



GLADSTONE DOWNTOWN DEVELOPMENT AUTHORITY

Electric Department Conference Room - 10 N 11th
St
September 15, 2026
8:15 AM

AGENDA

CALL TO ORDER

1. Roll Call
2. Election of Vicechair/Secretary Person

PUBLIC COMMENT

APPROVAL OF MINUTES

3. DDA Regular Meeting Minutes of August 18, 2026

FINANCIALS

4. August Revenue & Expenditure Report

CONFLICTS OF INTEREST

ADDITIONS TO THE AGENDA

UNFINISHED BUSINESS

NEW BUSINESS

5. Dynamic Design Proposal | The Depot Final Design, Bidding/Construction Administration

CITY COMMENTS & REPORTS

6. 2026 Local Economies Opportunity Report
7. DDA Vacancies Reviewed in October
8. Downtown Day | Saturday, September 26th
9. Facade Grant Program Updates
10. Old-Fashioned Christmas Focus Group
11. Planning Commission Vacancy
12. Rocking For Bay Event

BOARD COMMENTS & REPORTS

ADJOURNMENT

The City of Gladstone will provide all necessary, reasonable aids and services, such as signers for the hearing impaired and audiotapes of printed materials being considered at the meeting to individuals with disabilities at the meeting/hearing upon five days notice to the City of Gladstone. Individuals with disabilities requiring auxiliary aids or services should contact the City of Gladstone by writing or calling City Hall at (906) 428-2311.

RULES FOR PUBLIC COMMENT/ PUBLIC HEARINGS

(Excerpt from DDA By-Laws & Rules of Procedure)

G. Public Comment

1. During this portion of the agenda, a member of the audience may address the DDA, including items that were not scheduled on that agenda.
2. A member of the audience speaking during this portion of the agenda shall limit his/her remarks to three minutes unless such time limit is extended by the Chairperson.



Board:	<u>Downtown Development Authority</u>
Agenda	<u>September 15, 2026</u>
Date:	
Presenter:	<u>Patricia West</u>

Staff Report

Agenda Item Title:

Election of Vicechair/Secretary Person

Background:

Following the resignation of Jay Bostwick, Vicechair, Kyle Closs, has assumed the role of Chairperson, leaving a vacancy for the Vicechair/Secretary. According to the By-Laws, this role includes:

- Assume the duties of the Chairperson in the absence of the Chairperson, or when specifically authorized to do so.
- Succeed to the office of Chairperson in the event of a vacancy in that office, in which case the DDA shall select a successor to the office of ViceChairperson/Secretary at the earliest practical time.
- Perform such other duties as the Chairperson may assign.
- As Secretary of the DDA shall:
 - Delegate the execution of documents in the name of the DDA to the recording secretary.
 - Delegate the receipt and review of all communications addressed to the Secretary to the recording secretary.
 - Delegate to the recording secretary the keeping of attendance records, providing of all required notices, and preparation of a meeting agenda.
 - Perform such other duties as may be ordered by the Chairperson or DDA

This term will serve until May 2027, and is eligible for reelection.

Supporting Documentation:

DDA By-Laws & Rules of Procedure (Excerpt on Office Information)

Recommendation:

Nominate and elect a Vice-Chairperson/Secretary by rollcall vote.

III. OFFICERS

A. Selection

- a. The officers of the DDA shall consist of Chairperson and Vice-Chairperson/Secretary selected from the general membership of the DDA.
- b. The election of all officers shall occur at the DDA's first regular meeting after May 10th each year.
- c. Nominations of members for an office shall be by a current member of the DDA during the meeting when elections are held.
- d. All nominations shall be seconded by another member of the DDA to be considered a valid nomination.
- e. All elections shall be conducted by a roll call vote. If there is only one nominee for an office, that nominee shall be assumed to be unanimously elected.
- f. To be elected to an office, a nominee must receive a majority of the votes of the full DDA.
- g. All terms of office shall be for two years with eligibility for reelection.

B. Resignation of the Officers

- a. An officer may resign his/her office by submitting a letter to the DDA Chairperson.
- b. The resignation from office will not be effective until acted upon and accepted by the DDA at its next regularly scheduled meeting.

C. Duties of the Officers

- a. The Chairperson shall:
 - i. Preside at all meetings and shall conduct all meetings in accordance with the Open Meetings Act, (Public Act 57 of 2018, as amended), and the rules provided herein.
 - ii. As appropriate, act as liaison between the DDA and the City staff, consultants and all other pertinent agencies or agents of the City of Gladstone.
 - iii. Appoint such committees and subcommittees as the Chairperson deems desirable.
 - iv. In cooperation with the City Manager, prepare the agendas for all meetings.
 - v. Be responsible for enforcing these Rules of Procedures and for enforcing orderly conduct at meetings.
 - vi. Have the powers and duties set forth in Roberts Rules of Order to the extent that they do not conflict with these Rules of Procedure.
 - vii. Have the authority to cancel a scheduled meeting in advance of the meeting date where the Chairperson has determined that quorum will not be available and shall reschedule the meeting as may be required.
 - viii. Appoint the recording secretary to record the official record of the meeting.
 - ix. The Chairperson shall have the duty to vote in the same manner as members of the DDA.
- b. The Vice-Chairperson/Secretary shall:
 - i. Assume the duties of the Chairperson in the absence of the Chairperson, or when specifically authorized to do so.

- ii. Succeed to the office of Chairperson in the event of a vacancy in that office, in which case the DDA shall select a successor to the office of Vice-Chairperson/Secretary at the earliest practical time.
- iii. Perform such other duties as the Chairperson may assign.
- iv. As Secretary of the DDA shall:
 - 1. Delegate the execution of documents in the name of the DDA to the recording secretary.
 - 2. Delegate the receipt and review of all communications addressed to the Secretary to the recording secretary.
 - 3. Delegate to the recording secretary the keeping of attendance records, providing of all required notices, and preparation of a meeting agenda.
 - 4. Perform such other duties as may be ordered by the Chairperson or DDA
- c. The recording secretary shall take notes for minutes and prepare a first draft of minutes for review, perform the duties delegated to the recording secretary by the Secretary, and perform other duties as may be ordered by the Chairperson or DDA.

IV. MEETINGS

A. Meeting Notices

- a. All meeting notices shall be posted at the City Hall in accordance with the Open Meetings Act.
- b. The notice shall include the date, time, and place of the meeting.
- c. Notice of any change in the date or time of a meeting shall be posted in the manner required by the Open Meetings Act.

B. Regular Meetings and Special Meetings

- a. The DDA shall hold a regular meeting each month for which there is business to be conducted but shall hold at least four regular meetings each year. It shall keep a record of its transactions, findings and determinations, and such record shall be a public record.
- b. At the first meeting of the DDA in each calendar year a schedule of the meeting dates, times and places shall be set and within ten days after a Public Notice of the dates, time and place shall be posted in compliance with the Open Meetings Act.

If there is a change in the schedule of the regular meetings of the DDA there shall be posted within three days after the meeting at which the change is made, a Public Notice stating the dates, times, and place.

- c. Special meetings of the DDA shall be held at the call of the Chairperson or upon written request to the secretary by at least three DDA members and shall be scheduled in compliance with the Open Meetings Act. Each member of the DDA shall receive notice (written, email or voicemail) of a special meeting at least 24 hours prior to the meeting. Special meeting notices shall state the purpose of the meeting. No official action shall be transacted at any special meeting of the DDA unless the item has been stated in the notice of such meeting.

- d. Closed sessions may be scheduled in accordance with the Open Meetings Act.

C. Quorum



GLADSTONE DOWNTOWN DEVELOPMENT AUTHORITY

City Hall Chambers – 1100 Delta Avenue

August 18, 2026

8:15 AM

Item 3.

