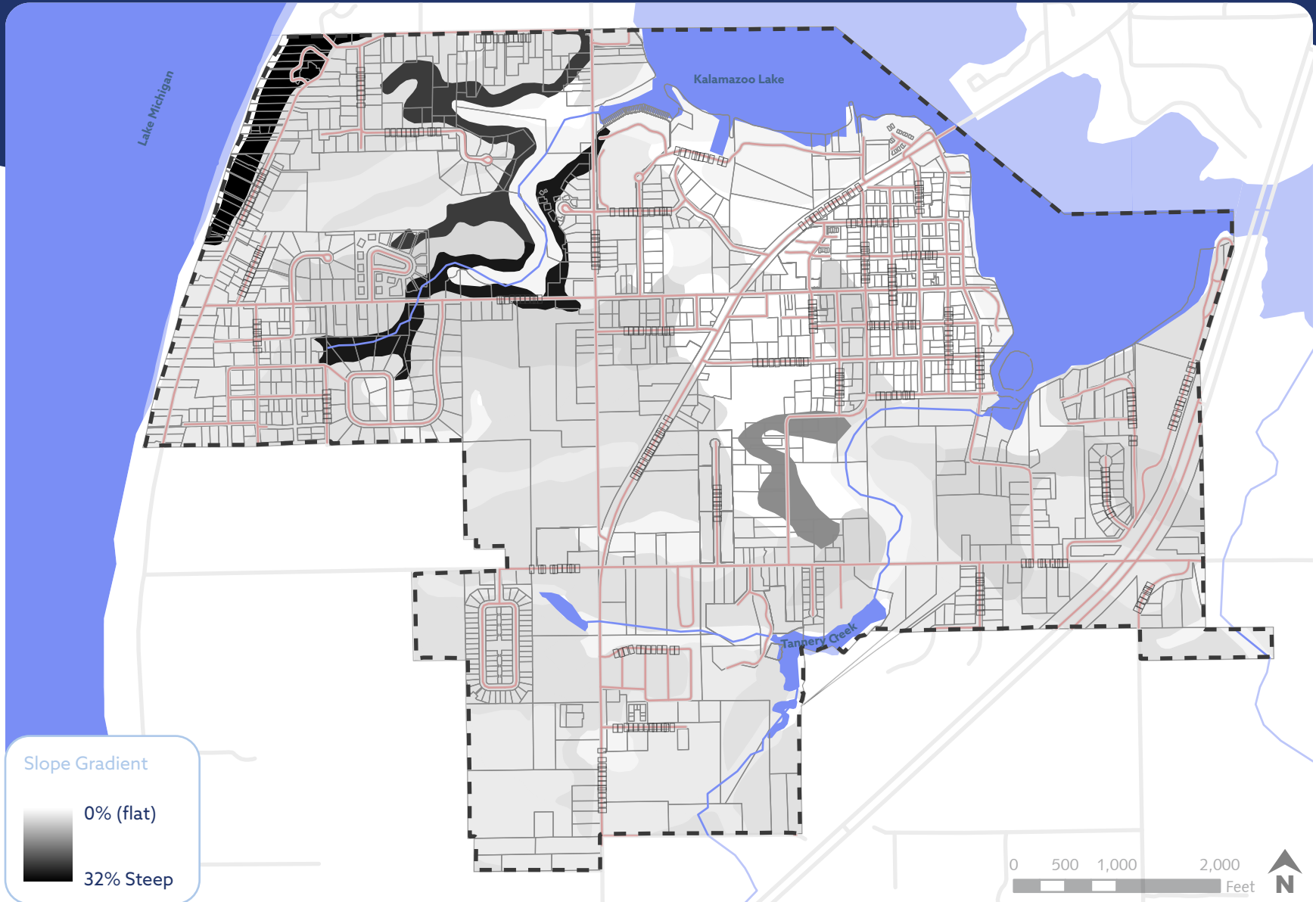


Kalamazoo Lake Waterfront

Kalamazoo Lake, a haven between Lake Michigan and the rolling agricultural land to the east, has long provided shelter and recreational opportunities for boaters traversing the Kalamazoo River and Lake Michigan. Presently, the River and Lake are popular for recreational boaters and kayakers. The Douglas side of the Lake is home to marinas and park spaces, providing residents and visitors access to the water.

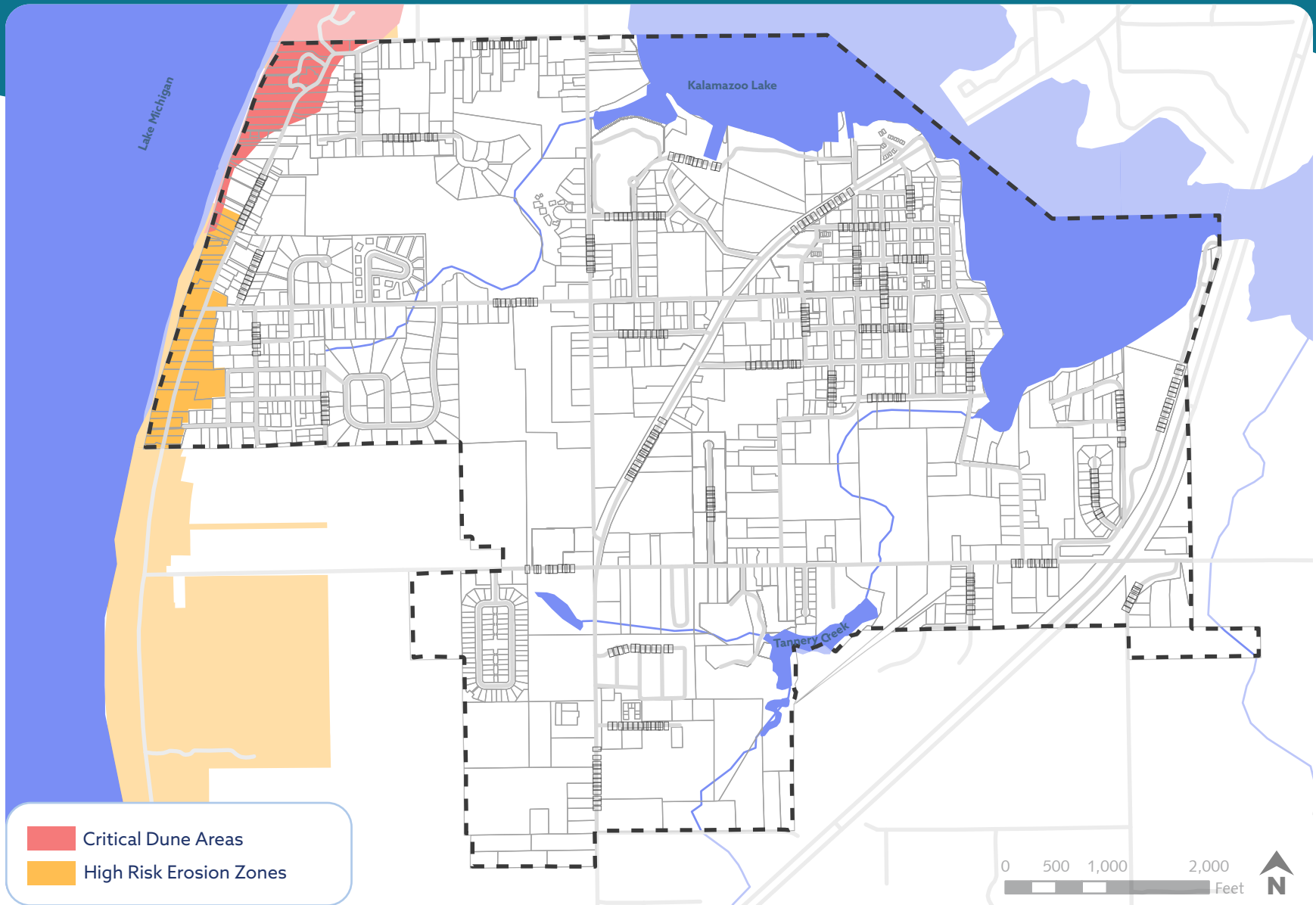
Howard Schultz Park, Wade's Bayou Park, Veterans Walk Park, Douglas Marina, and other publicly owned rights of way all provide public access to the waterfront either through docks and launches, fishing, or play. The Union Street Launch Site is the only publicly-owned access to Kalamazoo Lake downstream from the height-limited Blue Star Bridge.

MAP 2: TOPOGRAPHY



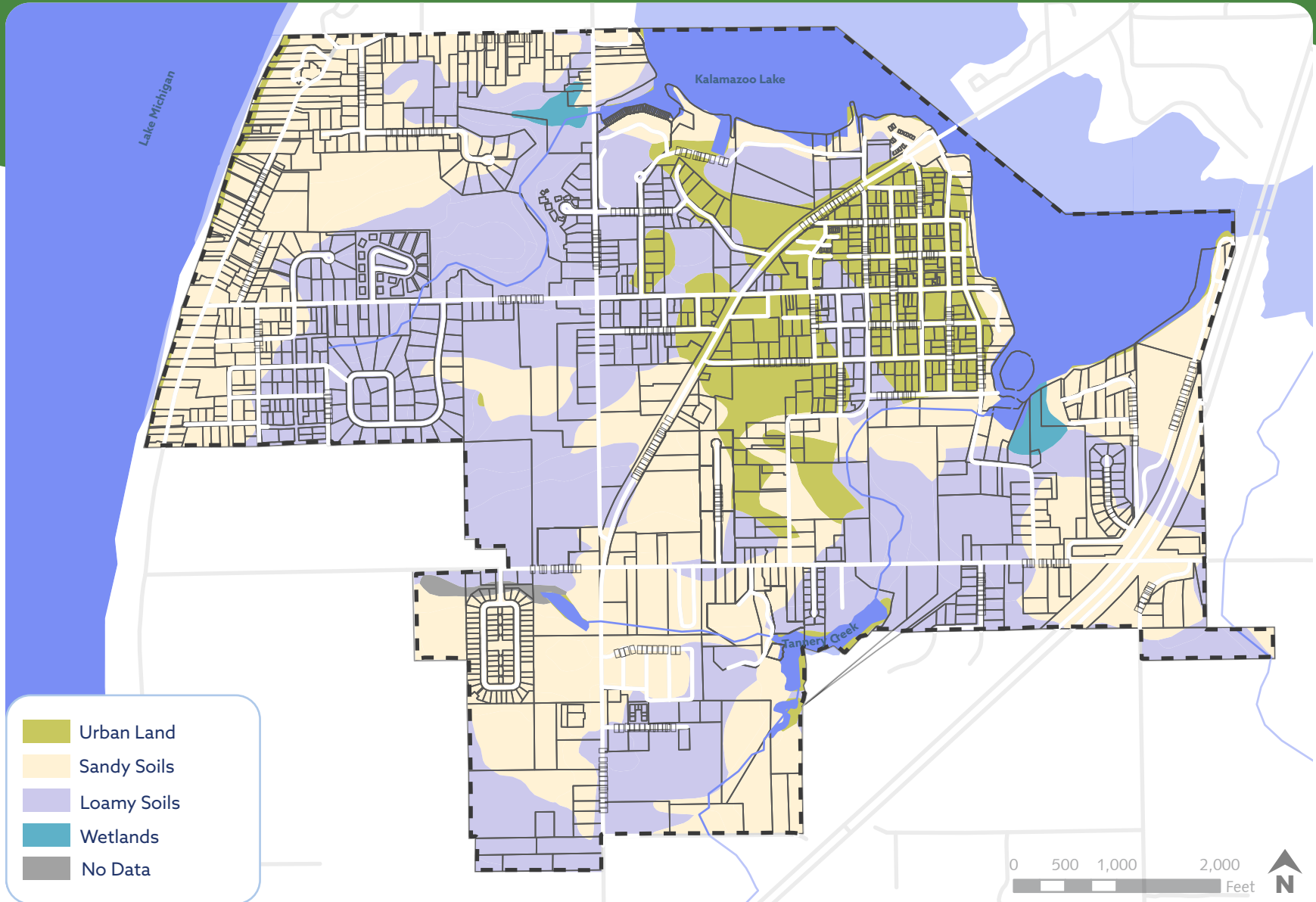
Source: Natural Resources Conservation Service, United States Department of Agriculture. Web Soil Survey. 2005

MAP 3: SHORELINE FEATURES



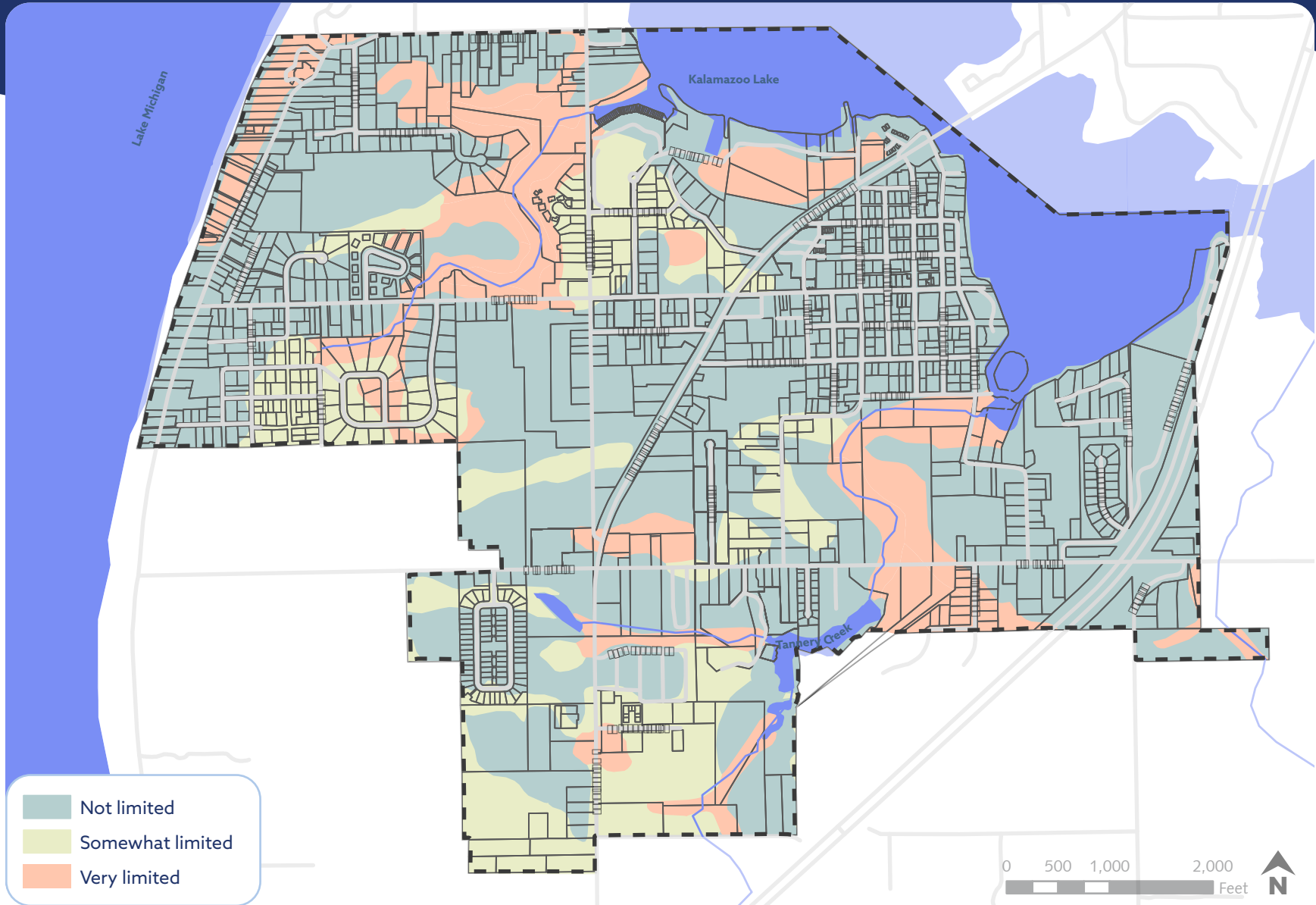
Source: Michigan Department of Environment, Great Lakes, & Energy (EGLE) Critical Dune Areas, 1996. High Risk Erosion Zones, Mid-1990.

MAP 4: SOIL CLASSIFICATION



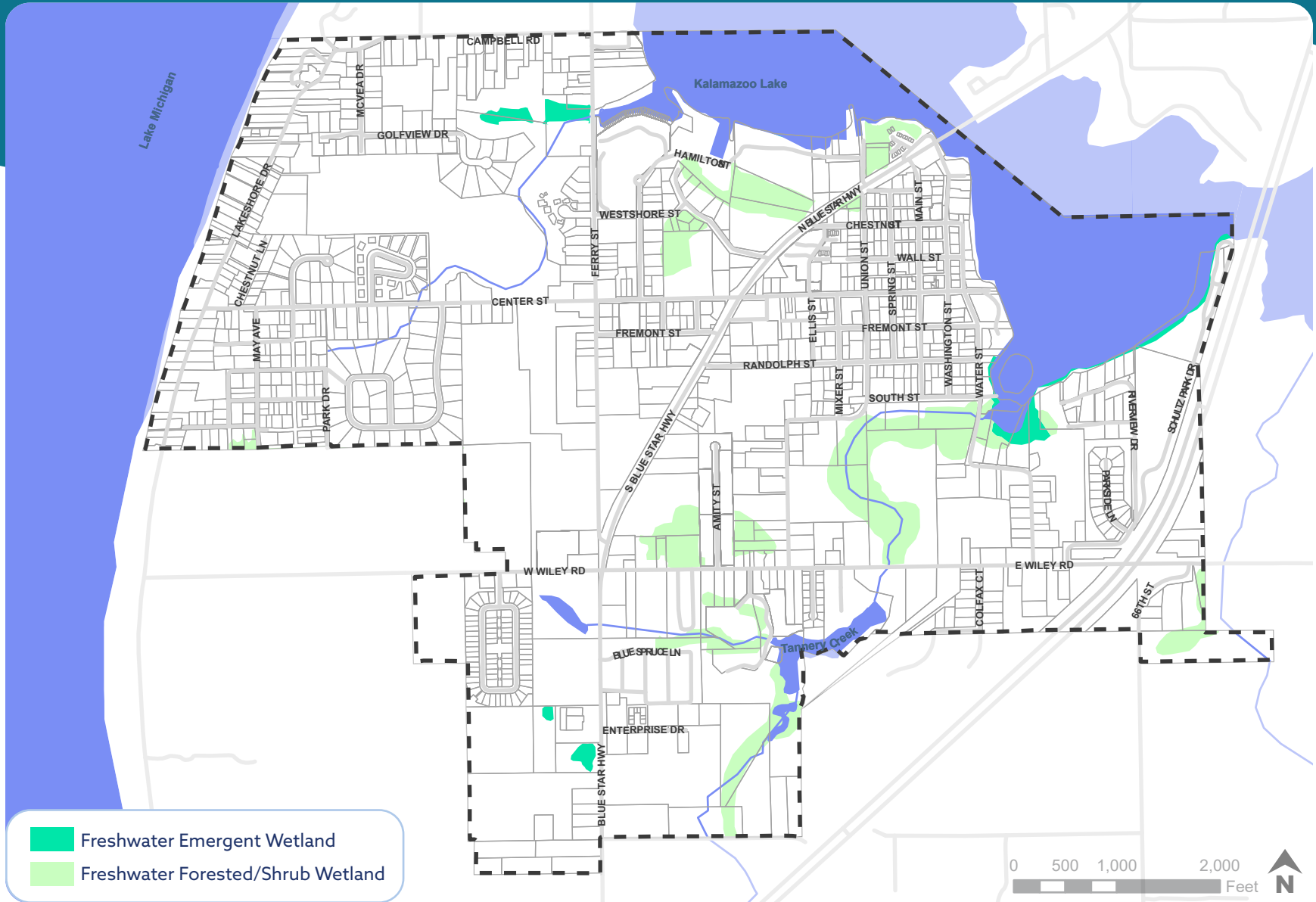
Source: Natural Resources Conservation Service, United States Department of Agriculture. Web Soil Survey. 2005

MAP 5: BUILDING SUITABILITY



Source: Natural Resources Conservation Service, United States Department of Agriculture. Web Soil Survey. 2005

MAP 6: WETLANDS



Source: Michigan Department of Environment, Great Lakes & Energy (EGLE). National Wetland Inventory 2005

Soils

The soils in the City of the Village of Douglas are diverse, but are generally comprised of sandy, coarse, and loamy soils that are well draining, as shown in Maps 4. This is generally a result of the dune and hind dune nature of much of the City. Proximity to the Kalamazoo River creates presence of hydric soils, which can affect suitability of soils for development, as shown in Map 5.

