



**Agenda**  
**City of Charlevoix Downtown Development Authority Meeting**  
**Monday, February 24, 2025 - 5:30 PM**  
**Council Chambers, City Hall**

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- 1. Call to Order**
- 2. Pledge of Allegiance**
- 3. Roll Call**
- 4. Inquiry Regarding Conflicts of Interest**
- 5. Consent Agenda**
  - A. Minutes from January 7, 2025
- 6. Reports**
  - A. Director's Report  
Mark Heydlauff, City Manager
  - B. Downtown Business Owner Meeting
- 7. Old Business**
- 8. New Business**
  - A. Live on the Lake 2025  
Kent Knorr, Recreation Director  
Mark Heydlauff, City Manager
  - B. Revised MOU among the Chamber, Visit Charlevoix, and City of Charlevoix  
Mark Heydlauff, City Manager
  - C. Service Agreement between the City of Charlevoix and the DDA  
Mark Heydlauff, City Manager
- 9. Public Comment**
- 10. Request for Future Agenda Items**
- 11. Board Comments**
- 12. Adjourn**

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# Charlevoix Downtown Development Authority

## Consent Agenda

**Title:** Minutes from January 7, 2025

**Date:** February 24, 2025

**Presented By:**

**Background:**

**Recommendation:**

Motion to approve the minutes as presented.

**Attachments:**

1. 2025.01.07 DDA DRAFT

**City of Charlevoix**  
**Downtown Development Authority Meeting Minutes**  
**Tuesday, January 7, 2025 - 5:30 PM**  
Council Chambers, City Hall

**1. Call to Order**

The meeting was called to order by Chair Owens at 5:30 p.m. followed by the Pledge of Allegiance.

**2. Pledge of Allegiance**

**3. Roll Call**

Chair: Maureen Owens

Members Present: Sam Bingham, Liam Dreyer, Mayor Lyle Gennett, Anne Oosthuizen, Danielle Scheller, Ron Way

Members Absent: Paul Silva

Staff Present: Mark Heydlauff, City Manager/DDA Executive Director

**4. Inquiry Regarding Conflicts of Interest**

Member Bingham questioned if the Match on Main Grant Application item is actionable. Director Heydlauff stated the Board will be providing guidance to the Chair and Vice Chair who will then meet with the Chair and Vice Chair of the Planning Commission for a final recommendation of submitting only two grant applications. The MEDC changed their policy and stated only two applications can be submitted whereas it was the City's understanding the grant would allow for a total of four applications.

**5. Consent Agenda**

A. Minutes from October 28, 2024

Motion by Member Dreyer, seconded by Mayor Gennett to approve the Consent Agenda as presented.

**Motion carried by unanimous voice vote.**

**6. Reports**

A. Director's Report

Director Heydlauff referenced the written report included in the agenda packet and discussed the Michigan Economic Development Corporation's Revitalization and Placemaking (MEDC RAP) Grant. The fee for the grant application is \$5,000 and the expectation, at a minimum would be if the grant was awarded it would be a \$500,000 grant with an equal match from the City. Mr. Heydlauff stated the City is looking at the Downtown Alley Corridor Vision Plan due to the underground work that has already been done in the stretch between Clinton and Park Streets, which makes the area the least expensive because there is little need for additional underground work. Mr. Heydlauff stated the primary focus for the grant would be continuing with pavers and other aesthetic improvements that ties in well with the Historical Society project of the grant (mural on the back of the North Seas Gallery), and a possible opportunity to

include the restroom project or at least the foundation for that along with dumpster enclosures in the area specifically in the DeWitt Lot. However, depending on how the project works out and if the funding allows, they would look at the area between Hoop Skirt Alley and Clinton Street as well.

Mr. Heydlauff stated he had discussed with Prein & Newhof some of the efforts the DDA has had in the past to activate the rear entrances of buildings and he also discussed with them the more technical issue of moving the water line connections to the rear of buildings to allow for less disruptions on Bridge Street.

Mr. Heydlauff reported they had about 3,800 tickets that were collected for the Gift Local raffle, 3,800 times \$50 each was a great return on the campaign.

B. Chamber of Commerce Report

Sarah Van Horn

President- Charlevoix Area Chamber of Commerce

Chair Owens stated the Chamber of Commerce's written report was provided in the packet and Sarah Van Horn, President of the Charlevoix Chamber of Commerce, was present if there were any questions.

President Van Horn stated regarding the the Gift Local Program, the Chamber was not going to charge any fees to the DDA.