MINUTES

CALL TO ORDER

DDA Chairperson, Jay Bostwick, called the meeting to order at 8:16 AM ET.

1. Roll Call

PRESENT	ABSENT
Daniel Becker	Joe Thompson (Excused)
Jacob Taylor	Nathan Neumeier (Excused)
Jay Bostwick	
Jason Lippens	
Kyle Closs	
Robert LeDuc	
Parker Grzybowski	

Staff Present: Patricia West & Rob Spreitzer

PUBLIC COMMENT

None.

APPROVAL OF MINUTES

2. Special Meeting Minutes - July 28, 2026

Motion made by Closs, seconded by Taylor to approve the special meeting minutes of July 28, 2026.

Voting Yea: Becker, Taylor, Bostwick, Lippens, Closs, LeDuc, Grzybowski

MOTION CARRIED.

FINANCIALS

3. June Revenue & Expense Report

West provided an overview of the June Revenue & Expenditure Report.

CONFLICTS OF INTEREST

None.

ADDITIONS TO THE AGENDA

None.

UNFINISHED BUSINESS

None.

NEW BUSINESS

4. Board Appointment Renewals

Following the introduction of the agenda item, DDA Chairperson, Jay Bostwick, stated he was not seeking reappointment as he intended to move out of the district in October. Bostwick announced his resignation.

Motion made by Closs, seconded by LeDuc to accept the resignation of Jay Bostwick effective August 19, 2026 while also recommending to the Mayor the reappointment of Parker Grzybowski and Jacob

Taylor to the Gladstone Downtown Development Authority Board for four-year terms expiring May 2030, subject to the approval by a majority vote of the members-elect of the City Commission.

Item 3.

Voting Yea: Becker, Taylor, Bostwick, Lippens, Closs, LeDuc, Grzybowski

MOTION CARRIED.

5. Facade Grant Program Revisions

Motion made by Closs, seconded by Becker to recommend approval to the Gladstone City Commission for the proposed revisions outlined in the Facade Grant Program, subject to review and approval by legal counsel.

Voting Yea: Becker, Taylor, Bostwick, Lippens, Closs, LeDuc

MOTION CARRIED.

6. The Depot Planning Proposal

Motion made by Closs, seconded by Grzybowski to approve the proposed phased funding, bidding, and construction plan for The Depot project as presented; to designate Phase One - Pavilion and Site Improvements as the immediate construction priority; to preserve approximately \$116,500 in identified FY 2026-27 DDA funding for Phase One; and to authorize staff to prepare and solicit competitive bids for the complete Phase One scope in accordance with the City's Purchasing and Bidding Policy.

Voting Yea: Becker, Taylor, Bostwick, Lippens, Closs, LeDuc, Grzybowski

MOTION CARRIED.

CITY COMMENTS & REPORTS

West provided an update on each of the following.

7. City Software Updates

The City of Gladstone will be pursuing updates to their website by the end of the calendar year, as well as adopting new electronic permitting software for zoning.

8. Downtown Day | Saturday, September 26th

Planning is underway for the third Downtown Day on September 26th.

9. Efficiency United Rebate & Incentive Programs

Information on the rebate and incentive program was enclosed in the agenda packet.

10. MDA Upper Peninsula Workshop

West, Closs, and Spreitzer shared updates and learnings from the Michigan Downtown Association workshop that took place in Marquette and Negaunee.

11. Rocking For Bay | Saturday, August 29, 2026

The Rocking for Bay fundraiser flyer was provided in the packet.

12. Updates to the ORV Ordinance

Recent changes were made by the City Commission to the ORV Ordinance.

BOARD COMMENTS & REPORTS

None.

ADJOURNMENT

Motion made by Becker, seconded by Closs to adjourn at 9:04 AM ET.

Voting Yea: Becker, Taylor, Bostwick, Lippens, Closs, LeDuc, Grzybowski

MEETING ADJOURNED.

BALANCE SHEET REPORT FOR CITY OF GLADSTONE

Balance As of 08/31/2026

Item 4.

 YTD 08/31/2026
 Normal (Abnormal)

GL Number	Description	
Fund: 248 DOWNTOWN DEVELOPMENT AUTHORITY		
*** Assets ***		
248-000-001.000	CASH	301,705.67
248-000-017.001	INVESTMENTS IN MI CLASS	264,690.43
248-000-136.000	BUILDINGS	26,732.58
248-000-137.000	ACCUMULATED DEPRECIATION	(1,336.63)
Total Assets		591,792.05
*** Liabilities ***		
248-000-216.000	REVENUE COLLECTED IN ADVANCE	700.00
248-000-257.000	ACCRUED PAYROLL	259.28
Total Liabilities		959.28
*** Fund Equity ***		
248-000-390.000	FUND BALANCE	309,988.86
Total Fund Equity		309,988.86
Total Fund 248:		
TOTAL ASSETS		591,792.05
BEG. FUND BALANCE - 25-26		309,988.86
+ NET OF REVENUES/EXPENDITURES - 25-26		126,884.84
+ NET OF REVENUES & EXPENDITURES		153,959.07
= ENDING FUND BALANCE		590,832.77
+ LIABILITIES		959.28
= TOTAL LIABILITIES AND FUND BALANCE		591,792.05

REVENUE AND EXPENDITURE REPORT FOR CITY OF GLADSTONE

Balance As of 08/31/2026

Item 4.