Hydrology

Water that falls on the City of Douglas generally runs off in two directions: into the Kalamazoo River Watershed, or directly into Lake Michigan. The Kalamazoo River Watershed covers the bulk of the City, while only the coastal areas in the City drain directly into Lake Michigan.

Land Cover

Land cover refers to the vegetation and land use present within a particular community. In the case of the City of the Village of Douglas, the land cover data was obtained from the National Land Cover Dataset (NLCD) prepared by the United States Geological Survey (USGS) in 2021. This dataset was generated by analyzing Landsat TM satellite imagery through an automated computer-based process. To ensure accuracy, an assessment of the satellite data was conducted, which involved comparing it to aerial photographs to evaluate the quality of the computer-based interpretation.

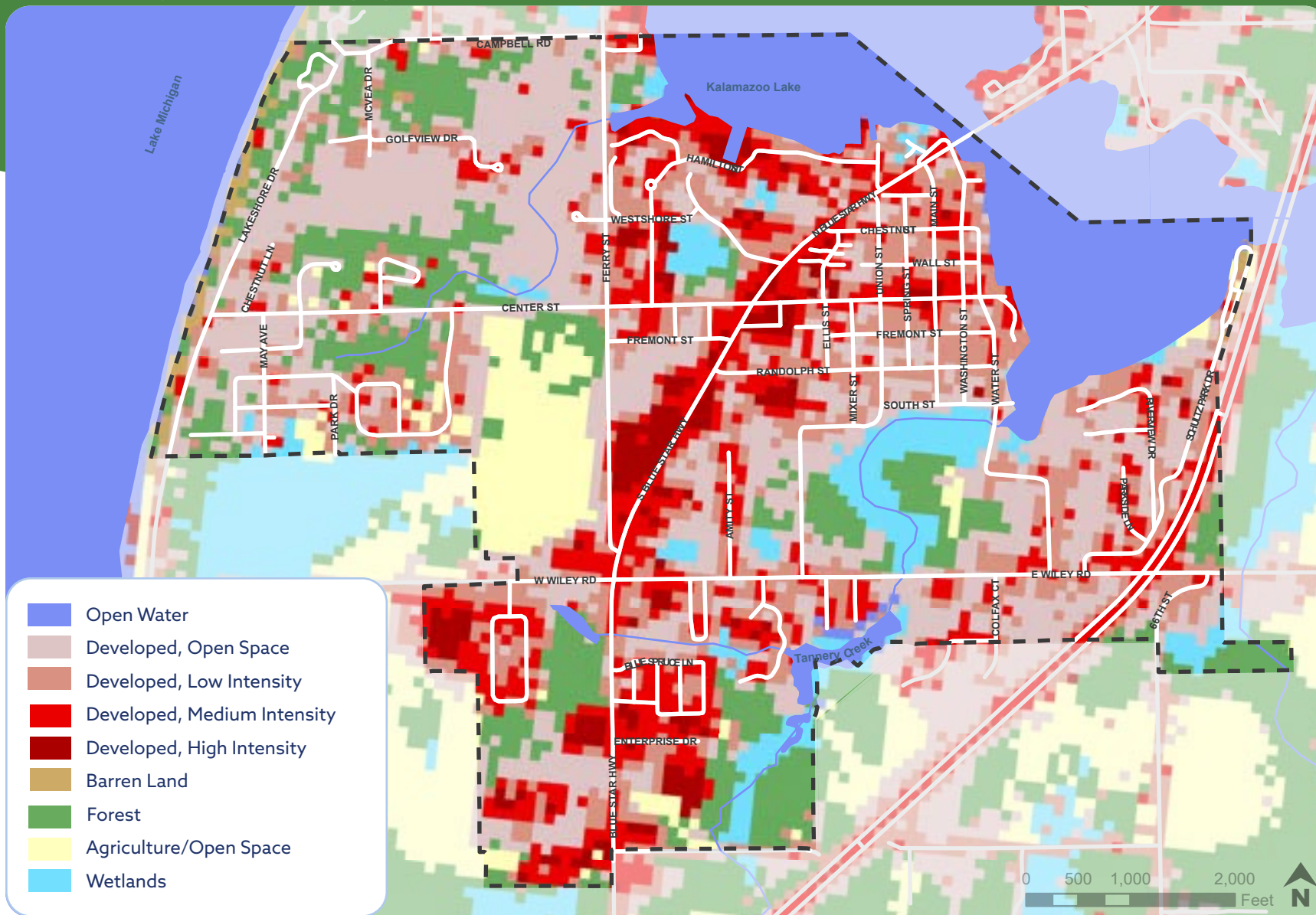
The 2021 data was released in 2023 to provide information on the Nation’s land cover and land cover change. The information is useful in determining the distribution of vegetation and development patterns and their change over time throughout the City. The 2021 NLCD includes various classes of land cover type based on a modified Anderson level II classification system. While the land cover data may not be entirely accurate, it provides a broader understanding of the overall land cover composition within the City of the Village of Douglas.

As shown in Map 7, the City is largely urbanized, with nearly 70% of the land area in the City being classified as some form of developed land. The next greatest land use in the City is forest or tree cover. Less than 6% of land in the City is considered open space, and around 5.5% is considered wetlands. Table 2 shows the land cover breakdown as provided by the 2021 NLCD.

TABLE 2: 2021 NATIONAL LAND COVER DATASET

Land Classification	Acres	Percentage of City Area
Open Water	98.1	7.7%
Developed, Open Space	364.3	28.5%
Developed, Low Intensity	261.3	20.4%
Developed, Medium Intensity	191.0	14.9%
Developed, High Intensity	60.0	4.7%
Barren Land	9.3	0.7%
Forest	161.5	12.6%
Agriculture/Open Space	63.6	5.0%
Wetlands	69.8	5.5%

MAP 7: LAND COVER



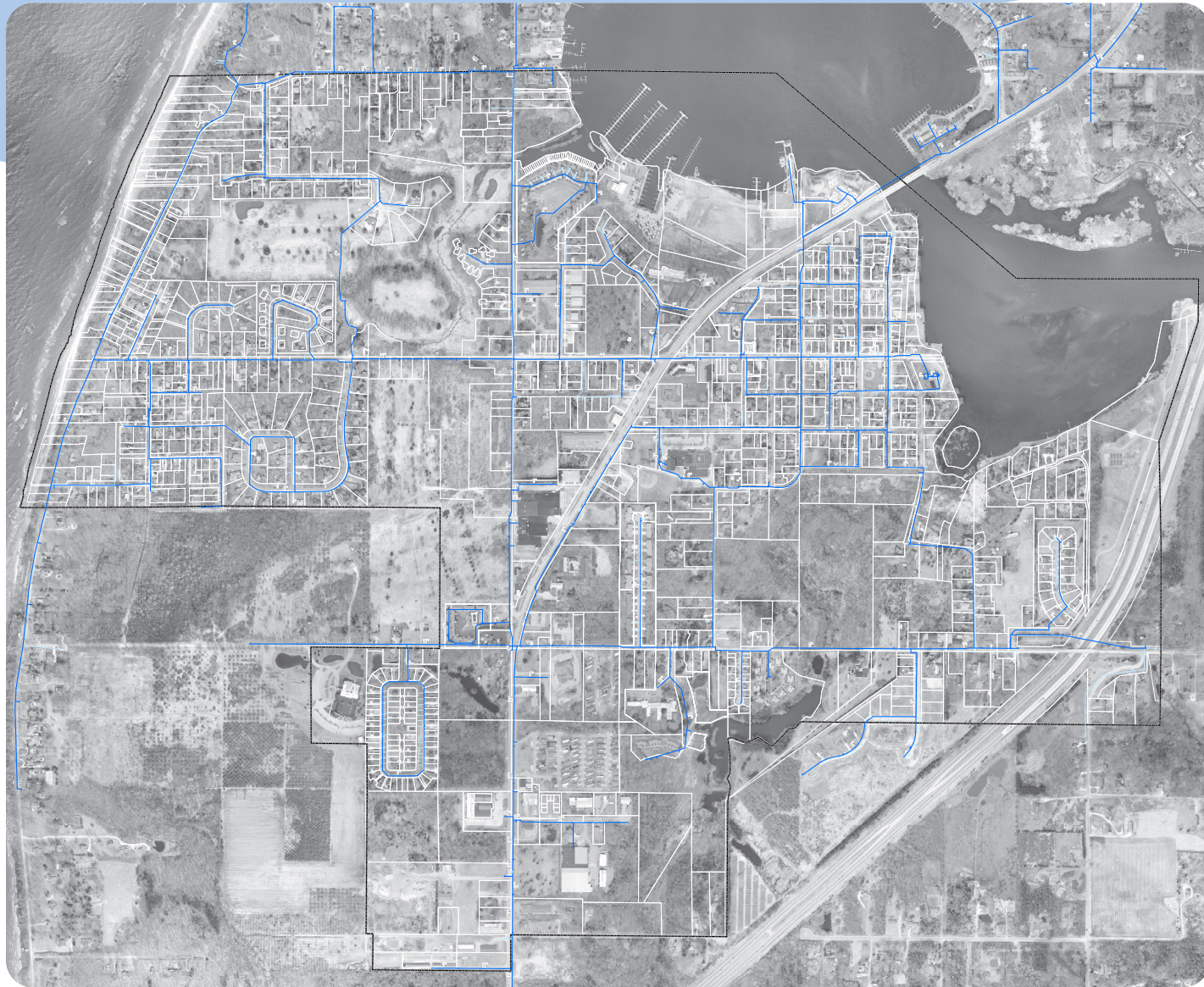
Source: United States Geological Survey, National Land Cover Dataset, 2021



CHAPTER 4

COMMUNITY FACILITIES & INFRASTRUCTURE

MAP 8: WATER SYSTEM



- Hydrant
- System Valve
- Water Main
- Water Service



Source: Fleis & Vandenbrink, 2024

MAP 9: SANITARY SYSTEM



- Public Lift Station
- Private Lift Station
- Manhole
- Gravity Main
- - - Force Main



Source: Fleis & Vandenbrink, 2024

MAP 10: STORM SYSTEM



Gravity Main Diameter

- 10" or smaller
- 12" - 15"
- 16" - 18"
- 21"
- 24"
- 48"

Culvert Diameter

- 24" or smaller
- 40" - 72"

- City's Catch Basin
- Others' Catch Basin
- City's Manhole
- Others' Manhole
- Others' Gravity Main
- Others' Culvert
- Pond
- Open Drain



Source: Prein & Newhof, 2024

Interurban Transit Authority

The Interurban Transit Authority is the demand-response based public bus system operating in Saugatuck, Douglas, and Saugatuck Township. Buses run 7 days a week and can be reserved as soon as 15 minutes out from a given time. The system's mission is to, "provide safe, reliable, efficient and affordable transportation that connects our community, promotes sustainability, and enhances the quality of life for all people of Saugatuck, Douglas, and Saugatuck Township."

Police

The Police Department is located at 47 W. Center Street and consists of one chief, a corporal, three officers, and an office clerk who serve the City 24 hours a day. According to the Police Department webpage, criminal

incidence is relatively low, and much of the department's time is spent on patrolling. The Police also play an important role in ensuring safety and order during the many community events held in the City, such as Pride events, the Halloween parade, and Octoberfest.

Fire

The Saugatuck Township Fire Department serves the City of the Village of Douglas in addition to the City of Saugatuck and Saugatuck Township. The Department has 17 pieces of fire and rescue equipment, including fire engines, rescue boats, medical response units, and more. The Department operates one station located centrally in the tri-community area at 3342 Blue Star Highway and has a personnel count of 27 firefighters, first responders, and officers. The Department is governed by a 7-member board.





Library

The Saugatuck-Douglas District Library serves both cities, and is located on the Douglas side of Kalamazoo Lake at 174 Center Street. Prior to April of 2010, the Library leased its building and property from the City of Douglas, which gifted the space to the District Library on April 6th, 2010.

The library's mission is to, "be a welcoming place that supports lifelong learning, inspires the exploration of ideas and culture, and enriches the lives of all our users through diverse materials, programs and services."



Schools

The City resides within the Saugatuck Public School District, which enrolled 793 students in the 2023-2024 school year. Consisting of three schools: Douglas Elementary, Saugatuck Middle and High Schools, the City of the Village of Douglas is home to Douglas Elementary.

Non-Motorized Transportation

Residents of Douglas and the surrounding area have access to numerous non-motorized facilities, including the Beach to Bayou Trail, Beeline Trail, and the developing Blue Star Linear Trail. The Tri-Community Parks and Recreation Plan also calls out a proposed Saugatuck-Douglas Kalamazoo River Water Trail, that would provide water-based activities for residents and visitors.

Parks and Recreation Facilities

According to the 2024 Tri-Community Parks and Recreation Plan, which is a joint effort between the cities of Douglas and Saugatuck and Saugatuck Township, the City of Douglas has 10 unique parks and recreation spaces. These facilities and any planned improvements are highlighted here.

ALICE MCCLAY PARK

- Planned Improvements: adding parking, accessible paths, and signage.

BEERY FIELD

- Planned Improvements: Lighting, electric, scoreboard, and fencing improvements, addition of a storage facility for DPW, and consideration of an outdoor skating rink.

DOUGLAS BEACH

- Planned Improvements: Bathroom facilities upgrade to be ADA compliant, potential additional parking, installation of potable water and irrigation, lighting and electric upgrades, enhancement of dune resiliency, and acquisition of adjacent land when available.

DOUGLAS MARINA

- Planned Improvements: Demolition or restoration of existing unsafe structures, installation of ADA-compliant bathroom facilities, new pavilion and landscaping, expansion of the docking system, installation of a new seawall, paving of parking areas, installation of irrigation, and upgrades to water and electric systems.

PRIDE CELEBRATION GARDEN

- No improvements suggested. The park features landscaping, seating, and a wall honoring lost loved ones.

VETERANS PARK

- Planned Improvements: Installation of a new seawall and memorial flagpole, improvements to the parking area and landscaping.

ROOT BEER BARREL

- Planned Improvements: Acquisition of adjacent land (when available), excavation, leveling, and landscaping of surrounding land, construction of an additional building for food prep/storage, and addition of a pavilion. Recent improvements include the connection to water and sewer for newly constructed restroom facilities, additional angled parking along Ferry Street, and high speed internet.



SCHULTZ PARK

- Planned Improvements: Dog park upgrades including pavilion construction, potable water provision, additional shade trees, new ADA-compliant bathroom facilities, expansion of pickleball courts, addition of a disc golf course, excavation, leveling, and landscaping near the pavilion, addition of a 5-12 year old section to the playground, installation of an adult fitness area, replacement and expansion of bleachers with a concrete base, paving and increasing parking around pickleball courts and pavilion, lighting and electric service upgrades, scoreboard upgrade, construction of a storage facility for DPW, shared use path connection from Wiley Road, and improvements to the sand volleyball area.

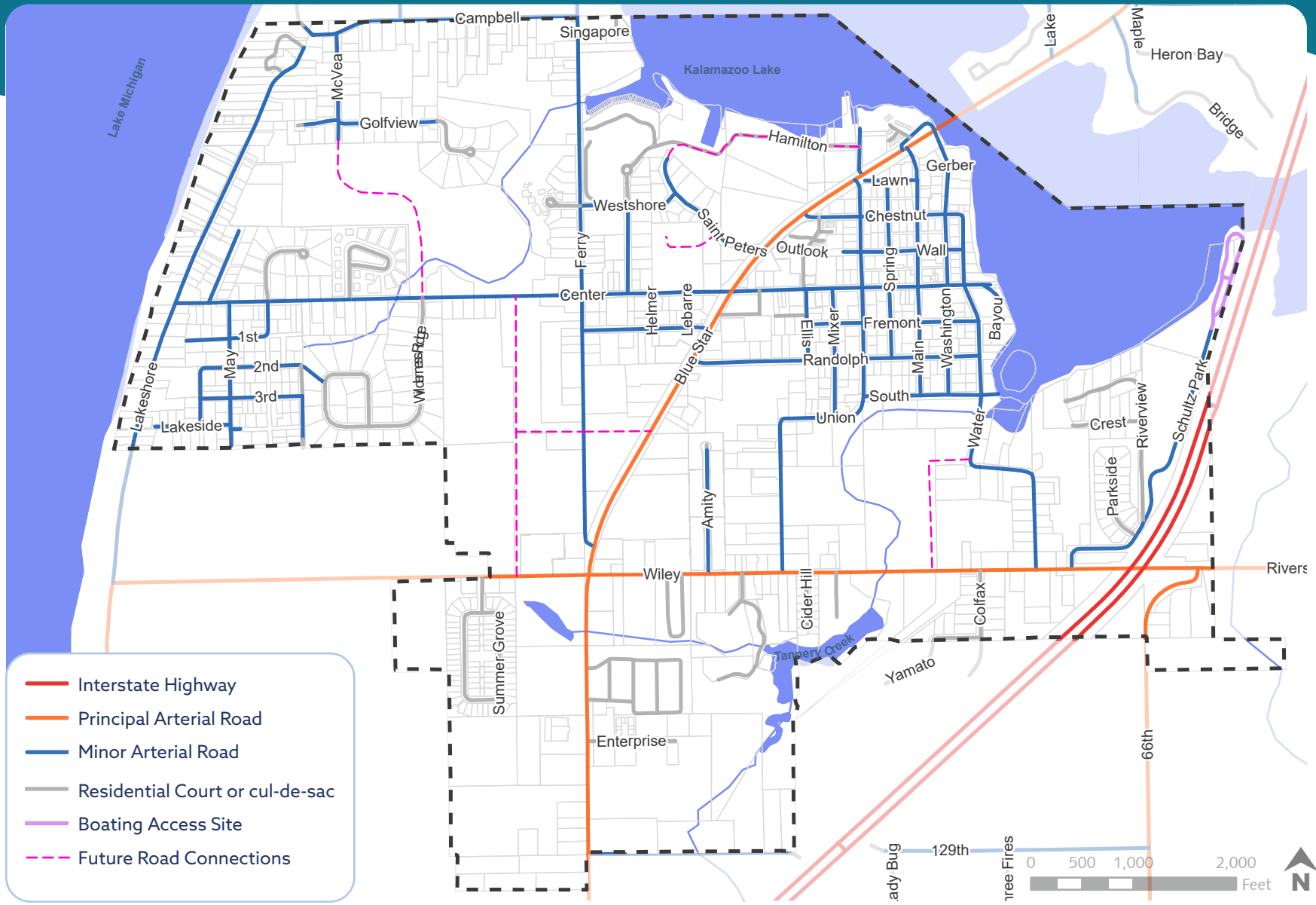
UNION STREET LAUNCHING SITE

- Planned Improvements: Wayfinding signage, expanded park areas, and a fishing deck.