**7. Old Business**

**8. New Business**

A. Seasonal Rent Adjustment Request- 109 Bridge Park Drive

Mark Heydlauff, City Manager

Director Heydlauff stated J. Bird Provisions had requested an arrangement for seasonally adjusted rent which would result in the same amount of rent due with the ability to pay less in the winter and more in the summer.

Motion by Mayor Gennett, seconded by Member Dreyer to approve the adjusted proposal as presented and to authorize the Director to modify the lease accordingly and permit the Chair to sign on behalf of the Board.

**Motion carried by unanimous voice vote.**

B. Match on Main Grant Applications

Mark Heydlauff, City Manager

Director Heydlauff referenced the three applications (Dockside Books, Happy Troll and Stiggs Brewery) received for the Match on Main Grant and provided background information on the grant program.

Member Dreyer questioned if the scoresheet was made by the City or a standardized form for Match on Main. Mr. Heydlauff responded that it was created by the City. Mr. Heydlauff stated the idea of Match on Main was that the applicants help fill an economic void in the community, provide goods and services that are needed in the community, or align with the goals of the

community. Mr. Heydlauff stated the policy that was drafted and approved by Council was to give guidance to the DDA and the Planning Commission on how to choose the applicants. The policy focused on items like the City's Master Plan, the Economic Development Strategy Plan, and the goals of the program.

Discussion followed regarding specifics of the three (3) applications with the result being the Board concurred that Dockside Books and Happy Troll were the two applicants with the highest scores. Chair Owens stated that based on the Boards' comments, she and the Vice Chair have a clear direction on the DDA's perspective and will share with the Planning Commission.

C. FY 2026 Budget

Mark Heydlauff, City Manager

Director Heydlauff stated the City implemented new financial software this past fall. Mr. Heydlauff stated the paper draft that the Board had in front of them was the latest version of the proposed budget for FY 2025/26. Mr. Heydlauff stated the revenue from the TIF has increased about \$50,000 and the DDA had not been paying for the Director's position and benefits from July 2024 forward. In addition, the Board had approved at the last meeting paying off the library obligation between the current year and the upcoming fiscal year (\$110,000 in FY 25 and \$75,000 in FY 26).

Mr. Heydlauff stated in the current fiscal year with all the changes, they do project a deficit of \$47,770 based on current projections and the DDA's cash on hand at the moment is approximately \$177,000. For next year's budget they were projecting a surplus revenue in the amount of \$77,315. Mr. Heydlauff stated there was a category entitled sponsorships in the amount of \$10,000 which he did not know what programs needed sponsorships. Mr. Heydlauff further explained details of the proposed budget for FY 2025/26. Mr. Heydlauff explained the methodology used to determine the cost for the administrative services provided by the City Manager, City Clerk & City Treasurer to the Board in the absence of a full-time director at \$15,000 for the year.

Chair Owens stated the Board would like to remove the expense for the Historic District signage. Mr. Heydlauff asked the Board to include \$5,000 in the contractual services line for the current fiscal year to pay Prein & Newhof for their services for the MEDC RAP Grant application.

Mr. Heydlauff stated it was not feasible to expect any of the potential alley improvements to occur prior to the summer of 2026 thus the revenue/expenditures for that project were not included in the proposed FY 25/26 budget. Mr. Heydlauff stated any surplus revenue from FY 25/26 would be used in FY 26/27 to help fund the alley improvements.

Motion by Mayor Gennett, seconded by Member Way to approve the FY 25/26 budget as amended.

**Motion carried by unanimous voice vote.**

D. 2025 Meeting Dates

Mark Heydlauff, City Manager

Director Heydlauff stated the Open Meetings Act requires the Board set their meeting schedule for the year at the first meeting of the year and he explained the proposed meeting schedule provided to the Board.

Motion by Member Bingham, seconded by Member Scheller to set the 2025 meeting dates as presented.

**Motion carried by unanimous voice vote.**

E. Election of Vice Chair

Mark Heydlauff, City Manager

Chair Owens stated with Vice Chair Dipert retiring at the conclusion of last month, the Board would need to elect a Vice Chair and she explained her reasons for recommending Member Oosthuizen.

Motion by Mayor Gennett, seconded by Member Scheller to appoint Member Oosthuizen as Vice Chair.

**Motion carried by unanimous voice vote.**

**9. Public Comment**

**10. Request for Future Agenda Items**

**11. Board Comments**

**12. Adjourn**

Chair Owens adjourned the meeting at 6:31 p.m.