GL Number	Description	26-27 Original Budget	26-27 Amended Budget	Activity For 08/31/2026 Incr (Decr)	YTD Balance 08/31/2026 Norm (Abnorm)	Available Balance 08/31/2026 Norm (Abnorm)	% Bdg Used
Fund: 248 DOWNTOWN DEVELOPMENT AUTHORITY							
Account Category: Revenues							
Department: 000 REVENUE							
248-000-437.001	CITY CAPTURE	284,970.00	284,970.00	74,891.80	148,708.13	136,261.87	52.18
248-000-437.005	BAY COLLEGE CAPTURE	61,579.00	61,579.00	8,147.91	16,179.52	45,399.48	26.27
248-000-437.009	DELTA COUNTY CAPTURE	93,566.00	93,566.00	24,636.79	48,920.13	44,645.87	52.28
248-000-437.013	DC ROAD PATROL CAPTURE	24,172.00	24,172.00	0.00	0.00	24,172.00	0.00
248-000-437.015	COMM ACTION CAPTURE	14,874.00	14,874.00	0.00	0.00	14,874.00	0.00
248-000-437.019	911 DISPATCH CAPTURE	14,006.00	14,006.00	0.00	0.00	14,006.00	0.00
248-000-437.021	DATA CAPTURE	11,270.00	11,270.00	0.00	0.00	11,270.00	0.00
248-000-437.023	DC RECYCLING CAPTURE	5,577.00	5,577.00	0.00	0.00	5,577.00	0.00
248-000-437.025	DELTA COUNTY JAIL BOND CAPTURE	11,833.00	11,833.00	0.00	0.00	11,833.00	0.00
248-000-437.026	VETERANS AFFAIRS CAPTURE	1,864.00	1,864.00	0.00	0.00	1,864.00	0.00
248-000-540.000	GRANT REVENUE	0.00	0.00	0.00	26,500.00	(26,500.00)	100.00
248-000-642.000	DDA FACADE OWNER'S MATCH	25,000.00	25,000.00	0.00	0.00	25,000.00	0.00
248-000-665.000	INTEREST REVENUE	9,820.00	9,820.00	1,741.70	6,540.52	3,279.48	66.60
248-000-666.001	LIABILITY & PROP INS REIMBURSEMENT	50.00	50.00	0.00	41.65	8.35	83.30
248-000-675.006	FARMERS MARKET--VENDOR FEES	2,750.00	2,750.00	25.00	1,625.00	1,125.00	59.09
248-000-675.007	FARMERS MARKET--FOOD ASSISTANCE PROG	2,500.00	2,500.00	0.00	0.00	2,500.00	0.00
248-000-675.008	FARMERS MARKET--SQUARE RENTAL FEES	200.00	200.00	0.00	0.00	200.00	0.00
248-000-699.390	TRANSFER FROM FUND BALANCE	45,029.00	45,029.00	0.00	0.00	45,029.00	0.00
Total Dept 000 - REVENUE		609,060.00	609,060.00	109,443.20	248,514.95	360,545.05	40.80
Revenues		609,060.00	609,060.00	109,443.20	248,514.95	360,545.05	40.80
Account Category: Expenditures							
Department: 537 ADMINISTRATIVE							
248-537-702.000	WAGES-FULLTIME EMPLOYEES	2,000.00	2,000.00	0.00	0.00	2,000.00	0.00
248-537-702.101	DPW BENEFITS	3,000.00	3,000.00	0.00	528.62	2,471.38	17.62
248-537-703.000	SALARIES	16,048.00	16,048.00	2,740.16	10,884.54	5,163.46	67.82
248-537-704.000	WAGES-PART TIME EMPLOYEES	11,500.00	11,500.00	2,086.88	8,425.01	3,074.99	73.26
248-537-708.000	UNEMPLOYMENT	125.00	125.00	0.01	4.03	120.97	3.22
248-537-709.000	FICA 6.2%	4,638.00	4,638.00	285.38	1,236.41	3,401.59	26.66
248-537-711.000	MEDICARE 1.45%	923.00	923.00	66.73	289.14	633.86	31.33
248-537-716.000	DEFINED CONTRIBUTION PENSION PLAN EX	4,636.00	4,636.00	301.41	1,334.55	3,301.45	28.79
248-537-724.000	SICK PAY	383.00	383.00	0.00	0.00	383.00	0.00
248-537-728.000	MSA EMPLOYER EXPENSE	1,865.00	1,865.00	90.00	402.20	1,462.80	21.57
248-537-734.000	MEMBERSHIP & DUES	425.00	425.00	0.00	0.00	425.00	0.00
248-537-735.000	EDUCATION & TRAINING	200.00	200.00	270.00	570.00	(370.00)	285.00
248-537-736.000	TRANSPORTATION & LODGING	1,000.00	1,000.00	114.76	2,790.70	(1,790.70)	279.07
248-537-751.000	MATERIALS & SUPPLIES	750.00	750.00	47.70	625.46	124.54	83.39
248-537-751.011	BEAUTIFICATION PURCHASES	5,800.00	5,800.00	0.00	135.79	5,664.21	2.34
248-537-751.012	SOCIAL DISTRICT PURCHASES	2,000.00	2,000.00	0.00	0.00	2,000.00	0.00
248-537-751.013	STREETSCAPE ENHANCEMENTS/INVENTORY	23,500.00	23,500.00	0.00	178.58	23,321.42	0.76
248-537-751.014	PERMANENT CHRISTMAS TREE	7,000.00	7,000.00	0.00	0.00	7,000.00	0.00
248-537-754.000	POSTAGE	50.00	50.00	0.00	0.00	50.00	0.00
248-537-756.000	COMPUTER	1,300.00	1,300.00	59.64	237.35	1,062.65	18.26
248-537-757.000	COPIES	1,750.00	1,750.00	0.00	785.26	964.74	44.87
248-537-760.000	EQUIPMENT RENTALS	1,000.00	1,000.00	0.00	0.00	1,000.00	0.00
248-537-761.000	GENERAL FUND ADMINISTRATIVE FEES	20,000.00	20,000.00	0.00	20,000.00	0.00	100.00
248-537-761.003	GENERAL FUND CONCIERGE FEES	15,000.00	15,000.00	0.00	15,000.00	0.00	100.00
248-537-762.000	INTEREST EXPENSE	15,313.00	15,313.00	0.00	0.00	15,313.00	

REVENUE AND EXPENDITURE REPORT FOR CITY OF GLADSTONE

Balance As of 08/31/2026

Item 4.

GL Number	Description	26-27 Original Budget	26-27 Amended Budget	Activity For 08/31/2026 Incr (Decr)	YTD Balance 08/31/2026 Norm (Abnorm)	Available Balance 08/31/2026 Norm (Abnorm)	% Bdgt Used
Fund: 248 DOWNTOWN DEVELOPMENT AUTHORITY							
Account Category: Expenditures							
Department: 537 ADMINISTRATIVE							
248-537-800.000	CONTRACTED SERVICES	7,590.00	7,590.00	0.00	0.00	7,590.00	0.00
248-537-802.000	LEGAL FEES	750.00	750.00	0.00	0.00	750.00	0.00
248-537-803.000	AUDIT FEES	1,100.00	1,100.00	0.00	0.00	1,100.00	0.00
248-537-804.000	ENGINEERS & ARCHITECT FEES	7,500.00	7,500.00	2,400.00	4,590.00	2,910.00	61.20
248-537-808.000	TELEPHONE	840.00	840.00	0.00	206.23	633.77	24.55
248-537-813.000	CREDIT CARD FEES	0.00	0.00	0.00	2.01	(2.01)	100.00
248-537-819.000	FACADE GRANT PROGRAM	32,491.00	32,491.00	32.50	2,532.50	29,958.50	7.79
248-537-819.001	FACADE GRANT PROGRAM OWNERS MATCH	25,000.00	25,000.00	0.00	7,461.42	17,538.58	29.85
248-537-880.000	SPONSORSHIPS	2,000.00	2,000.00	500.00	1,500.00	500.00	75.00
248-537-880.001	CHRISTMAS CELEBRATION	5,000.00	5,000.00	0.00	0.00	5,000.00	0.00
248-537-880.003	FARMERS MARKET	6,500.00	6,500.00	1,453.25	6,241.70	258.30	96.03
248-537-880.004	FARMERS MARKET--FOOD ASSISTANCE PROG	2,500.00	2,500.00	470.00	470.00	2,030.00	18.80
248-537-880.009	DOWNTOWN DAY	1,500.00	1,500.00	37.97	37.97	1,462.03	2.53
248-537-900.000	PRINTING & PUBLISHING	500.00	500.00	0.00	0.00	500.00	0.00
248-537-910.000	INSURANCE LIABILITY	150.00	150.00	0.00	75.00	75.00	50.00
248-537-970.003	CAPITAL OUTLAY--TRASH ENCLOSURES	7,500.00	7,500.00	5,031.32	5,732.92	1,767.08	76.44
248-537-970.005	CAPITAL OUTLAY--FARMERS MRKT STRUCTU	25,000.00	25,000.00	0.00	1,378.49	23,621.51	5.51
248-537-970.008	CAPITAL OUTLAY--THE DEPOT	70,000.00	70,000.00	0.00	900.00	69,100.00	1.29
248-537-991.010	9TH STREET BOND PAYMENT	227,000.00	227,000.00	0.00	0.00	227,000.00	0.00
248-537-991.011	NORTHSHORE LOAN PAYMENT	45,933.00	45,933.00	0.00	0.00	45,933.00	0.00
Total Dept 537 - ADMINISTRATIVE		609,060.00	609,060.00	15,987.71	94,555.88	514,504.12	15.52
Expenditures		609,060.00	609,060.00	15,987.71	94,555.88	514,504.12	15.52
Fund 248 - DOWNTOWN DEVELOPMENT AUTHORITY:							
TOTAL REVENUES		609,060.00	609,060.00	109,443.20	248,514.95	360,545.05	40.80
TOTAL EXPENDITURES		609,060.00	609,060.00	15,987.71	94,555.88	514,504.12	15.52
NET OF REVENUES & EXPENDITURES:		0.00	0.00	93,455.49	153,959.07	(153,959.07)	



Board:	<u>Downtown Development Authority</u>
Agenda Date:	<u>August 18, 2026</u>
Presenter:	<u>Patricia West</u>

Staff Report

Agenda Item Title:

Dynamic Design Proposal | The Depot Final Design, Bidding & Construction Administration

Background:

Dynamic Design has submitted a proposal for the next phase of The Depot project. The base scope includes completion of the final architectural and engineering design and preparation of construction documents necessary to move the project forward.