WADE'S BAYOU MEMORIAL PARK

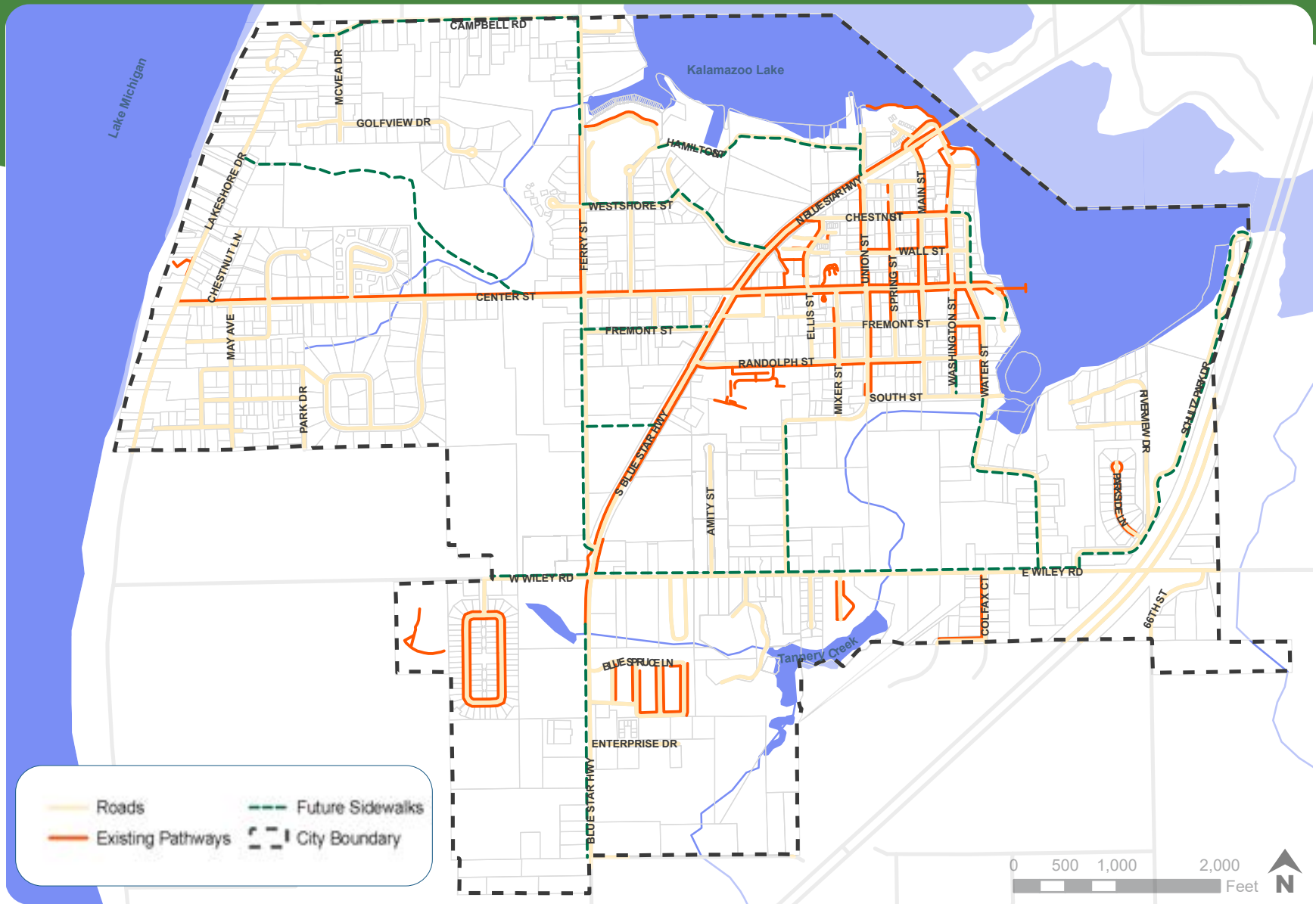
- Planned Improvements: Addition of ADA-compliant restroom facilities, new pavilion, playground upgrades, improvements to the parking lot, and expansion of water-related recreational facilities.

MAP 11: ROADS



Source: Williams & Works, 2024

MAP 12: SIDEWALKS



Source: Williams & Works, 2024



CHAPTER 5

COMMUNITY ENGAGEMENT



WHAT IS COMMUNITY ENGAGEMENT?

- » Community engagement is the process of involving people in important public planning decisions that affect their daily lives.
- » Engagement enables informed decision-making and provides an incentive for good governance by promoting shared decision-making among elected and appointed officials and members of the community.
- » Engagement supports an open approach to managing risk by providing a strong foundation for understanding decisions and building trust within a community for future land use and development decisions.

COMMUNITY ENGAGEMENT OBJECTIVES

Input from community residents and stakeholders during the planning process serves as the foundation of the goals and objectives of this Plan. Community engagement not only gives a voice to the City's diverse perspectives, it fosters a sense of ownership and trust in the outcomes. By actively involving residents, stakeholders, and local organizations, the City can create more inclusive, transparent, and well-supported plans and policies that reflect the true needs and aspirations of the community. The following are the three main objectives of community participation in the master planning process.

1 Inclusivity and Representation

Ensuring that a diverse range of community voices are heard and represented in the planning process, which helps to create a more equitable and comprehensive Master Plan that addresses the needs and concerns of all community members.

2 Transparency and Trust Building

Promoting transparency in the planning process and building trust between residents and stakeholders of the community and City staff and officials. This involves open communication, sharing information, and fostering a sense of collaboration and partnership.

3 Better Decision-Making and Ownership

Enhancing the quality and acceptance of the Master Plan by incorporating local knowledge, preferences, and feedback. Engaged communities are more likely to support and take ownership of the plan, leading to more effective implementation and long-term success.

COMMUNITY SURVEY

From December 1 to December 31, 2023, the City of the Village of Douglas held an online community survey to gather public input on community development, housing, transportation, and other related land use topics relevant to the master plan update. The survey responses provided a considerable amount of quantifiable data and insight to help provide policy direction throughout the City's Master Planning process.

The survey was organized to gather responses from the residents and other stakeholders of the City. A total of 25 questions were asked via the online survey tool Survey Monkey. A total of 210 responses were received by the deadline with a 90% completion rate. The 210 responses out of a population of 1,378 people (2020 Census) is approximately 15% of the population, which is considered a "representative sample" of the population of the City of Douglas. A representative sample is a subset of a population that accurately reflects the characteristics of the entire population. The percentage of the population that constitutes a representative sample depends on various factors, including the size and diversity of the population, as well as the specific criteria for representation.

In statistical terms, the goal is to have a sample that is large enough and diverse enough to capture the key characteristics of the population. Generally, a sample size of around 5-10% of the population is often considered reasonable for achieving representativeness in many cases. While 15% of the population may seem low, it exceeds the generally recognized 5-10% that is normally indicative of a representative sample.

The survey was successful as it resulted in objective quantifiable information from a large number of people compared to typical participation in other forms of public input like community open houses or visioning meetings. The survey enabled respondents to provide anonymous replies using a "check-the-box" format to expedite the completion of the online form and maximize the rate of response. Some questions allowed the respondents to leave "other" comments that may not have been covered with the multiple-choice options. And finally, some open-ended questions allowed respondents to comment with whatever input they may have. Responses were kept as written by the respondent with a few exceptions for capitalization and some spelling corrections. The results of the community survey can be found in Appendix A.

SURVEY RESULTS SUMMARY



About the Respondents

- Approximately 80.8% of the surveyed individuals reside within the City of the Village of Douglas. Of this population, nearly 55% identified themselves as full-time residents, while an additional 32% indicated that they are seasonal residents.
- The majority (81%) of respondents stated that they live in a single-family home, with 8% residing in a multi-family unit. Notably, almost 98% of participants reported being homeowners in Douglas.
- More than half of the respondents claimed to have lived in the City for over 10 years, while a quarter of them reported residing in Douglas for more than 25 years.
- Approximately 15% of seasonal residents expressed a desire to make Douglas their permanent residence in the future, while 16% indicated they have no such plans. Another 17% remained uncertain about the possibility of relocating to Douglas in the future.
- Approximately 50% of the surveyed individuals stated that they are 65 years of age or older, with an additional 40% falling into the 45-to-64-year age group. Beyond age demographics, nearly 40% of participants disclosed being retired, while 25% reported working from home. Only 9% reported working in the City of Douglas.

Goods and Services Destinations

Results from the community survey revealed insights into where respondents were most likely to go for goods and services.

- **GROCERIES AND/OR HOUSEHOLD GOODS:** Holland/Zeeland was reported to be at the top with 93% of people preferring their stores for groceries and household items. Online shopping was the second most popular way of shopping for groceries and other items.
- **ENTERTAINMENT:** Saugatuck and Grand Rapids show active engagement in terms of entertainment at approximately 75% each while the City of Douglas stands at 50% engagement.
- **PARKS AND RECREATION:** Douglas stands out with 73% of the respondents utilizing the parks and recreation related services followed by Saugatuck area.
- **DINING:** Respondents indicated that Douglas and Saugatuck were most frequented when it comes to dining, at 92% and 91% respectively.





Community Perception

- The following were the top three reasons why participants chose to live in Douglas:
 1. Lake Michigan and other waterfront areas
 2. The small-town feel
 3. Douglas is welcoming of all residents and visitors and celebrates diversity and inclusivity.
- Nearly 40% of survey participants believe that the City is growing too quickly while another 40% believe that the City is growing about right. Approximately 62% of the participants think that the City's efforts to provide guidance on growth and development are either good or fair while 20% believed the efforts to be poor.

Community Concerns

- The following were the top three issues that the participants felt the most concerned about:
 1. Potential for open space and/or natural areas to be lost due to development.
 2. Degradation and erosion of dune areas leading to lost of personal property and public property (roads, parking areas, walkways, etc.)
 3. Quality of surface waters (lakes, streams, rivers, ponds, etc.)

- The following were the top three concerns that participants felt should be a high priority for Douglas:
 1. Preserving open spaces and natural areas (wetlands, wooded areas, steep slopes, etc.)
 2. Preserving the small-town charm of Douglas
 3. Improving parks and recreation facilities



- The participants agreed the most with the following statements:
 1. I would support increased controls on development to protect water quality in lakes, rivers, and streams.
 2. The Lake Michigan shoreline should have more restrictions on development and should be preserved and protected.
 3. Housing developments with smaller lots should be clustered together to preserve open space and habitat for wildlife.

Moreover, participants largely disagreed with attracting large-scale commercial businesses to the City while they felt uncertain regarding downtown expansion to Ferry Street.

- The participants chose the following as their top three choices to better regulate short-term rentals:
 1. Assign harsh penalties to owners of unregistered short-term rentals.
 2. Set a maximum number of short-term rental registrations that can be issued annually and conduct a lottery among registration applicants.
 3. Only allow short-term rentals in certain zoning districts as a special land use that require specific conditions to be met.

Participants felt strongly about the enforcement of rules and noise regulations regarding short-term rentals.



Community Desires

- The following were the top five housing choices that the participants would like to see in Douglas
 1. Medium sized lot single-family homes
 2. Small lot single-family homes
 3. Mixed-use (residential above commercial in the same building)
 4. Retirement community/senior living facilities
 5. Multi-family housing (i.e. apartments/condominiums, 3+ units per building)



- The following were the top three types of businesses that participants would like to see more of in Douglas:
 1. Sit-down restaurants
 2. Small-scale retail stores
 3. Small-scale take-out restaurants/cafes

Other responses included personal services (gyms/salons/etc.), bars/taverns, medical offices, community recreation centers, fresh food/grocery stores, etc.

- Participants chose Douglas Harbor to Westshore Drive to Ferry Street as a priority for pedestrian pathways, followed by the area between Westshore Woods and Campbell Roads.
- Survey respondents ranked the following as their top three most important needs for mobility and transportation in the City:
 1. The City must plan for future road connections to increase emergency access for new and existing residential developments.
 2. The City should improve the intersection at Ferry Street and Blue Star Highway.
 3. The City should provide additional parking in the downtown area.



CHAPTER 6

GOALS AND OBJECTIVES

INTRODUCTION

The goals and objectives outlined in this chapter are developed to form the foundation of the 2024 Master Plan Update, and are based on the input received by the public from the community survey. The goals are intended to help the City aspire to accomplish its vision and are considered attainable through long-term, focused efforts. The objective statements are more specific and may be regarded as action steps and milestones to achieving the goal.

The goals and objectives are guiding statements written to address how the City would like to grow, develop, thrive, and preserve. The City of the Village of Douglas has envisioned a future that maintains the charm of a small lakeshore community, balances waterfront preservation with appropriate scale development, and responds to environmental changes with sustainable practices that promote resiliency. These ideas remain relevant to the future of the community, as evidenced in the results of the community survey.

Community Concerns

The majority of respondents expressed highest concerns with the following:

- Potential for open space and/or natural areas to be lost due to development
- Degradation and erosion of dune areas leading to loss of personal property and public property
- Quality of surface water (lakes, streams, creeks, rivers)
- Too many short-term rental properties

Community Priorities

The majority of respondents also ranked the following priorities as being most important:

- Preserving open spaces and natural areas
- Preserving the small-town charm of Douglas
- Improving parks and recreation facilities
- Improving walking and biking opportunities

GOALS AND OBJECTIVES THEMES

In order to honor the desired priorities expressed by the community, the following themes were established to categorize the City’s goals and strategies for implementation.

Together, these themes ensure a comprehensive and balanced approach to the growth, development and preservation of natural features, aiming for a prosperous and sustainable future while preserving the small-town charm of the City of the Village of Douglas.

ECONOMIC DEVELOPMENT focuses on creating opportunities for attracting and retaining businesses, boost local commerce, support job creation, and ensuring a thriving local economy.

HOUSING AND NEIGHBORHOODS emphasizes the need for diverse and affordable housing options, aiming to create vibrant, inclusive communities that cater to different income levels and lifestyles.

PEOPLE, ARTS, AND CULTURE promotes the City’s cultural identity and recognizes opportunities for aligning people with places, and fostering a sense of community pride.

INFRASTRUCTURE AND UTILITIES addresses the critical need for modern and efficient systems, such as transportation, water, and energy, that support the city’s growth and enhance residents’ quality of life.

SUSTAINABILITY AND RESILIENCY are integral to the plan, focusing on environmentally sustainable practices and the City’s ability to withstand and adapt and respond to future challenges, such as climate change, natural disasters, and increased development.

Goals for a Sustainable and Thriving Economy

**GOAL
A**

HARBOR COMMERCIAL

Douglas will ensure land use along the Kalamazoo Lake waterfront permits small-scale commercial development that supports the marina use and attracts visitors on foot and by boat

OBJECTIVES

1. Build more flexibility into the Zoning Ordinance that fosters innovative business and unique uses that cater to the character of the waterfront.
2. Create a separate Harbor Commercial zoning district for waterfront areas along Kalamazoo Lake to include the non-residential uses in the R-4, Harbor Residential zoning district.
3. Encourage the adaptive reuse of historic landmarks such as lighthouses, etc. in the Harbor Commercial zoning district.
4. Adjust the Zoning and Regulatory ordinances to allow theme-based vending on private property and in conjunction with waterfront uses.

**GOAL
B**

EFFICIENT USE OF LAND

Douglas will support the efficient use of land to reduce costs for developing and occupying property in commercial zoning districts.

OBJECTIVES

1. Consider alternatives to on-site parking minimums for new businesses within small-scale business districts.
2. Amend the Zoning Ordinance to reduce the space dedicated to parking in new developments.
3. Amend the Zoning Ordinance to reduce parking requirements for redevelopment projects that utilize an existing parking lot.

GOAL

C

ADAPTIVE REUSE OF BUILDINGS

Douglas will support the adaptive reuse and redevelopment of existing buildings and sites to support small businesses.

OBJECTIVES

1. Amend the Zoning Ordinance to remove requirements to construct additional parking in conjunction with a change in land use.

GOAL

D

MICRO-SCALE COMMERCIAL ZONE

Douglas will create a micro-scale commercial zone along Center Street from Blue Star Highway west to Ferry Street to cater to the needs of residents and users of the Beach to Bayou Trail.

OBJECTIVES

1. Amend the Zoning Ordinance and map to create a new zoning district that permits micro-scale commercial enterprises, such as ice cream shops, coffee shops, convenience stores, equipment rental, or other beach amenities on Center Street from Blue Star Highway west to Ferry Street.
2. Restrict new commercial to a mixed-use form, with a maximum of 1,200 square feet on the main floor.
3. Allow the conversion of residential homes with frontage on Center Street to commercial spaces or mixed-use buildings to promote business, while preserving the character of the area.
4. Modify parking requirements for non-residential uses.
5. Continue the pattern of on-street parking within the right of way along Center Street west of Blue Star Highway to Ferry St., as identified on Map 11, Roads.

**GOAL
E**

DOWNTOWN MIXED-USE

Douglas will carefully plan for a mix of land uses that will improve the economic viability and attract more visitors to the Downtown areas.

OBJECTIVES

1. Amend the Zoning Ordinance to restrict main floor street-facing suites to service and retail uses and require offices in rear facing and upper floor suites.
2. Assist the Downtown Development Authority (DDA) in communicating resources and tools offered by the Michigan Economic Development Corporation (MEDC) for small businesses.
3. Work with the DDA and other organizations to support the promotion of the downtown and events planned in the downtown area.
4. Carefully plan for future uses of the City Hall Dutcher Lodge that will bring economic vitality to the downtown area, while preserving its historical significance.

**GOAL
F**

BLUE STAR SOUTH COMMERCIAL CORRIDOR.

Douglas will offer opportunities for large-scale businesses in areas south of Wiley Street, by reserving those areas with frontage on Blue Star Highway for such uses.

OBJECTIVES

1. Amend the Zoning Ordinance and map to restrict C-2 zoning to only those parcels between Wiley Road and the southern City boundary.
2. Reduce the depth of existing C-2 zoning for parcels with Blue Star Highway frontage in the Blue Star South Commercial Sub Area.
3. Amend the Zoning Ordinance to restrict drive-through establishments from all zoning districts with the exception of parcels zoned C-2 and located between Enterprise Drive and 129th Avenue.
4. Amend the Zoning Ordinance to allow for light industrial uses in the C-2 Zoning District in an effort to allow businesses to be eligible for MEDC funding.

**GOAL
G**

**LAND USE
COMPATIBILITY**

Douglas will ensure the compatibility of land uses between residential and non-residential uses.

OBJECTIVES

1. Adjust the Zoning Ordinance to increase buffering and screening requirements between more intense commercial and industrial uses and residentially zoned areas and uses.

**GOAL
H**

**BLUE STAR SMALL
BUSINESS CORRIDOR**

Douglas will reserve a new corridor for small businesses to ensure appropriate future economic growth while preserving the small-town charm of Douglas.

OBJECTIVES

1. Amend the Zoning Ordinance and map to create a new zoning district for a Small Business Corridor on Blue Star Highway between Main Street to the north and Wiley Road to the South.
2. Amend the Zoning Ordinance to create standards for streetscaping within the Small Business Corridor.
3. Amend the Zoning Ordinance to allow for small-scale industrial uses within the Small Business Corridor to allow for eligibility for grant funding from the Michigan Economic Development Corporation.

GOAL
1

FORMER HAWORTH PROPERTY

Douglas will ensure that the future development of 200 Blue Star aligns with the land uses and layout of the conceptual plan that was favored by the public as part of the public engagement related to the grant funding for environmental remediation of the site in 2023.

OBJECTIVES

- 1. Require the rezoning of the 200 Blue Star Highway Property to Planned Unit Development (PUD) to allow for flexibility in dimensional elements.
- 2. Guide proposed developments to align with the desired uses and layout of the 200 Blue Star Sub-Area Plan within this Master Plan Update.
- 3. Restrict specific land uses on the site in accordance with the 200 Blue Star Sub-Area Plan to comply with the uses permitted per the extent of contamination remediation.