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Sarah J. Dvoracek/fgm      City Clerk

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Maureen Owens      Chair

# Charlevoix Downtown Development Authority

## Reports

**Title:** Director's Report

**Date:** February 24, 2025

**Presented By:** Mark Heydlauff, City Manager

### **Background:**

#### **A. RAP Grant Submitted**

We wrapped up the RAP Grant Application in late January. In total, the project is projected for \$1.25 million and includes funding for aesthetic and infrastructure improvement in Van Pelt Alley between Clinton and Park and Bridge and State. Notably, there is also an allocation for the construction of a small, free-standing restroom building at the southeast corner of the DeWitt parking lot to address concerns about restrooms in this area. I met with Denis Fate to update her on this project as it relates to the Historical Society's goals for the installation of a mural on the back of the North Seas Gallery Building. We should learn of the funding status later in the spring.

#### **B. Award Winners**

Congratulations to Citizen of the Year Paul Silva, New Business of the Year Charlevoix Running Co., and Young Professional of the Year Cody Crain for their recognition at tonight's Chamber of Commerce Awards Dinner!

#### **C. Bridge Park Building Maintenance**

Earlier this month, we learned the heat was out in a portion of the building. Two of the three boilers are down; they are original to the building. Boiler replacement is necessary and likely to cost between \$30,000 and \$40,000. We are obtaining quotes for this work but have heat from one in the meantime.

### **Recommendation:**

### **Attachments:**

None

# Charlevoix Downtown Development Authority

## New Business

**Title:** Live on the Lake 2025

**Date:** February 24, 2025

**Presented By:** Kent Knorr, Recreation Director  
Mark Heydlauff, City Manager

### Background:

**Charlevoix Recreation Department Proposal**  
**Live on the Lake Concert Series Transition**

### Introduction

The Charlevoix Recreation Department proposes to assume management of the "Live on the Lake" concert series, previously overseen by the Downtown Development Authority (DDA). This transition aims to enhance community engagement, streamline event logistics, and establish a sustainable long-term plan for the series.

### Proposed Changes & Enhancements

#### New Concert Schedule

Weekly concerts will be held every Thursday from July 31 to September 4. Moving the concert series to the late summer and early fall season is intended to increase local resident participation. Thursday evenings in June and early July may be available to independent groups interested in hosting a concert at the pavilion. Below is an example of the upcoming season schedule:

- **July 31** – Traverse City Dance
- **August 7** – Jazz
- **August 14** – Roots
- **August 21** – Jazz
- **August 28** – Rock and Roll
- **September 4** – Blues

A **three-day Jazz Festival** will serve as the season finale from September 11-13.

#### Concert Times:

- **6:00 PM - 7:00 PM** – Opening Act (featuring artists from Charlevoix and surrounding counties)
- **7:15 PM - 8:45 PM** – Headliner (with a hard stop at 9:30 PM)

#### Event Management by Charlevoix Recreation Department

- Coordination of venue logistics, permits, and staffing
- Booking and scheduling of performances
- Arranging meals and lodging for performers as needed
- Marketing, sponsorships, and community engagement

- 2025 season-The Recreation Director will be on-site for all performances

### **Expanded Musical Offerings**

- A diverse lineup of local and regional artists
- Invitation to local wineries, breweries, and distilleries to offer tastings, similar to the farmers market setup during weekly concerts; vendors may rotate or repeat
- Introduction of the **Charlevoix Jazz Festival** as a signature event to close the season
- The festival may feature various jazz styles, including traditional jazz, swing, bebop, Latin jazz, and fusion as well as related American music-blues, rock or country.
- Possible inclusion of a **ticketed beer or wine garden**, showcasing selections from local wineries and breweries for the festival

### **Community & Economic Impact**

- Increased visitor traffic to local businesses and restaurants
- Enhanced cultural and recreational opportunities for residents and tourists
- Strengthened partnerships with local businesses and sponsors

### **Funding & Sponsorship Opportunities**

- Explore grant funding for arts and recreation, including a \$4,000 grant application to the Charlevoix Community Foundation for the Jazz Festival portion of the series
- Develop sponsorship packages for local businesses
- Partner with regional and state tourism organizations to promote events

### **Potential Partnerships**

- Collaborate with **Charlevoix Circle of Arts, Blissfest Music Organization, and Charlevoix Public Library** to expand programming and outreach
- Work with **local businesses, wineries, and breweries** to create beer and wine tastings weekly and potentially a garden experience during the festival evenings

### **Budget & Sponsorship Review**

- Assess previous funding and budget allocations from the DDA
- Identify and secure commitments from past and potential sponsors
- A preliminary budget review from the previous year estimated total expenses at \$8,500, with DDA funding at \$7,100 and anticipated sponsorship revenue at \$3,200.
- The Recreation Department will refine the budget and sponsorship package