The proposal also includes optional services for bidding administration and contract/construction administration. The Board should consider the level of professional services desired as the project transitions from design into construction.

Fiscal Effect:

\$26,000–\$45,000, depending on the scope of services selected.

Supporting Documentation:

Dynamic Designs Proposal

Recommendation:

Review the proposed scope of services, identify the level of bidding and construction administration assistance desired, and provide direction on proceeding with the proposal.



September 10, 2026

Ms. Patricia West
Community Development Director
City of Gladstone
1100 Delta Ave
Gladstone, MI 49837

Re: Proposed Community Gathering Space called "The Depot"
Gladstone, Michigan

DDGi Project No.: 26-4697

Dear Ms. West:

Thank you for the opportunity to submit this proposal for Professional Design and Engineering Services. Our proposal is to prepare drawings and specifications required for plan approval from local agencies and for competitive bidding and construction for Phase 1 of the project.

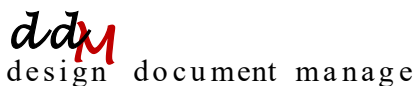
OBJECTIVE

Design of the development of a 56ft x 140ft lot at the corner of Delta Ave and South 7th Street, for use as a Community Gather Space called "The Depot". The Design will utilize the completed Preliminary Design work, including the toilet room options, prepared by DDGi (attached).

PROPOSAL CONSIDERATIONS

Our proposal is based on our Preliminary Design and on the following assumptions:

1. The pavilion and playground will be located on the property, within the required setbacks.
2. The project will consist of 2 phases. Phase 1 will be the development of the site and pavilion. Phase 2 will be the development of the playground with playground equipment designed by others. This proposal is for Phase 1 design only.
3. Pavilion will be constructed with common framing materials, dimensional lumber, press plate trusses, etc. with finish materials attached. Exposed laminate wood framing will not be used.
4. The pavilion bathroom is not intended to be heated and will be for seasonal use only.
5. Final Design will be completed in Fall/Winter of 2026, with desire for construction to start in the Spring of 2027. We propose the following schedule:



- a. Friday, November 13, 2026 – Bidding/Construction Documents available to Contractors.
- b. Monday, December 7, 2026 – Bids Due
- c. Tuesday, December 15, 2026 – DDA Meeting – Presentation of the Bid Tabulation
- d. Tuesday, December 22, 2026 – Contracts completed and signed.
- e. Tuesday, December 29, 2026 – Deposits paid to selected Contractors, if required.

SCOPE OF SERVICES:

This proposal is divided into (3) levels of service including; **A) Final Design Phase; B) Bidding Administration; C) Contract/Construction Administration**

A) Final Design Phase

- 1) Continued development of the approved preliminary design.
- 2) Architectural/Engineering analysis and design and code review.
- 3) Preparation of one (1) set of construction drawings which will include:
 - a. Specifications or Specifications on the plans.
 - b. Civil Plans
 - (i) Overall Existing Site Plan to define the work area.
 - (ii) Enlarged Existing Site/Demolition Plan, including utilities and existing grades.
 - (iii) Proposed Site Plan, including grades and utilities.
 - (iv) Civil Details.
 - c. Pavilion Floor Plan.
 - (i) Enlarged toilet room layout and barrier free details as required.
 - d. Exterior Pavilion Elevations.
 - e. Sections.
 - (i) Building Sections (as required).
 - (ii) Wall and Partial Sections (as required).
 - f. Miscellaneous Details.
 - g. Structural Plans.
 - (i) Foundation plan and details.
 - (ii) Slab plan and details.
 - (iii) Roof framing plans and details.
 - (iv) Structural Plan with headers, beams, columns, and details.
 - h. Electrical Plans.
 - i. Plumbing Plans.

B) Bidding Administration

- 1) Compile written bidding documents to define sub-contractors responsibilities for competitive bidding.
- 2) Act as the Contractors main point of contact during the Bid Administration phase.
- 3) Generate an invitation to bid and place in local media and local Builder's Exchange.
- 4) Printing and distribution of drawings to Contractors. Bidder's sets will be purchased by the contractors, as defined in the specifications.
- 5) Perform one pre-bid site walk thru with contractors.

- 6) Field pre-bid contractor questions.
- 7) Compile addendums, if necessary, and distribute to contractors.
- 8) Receive and evaluate bids.
- 9) Qualify bidders.
- 10) Provide a written recommendation for contractor selection to the Owner.

C) Contract/Construction Administration (as required/desired)

- 1) Preparation of final construction documents to reflect any changes to the project desired by the Owner, such as post-bid cost reduction options.
- 2) Generate Owner/Contractor agreement and distribute to the Owner and Contractor for review and signature.
- 3) Preparation of one (1) set of sealed construction documents for the Contractor and one (1) set of sealed construction documents for the Owner.
- 4) Printing and distribution of additional final construction documents as requested by the Contractor. Sets will be purchased by the Contractor.
- 5) Act as the Contractors main point of contact during the construction phase.
- 6) Assist the Owner with managing the construction of the project.
- 7) Receive and review Contractor shop drawings to verify that components/materials submitted meet the quality specified in the Contract Documents.
- 8) Receive and review results of material testing (soil, concrete, steel, etc.) to ensure the materials meet the requirements of the specifications.
- 9) Receive and review Contractor Requests for Information (RFIs).
- 10) Review/negotiate proposed changes to the project. Prepare/distribute Change Orders to reflect the costs/credits associated with the proposed changes.
- 11) Review contractor monthly Pay Applications for the Owner.
 - a. This includes monthly site visits to verify that the Pay Applications accurately reflect the work completed and the amount/value of the materials stored on site.
- 12) Provide approximately (10) ten onsite meetings/visits during construction:
 - a. Pre-Construction meeting, including the preparation and distribution of meeting agenda and meeting minutes.
 - b. Bi-weekly jobsite meetings to discuss schedule, progress, jobsite issues, safety, etc., including the preparation and distribution of meeting agenda and meeting minutes.
 - c. Regular jobsite visits to monitor the progress and quality of the work.
 - d. Any additional project site visits requested or required will be billed at the hourly rates listed. This may include the review of any structural modifications not anticipated.
- 13) Perform an observation with the Owner and Contractor at the time of Substantial Completion, including the generation and distribution of a punchlist.
 - a. This includes coordination of training provided to the Owner, of installed systems, as provided by the Contractor.
- 14) Review contractor final Pay Application for the Owner.
 - a. This includes a site visit with the Owner to confirm that the punchlist items have been completed to the Owner's satisfaction.

PROFESSIONAL DESIGN AND ENGINEERING FEES

The proposed fees for Professional Design and Engineering Services for the work items defined above and as specified in the attached Professional Services Agreement are:

A) Final Design Phase

These services will be provided for a fixed fee: \$26,000.00.

B) Bidding Administration

These services will be provided on a time and material basis, at the hourly rates listed.

These services are estimated at: \$2,000.00 to \$4,000.00.

C) Contract/Construction Administration

These services will be provided on a time and material basis, at the hourly rates listed.

These services are estimated at: \$9,000.00 to \$15,000.00.

CONTRACT TERMS:

If you wish to move forward with this proposal, please sign, date and return a copy to us.