Goals to Ensure Housing Affordability and Neighborhood Preservation

**GOAL
A**

DECREASE HOUSING COSTS
Douglas will take proactive steps to reduce housing costs while increasing the City's housing stock

OBJECTIVES

1. Amend the Zoning Ordinance to reduce minimum lot sizes in residential zoning districts.
2. Amend the Zoning Ordinance to remove the minimum floor area for dwelling units.
3. Allow multi-family developments by right in the zoning districts in which it is permitted.
4. Amend the Zoning Ordinance to allow accessory dwelling units in all districts that allow residential single-family homes.
5. Amend the Zoning Ordinance to allow homes deemed nonconforming by way of use, dimensions, or lot size, to be rebuilt after being destroyed by fire or other natural disaster.
6. Consider designating areas within the City for affordable housing and utilize a pattern book, such as the Michigan Municipal League's Pattern Book, to keep construction costs low.
7. Incorporate the multifamily design guidelines into the Zoning Ordinance and make changes to the requirements that would reduce the cost to build multifamily housing, while aligning with the character of the City and the desire for connected, walkable neighborhoods.

**GOAL
B**

PROVIDE BETTER OPPORTUNITIES FOR AFFORDABILITY

Douglas will provide opportunities for housing across all income levels.

OBJECTIVES

1. Participate in the West Michigan Regional Housing Partnership in an effort to address Douglas' housing needs.
2. Engage the public in workshops that provide educational opportunities on what affordable housing is, who it benefits, and what its costs are.
3. Market the City's economic tools and partnerships to attract developers to the City to construct workforce housing and other types of attainable housing.
4. Partner with the Tri-Community jurisdictions to plan for affordable and /or attainable housing opportunities that benefit all three.

**GOAL
C**

PERMANENT RESIDENCY

Douglas will encourage more people to seek long-term, permanent residency within the City.

OBJECTIVES

1. Seek opportunities to support seniors and maintain their connections to neighbors, families and friends, through creative residential development designs that foster aging in place without isolation.
2. Promote incentives for the development of workforce housing.
3. Design marketing materials to share with different organizations working to relocate and attract people to Douglas.
4. Explore opportunities to advertise permanent residency to people who visit Douglas.
5. Create a "housing dashboard" on the City's website to allow existing and potential residents to view data and information related to existing housing, proposed housing, and easy access to minimum requirements for new housing, as well as access to tools for incentives to create attainable housing units.

**GOAL
D**

**CHARACTER
PRESERVATION**

Douglas will preserve the character of all residential zoning districts.

OBJECTIVES

1. Allow missing middle housing in the R-1, R-2, and R-3 zoning neighborhoods that is designed to give the exterior appearance of a single-family home, while preserving the character of existing neighborhoods.

**GOAL
E**

**SHORT TERM
RENTAL CONTROL**

Douglas will address the challenges and opportunities associated with short-term rentals (STR).

OBJECTIVES

1. Adopt a policy to collect a "City accommodation tax" which would be levied on revenue generated by properties used for STR. Place dollars captured through this taxation into a fund that can be used to bolster the City's efforts to provide affordable housing.
2. Adopt additional provisions within the zoning and regulatory ordinances to provide clear procedures, standards, requirements, and restrictions for short-term rental uses, such as the posting of signage making it easier to contact STR owners.
3. Prioritize certain areas in the City for allowing the STR use of property, while delineating other areas where STRs should be prohibited.
4. Amend the Zoning Ordinance and Regulatory Ordinances to develop a lottery program to issue annual short-term rental licenses.
5. Consider the adoption of a vacancy tax on homes that are unoccupied for more than 6 months out of the year.
6. Adopt an ordinance to place a maximum ratio of short-term rental homes to homes occupied year-round, and place a maximum of licenses that can be issued annually.
7. Increase enforcement efforts to discourage unlicensed short-term rentals.

Goals to Prioritize People, Arts, and Culture



GOAL
A

INCLUSIVITY
Douglas will continue to prioritize inclusivity by attracting and welcoming all people.

OBJECTIVES

- 1. Partner with community organizations and cultural institutions to facilitate dialogue, collaboration, outreach efforts, and events that promote understanding and inclusion across diverse communities.
- 2. Seek equitable representation from the City's diverse demographics on Boards and Commissions.
- 3. Ensure that LGBTQ+ and other diverse populations are represented with language and imagery in City communications, publications, and outreach materials.

**GOAL
B**

FAMILY-FRIENDLY

Douglas will strive to become an attractive community for families and provide needed family-based services and opportunities.

OBJECTIVES

- 1. Incorporate amenities in public spaces that are attractive to children, such as a water table.
- 2. Utilize public spaces on waterfronts for year-round events that incorporate hands-on activities for children.
- 3. Ensure pedestrian connectivity between neighborhoods and schools.
- 4. Seek opportunities to provide a community space/building for all residents.
- 5. Prioritize family-friendly events and amenities within the City's parks.
- 6. Work with the Tri-Community Parks and Recreation Board to communicate events and activities to the community and the public.
- 7. Look for opportunities for year-round recreation.
- 8. Partner with private businesses and other organizations to utilize City property for water safety education for people of all ages.

**GOAL
C**

PLACEMAKING

Douglas will foster place-making whenever possible to encourage gathering among visitors and residents from all its neighborhoods and to enhance public spaces and connectivity.

OBJECTIVES

1. Amend the Zoning Ordinance to include provisions for mobile food vendors, and to allow mobile food vendors to be stationed on private commercially zoned property for events open to the public.
2. Amend the Zoning Ordinance to add the requirement for specific active and passive recreation and gathering space amenities within all new Planned Unit Developments, condominiums, and site condominium developments.
3. Work with the DDA to implement the Tax Increment Finance Plan elements related to the improvement of public spaces that facilitate the gathering of the City's residents and visitors.
4. Work with the DDA and Harbor Authority to construct an amphitheater within Wade's Bayou, Beery Field or Douglas Marina to allow for regular concerts and other events in these public spaces.
5. Identify City-owned road end properties that can be preserved and developed as permanent "pocket parks" to preserve waterfront views and access and to provide space for passive and active recreation.

Goals for Safe and Available Public Infrastructure

GOAL
A

CONNECTIONS BETWEEN NEIGHBORHOODS AND EXISTING REGIONAL NON-MOTORIZED PATHWAYS

Pedestrian and non-motorized connections will be developed and expanded between and among land uses and neighborhoods to promote safe, healthy, and attractive alternatives to vehicular travel and to reduce emissions and the reliance on parking.

OBJECTIVES

1. Amend the Zoning and General ordinances to allow the City Planning Commission to require pedestrian pathways in conjunction with development proposals that show future sidewalks as shown on Map 12, Sidewalks.
2. Create non-motorized connections between neighborhoods and areas not currently connected, such as the C-2 zoned parcels south of Wiley Road.
3. Provide incentives to businesses that promote alternative forms of transportation, such as bike racks and tool stations.
4. Partner with Safe Routes to School of Michigan to secure funding for sidewalk projects that would benefit K-12 school-age children.
5. Collaborate with representatives of Saugatuck Public Schools, DPW, City of Saugatuck and Saugatuck Township, parents, students, and other community members to form a Safe Routes to School Team.
6. Develop and implement a Safe Routes Action Plan to be eligible for funding for infrastructure projects.
7. Investigate the possibility of sidewalks on Campbell from Ferry to Lakeshore Drive and for pedestrian pathways along Lakeshore Drive.



**GOAL
B**

FUTURE ROADS

Douglas will identify areas where road connections should be implemented as part of private development design, and ensure the proper construction of all new roads.

OBJECTIVES

1. Adjust the Zoning Ordinance to add the requirement for private development to be designed to implement the “future road connections” as identified on Map 11, Roads, within this Plan.
2. Amend the Zoning Ordinance and/or the Code of Ordinances to include provisions for robust and comprehensive procedures and specifications for the construction of public roads.
3. Amend the zoning and general ordinances to require public street for all future development.
4. Prepare or update transportation, communications, water and wastewater asset management plans according to state public act guidance and standards, and add all yellow striped roads to its Major streets mileage for annual Act 51 maps submitted to the state.

GOAL
C

EXISTING ROAD INFRASTRUCTURE

Douglas will continue to maintain the existing public road network and utilize funding and regulatory controls to wisely improve existing roads.

OBJECTIVES

1. Prioritize the maintenance of Lakeshore Drive and adopt an ordinance that prohibits activities in or near the public right-of-way. that would damage or compromise the integrity of the road, unless designed by an engineer and reviewed and approved by the City Engineer.
2. Update the fee schedule to add a fee to cover engineering review of residential zoning permits that involve stormwater management facilities.
3. Ensure that only improved, public rights of way are being maintained by the City's Department of Public Works.
4. Take advantage of opportunities to improve existing road infrastructure to alleviate heavy traffic volumes at peak times at the Wiley Road and Blue Star Highway and similarly congested intersections.
5. Conduct a traffic study every five years to determine the need for future improvements based on areas of high traffic volumes during the summer months.

**GOAL
D****UTILITIES**

Douglas will ensure the availability and the capacity of public utilities for existing and future users of the system.

OBJECTIVES

1. Adopt a general ordinance that prohibits private connection water lines that connect to other private connection water lines (“spaghetti lines”).
2. Establish special assessment districts for parcels currently connected to private water lines to fund and require the connection to a distribution main to serve those parcels once improvements constructed.
3. Collaborate with the Kalamazoo Lake Sewer and Water Authority to identify the current and future needs of the water and sewer systems.
4. Prepare asset management plans for the City’s water and sanitary sewer infrastructure.
5. Adjust the Code of Ordinances to require specifications in accordance with current applicable codes and statutes for all water and sewer connections.
6. Require development agreements for subdivisions and large-scale development that outline the financial obligations of the developer and/or property owner related to required improvements or extensions to the water or sanitary sewer system necessary to accommodate the proposed development.
7. Identify areas that are not properly connected to the water or sewer system, and work with property owners to plan for remediation.

**GOAL
E**

COMMUNICATIONS

Douglas will prioritize the expansion of fiber optics into the City to bolster the quality and reliability of the internet and enhance communications infrastructure.

OBJECTIVES

- 1. Form partnerships with organizations and other public or private entities that will assist the City to establish a fiber optic communications network and service.
- 2. Adopt Small Cell Wireless (SCW) ordinances to establish regulations and allow for SCW facilities in the public right of way and on private property to reduce competition for bandwidth in concentrated areas.

**GOAL
F**

PUBLIC TRANSPORTATION

Douglas will encourage the use of public transportation throughout the community.

OBJECTIVES

- 1. Maintain a working relationship with Interurban Transit and provide support when possible, for route expansions and servicing "park and ride" options throughout the Tri-Community area.

**GOAL
G**

SAFETY

Douglas will prioritize safety in all transportation infrastructure design and implementation.

OBJECTIVES

- 1. Provide opportunities to obtain public input when making changes to the existing transportation infrastructure.
- 2. Amend the Zoning Ordinance to create an access management overlay district in C-2 zoned parcels south of Wiley Road to reduce the number of curb cuts onto Blue Star Highway.
- 3. Ensure that existing pedestrian infrastructure is safe, free from obstructions and hazards, and meets Americans with Disabilities Act (ADA) standards.

Goals for a Sustainable and Resilient City

GOAL
A

RESILIENT COASTAL COMMUNITY

Douglas will become a Resilient-Ready Coastal Community that will take a proactive approach to protect its sensitive lands, and be prepared to withstand and recover from flooding, beach erosion, and similar coastal hazards.

OBJECTIVES

1. Adjust the zoning map to delineate the high-risk erosion areas and critical dune areas, as identified by the Department of Environment Great Lakes and Energy (EGLE). Adopt and delineate a riparian area overlay to protect waterbodies in or adjacent to land proposed for development.
2. Form a coastal resilience committee trained by the Coastal Leadership Academy, and advise on development projects proposed along the City's shorelines.
3. Conduct a vulnerability assessment to identify gaps and recommendations for resiliency.
4. Amend the Zoning Ordinance to incorporate additional setbacks and no-build zones along the lakeshore.
5. Adopt a riparian area overlay to protect creeks, streams, and County drains within the Kalamazoo River Watershed.
6. Amend the Zoning Ordinance to restrict specific uses in areas defined as "sensitive lands"
7. Adjust the Zoning Ordinance to reduce the acreage minimum for Planned Unit Developments.
8. Consider offering a density bonus through a points system. Points awarded for clustered designs that preserve natural features, sustainable development practices, green infrastructure, and reliance upon renewable energy, etc. will allow for increased density and modification of minimum dimensional requirements such as setbacks, lot sizes, etc. of the underlying zoning district (see Table 3).

**GOAL
B**

**MINIMIZE
CONTAMINATION
EXPOSURE**

Douglas will take a proactive approach to protect the health of current and future residents and take measures to prevent and reduce exposure to contaminated soils, air, and water whenever possible.

OBJECTIVES

1. Take advantage of grant programs that assist with the environmental cleanup of Brownfields and other areas of contamination.
2. Adjust the Zoning Ordinance to require environmental assessments for site plan review applications for development in areas of known contamination.
3. Implement land use controls and restrictions to prevent exposure to contaminated soils, water, and air.
4. Amend the Zoning Map to show locations of known contamination.

**GOAL
C**

**SOURCE WATER
PROTECTION**

Douglas will ensure the protection of groundwater that is sourced from within the City.

OBJECTIVES

1. Partner with Kalamazoo Lake Sewer and Water Authority to re-activate the Wellhead Protection Program within the Tri-Communities.
2. Amend the Zoning Ordinance to create a Wellhead Protection overlay district and include the delineation of each wellhead protection zone on the zoning map.
3. Prohibit land uses that have the potential to contaminate groundwater in wellhead protection overlay zones.

**GOAL
D**

**STORMWATER
MANAGEMENT**

Douglas will ensure responsible and sustainable stormwater management for all development types.

OBJECTIVES

1. Amend the Zoning Ordinance to incorporate the requirement to meet the Allegan County Drainage Commission standards for stormwater management for all site plan reviews.
2. Incentivize the incorporation of sustainable stormwater practices using a points system for all new residential developments proposed as a Planned Unit Development (PUD).
3. Develop provisions in the Zoning Ordinance to link landscaping requirements with stormwater management designs when required within the ordinance.
4. Partner with the Kalamazoo River Watershed Council or similar groups to hold workshops for residents on sustainable stormwater management practices at home, such as rain barrels, rain gardens, green yard practices, and native plant landscaping.
5. Consider the establishment of special assessment districts to fund areas in need of stormwater management.
6. Coordinate with Allegan County to identify priority areas of concern related to maintenance of County drains within the City.

GOAL
E

INFRASTRUCTURE

Douglas will promote climate-resilient infrastructure for public and private development and facilities.

OBJECTIVES

1. Amend the Zoning Ordinance to add lighting provisions that align with Dark Sky Lighting Principles.
2. Amend the Zoning Ordinance to require EV-ready parking spaces in new developments
3. Provide incentives for installing EV charging stations, such as a reduction in required parking spaces for new development.
4. Install bike racks in public spaces and require installation in new commercial developments to encourage travel by bike.
5. Explore funding options to install bike repair stations in at least two locations along the Beach to Bayou trail.
6. Adjust the Zoning Ordinance to revise sections related to on-street parking to add parking maximums and consider user-driven required parking quantities to reduce the amount of impervious surfaces in the City.
7. Explore public-private partnerships to bring additional EV infrastructure to the City, such as EV charging stations and roadways.



**GOAL
F**

TREES

Douglas will continue to prioritize the preservation of trees within the City limits.

OBJECTIVES

1. Enhance the Tree Protection and Preservation zoning requirements to provide acceptable locations for planting that do not compromise public utilities.
2. Enhance the Tree Protection and Preservation zoning requirements to require a tree inventory on site plans, and require re-planting of at least 50% of the trees that must be cut for the development of a parcel.
3. Incorporate an acceptable native species tree list into the zoning ordinance as recommended by the Michigan Department of Natural Resources (MDNR).
4. Amend the Zoning Ordinance to incentivize the preservation of heritage trees when land is proposed for development.

GOAL
G

WATERFRONT PRESERVATION

Douglas will focus on the environmental remediation of the waterfront and protect the shore for passive recreation uses.

OBJECTIVES

1. Revise the future land use map to designate conservation and open space uses for waterfront areas encumbered with wetlands and/or floodplains.
2. Encourage low-impact recreational activities that allow people to enjoy waterfront areas without causing harm to the environment.
3. Encourage waterfront land owners to place lands in conservation easements to preserve waterfront land.

GOAL
H

VIEW PRESERVATION

Douglas will preserve the existing views of Douglas Harbor and Kalamazoo Lake.

OBJECTIVES

1. Amend the zoning map to create a view preservation overlay district and identify parcels that are subject to restrictions within the overlay.
2. Amend the Zoning Ordinance to create a view preservation overlay district that restricts the height of buildings to one story and maintain minimum building separations and strategic placement of buildings to allow views to be maintained between buildings.
3. Develop a purchase of development rights ordinance that allows the City to purchase development rights from parcels owned by willing participants, and allows those rights to be sold to other property owners.

GOAL
I

SUSTAINABILITY PLAN

Douglas will develop a sustainability plan.

OBJECTIVES

1. Form a sustainability committee comprised of community members to lead sustainability initiatives through partnerships with local businesses, schools, neighborhoods, and parks.
2. Engage the public and sustainability experts to develop a sustainability plan focused on realistic goals for the City of Douglas to become sustainable.
3. Focus on reducing emissions, increasing water usage efficiency, increasing renewable energy usage, waste reduction, and green infrastructure on City-owned property, buildings, vehicles, and facilities.
4. Ensure improvements to City owned buildings align with environmentally sustainable practices.

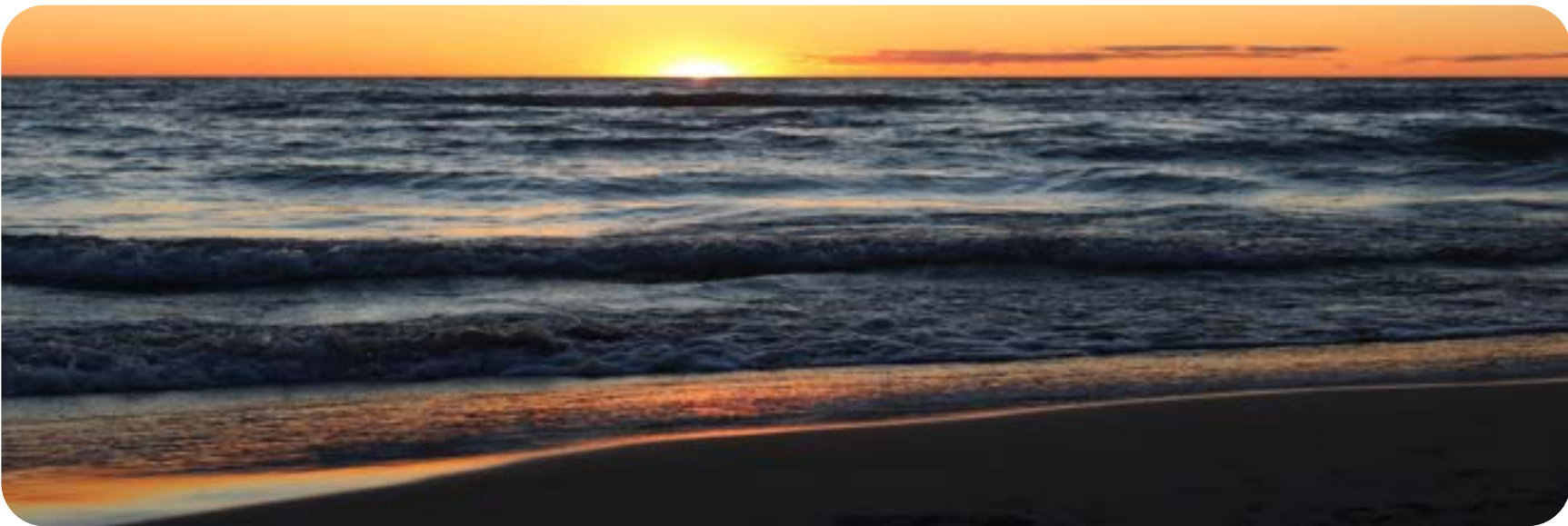
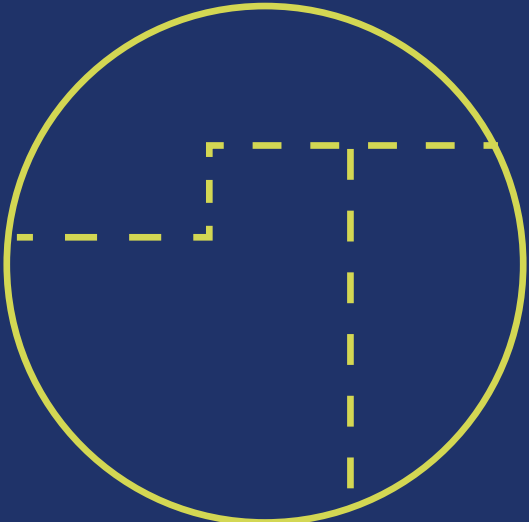


TABLE 3: SAMPLE PUD ELIGIBILITY CRITERIA

CRITERIA	POSSIBLE POINTS
<p>1. Mixed-use development with residential and non-residential uses or a variety of building type with effective transitions between higher and lower density uses, and/ or between non-residential and residential uses; or allowing incompatible adjacent land uses to be developed in a manner that is not possible using a conventional approach.</p>	<p>1</p>
<p>2. Pedestrian/transit-oriented design with buildings oriented to the sidewalk and parking to the side or rear of the site.</p>	<p>3</p>
<p>3. Preservation, enhancement, or restoration of natural resources (slopes, wetland areas, water views, etc.</p>	<p>3</p>
<p>4. Preservation or restoration of significant or historic structures or places.</p>	<p>3</p>
<p>5. Provision of public places, community features, internal non-motorized trails, or recreational amenities.</p>	<p>3</p>
<p>6. Efficient consolidation and/or site planning of poorly dimensioned parcels or property with challenging topography.</p>	<p>2</p>

TABLE 3 CONT'D: SAMPLE PUD ELIGIBILITY CRITERIA

CRITERIA		POSSIBLE POINTS
7.	Redevelopment of under-utilized or blighted commercial or industrial properties.	2
8.	Mitigation of adverse impacts on public facilities (such as street improvements).	1
9.	Significant use of sustainable building and site design features such as stormwater filtration landscaping, low-impact stormwater management, optimized energy performance, on-site renewable energy, passive solar heating, use of reused/ recycled/ renewable materials, indoor air quality mechanisms or other elements identified as sustainable by established groups such as the US Green Building Council (LEED) or ANSI National Green Building Standards.	3
10.	Significant preservation of large contiguous open spaces, stands of mature trees, woodlands, and/or forested areas.	3
11.	Provision of off-site improvements reasonably related to the proposed PUD.	1
12.	Provision of perimeter trails consistent with the Tri-Community Parks and Recreation Master Plan.	3



CHAPTER 7

FUTURE LAND USE

Future Land Use

This Plan establishes desirable land use patterns to guide growth and foster the preservation of the small-town charm in the City for the next decade.

The Future Land Use Plan for the City has been thoughtfully developed by integrating key categories that address various aspects of growth and community well-being.

The future of land use designations in Douglas are a compilation of descriptions and recommendations for future development, preservation of sensitive lands, views, character, and identity. It also serves as an overall framework for the management and regulation of residential growth, future development, and desired housing forms. This chapter will be used by the City Planning Commission and City Council as a basis for evaluating rezoning requests.

Twelve (12) future land use designations have been created and represent the future vision of land use in the City. Each of these land use categories have evolved in their own way over time throughout the City. The community survey results would reveal that the residents and stakeholders care deeply about the local economy, availability of housing for all incomes and protecting the City's natural features.

Finally, the land use vision implements the goals and objectives of the five themes addressed in this Master Plan Update:

1. Sustainable and Thriving Economy
2. Housing Affordability and Neighborhood Preservation
3. Priorities for People, Arts and Culture
4. Safe and Available Public Infrastructure
5. Sustainability and Resiliency

Suburban Residential

Compact Residential

Urban Residential

Residential Mix

Waterfront Residential

Blue Star South Highway Commercial

City Center Commercial

Blue Star Small Business Corridor

Harbor Commercial

West Center Commercial

Light Industrial

Parks / Open Space

Suburban Residential (4 units/acre density maximum)



INTENT:

To address the need and desire for single-family development in a low-density suburban pattern. Lakeshore properties should maintain views by having generous setbacks and low building heights. Two-unit dwellings may be appropriate for new development if the density does not exceed a maximum of four (4) dwelling units per acre.

DESIRED BUILDING TYPES:

- Single-family detached house
- Two-family homes
- Accessory dwelling units (ADU)
- Civic buildings (schools, churches, etc.)



Compact Residential (10 units/acre density maximum)



INTENT:

This designation is intended to fulfill the need for a variety of housing forms that create opportunities affordability for varied income levels. By providing these opportunities, people can both work and live in the same community. Varied housing forms in this designation should accommodate and support a variety of living arrangements, including but not limited to seniors, families, couples, and individuals. New and existing neighborhoods should be well connected and walkable, offer a mix of densities and appeal to a broad range of incomes. Pedestrian connections to schools and existing commercial corridors should be prioritized.

DESIRED BUILDING TYPES:

- Single-family detached homes
- Two, three, and four-unit missing middle housing forms
- Apartments
- Townhouses/row houses
- Tiny homes and Cottage Courts (homes with a main floor between 500 and 800 square feet)
- Accessory Dwelling Units



Urban Residential (up to 6 units per acre)



INTENT:

To preserve the existing character of the original Douglas Plat immediately north and south of Center Street and the City’s downtown, as well as the areas between South Street and Wiley Road. This designation will set the design and housing form expectations for undeveloped areas between Wiley Road and South Street, with a continuation of the traditional urban residential character and style. Allowing additional housing forms in these older neighborhoods and undeveloped areas will allow for a broader range of price points and affordability to help address this need in the City.

DESIRED BUILDING TYPES:

- Detached Single-Family Homes
- Missing Middle 2-3-unit Homes
- Retrofit 2-unit Homes
- Accessory Dwelling Units



Residential Mix (up to 10 units per acre)



INTENT:

The intent of this designation is to provide for a variety of housing forms that provide higher vertical densities to fit the varied lifestyles of the people that are attracted to the City of the Village of Douglas. Live-work units will enhance convenience, economic growth, sustainability, while fostering social interaction and preserving local character. This designation aims to serve as a transition area between the more intense commercial uses along Blue Star Highway and traditional and suburban residential neighborhoods.

Non-residential uses in the Residential Mix designation may include small-scale retail, small-scale eating and drinking establishments, maker spaces and art-galleries, personal service establishments, such as salons, and professional and support offices.

DESIRED BUILDING TYPES:

- Single-family detached house
- Two, Three and Four-Unit Missing Middle Housing Forms
- Live-work units
- Townhomes
- Apartments

Waterfront Residential (Density Varies)



INTENT:

To provide for appropriate scaled residential uses on various properties having frontage on Kalamazoo Lake and Wade’s Bayou. Family residential uses which abut Kalamazoo Lake and Wade’s Bayou. The eastern areas of this designation along Ferry Street in close proximity to the marina, and housing designs should complement the natural waterfront setting of the area. Lands in this designation are not intended for non-residential uses, such as marinas and boat storage.

Lands along Wade’s Bayou are largely built out, however, there is potential for redevelopment of some existing residential home site along Washington Street. Development in these areas will be encouraged to preserve views of the water bodies and restricted from disturbing any environmentally-sensitive areas.

DESIRED BUILDING TYPES:

Wade’s Bayou frontage:

- Single-family detached homes

Kalamazoo Lake Frontage and surrounding area:

- Single-family detached homes
- Townhomes
- Apartments
- Tiny homes/cottage courts

Blue Star South Highway Commercial



INTENT:

Lands in this designation are intended to support land uses that will provide goods and services to meet the needs of the larger Tri-Community Area, as well as convenience and hospitality uses near the interstate entrance and exit ramps. This future land use designation consists of parcels with frontage on Blue Star Highway, south of Wiley Road to the southern City boundary. Appropriately scaled businesses would not exceed a 50,000 a square foot building footprint.

Curb-cuts on Blue Star Highway should be carefully considered, and shared with existing curb-cuts when possible. New development should be encouraged to share parking with existing uses to reduce unnecessary paved areas.

DESIRED BUILDING TYPES AND USES:

- Maximum building footprint of 50,000 square feet
- Retail, Hospitality, Personal Service and Office uses
- On-Site Light Manufacturing

City Center Commercial



INTENT:

To address the desire for an identifiable focal point of the City, and provide a walkable mixed-use development pattern where residents from adjacent neighborhoods can obtain goods and services as well as provide for a place to attract those from outside the City. As the focal point of the City, the historic downtown corridor along Center Street between Blue Star Highway and the Water Street will continue to serve as a place to gather and greet friends, neighbors, visitors, and business owners. The City is encouraged to continue to hold City-sanctioned events, parades, and other types of public gatherings along this corridor.

DESIRED BUILDING TYPES AND USES:

- Mixed-use buildings (ground floor commercial/residential upper floors)
- Flex buildings
- Two-story maximum height

Blue Star Small Business Corridor



INTENT:

This future land use designation is intended to continue the character and small scale of business and mixed uses onto Blue Star Highway immediately north and south of Center Street. Buildings associated with uses in this designation would not exceed a 10,000 square foot building footprint. A mix of residential and commercial uses are encouraged, with commercial uses on the main floor and residential uses on upper floors. Sites should be designed to place buildings and outdoor elements such as seating, art displays, and gathering spaces closer to the street where feasible, and along pedestrian pathways such as the Blue Star Highway trail to encourage traffic calming and pedestrian safety. Parking areas should be placed behind new development when possible. Strip commercial uses should be phased out and avoided in this area.

The 200 Blue Star Highway parcel (former Haworth site) is located within this designation. Land uses and site design for this sub-area are further detailed in Chapter 8, along with the conceptual design that was favored by the public.

DESIRED BUILDING TYPES AND USES:

- Mixed-use with commercial on ground floor with street frontage limited to 2 stories in height
- Outdoor gathering spaces
- Small-scale retail, personal service establishments, and eating and drinking establishments
- Small-scale boutique hotels
- Indoor and outdoor recreation uses
- Mobile food vending.

Harbor Commercial



INTENT:

This designation envisions a vibrant, community-focused area that blends the natural features of Kalamazoo Lake and Lake Michigan with the economic vitality of small-scale, water-oriented businesses. This designation is intended to support local commerce while maintaining the character and charm of the City's waterfront. Lands in this designation should be carefully planned to reduce the environmental impact on the waterfront, wetlands, and other sensitive areas. Public and private uses are encouraged to occupy existing lands, buildings, docks and other creative areas to encourage gathering, sense of place, and access to the waterfront. Policies from this Plan, as well as the Waterfront Master Plan should be considered for proposed private development and expansion of existing uses within this designation. Creative parking solutions should be encouraged in this

designation to ensure the efficient use of land. Views of the waterfront should be preserved by limiting the height of buildings associated with new development to one story.

DESIRED USES:

- Marinas and boardwalks
- Bait and tackle shops, and other small-scale retail
- Dining establishments that offer lake views and seasonal outdoor seating
- Limited residential uses in creative form
- Temporary or seasonal uses such as mobile food vendors and boat rentals
- Public uses such as a public boat launch or park

FIGURE X: FINAL CONSENSUS PLAN FROM 2016 CITY OF THE VILLAGE OF DOUGLAS WATERFRONT MASTER PLAN



The 2016 Waterfront Master Plan provides a vision for the waterfront as desired by the public through extensive community engagement efforts. Some of the goals of the Waterfront Master Plan have been achieved, such as a public marina, which is now located at the north end of Washington Street (Douglas Marina). Other goals were associated with a specific plan for the City to acquire the Tower Marine and Swingbridge properties. Because this is not feasible, due to the Swingbridge property being developed and the Tower Marine property being under new ownership (Safe Harbor), the City should plan for an expansion of the marina property that incorporates the goals that are still feasible from the 2016 Waterfront Master Plan, while implementing the goals and policies of this Master Plan Update to the extent feasible. The Harbor Commercial future land use designation is developed to incorporate both.

Some of the objectives in the "Consensus Plan" as shown in Figure X should continue to be honored, though it is unlikely for the amenities desired for this area to be fully funded by the City.

West Center Commercial



INTENT:

To allow for a mix of residential and small-scale commercial uses intended to serve adjacent neighborhoods, users of the Beach to Bayou Trail, and Lake Michigan beach goers. This future land use designation would allow for the retrofitting of ground-floor commercial in existing residential buildings and residential uses on upper floors. Other uses may include live-work units, recreation service uses, micro-scale manufacturing and associated retail, small-scale retail, eating and drinking establishments, personal service establishments, professional and support offices. Other residential uses that would be ideal in this area are single and two-family homes, and retrofit of single-family homes to two- or three-unit missing middle homes.

DESIRED BUILDING TYPES:

- Retrofit mixed uses within existing homes with commercial on the main floor and residential on upper floors
- Small-scale service, retail, rental, and eating and drinking establishments that cater to surrounding residential neighborhoods, beach-goers, and users of the Beach to Bayou Trail
- Micro-scale manufacturing with associated on-site retail
- Live-work units
- Single and two-family homes.



Light Industrial



INTENT:

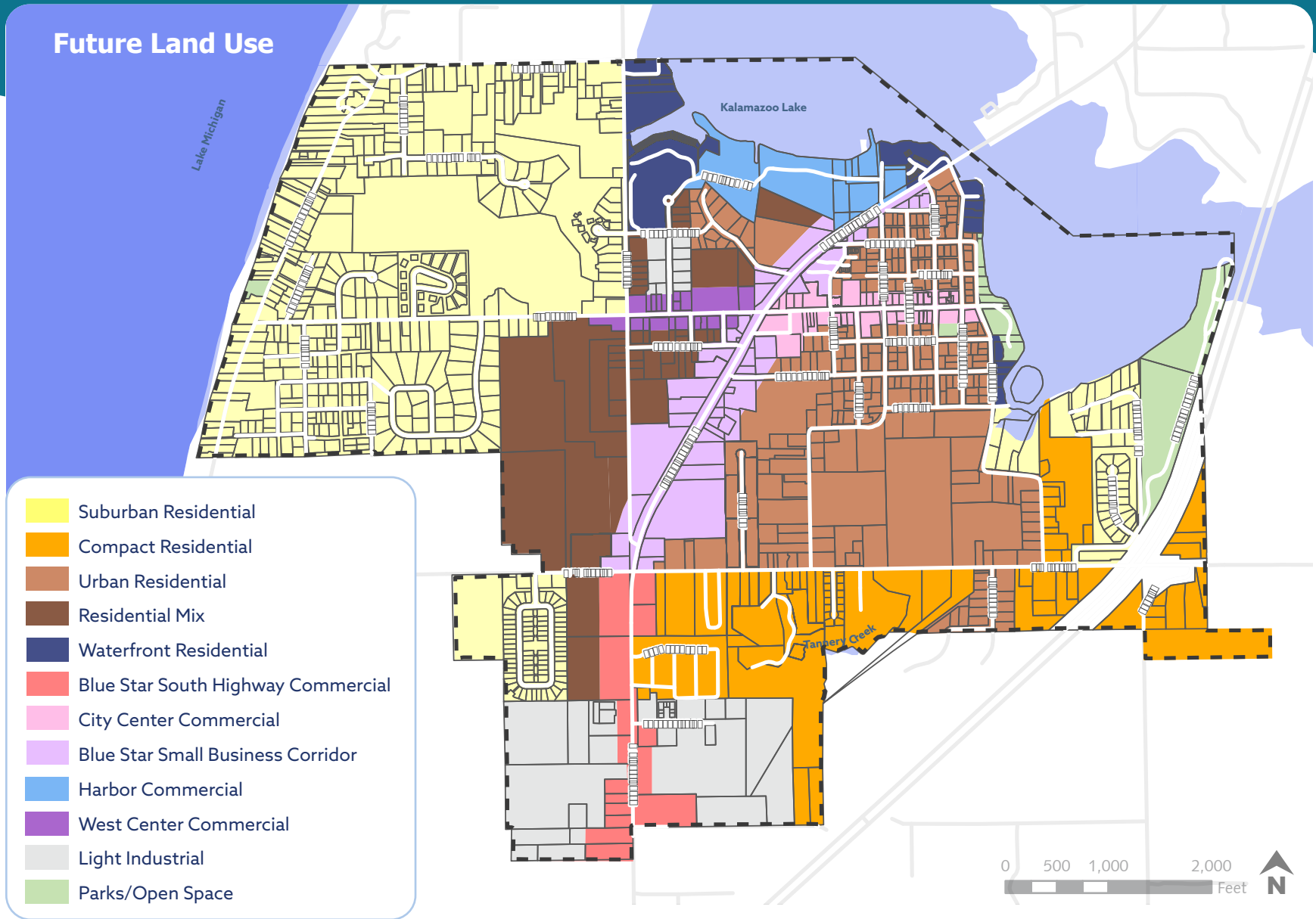
To provide employment opportunities for area residents as well as manufactured goods and storage for the Greater Tri-Community Area. The designation is also intended to provide for small-scale industrial activities, research and development operations, shipping establishments, offices, business incubators, educational institutions, or other similar light industrial uses. Light Industrial areas may include limited retail, office condominiums, and other such uses that may support employment and workers.

These uses are best suited in the south end of the City, on parcels not having direct frontage on Blue Star Highway. New industrial uses in this area should intentionally be located in areas that will not have a negative impact on nearby sensitive lands.

Light industrial uses that are considered appropriate on Hamilton Street, south of Westshore Street, shall be limited to those within roofed building walls that support boat storage and repair. Industrial uses along Hamilton Street should also maintain or establish ample buffering and screening along residentially zoning districts and uses.



MAP 13: 2024 FUTURE LAND USE





Zoning Plan

Section 33, (2), (d), of the Michigan Planning Enabling Act (Act 33 of 2008) requires that Master Plans adopted after September 1, 2008 include a Zoning Plan that explains how future land use categories in a Plan relate to the zoning districts incorporated in a community's Zoning Ordinance. The following table relates to the future land use categories with the City's zoning districts.

In considering a request to rezone property in Douglas, the Planning Commission shall consider the future land use map and the future land use descriptions provided in this plan. The Zoning Plan table shall be used to evaluate the degree to which the proposed rezoning is consistent with this plan, together with an evaluation of the specific request. The Planning Commission will also consider whether the proposed site may be reasonably used as it is currently zoned, whether the proposed site is an appropriate location for any and all of the land uses that may be permitted within the requested zoning district, and any potential detrimental impacts on the surrounding properties that could result from the proposed rezoning.

Due to the structure of the Zoning Ordinance, the Planning Commission and City Council should pay particular attention to any and all uses permitted in a zoning district as well as any uses that may be permitted in a less restricted or intense zone. In all cases, the Zoning Plan shall be applied as a guideline for the Planning Commission subject to the appropriate application of the discretionary authority permitted to the Planning Commission and the City Council by statutory authority, case law, and good planning practice. Nothing in the Zoning Plan will preclude the Planning Commission and the City Council from considering amendments to this Master Plan to better serve the public interests of the community.