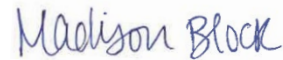
Sincerely,



Daniel S. Block, P.E.
Project Engineer



Jason M. Campbell
Project Manager



Madison Block, E.I.T.
Engineer in Training

Please initial for the services requested:

No.	Level of Service	Cost	Initial
A	Final Design Phase – fixed fee		
B	Bidding Administration – estimated range		
C	Contract/Construction Administration – estimated range		

This Agreement is accepted for the services identified above by:

Name (Printed)	Title
Signature	Date

Professional Services Agreement

GENERAL TERMS AND CONDITIONS FOR PROFESSIONAL SERVICES:

Witnesseth:

In consideration of the agreements contained herein, and as presented in the signed Proposal included with this Agreement, the parties agree as follows:

Services:

The specific work ("services") to be performed by Dynamic Design Group, inc. and its consultants and subcontractors (collectively "DDGi") on behalf of the Client shall be described and authorized by a fully executed Proposal that is issued along with this Agreement. The Proposal will be submitted to the Client's designated representative for review and approval prior to the initiation of services. All services authorized by the Proposal shall be subject to the terms of this Agreement.

Compensation for Services, Invoices and Payments:

Our Proposals are valid for 30 days. After 30 days, we reserve the right to re-evaluate our Proposal and make any adjustments as necessary.

Our terms are a 10% deposit to begin work, unless otherwise stated in the Proposal. We will invoice for our services on a monthly basis or at the completion of the work, whichever comes first. Payment of all monthly invoices shall be received in full within 15 days of the date of invoice, unless noted otherwise on the invoice or in the Proposal. If payment is not received on time, then work may be suspended. If all invoices are not paid in full then you will forfeit your rights to use the plans, and you could be subject to copyright infringement. We reserve the right to add interest on any amounts unpaid after 30 days at the simple annual interest rate of 12%. If we are forced to recoup our fees through legal proceedings, you acknowledge that you will be required to pay our legal fees and court costs.

Estimated services will be invoiced on a time and material basis for the

estimated ranges listed in the Proposal. Please understand that an estimate of cost for the services described in the Proposal is based on our current understanding of the project requirements and the level of effort needed to complete the various work tasks. An estimate should NOT be interpreted as a not to exceed cost. We will make every effort to not exceed our estimate and in the event that we do, an explanation will be provided. Please also understand that as a time and material based project, we will be invoicing for all expenses associated with this project. Any additional services required or requested will be billed at the hourly rates as listed in this Agreement.

All payments should be remitted to:
Dynamic Design Group, Inc.
P.O. Box 1064
Escanaba, MI 49829

Hourly Rates:

Engineer:	\$150.00/hour
Project Manager:	\$150.00/hour
Junior Engineer:	\$120.00/hour
Mileage:	current rate per mile

Mileage is included in the Proposal for the site visits/meetings identified in the Proposal.

Consultant and subcontractor rates are provided in separate attachments. DDGi reserves the right, upon thirty (30) days written notice to the Client, to adjust the rates on reimbursable time and material contracts. This rate adjustment typically occurs, annually, at the beginning of the calendar year.

Specific Items Not Included:

The following items are not included in our services unless specifically listed in our Proposal:

1. Completion of any type of survey (surveyor to be acquired by the Client/Owner).
2. Completion of geotechnical investigation and report (geotechnical engineer to be acquired by the Client/Owner).

3. Fire suppression/fire alarm system design (specialty designer to be acquired by the Contractor).
4. Kitchen cabinet design (specialty designer to be acquired by the Client/Owner).
5. Landscape design (specialty designer to be acquired by the Client/Owner).
6. Completion of hazardous material testing and abatement (specialty Contractor to be acquired by the Client/Owner).
7. Well and Sanitary system design (designs by the local Health Department).
8. Completion of permit applications and payment of permit fees (completed by the Contractor).
9. Reimbursable Expenses as defined in this document.

DDGi will assist the Client/Owner with acquiring the specialty designers and Contractors listed above and will assist with coordinating their work into the project (if required for the project).

Reimbursable Expenses:

1. Postage and Handling
2. Zoning fees
3. Plan review fees
4. Bid advertising expenses
5. Printing/Document Reproduction
 - a. 8½ x 11 photocopies/prints
 - i. \$0.30/sht. (b/w)
 - ii. \$0.60/sht (color)
 - b. 11x17 photocopies/prints
 - i. \$0.50/sht (b/w)
 - ii. \$0.75/sht (color)
 - c. Large photocopies/prints (22x34 drawing sheets).
 - i. \$7.00/sht (b/w)
 - ii. \$11.00/sht (color)

Deliverables:

All project deliverables, including, but not limited to, any and all reports, drawings, plans, designs and specifications prepared by DDGi pursuant to this Agreement are part of the services contracted for by the Client and shall become the Client's property upon final payment to DDGi

for the services under this Agreement. DDGi shall retain copies of all deliverables for its files.

Deliverables are not suitable for use or reuse by Client, its employees, agents or subcontractors on any extension of the project or on any other project without the prior written authorization of DDGi. Such authorization is essential because it requires DDGi to evaluate the Deliverables applicability given new circumstances, not the least of which is the passage of time.

Client shall indemnify and hold harmless DDGi from and against any and all claims, damages, losses, and expenses arising out of or resulting from the unauthorized reuse of any Deliverables.

Deliverables are not to be used, copied or reproduced without expressed written permission from DDGi.

DDGi will provide the Client with .pdf electronic files for their reference. Computer aided drafting (CAD) electronic files are the property of DDGi and are not available to the Client or the Client's representatives unless specifically agreed upon by both DDGi and the Client and the associated cost included in the Proposal.

Project Delays:

If DDGi is delayed at any time in the progress of Services for any specific activity by:

1. an act, failure to act, or neglect of CLIENT or CLIENT's employees or CLIENT's consultant or any other party.
2. changes in the scope of services.
3. delay authorized by CLIENT and agreed to by DDGi.

then the time for completion shall be extended.

Additionally, DDGi shall receive an equitable compensation adjustment if delays caused by any of the above events result in additional costs to DDGi.

Insurance:

The Client/Owner shall carry the Client's/Owner's usual liability insurance as required to allow DDGi and its consultants and subcontractors to access the Client's/Owner's property to complete necessary work.

The Client/Owner, at the time of construction, shall maintain the proper insurance for a construction project. This will be specified in the Contract between the Client/Owner and Contractor.

Upon request, DDGi will furnish copies of insurance certificates evidencing that it maintains the following coverages:

<u>Type</u>	<u>Limits</u>
Workers Compensation Employers Liability	\$100,000 each accident \$500,000 limit
General Liability	\$1,000,000 each occurrence; \$2,000,000 aggregate
Professional Liability	\$1,000,000 each occurrence; \$1,000,000 aggregate

If Client requires further insurance coverage, DDGi will obtain said coverage (if procurable), at Client's expense.

Continuity of Services

CLIENT acknowledges that it is customary for the design professional who is responsible for the preparation of contract drawings and specifications or other Project deliverables to be employed to provide Services during the bidding and construction and/or field work phases of the Project including, but not limited to, interpretation, clarification and modification of the Deliverables during bidding, construction and/or field work; accepting substitute or or-equal items of materials and equipment proposed by bidders and contractor(s);

approving shop drawings and sample submittals; and detecting, in advance of performance of affected work, inconsistencies or irregularities in such contract drawings and specifications or other Project deliverables.

CLIENT agrees that if DDGi is not employed to provide such Services during the bidding (if the work is put out for bids) and construction and/or field work phases of the Project, DDGi shall not be responsible for, and CLIENT shall indemnify and hold harmless DDGi from and against any and all claims, damages, losses and expenses arising out of, or resulting from any interpretation, clarification, substitution acceptance, shop drawing or sample approval or modification of such Project deliverables issued or carried out by CLIENT or others.

Client's/Owner's Budget and DDGi's Construction Cost Estimates/ Opinion

Evaluations of the Client's/Owner's budget and DDGi's preparation of the construction cost estimates/opinion represent DDGi's judgement as an experienced and qualified design professional, familiar with the construction industry. DDGi nor the Client/Owner has control over the cost of labor, materials or equipment; or of the Contractors methods of determining bid prices. Therefore, DDGi cannot and does not guarantee that proposals, bids, or total construction costs will not vary from the Client's/Owner's Budget and Construction Cost estimates/opinions of probable cost prepared by DDGi.

General Contractor

DDGi can neither guarantee the performance of the General Contractor's finished project nor assume responsibility for General Contractor's failure to furnish and perform his work in accordance with the Project requirements.

City of Gladstone

Local Economies Opportunity Report



Table of Contents

2	Introduction
3	Why Gladstone?
4-5	Opportunity 1: Make Opening Easy—and Celebrate It
5-6	Opportunity 2: Improve Visitor Access and Experience
7-8	Opportunity 3: Update Regulations and Incentives to Support Investment
8-9	Opportunity 4: If You've Got It, Flaunt It—And Build on It
10	Conclusion and Next Steps



Introduction

In 2026, the Michigan Municipal League (the League) and Michigan Municipal League Foundation (MML Foundation) partnered with the Lake Superior Community Partnership (LSCP)'s Small Business Support Hub program to bring our Local Economies program to the central Upper Peninsula. We collaborated with LSCP, four central Upper Peninsula communities and their small businesses, and regional economic development stakeholders to better understand their small business environments and connect them with tools and resources to strengthen their local economic ecosystem.

Since 2022, the Local Economies program has explored entrepreneurship and small business support systems in specific Michigan communities. The goal of the initiative is to consider gaps in resources; e.g., space, capital, technical assistance, and networks that could be filled by local government and community stakeholders to support more equitable local small business environments.

In each community, we met with local small business leaders and stakeholders for daylong workshops to explore the resources available to entrepreneurs, as well as the challenges and opportunities unique to each community. Following these workshops, we provide tailored feedback and recommendations through community Opportunity Reports.

Why Gladstone?

The League and MML Foundation were excited at the opportunity to collaborate with the City of Gladstone on this project, as the community is experiencing excitement about the growth of its farmers' market and new small businesses opening along Delta Avenue.

The City of Gladstone serves as a gateway to Delta County, near the regional hub of Escanaba. It boasts a large downtown with a committed network of local entrepreneurs and other stakeholders, an active lakefront with ample opportunities for outdoor recreation, and a base of industrial businesses. Gladstone ISD boasts remarkably robust career and technical education opportunities for local young people.

With public and private investments already contributing to local successes, the next phase of economic development will depend on building stronger connections among these existing assets and fostering new partnerships that multiply their collective impact. Strategic updates to zoning regulations, targeted incentives, and continued investment in placemaking and wayfinding can help position Gladstone as an attractive mixed-use community benefiting residents, businesses, and visitors alike.

What is an Opportunity Report?

This report is a summary of what the League and MML Foundation heard and observed during our Local Economies Stakeholder Workshop in Gladstone on April 22, 2026.

This Opportunity Report is intended to serve as a resource for Gladstone and other local and regional partners who play a role in supporting its local economy. It describes areas for potential improvement, short- and long-term opportunities, resources to consider, and inspiration from other communities doing similar work.

The League and MML Foundation would like to thank the City of Gladstone, as well as participating stakeholders, businesses, and others who helped contribute to this “deep dive.” Below are short and long-term recommendations across four opportunity areas for the City of Gladstone, its small businesses and local support organizations, and other regional stakeholders to strengthen Gladstone's small business ecosystem in the coming years.

In addition to the recommendations presented in this report, the City and its partners may find further inspiration in our [Microbusiness Best Practices Playbooks](#), which offer additional strategies and examples for fostering entrepreneurship and strengthening local economic development efforts.



Opportunity 1: Make Opening Easy—and Celebrate It

Overview

Core to local economic development is improving access to and reducing the risks, costs, and unknowns associated with entrepreneurship.

When setting up shop in Gladstone, business owners should feel like they aren't going at it alone. Wherever possible, the City should remove informational and communication barriers to opening a business through clarifying its business development process. Gladstone should also work with the DDA, the chamber, and other business support networks to take advantage of all available communications channels to promote small businesses and to drive traffic and dollars downtown.

Once businesses are established, the City can also play an important role in ensuring that business owners feel seen, heard, and valued; and that they are enmeshed into their peer network through networking opportunities, both structured and informal.

Recommendations

Short Term (<1 year)

Create a “virtual welcome mat” for entrepreneurs.

Small business owners in Gladstone shared that navigating the business development process is possible largely through the knowledge of the existing business community. To address this information gap, the City should create a “How to Open a Business in Gladstone” guide, clearly outlining development procedures, costs, and anticipated timelines. Integrate visual tools like flow charts and checklists, as well as fillable application forms and updated fee schedules. The guide should be easily available on a dedicated “Opening a Business in Gladstone” webpage, with links to small business support resources such as grants, technical support, and programs from economic development organizations like the SBDC and Accelerate UP.

Celebrate new business openings. Small businesses are essential to Gladstone's economy, community, and culture, and ought to be treated as such. Organize official grand openings or ribbon-cuttings to celebrate new business openings along Delta Avenue and throughout Gladstone. These events should be highly publicized and include local news and social media. Elected officials, DDA members, and representatives from the Chamber of Commerce should be invited to attend. Following these more ceremonial forms of support, small businesses would appreciate regular check-ins from the City. This face time would give businesses a low-stakes opportunity to raise concerns and help the City stay in touch with small business needs.

Establish a dedicated DDA social media presence.

Social media accounts (on Facebook, Instagram, etc.) for the DDA could help quickly and efficiently promote DDA-sponsored events downtown and showcase small businesses. As downtown programming and the farmers' market continue to grow in popularity, the DDA should develop its own distinct personality and voice, the tone of which should be fun and inviting. The DDA should also create an official social media policy to help govern all account activity.

Foster connection and camaraderie among the small business community.

Entrepreneurship can be incredibly isolating, especially when starting out. A key form of support is simply introducing people who ought to know each other. When a new business opens, City officials should make introductions between the business owner, the DDA, and peer businesses. The City can also help organize monthly small business meetups for informal support. These casual get-togethers could serve as opportunities for sharing best practices, experimenting with collaboration, or supporting each other in dealing with frustrations. These meetups could happen at rotating business locations each month, and do not require City officials to be present.



Long Term (1–4 years)

Develop pathways for formal B2B collaboration. In addition to fostering informal business networking, the City should consider partnering with the Economic Development Corporation (EDC), established manufacturers from the North Bluff Industrial Park, and other local businesses to create a structured mentorship and business development program for Gladstone's newest entrepreneurs. This network could connect new business owners with seasoned leaders who can provide guidance on things like business planning, financing, and workforce development. Local industrial firms may also identify opportunities for new products and local supply chain collaborations, strengthening Gladstone's hyperlocal economy.

Identify opportunities to reduce barriers to entry with shared resources. One of the biggest challenges to opening a new business is the price tag. Gladstone can lower this barrier to entry by investing in shared infrastructure and services that reduce the upfront capital needed to start a business. The City could explore Wi-Fi in the Farmer's Market plaza, allowing point-of-sale operations for small businesses that otherwise can only accept cash. Pop-ups within vacant storefronts or multi-unit commercial spaces are especially valuable for trial businesses, artists, and makers who may not yet be ready for a long-term lease. Short-term occupancy programs for micro-retail bays, flexible leasing arrangements, or other partnerships with property owners can turn empty spaces into rotating hubs of activity. This would provide entrepreneurs with low-cost exposure and reduce vacancy in key commercial nodes.