FLU Designation	Primary Compatible Zoning District	Potentially Compatible Zoning District	Max. Residential Density	Desired Housing Forms	Necessary Zoning Ordinance Amendments for FLU implementation
Suburban Residential	R-2	R-1, R-3	4 units per acre	<ul style="list-style-type: none"> Single Family Homes Accessory Dwelling Units 	<p>Amend the R-1 district to:</p> <ul style="list-style-type: none"> Allow for accessory dwelling units Reduce minimum floor areas Reduce minimum lot sizes Allow for duplex homes when maximum density does not exceed 4 units per acre Include design standards for duplex homes
Compact Residential	R-5	R-6, R-3 (north of Wiley Road)	10 units per acre	<ul style="list-style-type: none"> Single-Family Homes Two, Three, & Four-unit Missing Middle Homes Apartments Cottage Courts Townhomes Mobile homes (only in R-6) 	<p>Amend the R-6 district to:</p> <ul style="list-style-type: none"> Reference the Mobile Home Commission Act and align definitions and regulations with the Act. <p>Potential Amendment: To create a new zoning district that allows for cottage courts and other types of single-family homes on reduced minimum lot sizes</p>
Urban Residential	R-3	R-1, R-2	6 units per acre	<ul style="list-style-type: none"> Detached Single-Family Homes Missing Middle 2-3-unit Homes Retrofit 2-unit Homes Accessory Dwelling Units 	<p>Amend the R-3 District to:</p> <ul style="list-style-type: none"> Reduce minimum floor areas Modify the intent of the zoning district Create design standards for missing middle housing forms Allow for the conversion of a single-family home to a two-family home, when certain criteria are met Include design standards for missing middle 2- or 3-unit homes. <p>Amend R-1 and R-2 Districts to:</p> <ul style="list-style-type: none"> Allow Accessory Dwelling Units

FLU Designation	Primary Compatible Zoning District	Potentially Compatible Zoning District	Max. Residential Density	Desired Housing Forms	Necessary Zoning Ordinance Amendments for FLU implementation
Residential Mix	R-5	R-1	10 units per acre	<ul style="list-style-type: none"> • Single-family detached homes • Two, Three and Four-Unit Missing Middle Homes • Live-work units • Townhomes • Multifamily dwelling units • Accessory Dwelling Units • Workforce Housing 	<p>Amend the R-5 District to:</p> <ul style="list-style-type: none"> • Create standards for cottage courts and tiny home communities • Create design standards for missing middle housing forms • Amend and codify the Multi-family Design Guidelines to establish clear design standards • Create design standards for live-work units and live-work developments • Limit locations of live/work units to yellow striped roads. • Allow Accessory Dwelling Units • Establish incentives for the development of workforce housing.
Waterfront Residential	R-4	R-2, -3			

FLU Designation	Primary Compatible Zoning District	Potentially Compatible Zoning District	Max. Residential Density	Desired Housing Forms	Necessary Zoning Ordinance Amendments for FLU implementation
City Center Commercial	C-1	N/A	To be set by site constraints and parking requirements for residential uses	Vertical mix of commercial and residential – ground floor residential permitted only in spaces without street frontage; residential on upper floors, not to exceed 2 stories	<p>Amend the C-1 district to:</p> <ul style="list-style-type: none"> Limit building heights to 2 stories
Blue Star South Highway Commercial	C-2	N/A	N/A	N/A	<p>Amend the C-2 District to:</p> <ul style="list-style-type: none"> Add access management provisions Limit building footprints to 50,000 square feet or less
Blue Star Small Business Corridor	New Zoning District Needed	C-1	To be set by site constraints and parking requirements for residential uses	<p>200 Blue Star:</p> <ul style="list-style-type: none"> Vertical Mix of commercial and residential Live-work units Apartments Townhomes <p>All other properties:</p> <ul style="list-style-type: none"> Vertical Mix of commercial and residential 	<p>Create new zoning district that achieves the following:</p> <ul style="list-style-type: none"> Building footprint not to exceed 10,000 square feet Establish minimum design standards for parking, street-scaping, gathering spaces, and pedestrian pathways Limit permitted uses to low intensity, small scale commercial uses that mirrors the character of the Center Street Prohibit drive-through facilities Establish minimum lot sizes consistent with the C-1 Allow for shared parking arrangements No minimum floor areas

FLU Designation	Primary Compatible Zoning District	Potentially Compatible Zoning District	Max. Residential Density	Desired Housing Forms	Necessary Zoning Ordinance Amendments for FLU implementation
Harbor Commercial	New Zoning District Needed	N/A	To be set by site constraints and parking requirements for residential uses.	Limited residential uses when the housing form is innovative.	<p>Create a new Harbor Commercial Zoning district that achieves the following:</p> <ul style="list-style-type: none"> • Encourages the adaptive reuse of historic landmarks for commercial use • Allow theme-based vending in conjunction with waterfront uses (such as mobile food vendors) • Set criteria to allow for limited innovative and creative residential uses • Allow for uses such as marinas, small-scale retail such as recreational equipment rental and bait shops, service and dining uses, public boat launch and/or parks • Restrict structure heights and widths to preserve views • Encourage the efficient use of land by considering the reduction in the required parking if certain criteria are met, such as shared parking, shuttle use, valet, etc. • Incorporates public access to the waterfront areas. • Prioritizes the preservation and protection of riparian areas along Kalamazoo Lake and limits the development of lands within the floodplain. • Establish spacing and placement standards for buildings to prevent staggering that blocks the viewshed

FLU Designation	Primary Compatible Zoning District	Potentially Compatible Zoning District	Max. Residential Density	Desired Housing Forms	Necessary Zoning Ordinance Amendments for FLU implementation
West Center Commercial	New Zoning District Needed	N/A	6 units per acre	<ul style="list-style-type: none"> Retrofit mixed uses within existing homes Live-work units Single-family homes Duplex homes 	<p>Create a new West Center Commercial Zoning District that achieves the following:</p> <ul style="list-style-type: none"> Allows the conversion of a single-family home to main floor commercial and residential on upper floors. Allows micro-scale service, retail, rental, and dining uses, as well as micro-scale manufacturing with associated on-site retail
Light Industrial	L-1	C-2 (South of Wiley Road ONLY)	N/A	N/A	<p>Amend the L-1 district to:</p> <ul style="list-style-type: none"> Regulate the location of certain land uses that have a higher potential for contamination, to keep away from sensitive lands.
Parks/Open Space	Create New Zoning District	N/A	N/A	N/A	<p>Create a Parks and Open Space district that achieves the following:</p> <ul style="list-style-type: none"> Allows specific outdoor recreation land uses, both public and private Prohibits development of sensitive lands Allows for public uses, such as boat launches, marinas, parks, amphitheaters, sports complexes, etc.





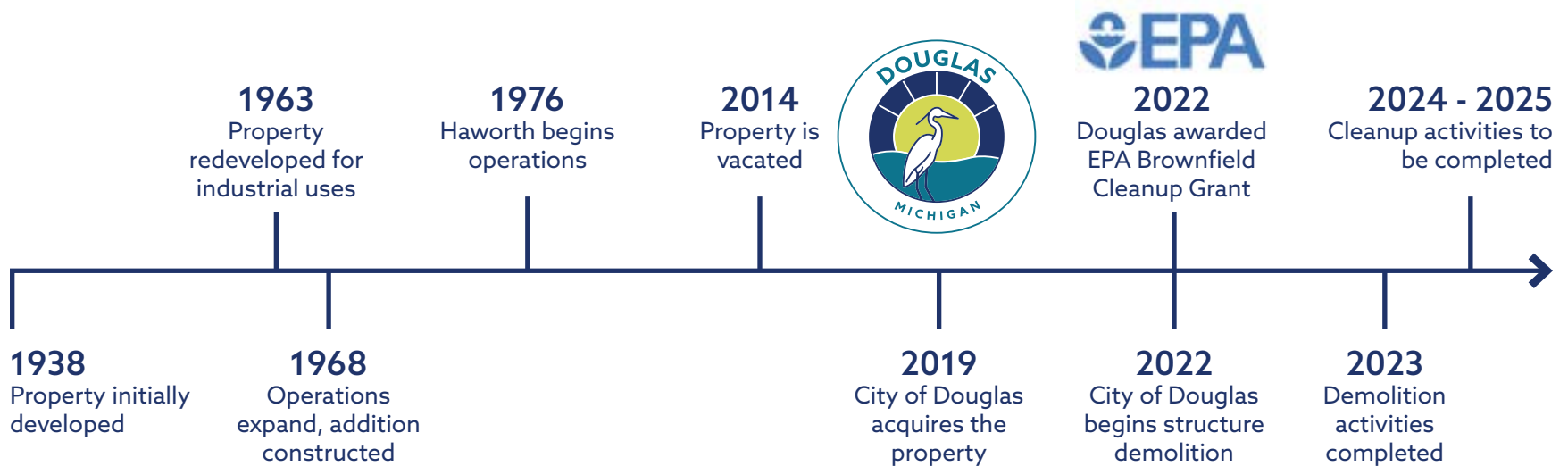
CHAPTER 8

**200 BLUE STAR SUB
AREA PLAN**

Background

The 200 Blue Star Highway site was home to a large furniture manufacturing building that was vacated in 2014. The land was donated to the City in 2019, and the building was demolished in 2022 as a result of environmental assessments determining the site was contaminated with chemicals such as PCBs.

In 2022, the City of Douglas hired PM Environmental to lead the facilitated process to apply for the EPA Brownfield Cleanup grant to remediate and redevelop the site, in particular the portions of the site that are most afflicted by pollutants. The City was awarded the \$500,000 grant, and as a part of the clean-up process, the City sought community buy-in for the future land uses on the property and conducted extensive public engagement efforts in the form of an online survey and a public open house to better understand what the public desired for the future of the site. The level of clean-up was also determined by the future land use of the different areas of the property.



The online survey garnered 662 responses to questions that gathered feedback on demographics, desired land uses, and preliminary concept designs. The public open house was attended by around 25-30 people, in which participants were provided presentations, an informational poster, and the opportunity to interact with visual preference boards that sought input on desired housing forms and desired work/play options. The presentation provided background about the site, the grant process, the design concepts, and next steps. Participants were encouraged to share feedback on the future of the site with the environmental and planning consultants.

WELCOME!
DOUGLAS
MICHIGAN

200 BLUE STAR HIGHWAY VISIONING

Why are we here today?

- » The City was awarded a \$500,000 clean-up grant to address the **PCB (polychlorinated biphenyl)** contamination at the former industrial facility at 200 Blue Star Highway.
- » Preferred **site uses** need to be identified to facilitate the preparation of a cleanup work plan.
- » We need **your help** exploring land use and redevelopment alternatives.

What's on the agenda?

- » **Event Time: 6 pm to 8 pm**
- » This is an open house style event. You can come and go as you please.
- » You are encouraged to move around the room, ask questions, learn about the project, share your ideas, and participate in the activities.
- » **Informational Presentation.**
 - 6:10 pm
 - 7:10 pm

The same presentation will be offered twice throughout the evening.

200 Blue Star Hwy. Location

williams&works **PM**
PLANNING CONSULTANTS



CLEAN UP PLANNING



- Quality Assurance Project Plan
- Endangered Species Act Section 7 Review
- National Historic Preservation Act Determination
- Analysis of Brownfield Cleanup Alternatives
- EPA TSCA Work Plan
- Decision Document
- Project Bids and Specifications
- Davis-Bacon Requirements

**Completed/Submitted*

CLEANUP ACTIVITIES

- Landfill approval
- Public Notification
- Verification Sampling
- Soil and Concrete Removal, Transport and Disposal
- Verification Sampling
- Documentation of Cleanup Activities
- TSCA Reporting
- Davis-Bacon Compliance

Land Use Recommendations and Ferry Street Relocation

The final recommendation for the site aims to balance the desires of the community and the required clean-up efforts. Housing, commercial, and green spaces were expressed as being important features by participants in the public engagement portion of the development of the sketch plan. The recommended plan for the site combines housing, including mixed-use housing, with a linear park for public gathering, an enhanced and realigned Ferry Street, and connections to non-motorized facilities.



A PLACE TO LIVE AND PLAY

Balance is key to this concept and focuses on many questions posed by the community such as filling the need for housing but respecting the commercial nature of Blue Star Highway; providing ample greenspace while acknowledging the necessity for grey elements like buildings, drives, and sidewalks; including sufficient parking but embracing the walkable nature of the community; and the desire for public spaces that provide public benefits while realizing that the property needs to have taxable value to help complete the contamination clean-up.

Through this design, the vacant 200 Blue Star Highway property realizes that balance and is transformed into a lively place and verdant landscape. Open space is preserved throughout the site in the form of courtyards, reforested buffers, large setbacks, and a central green. A linear park bisects the property, connecting all the way from Blue Star Highway to Ferry Street. Spaces for food trucks, picnicking, fire places, and movies in the park are all imagined as potential programming, with large, flexible open greens for gathering and passive recreation.

Parking is available both on-site and on the street. An improved streetscape to accommodate sidewalks, shade trees, and parallel parking is imagined on Ferry Street along with a proposed road that includes nose-in parking on the property's north end. This is balanced with the desire to embrace the walkable and bikeable nature of Douglas. Acknowledging the proximity of the site to

both downtown and the Blue Star Bike Trail, sidewalk and trail connections are illustrated throughout the design, connecting to existing non-motorized infrastructure.

Mixed use buildings line the commercial corridor and provide space for business, keeping a consistent character with the street. Alternatively, these units could be constructed in a live/work format where a tenant lives and runs a business in the same space. Businesses that differ from the offerings of downtown should be encouraged to create interest and variety, lessening conflict with exiting establishments. Health, wellness, and recreation-oriented businesses could provide a benefit to the area, as past studies have indicated a gap in the market and a desire for more community center-like features.

Small-scale, multi-family housing is centrally located on the property and acts as a transition from lower density residential to mixed and commercial uses. These buildings frame the linear park, creating a sense of enclosure and a delineation of private and public spaces. Courtyards are placed between the buildings to enhance views and further provide common elements. Senior living or affordable apartments in these spaces would help to fill the need for housing in the community. Positioned in an ideal location near downtown, recreational assets, schools, and employers, this residential component has the potential to draw more long-term residents to the Douglas community.



CHAPTER 9

IMPLEMENTATION



Action Plan

The following tables provide a framework for putting the goals of this Plan into action.

Each theme contains the goals as described in Chapter 6, Goals and Objectives, along with the key tasks for implementation of the goals. It also lists the public body, organization, agency, staff, or other party that would lead, provide approvals, facilitate, or advocate for those key implementation tasks. Finally, the Action Plan table provides a timeframe for tasks to be completed. The timeframes include short, mid, long-term, and ongoing, and are further defined below.

**SHORT-
TERM**

Within 2 years

**MID-
TERM**

Within 5 years

**LONG-
TERM**

Within 20 years

ONGOING

Throughout the life of the plan









A Sustainable Thriving Economy

Goals	Key Implementation Tasks	Primary Leadership and Key Partners	Timeframe
Bolstering harbor commercial activities	Zoning Ordinance Amendments	Planning Commission / City Staff	● MID-TERM
Efficient land uses	Zoning Ordinance Amendments	Planning Commission / City Staff	● MID-TERM
Adaptive reuse of buildings	Zoning Ordinance Amendments	Planning Commission / City Staff	● MID-TERM
Implementation of a Micro-Scale Commercial Zone on Center Street, West of Blue Star Highway	Zoning Ordinance and map amendments	Planning Commission / City Staff	● MID-TERM
	Extend pattern of angled on-street public parking to Ferry Street	DPW / City Manager / City Council	● LONG-TERM
Planning and marketing the Mixed Uses in the Downtown Areas for the Improvement of Economic Viability	Zoning Ordinance Amendments	Planning Commission / City Staff	● MID-TERM
	Establish marketing tools to showcase the downtown areas	DDA/MEDC	● SHORT-TERM
	Promote additional events in the downtown	DDA/Private organizations/City Council	● SHORT-TERM
	Be selective with the future uses of the City Hall Dutcher Lodge building	City Council	● LONG-TERM
Blue Star South Corridor planning for large scale businesses south of Wiley Road	Zoning Ordinance Amendments	Planning Commission / City Staff MEDC	● MID-TERM
Planning for Land Use Compatibility	Zoning Ordinance Amendments	Planning Commission / City Staff	● MID-TERM

Goals	Key Implementation Tasks	Primary Leadership and Key Partners	Timeframe
Establish a Blue Star Small Business Corridor	Zoning Ordinance Amendments	Planning Commission / City Staff	● MID-TERM
	Partnership with MEDC for grant funding of small-scale manufacturing	City Staff/MEDC	● SHORT-TERM
Redevelopment of the 200 Blue Star Property	Zoning Ordinance and map amendments	Planning Commission / City Staff	● MID-TERM
	Environmental Remediation	EGLE Brownfield Authority Consultants	● SHORT-TERM
	Property Sale with conditions to adhere to subarea plan	City Council / City Staff	● MID-TERM
	Alignment of proposed land uses with those outlined in the subarea plan	Planning Commission / City Staff City Council Private developer	● LONG-TERM



Ensuring Housing Affordability, Availability, and Neighborhood Preservation

Goals	Key Implementation Tasks	Primary Leadership and Key Partners	Timeframe
Decrease Housing Costs to Increase Housing Stock	Zoning Ordinance Amendments	Planning Commission / City Staff	 MID-TERM
	Utilization of a Pattern Book for efficient and pre-approved construction designs	City Staff MML Consultants	 MID-TERM
	Codify and modify the Multifamily Design Guidelines	Planning Commission / City Staff	 SHORT-TERM
Provide Better Opportunities for Affordability	Participation in Regional Housing Partnerships	City Council City Manager Consultants	 SHORT-TERM
	Hold workshops to educate the public on housing related issues	City Staff	 SHORT TO MID-TERM
	Market economic tools and partnerships to attract developers to construct workforce housing	City Staff City Council Consultants MSHDA MEDC	 MID-TERM
	Partner with Tri-Communities to plan for housing affordability options that benefit all three communities	City Staff Saugatuck Township City of Saugatuck Consultants	 MID-TERM
Preserve the historic residential character in all neighborhoods	Zoning Ordinance Amendments	Planning Commission /City Staff	 MID TO LONG-TERM









Goals	Key Implementation Tasks	Primary Leadership and Key Partners	Timeframe
Encourage Long-Term Permanent Residency	Zoning Ordinance Amendments	Planning Commission /City Staff	● MID-TERM
	Create a "housing dashboard" for easy access to housing data in the City.	City Staff MEDC Consultants	● LONG-TERM
	Promote incentives for the development of workforce and/or affordable or attainable housing.	City Council Planning Commission City Staff Consultants	● SHORT-TERM
	Market the City to attract more permanent residents.	MEDC City Staff	● LONG-TERM
Address challenges and opportunities with Short-Term Rentals (STR)	Zoning Ordinance Amendments	Planning Commission /City Staff Fire Department	● SHORT-TERM
	Implement a maximum number of short-term rentals permitted in the City	City Council	● SHORT-TERM
	Prioritize specific areas appropriate for STRs to be permitted	Planning Commission / City Staff City Council	● MID-TERM
	Develop a lottery program to issue STR registrations	City Council / City Staff	● SHORT-TERM
	Adopt a vacancy tax on homes that are unoccupied more than 6 months out of the year	City Council / City Treasurer / City Staff	● MID-TERM
	Increase enforcement Efforts to curb unregulated STR uses	Code Enforcement Fire Department City Staff	● SHORT-TERM