Opportunity 1: Case Study

Ann Arbor SPARK's "Your Guide to Opening a Business in Washtenaw County" Blog Post:

And aid for entrepreneurs navigating business development and permitting processes across the County, illustrating each step with a clear narrative and visual aids.

annarborusa.org/news/your-guide-to-opening-a-business-in-washtenaw-county

"Business After Hours" in Ishpeming:

Casual, monthly networking events hosted by the Lake Superior Community Partnership and the Greater Ishpeming–Negaunee Area Chamber of Commerce. These gatherings are free, open to all, and are hosted at rotating small business venues with featured sweets and treats from local participating businesses. marquette.org/business-after-hours

Opportunity 1: Resources

1. [Sample DDA Social Media Policy from the Romeo Downtown Development Authority:](#)
2. [Michigan Municipal League's Microbusiness Best Practices Comprehensive Playbook and fillable "How to Open a Business Guide"](#)

Opportunity 2: Improve Visitor Access and Experience

Overview

For a city of its size, Gladstone offers many opportunities for things to do, including a growing downtown with locally owned shops and restaurants, a campground and beach area, a bustling farmers' market, and events and activities throughout the year. It should be easy and enjoyable to get to and spend time in the city.

While the City has taken many steps in recent years to increase and improve its marketing, it would still pay dividends to make access to downtown easier and encourage visitors to spend more time in the community.

Recommendations

Short Term (<1 year)

Guide highway traffic into downtown Gladstone.

There are few access streets—and poor signage—for potential visitors coming from the southeast or west on Highway 41. Consider while people who already know their destination will be able to find it with online and mobile maps, adding branded promotional and directional wayfinding for Gladstone and its attractions along the highway and access streets. This would help draw people into town—who might otherwise pass it by.

Provide clear and active parking management.

Parking emerged as a key concern during our discussions with small business owners. Due to lack of enforcement, people park on the street for much longer than the allowed time—despite it being clearly posted. Furthermore, several people remarked that their customers are not aware of available city parking lots along Delta Avenue because they are not marked as public parking lots. The City should install signage on its downtown public parking lots to make clear that they are open to the public. The City should also be more proactive about enforcing parking time limits to ensure that visitors find it easy to access Gladstone's businesses.

Implement wayfinding and streetscape improvements.

Gladstone gets many visitors to its downtown, beach, campgrounds, areas, and farmers' market. However, meeting attendees said visitors don't always stick around and explore. There are several ways the City can make things "stickier." Consider developing a cohesive, branded wayfinding system to help visitors identify attractions and businesses. Additionally, install modest streetscaping and placemaking features throughout downtown and on streets connecting to the beach and campground. The DDA has already done a great job improving the farmers' market site and has plans for the lot at Delta and 7th Street. Adding streetscaping between these locations—and throughout downtown—will create a more cohesive and engaging environment, driving foot traffic and highlighting Gladstone's unique local businesses.

Long Term (1–4 years)

Engage MDOT on M-41/4th Avenue and M-41/Hill Road design to improve non-motorized access.

Neighborhoods to the west of M-41 are home to a large portion of Gladstone's population, but access between these neighborhoods and the downtown and waterfront across M-41 are very car-centric. Even though the Little Bay de Noc non-motorized trail is very close to the M-41/Hill Road access, the route from western neighborhoods to the trail is unsafe and unwelcoming for bikers and pedestrians. The City should work with MDOT on improvements to these intersections that add pedestrian and bike safety and accessibility features (e.g., bike lanes, more visible crosswalks, wider sidewalks under the railroad bridge on 4th Avenue). Improving accessibility to downtown businesses and amenities for all residents would help drive foot traffic and patronage of small businesses.



Coordinate with regional partners to extend the Little Bay de Noc trail to fully connect Gladstone and Escanaba. This beautiful, non-motorized trail along the bay is a fantastic asset for residents and visitors in Gladstone and is a connection on the statewide Iron Belle Trail. Currently, the trail extends just under three miles to Lake Bluff and the Terrace Hotel, funded with state and local resources and a crowdfunding campaign. Locals we met on our site visit all expressed a desire for a trail that extends all the way to Escanaba. Completing the Little Bay de Noc Trail to Escanaba would make it a truly regional recreation and non-motorized transportation resource, benefiting residents and attracting visitors to the region. The City should engage the City of Escanaba, Delta County, MDOT, the Delta County Road Commission, and regional and state economic development and recreation partners to pursue planning and funding for an extension of this trail.

Add to tree canopy during infrastructure projects Item 6.

The main corridors of downtown Gladstone have very little tree coverage. While street trees do require maintenance, they offer relief from direct summer sun and help reduce winter wind, as well as improving appearance—all of which help encourage downtown visitors to circulate between destinations during their visit. As Gladstone performs capital maintenance projects on streets and parking areas downtown, consider finding space to add tree wells and plant (appropriately selected) street trees.

Opportunity 2: Case Study

Cassopolis Improves Broadway Street:

In 2018, the Village of Cassopolis worked with the Michigan State University Sustainable Built Environment Initiative (SBEI) to further develop and improve the downtown Broadway Street corridor. Building on community assets including the Historic Carnegie Library, County Courthouse, and Stone Lake, the Village and SBEI identified many streetscape improvements to revitalize the downtown. These included additional public art, sidewalk upgrades, consistent pedestrian infrastructure, and landscaping. The plan also called for new signage downtown and off highway corridors that distinguish the downtown, reflecting the local character of Cassopolis. In the years following the development of the corridor plan, the Village pursued and received more than \$18 million in grant funding for investments ruralinnovationexchange.com/imaginecassopolis

Opportunity 2: Resources

1. [Michigan Main Streets Solution Center – Signage Guide for Downtowns](#)
2. [Tools for the Planning and Design of Pedestrian Crossing Enhancements](#)
3. [Guidance for Installation of Pedestrian Crosswalks on Michigan State Trunkline Highways](#)
4. [Towns and Trails Toolkit: Community Benefits](#)

Opportunity 3:

Update Regulations and Incentives to Support Investment

Overview

Recently, there has been significant public and private investment into the Delta Avenue business district—but the area still has a number of vacant or underutilized buildings and lots. While most structures appear structurally sound, many need maintenance or cosmetic improvements, and stakeholders brought up blighted and potentially dangerous buildings in nearby neighborhoods as a concern. The City can use a combination of tools to support investment and occupancy of these properties.

The first steps should be to update zoning regulations to better enable desired investment, build the toolkit of financial incentives that can make development feasible, then heighten attention on vacant and blighted properties. Prioritizing action in this order provides the clearest pathway for owners to put their properties into productive use.

The Delta Avenue business district is also very long, and the local market is unlikely to ever support full occupancy of this corridor with business uses. The zoning and incentive strategy should require commercial occupancy only in a focused area—e.g., the blocks between 7th and 11th Streets along Delta Avenue—with the remainder of the district having the flexibility to be used for commercial, residential, or mixed-use. This will open more pathways for property owners to invest in development, and residential options will support business owners with more customers at their doorstep. Regardless of use, sites and buildings should be designed to support a main street environment, featuring small setbacks, parking accessed only from the alley, etc.

Recommendations

Short Term (<1 year)

Implement planned CBD zoning on Delta Avenue.

The current “B-2” zoning assigned to downtown Gladstone is a poor fit for a walkable main street area and may be inhibiting both investment and sense of place along Delta Avenue. The City’s Master Plan calls for the creation of a “Central Business District” for this area that would differ from the automobile- and parking-oriented commercial areas. Implementation of this CBD zoning should be prioritized and need not wait for a full update of the zoning ordinance. Review the User’s Guide to Code Reform—published by the League, MEDC, and other partners—for best practices and a model Main Street zoning ordinance.