Prioritizing People, Arts, and Culture


Goals	Key Implementation Tasks	Primary Leadership and Key Partners	Timeframe
Prioritize Inclusivity and Welcoming of ALL People	Partner and collaborate with cultural institutions and community organizations to promote inclusion across diverse communities	Planning Commission / City Staff	● ONGOING
	Seek equitable representation from the City's diverse demographics on City Boards and Commissions	City Staff MML Consultants	● ONGOING
	Represent LGBTQ+ and other diverse populations in language and imagery in City communications, publications, and outreach materials	Planning Commission / City Staff	● ONGOING
Foster Placemaking to encourage gathering and to enhance public spaces.	Zoning Ordinance Amendments	Planning Commission / City Staff	● MID-TERM
	Implement TIF plan elements	DDA City Council Planning Commission	● MID TO LONG-TERM
	Construct an amphitheater within Wade's Bayou or Beery Field for regular concerts and other community events.	City Council City Manager DPW	● LONG-TERM




Goals	Key Implementation Tasks	Primary Leadership and Key Partners	Timeframe
Become an attractive community for families	Implement additional public amenities for children	Planning Commission /City Staff	● LONG-TERM
	Utilize public spaces on the waterfront for year-round events that incorporate hands-on activities for children	City Staff MEDC Consultants	● MID-TERM
	Connect neighborhoods to schools with appropriate pedestrian pathways	City Council Planning Commission City Staff Consultants	● LONG-TERM / ONGOING
	Provide a community space or building for all residents to utilize or rent	MEDC City Staff	● LONG-TERM
	Prioritize family-friendly events and amenities within the City's parks	Planning Commission /City Staff Fire Department	● SHORT-TERM
	Improve communication with the Tri-Community Parks and Recreation Board to stay up to date and to communicate events and activities to the public	City Council	● SHORT-TERM
	Take advantage of opportunities for year-round recreation	Planning Commission / City Staff City Council	● SHORT-TERM
	Allow the utilization of City property for water safety class administration	City Council / City Staff	● SHORT-TERM / ONGOING

Safe and Available Public Infrastructure

Goals	Key Implementation Tasks	Primary Leadership and Key Partners	Timeframe
Connect Neighborhoods and Existing Non-Motorized Pathways	Zoning Ordinance Amendments	Planning Commission / City Staff	 MID-TERM
	Sidewalk installation in areas identified in Map 12, Sidewalks	Private Developers City Council DPW	 LONG-TERM / ONGOING
	Incentivize the promotion of alternative forms of transportation	Planning Commission / City Staff City Council Private Organizations	 MID-TERM
	Participate in the Safe Routes to School Program to secure funding for pedestrian connections to schools	Safe Routes to School City Council Saugatuck Public Schools	 LONG-TERM
	Study the feasibility of sidewalks along Campbell Road from Ferry Street to Lakeshore Drive, as well as along Lakeshore Drive	DPW Consultants City Engineer City Council	 LONG-TERM
Implement Vehicular Connections Between Key Road Segments	Zoning and Regulatory Ordinance Amendments	Planning Commission / City Staff City Council	 MID-TERM
	Construct road segments and connections in areas identified on Map 11, Roads, for new developments	Private Developers DPW City Council	 LONG-TERM / ONGOING
	Update or develop transportation and asset management plans and add all yellow striped roads to its major streets millage for annual Act 51 Maps	City Engineer Consultants City Manager DPW	 LONG-TERM

Goals	Key Implementation Tasks	Primary Leadership and Key Partners	Timeframe
Maintain the Existing Public Road Network	Zoning and Regulatory Ordinance Amendments	Planning Commission / City Staff City Council	 MID-TERM
	Adjust fee schedules to cover engineer review and inspection costs as part of the zoning permit process	City Council City Staff	 SHORT-TERM
	Improve existing road infrastructure to mitigate traffic congestion at key intersections	DPW City Council City Manager	 LONG-TERM
	Conduct a traffic study every five years to determine future improvement needs for existing roadways.	City Engineer City Council City Manager DPW Consultants	 LONG-TERM / ONGOING
Expand Fiber Optics into the City and Enhance Communications Infrastructure	Partner with private organizations and public agencies to bring fiber optics into the City	City Staff City Council Private Organizations Allegan County	 SHORT-TERM
	Adopt a small-cell wireless ordinance to allow these facilities in the public right of way	City Staff City Council City Attorney	 MID-TERM
Encourage Increased Use of Public Transportation	Support Interurban Transit for route expansions and servicing park and ride options throughout the tri-community area	City Council City Manager and Staff DPW Interurban Transit Authority	 LONG-TERM








Goals	Key Implementation Tasks	Primary Leadership and Key Partners	Timeframe
Ensure the Availability and Capacity of Public Utilities for Existing and Future System Users	Regulatory Ordinance Amendments	City Council	 MID-TERM
	Establish special assessment districts for future water main extensions	City Council City Engineer KLSWA City Manager City Treasurer	 LONG-TERM
	Prepare an asset management plan for the City's water and sanitary sewer infrastructure	Consultants KLSWSA City Manager City Engineer	 LONG-TERM
	Utilize development agreements for large-scale commercial and residential developments that outlines financial obligations for required infrastructure improvements	Planning Commission City Staff City Council City Attorney Private Developers	 SHORT-TERM / ONGOING
	Identify areas within the City that are not properly connected to the water or sewer systems	City Engineer KLSWA City Staff	 ONGOING / LONG-TERM

Goals	Key Implementation Tasks	Primary Leadership and Key Partners	Timeframe
Prioritize Safety in All Transportation Infrastructure Design and Implementation	Solicit public input when appropriate for major changes to public infrastructure	City Stakeholders City Engineer City Staff DPW	 ONGOING / LONG-TERM
	Zoning Ordinance amendment to implement an access management overlay over C-2 zoned parcels to reduce curb cuts onto Blue Star Highway	Planning Commission / City Staff City Engineer Consultants	 MID-TERM
	Regularly conduct inventory of existing infrastructure to ensure ADA compliance and that it is free of hazards and obstructions	DPW City Engineer Consultants	 LONG-TERM / ONGOING



A Sustainable and Resilient City

Goals	Key Implementation Tasks	Primary Leadership and Key Partners	Timeframe
Become a Resilient-Ready Community: Protect Sensitive Lands and Enhance Preparedness for Coastal Hazards	Amend zoning map to include high-risk erosion and critical dune areas	EGLE City Staff Planning Commission / City Staff	● SHORT-TERM
	Form a coastal resilience committee to make recommendations on development projects	Coastal Leadership Academy EGLE City Staff City Council	● MID-TERM
	Conduct a vulnerability assessment	Consultants	● MID-TERM
	Zoning Ordinance amendments	Planning Commission / City Staff	● MID-TERM
	Implement a points system to award density bonuses for clustered residential developments incorporating sustainable development practices	Planning Commission / City Staff City Engineer	● MID-TERM
Protect Groundwater that is Sourced from Within the City	Re-activate the Wellhead Protection Program within the Tri-Community Area	City Council City Engineer KLSWA City Staff	● MID-TERM
	Amend the zoning ordinance and map to delineate the wellhead protection zones	Planning Commission / City Staff KLSWA City Engineer	● MID-TERM
	Prohibit certain land uses that have the potential to contaminate groundwater in the wellhead protection zones	Planning Commission / City Staff EGLE	● MID-TERM

Goals	Key Implementation Tasks	Primary Leadership and Key Partners	Timeframe
Protect the Health of the Current and Future Residents by Minimizing Exposure to Contamination	Seek grant opportunities to fund environmental remediation of Brownfields and other areas	EGLE MSHDA MEDC Brownfield Authority City Manager City Council	 LONG-TERM / ONGOING
	Zoning ordinance amendments	Planning Commission / City Staff	 MID-TERM
	Restrict land uses in areas of known contamination	Planning Commission / City Staff	 MID-TERM
	Amend the zoning map to show locations of known contamination	Planning Commission / City Staff	 SHORT-TERM
Promote Climate-Resilient Infrastructure for Public and Private Development and Facilities	Adopt Dark Sky Lighting Principals within the Zoning Ordinance	Planning Commission / City Staff	 MID-TERM
	Zoning Ordinance amendments to add provisions for EV parking, bike racks, and reduced parking minimums	Planning Commission / City Staff	 MID-TERM
	Seek public-private partnerships to bring EV infrastructure to the City	City Council Private Organizations DPW City Manager and Staff	 LONG-TERM

Goals	Key Implementation Tasks	Primary Leadership and Key Partners	Timeframe
Ensure Responsible and Sustainable Stormwater Management for All Development Types	Zoning and regulatory ordinance amendments	Planning Commission / City Staff	● MID-TERM
	Incentivize sustainable stormwater management practices	Planning Commission / City Staff City Engineer Allegan County Drain Commission	● MID-TERM
	Link landscaping requirements to stormwater management designs	Planning Commission / City Staff	● SHORT-TERM
	Hold workshops to educate the public on sustainable stormwater management practices at home	City Council City Staff Kalamazoo River Watershed Council Private Organizations Tri-Community	● SHORT-TERM / ONGOING
	Establish a special assessment district to fund improvements for problem drainage areas in the City	City Council City Engineer City Treasurer DPW Allegan County Drain Commission	● LONG-TERM
	Identify priority areas of concern related to County Drain maintenance in the City	Allegan County Drain Commission DPWw City Staff City Engineer	● MID-TERM

Goals	Key Implementation Tasks	Primary Leadership and Key Partners	Timeframe
Prioritize Tree Preservation	Zoning and/or regulatory ordinance amendments	Planning Commission / City Staff	● MID-TERM
	Update the acceptable tree planting list to be codified within the Zoning Ordinance	Planning Commission / City Staff Consultants	● MID-TERM
	Incentivize preservation of heritage trees within development sites	Planning Commission / City Staff City Council Private Developers	● MID-TERM





MASTER PLAN

www.douglasmi.gov



To: Douglas City Council
From: Lisa Nocerini, City Manager
Date: January 6, 2025
Subject: Event Policy

In 2024, the City Council directed the City Administration to draft an event policy for consideration to guide the City's approach to event applications moving forward. Following this, the Council appointed three of its members to review, discuss, and propose changes to the draft policy before presenting it at a future meeting.

Attached to this memo is the initial draft policy previously shared with the Council. This document is intended to serve as a foundation for further discussion and refinement. The City currently has several event applications pending Council approval. To ensure a clear and consistent process, we hope the Council will provide guidance on the draft policy. This will allow us to proceed with the pending applications under the new guidelines, ensuring alignment with the City's expectations. This meeting may not produce a final document for approval, but with suggested changes, the administration can bring the final document back at the next council meeting for consideration and approval.

We look forward to your feedback and direction on how to move forward.



CITY OF THE VILLAGE OF DOUGLAS EVENT POLICY (DRAFT)

PURPOSE:

The purpose of this policy is to establish consistent guidelines for managing special events within the City of the Village of Douglas. It outlines how departments will coordinate efforts in processing and implementing special events, allocate responsibilities, and determine categorization. The policy also details requirements and associated costs for hosting events, including public safety services, public works services, equipment, and infrastructure. This policy applies to all events, including parades, festivals, and public gatherings requiring city resources.

POLICY:

I. General Considerations:

The City of the Village of Douglas recognizes the community benefits of special events, including cultural enrichment, economic growth, and enhanced community identity. These events offer opportunities for the city to partner with non-profit agencies. The City aims to support these goals while establishing regulations that balance event needs with public resource management. Special events are an integral part of various departments' service obligations.

II. Definition of a Special Event:

A special event is any non-routine social activity gathering people in a designated area on City property, right-of-way, or private property (where applicable), that requires City services to ensure safety and coordination. This includes parades, festivals, concerts, races, and other public gatherings.

III. Categorization of Special Events: Events are classified into three categories:

- **City-Sponsored Events:** Includes patriotic or national observance events such as Memorial Day, 4th of July, Labor Day, Veterans Day, and 9/11 Remembrance. All costs associated with City services for these events are waived.
- **Non-Sponsored Events:** These events shall pay 100% of all City costs for services provided unless otherwise determined by the City Council.

IV. Coordination and Planning:

Event organizers must submit an application to the City Clerk at least 60 days before the event. The application will receive a departmental review from the Douglas Police Department and the Department of Public Works (DPW) to determine municipal costs. After departmental review, the permit will be forwarded to the City Clerk and placed on the City Council agenda for approval. Any changes to the event once approved,

must go back to the department review team (City Clerk/Police Department/Public Works) and possibly, the City Council, potentially causing delays in approval.

V. Fees for Special Events: The City will determine the costs for services, which typically include:

- **Public Safety Services:** Required for events to ensure safety. The number of licensed officers needed is based on event size, location, and attendance, as determined by the Douglas Police Chief.
- **Department of Public Works (DPW) Services:** May include setup, maintenance, and teardown of event-related materials such as barricades, equipment, and trash management. Staff time and equipment use costs will be included.
 - **Hourly Rate:** See Fee Schedule. Charges include employee wages, FICA, and any applicable overtime or holiday pay.
 - **Equipment Charges:** See Fee Schedule.
 - **Replacement Costs:** Charges for missing or damaged City equipment, supplies, grounds, and facilities.

NOTE: Rates are subject to change annually.

VI. Billing for Special Events: Event billings will be itemized as follows:

- Public Safety Employee Time
- Public Works Employee Time
- Equipment Charges
- Missing/Damaged Equipment/Supplies/Grounds/Facilities

VII. Payment and Deposits:

- Event sponsors with a proven record of timely payments may be billed after the event.
- New or repeat events with a history of late payments must submit a 75% deposit of estimated costs 30 days before the event. A percentage fee will apply to credit card payments.
- Events with outstanding balances from previous years will not receive approval for new events until the prior balance is paid and a 75% deposit is submitted for the new event 30 days prior to the event.

EVENT INSURANCE/HOLD HARMLESS/INDEMNITY:

1. Upon approval of Event Permit, Applicant/Organization agrees to fully defend, indemnify and hold harmless the City, its City Council, its officers, employees, agents, volunteers, and

Contractors from any and all claims, demands, losses, obligations, costs, expenses, verdicts, and settlements (including but not limited to attorney fees and interest) resulting from:

- A. Acts or omissions by the Applicant/Organization, its agents, employees, servants and Contractors in furtherance of the event, including, but not limited to, acts or omissions alleged to be in the nature of gross negligence or willful misconduct. The Applicant/Organization agrees to reimburse the City for reasonable attorney fees and court costs incurred in the defense of any actions, suits, claims, or demands arising from the operations of the Applicant/Organization due to the above referenced acts or omissions.
- B. Violations of state or federal law by Applicant/Organization, its agents, employees, servants, and Contractors whether administrative or judicial, arising from the nature and extent of this Application. Permit and/or event.
- C. Other acts of Applicant/Organization or attendees causing personal injury or property damages in connection with this event, unless resulting from the sole negligence of the City, its officers, employees, or agents.

2. The Applicant/Organization agrees that it is its responsibility and not the responsibility of the City to safeguard the property and materials used in the event and the property and materials of the attendees. Further the Applicant/Organization agrees to hold the City harmless for any loss of such property and materials.

3. The Applicant/Organization shall not discriminate against any employee, or applicant for employment because of religion, race, color, national origin, age, sex, height, weight, handicap, ancestry, place of birth, sexual preference or marital status. The Applicant/Organization further covenants that it will comply with the Civil Rights Act of 1973, as amended; and the Michigan Civil Rights Act of 1976 (78. Stat. 252 and 1976 PA 453) and will require a similar covenant on the part of any consultant or sub-Contractor involved in the hosting of this event.

MOVING FORWARD:

The City Council reserves the right to review and adjust fees and requirements annually. This policy will be reviewed regularly to ensure it meets the needs of the community and aligns with the City's financial goals.

Effective Date: [Insert Date]

Approved by: [Insert Approval Date]

City of the Village of Douglas

FEE SCHEDULE: www.douglasmigov, **Forms and Permits, City Fees**



CITY OF THE VILLAGE OF DOUGLAS
86 West Center Street, P.O. Box 757
Douglas, MI 49406
(269) 857-1438 phone

www.douglasmi.gov
info@douglasmi.gov

\$50 Fee (Free for non-profit organizations)

Date Received: _____
CITY COUNCIL ACTION: Approved____ Denied____ Date _____
POLICE DEPARTMENT ACTION: Approved____ Denied____ Date _____
DEPARTMENT OF PUBLIC WORKS ACTION: Approved____ Denied____ Date _____
Estimated Fees: _____

APPLICATION FOR SPECIAL EVENT PERMIT

The City of Douglas offers two types of permits for events within the City. A **Special Event** is described as a large gathering of people that covers a broader range of the City, such as, the entire park(s), right-of-ways, trails, street closures, sidewalks, etc. These events also require significant coordination and requests of City resources, such as, Douglas Police Department, Department of Public Works, and Saugatuck Township Fire Department. **Special Event Permits will require approval from City Council and need to be filled out in its entirety and returned to the City Clerk's office a minimum of 60 days prior to the scheduled event.** A **Park Reservation** permit is described as a small gathering confined to a small area of a park and does not require significant City coordination or resources. Park Reservation permits require only City administration approval. Please see the City of Douglas' Event Policy for more information. **Required Authorizing Personnel Signatures page must be completed prior to submitting it to City Hall for Council approval.**

APPLICANT/ORGANIZATION INFORMATION

Organization: _____

Applicant Name: _____ PH: _____

Street Address/P.O. Box: _____

City/State/Zip Code: _____

E-mail: _____

CONTACT PERSON ON DAY OF EVENT: _____ **PH:** _____

EVENT INFORMATION

Name of Event: _____

Location of Event: _____

Event Date(s): _____ Start Time: _____ End Time: _____

Estimated Date/Time for: Set-Up _____ Clean-Up _____

Anticipated Number of Attendees: _____ Anticipated Number of Volunteers: _____

Event Description: _____

Street Closure: (Use attached map to outline proposed closure)

Street closure date/time: _____ Street re-open date/time: _____

Parade: (Use attached map to outline route) Parade Type: Pedestrian Vehicle

Parade start time: _____ Parade finish time: _____

EVENT DETAILS

MUSIC:

Will Music be provided during this event? Yes No

If yes, type of music proposed: Live Amplification Recorded Loudspeakers

Time music will begin: _____ end: _____

FOOD VENDORS/CONCESSIONS: (Contact Allegan County Health Department)

Will Food Vendors/Concessions be available at your event? Yes No

If yes, Provide Copy of Health Department Food Service License

ALCOHOL:

Will alcohol be served at your event? Yes No

If yes, Provide Copy of Liquor Liability Insurance (Listing the City as additional insured)

Provide Copy of Michigan Liquor Control License

Please describe measures to be taken to prohibit the sale of alcohol to minors: _____

NOTE: *It shall be unlawful for any person within the City to consume intoxicating liquor of any kind in any street, alley, park, public building, or other land owned by the City, unless the consumption is authorized under a valid permit issued by the City or its authorized agent. (1995 Code, 42-166) (Ord.43, passed 6-5-1961)*

EVENT SIGNAGE:

City approval is required for any temporary signage in the public right-of-way or on City property.

Please visit www.douglasmi.gov to obtain the 14 Day Temporary Sign Permit application.

FIREWORKS:

Will fireworks be a part of your event? Yes No

If yes, Provide Copy of Liability Insurance (Listing the City as additional insured)

Council Resolution will be Required – see City Clerk

TENTS/CANOPIES/BOOTHS:

Will tents/canopies be installed? Yes No

If yes, Tents – Quantity _____

Notify the Director of the Douglas Department of Public Works @ 269-857-2763 to discuss placement locations (Irrigation systems are located at Beery Field and Schultz Park)

Fill out the Tent Inspection form found at www.saugatuckfire.org and/or call the Saugatuck Township Fire Department with questions at (269) 857-3000.

Will booths be set up? Yes, Quantity _____ No

The City of Douglas does have tables and chairs available for rental through the Downtown Development Authority – see www.douglasmi.gov for application. Pick up and drop off are the responsibility of the applicant.