Identify a tax abatement toolkit to support investment. Building rehab and new construction are challenging in Gladstone, as construction costs are high relative to commercial rents and residential prices. The City has many options for supporting housing

investment by deferring new tax revenue (e.g., Housing TIF, PILOT, Neighborhood Enterprise Zones), whether on Delta Avenue or in the surrounding neighborhood. The Commercial Rehabilitation Act (PA 210) and Commercial Redevelopment Act (PA 255) are similar tools the City can use to support commercial investment. An understanding of these options—and a willingness to use them—can help Gladstone recruit developers to rehab buildings and fill gaps in the business district.

Offer a lighter-weight version of façade grants.

During our meetings, local business owners expressed that available funding was not enough to allow for major building rehab, and that certain requirements—e.g., building liens—were too burdensome for small projects. To help make visible improvements quickly, focus a portion of the DDA’s grant capacity on relatively small-dollar improvements—e.g., signs, painting, awnings, or lighting—and adjust requirements for the owner. Given the DDA’s fiscal year start of April 1, consider a spring (rather than fall) call for projects to make funds available as early as possible and ensure funded projects can begin immediately.

Long Term (1–4 years)

Implement a vacant/dangerous structure program.

The Center for Community Progress publication *Revitalization in Michigan* outlines various options and statutory authorities that Gladstone can consider to go beyond its existing application of property maintenance code to monitor, evaluate, and manage vacant and blighted properties.

Opportunity 3: Case Study Downtown Farmington Sign & Façade Grants:

Farmington’s DDA—the 2026 winner of the Great American Main Street Award—offers both a façade grant for large projects and a small “sign grant” topping out at \$4,000 per property. The sign grant, which emphasizes “three-dimensional, symbolic, projecting signs,” is a low-cost way for Farmington to improve the appearance of the public realm while also serving a direct need of operating businesses. downtownfarmington.org/resources/doing_business/incentive_programs.php

Opportunity 3: Resources

1. [Enabling Better Places: User’s Guide to Code Reform:](#)
2. [Revitalization in Michigan: A Guide to Transforming VAD Properties Through Code Enforcement:](#)
3. [Michigan Commercial Rehabilitation Act:](#)
4. [Michigan Commercial Redevelopment Act:](#)

Opportunity 4: If You've Got It, Flaunt It—And Build On It

Overview

Gladstone has a number of assets that work well individually but are disconnected from each other. Their impact can be multiplied by establishing conditions that allow them to interact and build off each other. This requires a “yes, and...” approach: Keep doing what's working, while looking for ways to combine partners and resources—or bring in new ones.

These are opportunities for the City to “host the party—don't be the party.” Local government serves the community not just by directly providing infrastructure and services, but also by acting as a convenor and connector to other entities that can bring value to the community. The recommendations in this section look at some potential ways this could be pursued.

Recommendations

Short Term (<1 year)

Strengthen educator–entrepreneur connections.

The Gladstone schools and Delta/Schoolcraft ISD have a variety of career and technical education programs, but stakeholders noted that while students know a lot about occupations, they know far less about running a business. Building ties between the schools and the business community can help students prepare to start or take over a business, while providing existing businesses with a pool of potential employees. Ideally, this would include curriculum-level support from the schools, to ensure support of student educational outcomes; and technical assistance from economic development organizations, to support businesses with financial and time costs.

Promote family and youth-friendly downtown activities—and create more. Business owners singled out the farmers' market as a great support for business and wished for more avenues to draw families downtown. Explore extending the farmers' market further into the fall and partnering with the library to expand after-school programming to keep kids and their families downtown

after school. Any momentum gained from this programming will make the case for new youth- and family-oriented businesses downtown, and a critical mass of family-friendly activities can also be marketed to visitors and tourists as reasons to spend more time in Gladstone.

Show off infrastructure investments and readiness to serve.

The City has recently made a number of infrastructure investments from the basics that are invisible when working well (e.g., water and sewer improvements), to new spaces that invite people in. This latter group includes the market plaza, beach and bandshell, the planned “Depot” pocket park, and a potential campground expansion. Together, these investments tell the story of a community that has its house in order and is setting the table to welcome new visitors. The City, DDA, and their partners should celebrate these individual investments—and the overall pattern of responsible maintenance and improvement of public assets—as part of their communications and marketing efforts.

Long Term (1–4 years)

Explore opportunities to host recreation sector industry in the business park.

Gladstone and the Little Bay de Noc area offer a wide variety of outdoor recreation activities, including fishing, paddling, bike trails, snowmobiling, marathons, skiing, and tubing. The vacant parcels in the city's industrial park offer an opportunity to attract recreational equipment manufacturers and position Gladstone as a regional production hub. Despite the popularity of outdoor recreation, Michigan lags behind its neighbors in the outdoor recreation manufacturing sector. The City's EDC and the Delta County EDC can connect with MEDC's Office of Outdoor Recreation to understand opportunities in this sector and create a strategy for growing or attracting these businesses.

Opportunity 4: Case Study Generation E in Monroe:

The Monroe Public Schools offer an entrepreneurship curriculum for K-12 students that includes business planning, soft skills development, and an annual student entrepreneur showcase. The City of Monroe, Monroe County Business Alliance, and individual businesses offer mentorship and support to students in the program and have noted that entrepreneurship interest and skills filter up from students to their parents. genei.org

Opportunity 4: Resources

1. [MEDC Office of Outdoor Recreation:](#)
2. [MML Online Learning: The “Local Economies: Microbusiness Best Practices” module includes community network mapping templates and instructions.](#)

Conclusion and Next Steps

Gladstone has assets to build on, boasting new energy both in City Hall and on Delta Avenue. While there are significant local pain points—a seasonal economy, aging building stock, vacancies, the division of the city by rail and highway corridors—Gladstone has opportunities to tackle improvements.

The City can start by broadcasting a welcoming and supportive environment for new businesses, emphasizing that City Hall is not just a regulator but a champion of investment and entrepreneurship. Cultivating supportive networks of existing businesses, new entrepreneurs, and economic development offices will both offer opportunities for mentorship and technical assistance as well as provide the camaraderie for weathering the challenges of small business ownership.

Improving access into and within Gladstone can drive more visitors to local businesses. This can start with a combination of signage and marketing, followed by filling infrastructure gaps. Vacancy concerns downtown can be addressed with a combination of zoning updates, active use of investment incentives, and enforcement of blight and safety codes.

A summary of the recommendations presented in this report follows, starting with opportunities that can be implemented within a relatively short timeframe, are less labor-intensive, and are relatively inexpensive. These small-scale interventions are shown alongside large-scale interventions that are more oriented toward creating new long-term infrastructure and resource development within Gladstone over the next few years.

Small-Scale and Short-Term Interventions

- Create a “virtual welcome mat” for entrepreneurs.
- Celebrate new business openings.
- Establish a dedicated DDA social media presence.
- Foster connection and camaraderie among the small business community.
- Guide highway traffic into downtown Gladstone.
- Provide clear and active parking management.
- Implement wayfinding and streetscaping improvements to connect destinations.
- Implement planned Central Business District zoning on Delta Avenue.
- Identify a tax abatement toolkit to support investment.
- Offer lighter-weight version of façade grants.
- Strengthen educator–entrepreneur connections.
- Promote family and youth-friendly downtown activities—and create more.
- Show off infrastructure investments and readiness to serve.

Large-Scale and Long-Term Interventions

- Develop pathways for formal B2B collaboration.
- Identify opportunities to reduce barriers to entry with shared resources.
- Engage MDOT on M-41/4th Avenue and M-41/Hill Road design to improve non-motorized access.
- Coordinate with regional partners to extend the Little Bay de Noc trail to fully connect Gladstone and Escanaba.
- Add to tree canopy during infrastructure projects.
- Implement a vacant/dangerous structure program.
- Explore opportunities to host recreation sector industry in the business park.

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