REQUIRED AUTHORIZING PERSONNEL SIGNATURES:

If your event requires City services, please seek proper authorization. Applicable fees may apply depending upon the assistance required by the City. See event fee schedule for associated costs.

DEPARTMENT OF PUBLIC WORKS:

Will this event require the use of any of the following municipal equipment by a municipal employee?

- Trucks – Size _____ Qty _____
- Loaders – Tele or Regular
- Trailer – Size _____ Qty _____
- Traffic Control Trailer
- Bobcat UTV
- Tractor with Loader
- Barricades – Type A Qty _____
- Barricades – Concrete Qty _____
- Barricades – 3 Bar Qty _____
- Trash Receptacles – Qty _____
- Traffic Cones – Qty _____
- Fencing - _____ feet
- Electric – Yes/No
- Water – Yes/No
- Additional Restroom Cleaning – Yes/No

Estimated Department of Public Works Costs: _____ (includes associated employees rate per hour)

- Approved Denied
- Approved with Conditions _____

Authorized Personnel Signature _____ Date: _____

DOUGLAS POLICE DEPARTMENT:

Will this event require additional officers & equipment? Yes No

If yes, please describe & include times: _____

Estimated Police Department Costs: _____ (includes associated employees rate per hour)

- Approved Denied
- Approved with Conditions _____

Authorized Personnel Signature _____ Date: _____

APPLICANT/ORGANIZATION CHECK LIST

- Completed Application
- Event Map (include detailed event layout for food vendors/concessions, booths, portable restrooms, road closures, barricades, music, parade route, event signage, etc.)
- Certificate of Insurance (listing the City of Douglas as additional insured – once approved)
- Fireworks Resolution – 60 days in advance (if applicable)
- Michigan Liquor Control Commission Special Event License (if applicable)
- Health Department Food Service License (if applicable)
- Requirements for Tent Structures (if applicable)
- Department of Public Works Authorized Personnel Signature
- Police Department Authorized Personnel Signature
- Yes, I have read the City of Douglas' Event Policy

If document(s) are missing, please explain: _____

The Applicant/Organization understand and agrees to the following:

1. Provide a certificate of insurance with all coverage deemed necessary for the event, naming the City of Douglas as an additional insured on all applicable policies. The certificate shall be submitted to the City Clerk's Office no later than 1 (one) week following notice of the event approval.
2. Comply with all local and applicable State Laws and City policies. Applicant/Organization acknowledges that the special events permit does not relieve the Applicant/Organization from meeting any requirements of law or those of other public bodies or agencies applicable to the event.
3. Applicant/Organization further understands the approval of the event may include additional requirements and/or limitations based on the City's review of this application. The Applicant/Organization understands that it may be necessary to meet with City staff during the review of this application and that City Council approval is necessary before the event may be held.
4. Applicant/Organization understands that he/she is responsible for contacting the Michigan Liquor Control Commission and/or Allegan County Health Department to secure all permits required for this event.
5. Applicant/Organization also agrees to clean-up and leave/restore the area in the condition it was found. The City is not responsible for equipment or personal items left on public property.
6. Prohibit its organization and guests from engaging in profane or inappropriate language or actions.
7. Abide by City of Douglas Ordinance Chapter 95.01 regarding Noise Nuisances.
8. A breach of any of these understandings and agreements may result in the denial of Application or revocation of an approval of the City.

HOLD HARMLESS/INDEMNITY

1. Upon approval of Event Permit, Applicant/Organization agrees to fully defend, indemnify and hold harmless the City, its City Council, its officers, employees, agents, volunteers, and Contactors from any and all claims, demands, losses, obligations, costs, expenses, verdicts, and settlements (including but not limited to attorney fees and interest) resulting from:

- A. Acts or omissions by the Applicant/Organization, its agents, employees, servants and Contractors in furtherance of the event, including, but not limited to, acts or omissions alleged to be in the nature of gross negligence or willful misconduct. The Applicant/Organization agrees to reimburse the City for reasonable attorney fees and court costs incurred in the defense of any actions, suits, claims, or demands arising from the operations of the Applicant/Organization due to the above referenced acts or omissions.
- B. Violations of state or federal law by Applicant/Organization, its agents, employees, servants, and Contractors whether administrative or judicial, arising from the nature and extent of this Application. Permit and/or event.
- C. Other acts of Applicant/Organization or attendees causing personal injury or property damages in connection with this event, unless resulting from the sole negligence of the City, its officers, employees, or agents.

2. The Applicant/Organization agrees that it is its responsibility and not the responsibility of the City to safeguard the property and materials used in the event and the property and materials of the attendees. Further the Applicant/Organization agrees to hold the City harmless for any loss of such property and materials.

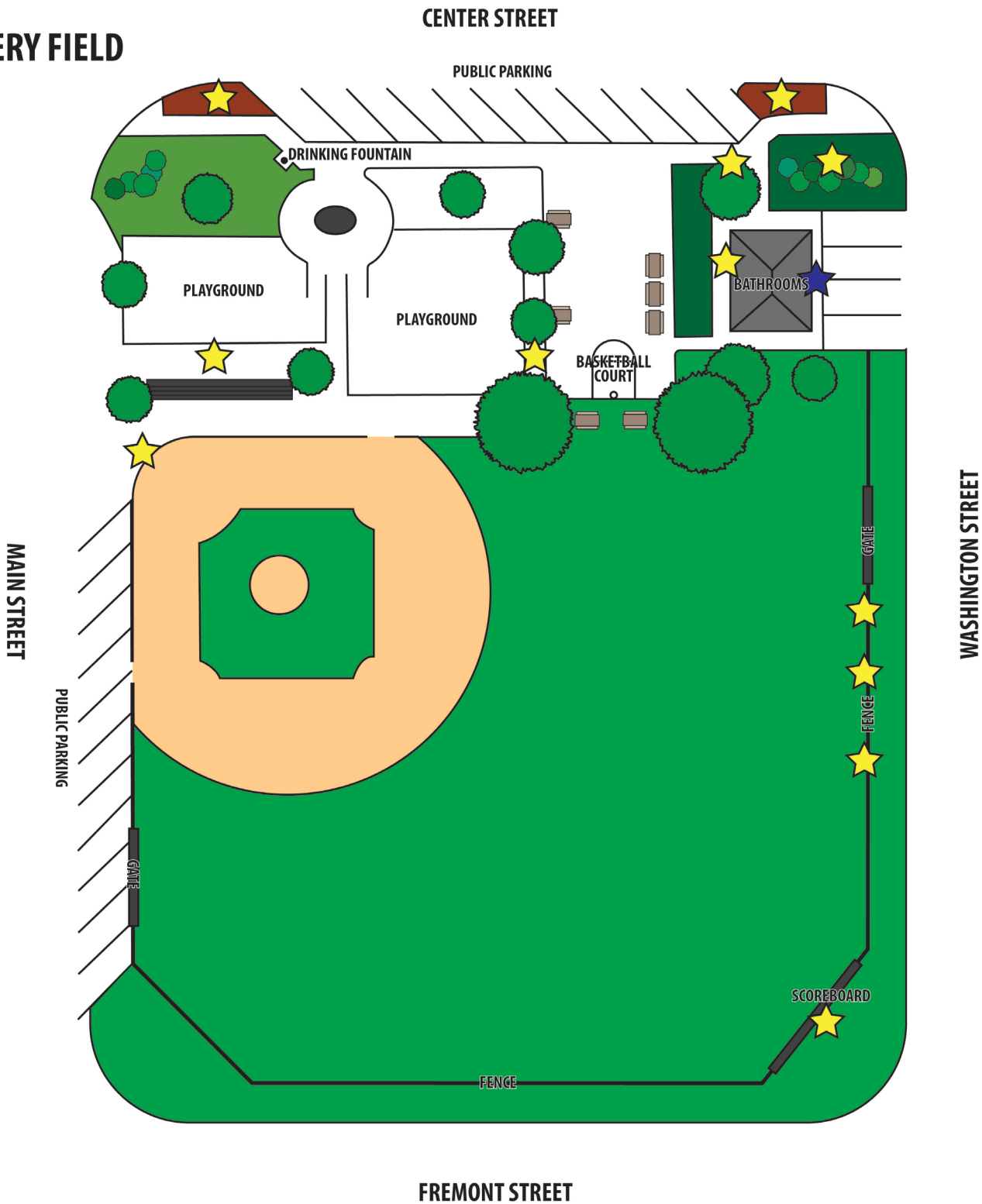
3. The Applicant/Organization shall not discriminate against any employee, or applicant for employment because of religion, race, color, national origin, age, sex, height, weight, handicap, ancestry, place of birth, sexual preference or marital status. The Applicant/Organization further covenants that it will comply with the Civil Rights Act of 1973, as amended; and the Michigan Civil Rights Act of 1976 (78.Stat. 252 and 1976 PA 453) and will require a similar covenant on the part of any consultant or sub-Contractor involved in the hosting of this event.



As the Applicant or duly authorized agent of the Organization, I hereby apply for approval of this special event and affirm the above understandings. The information provided on this application is true and complete to the best of my knowledge.

Printed Name of Applicant: _____ Date: _____

Signature of Applicant: _____ Date: _____

BEERY FIELD

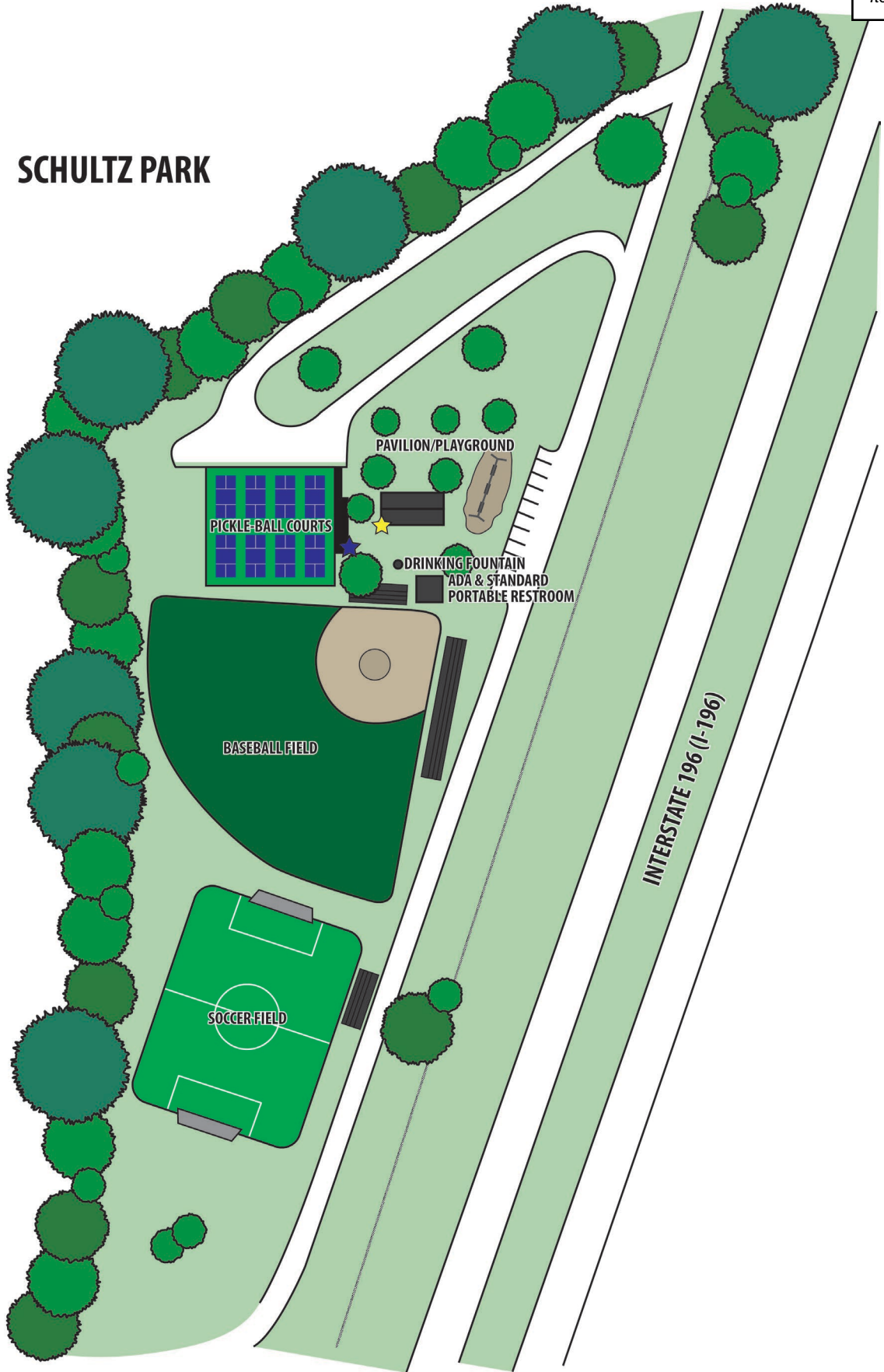


-  Water Hose Hookup
-  Electrical Outlet

Note: Beery Field has an underground irrigation system. Please notify the Director at the Douglas Department of Public Works @ 269-857-2763 to discuss placement locations for tents, canopies, etc.



SCHULTZ PARK

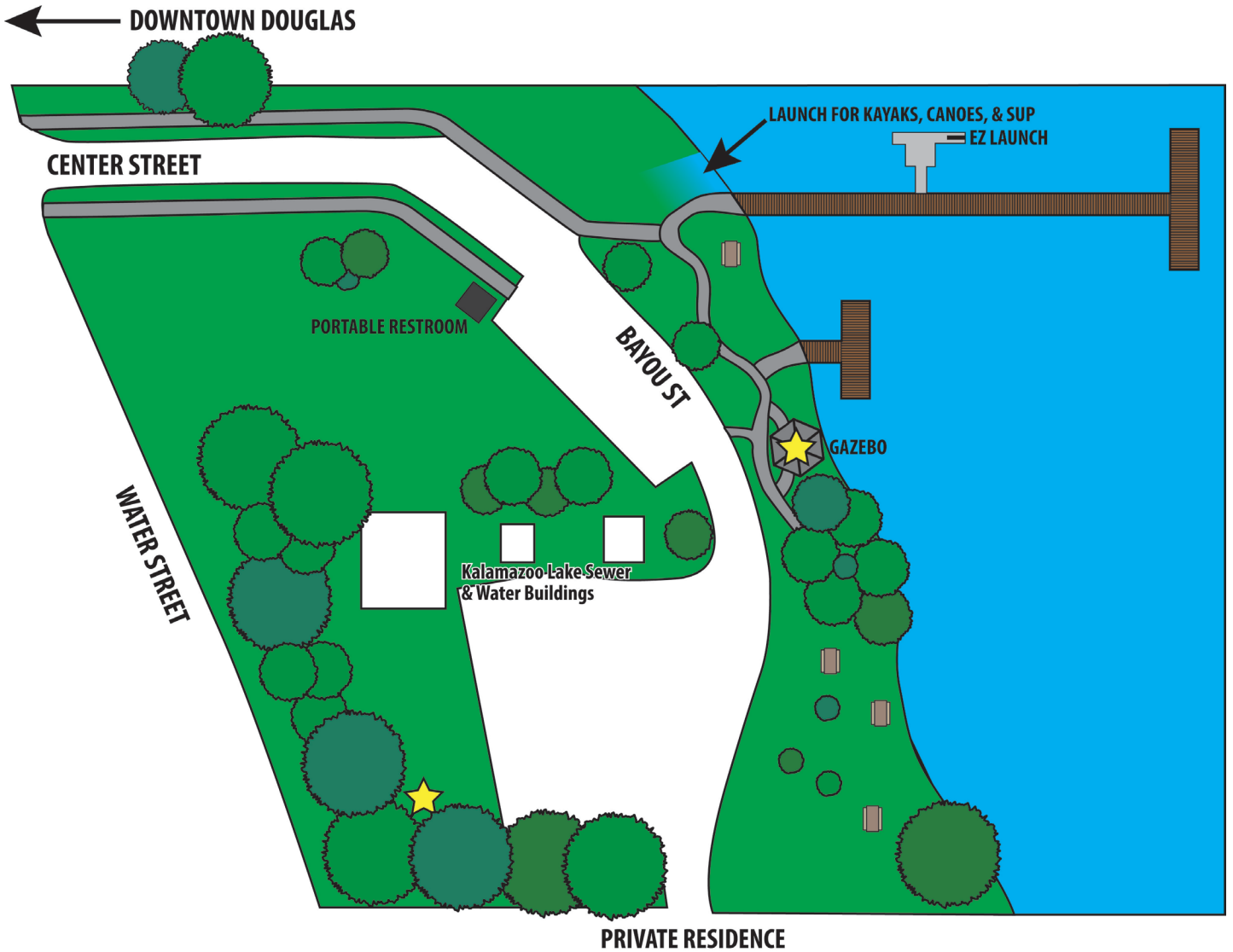


 Electrical Outlet
  Water Spigot

Note: Schultz Park has an underground irrigation system. Please notify the Director at the Douglas Department of Public Works @ 269-857-2763 to discuss placement locations for tents, canopies, etc.



WADES BAYOU



★ Electrical Outlet

Note: Wades Bayou has an underground irrigation system. Please notify the Director at the Douglas Department of Public Works @ 269-857-2763 to discuss placement locations for tents, canopies, etc.

EVENT SERVICES	Regular Rate	Overtime Rate	Holiday Rate
Douglas Police Department			
Chief (Salary Position)	\$45.61 max per hour	\$45.61 max per hour	\$45.61 max per hour
Corporal	\$37.21 max per hour	\$55.82 max per hour	\$93.03 max per hour
Police Officer	\$32.77 max per hour	\$49.16 max per hour	\$81.93 max per hour
Police Clerk	\$24.75 max per hour	\$37.13 max per hour	\$49.50 max per hour
Police Equipment	\$		
Department of Public Works			
Director (Salary Position)	\$41.29 max per hour	\$41.29 max per hour	\$41.29 max per hour
Supervisor	\$30.63 max per hour	\$45.95 max per hour	\$61.26 max per hour
DPW Employee	\$27.46 max per hour	\$41.19 max per hour	\$54.92 max per hour
Equipment (based on MDOT Schedule C 2024 Rental Rates)			
• 7400 Diesel Truck	\$56.15 per hour		
• 3/4 and 1/2 Ton 4x4 Truck	\$29.77 per hour		
• 1/2 Ton 2wd Truck	\$12.27 per hour		
• Gehl ALT750 (Tele Loader)	\$84.74 per hour		
• Gehl AL650 Diesel Loader (Loader)	\$75.37 per hour		
• International HV Plow Truck	\$56.15 per hour		
• Street Vac Trailer	\$55.81 per hour		
• Backpack Leaf Blower	\$3.67 per hour		
• 5' x 15' Trailer, 5' x 10' Trailer, and 8' x 8' Tilt Bed Trailer	\$11.29 per hour		
• 7'x16' Tilt Bed Trailer	\$14.11 per hour		
• 8'x24' Trailer	\$14.11 per hour		
• Traffic Control Trailer (includes generator and light tower)	\$115.61 per hour		
• Bobcat UTV	\$14.43 per hour		
• John Deere Tractor with loader	\$49.16 per hour		
• Bobcat Mini Skid	\$15.84 per hour		
• Barricades – Type A	\$2.25 each		
• Barricades – Concrete	\$9 each		
• Barricades – 3 Bar	\$7.50 each		
Supplies/Misc.			
• Trash Receptacles	\$10.08 each		
• Traffic Cones	\$1.35 each		
• Fencing	\$0.90 per 100 foot		
• Utilities??	?		
• Additional Restroom Cleaning	Employee Hourly Rate		
• Trash Can Liners	\$1.14 per liner		
• T-Posts for Fencing	\$0.22 per T-Post		
Missing/Damaged Equipment, Supplies, Grounds, and/or Facilities	?		