### **Logistics & Venue Planning**

- Utilize the **Odmark (East Park) Pavilion** as the primary venue
- Ensure accessibility and family-friendly amenities
- Optimize sound and staging for high-quality performances

**Next Steps**

1. Present proposal to the DDA Board for discussion and approval
2. Begin outreach to musicians and sponsors
3. Develop a marketing and promotional plan
4. Finalize logistics, permits, and staffing
5. Clarify budget details with the DDA and confirm sponsorship history

**Conclusion**

Transitioning the "Live on the Lake" series to the Charlevoix Recreation Department ensures a structured and community-focused approach to continuing and expanding this cherished event. By implementing a refreshed schedule and a new Jazz Festival finale, this plan will enrich Charlevoix's arts and entertainment scene while fostering greater public participation and economic benefit.

This item was created using AI tools.

**Recommendation:**

Board discussion and direction.

**Attachments:**

None

# Charlevoix Downtown Development Authority

## New Business

**Title:** Revised MOU among the Chamber, Visit Charlevoix, and City of Charlevoix

**Date:** February 24, 2025

**Presented By:** Mark Heydlauff, City Manager

### **Background:**

We have for several years had a memorandum of understanding among the Chamber of Commerce, Visit Charlevoix, the City, and the DDA. We revisited this and made a few updates as projects or issues have been completed and resolved and revised language in our common understanding of the organizations' work together. The revised draft is attached. It would still need to be approved by the other organizations.

The attached agreement was developed using AI tools.

### **Recommendation:**

Motion to approve the Memorandum of Understanding between the City of Charlevoix, Charlevoix Area Chamber of Commerce, Visit Charleovix, and the Charlevoix Downtown Development Authority as presented and authorize the Chair to sign the document.

### **Attachments:**

1. 2025 MEMORANDUM OF UNDERSTANDING

**MEMORANDUM OF UNDERSTANDING  
BETWEEN  
CITY OF CHARLEVOIX, MICHIGAN,**

**VISIT CHARLEVOIX,**

**CHARLEVOIX AREA CHAMBER OF COMMERCE, AND**

**CHARLEVOIX DOWNTOWN DEVELOPMENT AUTHORITY (DDA)**

This Memorandum of Understanding (MOU), while not legally binding, establishes a voluntary agreement among the parties to enhance fiscal efficiency, improve communication, and reduce redundancy in programming. The objective is to align efforts to better serve the Charlevoix, Michigan region through the following key initiatives:

**Objectives and Areas of Collaboration**

- 1. Alignment of Charlevoix Brand Standards**
- 2. Establishment of Dedicated Key Publics for Communication**
- 3. Coordination of Print Materials**
- 4. Event Support and Collaboration**
- 5. Ongoing Cross-Organizational Collaboration**
- 6. Promotion of Economic Growth and Quality of Place**

**Overall Goals and Expected Outcomes**

Each organization regularly communicates with stakeholders to enhance the region's quality of life and economic vitality. While previous efforts have been effective, further improvements in message alignment, focus, and efficiency can be achieved. To support this mission, this document shall be reviewed annually to ensure timely updates.

**1. Alignment of Charlevoix Brand Standards**

Each organization commits to maintaining a cohesive brand identity that reinforces Charlevoix's unique character and appeal. While distinct logos may be retained, all public-facing communications should align with shared brand elements, including color schemes, typography, and messaging, to present a unified image of Charlevoix.

**2. Establishment of Dedicated Key Publics for Communication**

Each organization will take the lead in communicating with specific key publics, ensuring a strategic focus and avoiding unnecessary duplication:

- **City of Charlevoix:** Engages with residents on community events, public safety, infrastructure, and government affairs.
- **Charlevoix Area Chamber of Commerce:** Supports and promotes local businesses, workforce development, and economic initiatives.
- **Charlevoix Downtown Development Authority (DDA):** Focuses on supporting and promoting downtown businesses, infrastructure improvements, and placemaking efforts.
- **Visit Charlevoix:** Markets the region to tourists, promoting Charlevoix as a premier travel destination.

Each entity will support the messaging of the others and refer inquiries to the appropriate organization as needed to ensure clear and consistent communication.

### 3. Coordination of Print Materials

Efforts will be made to streamline and reduce redundancy in print materials:

- The Chamber and Visit Charlevoix will continue producing a joint visitor and community guide, showcasing local businesses and attractions.
- The DDA will maintain a downtown map highlighting key locations, businesses, and points of interest.
- Other materials will be developed collaboratively to maximize efficiency and impact.

### 4. Event Support and Collaboration

Events are integral to Charlevoix’s identity and economy. Each organization plays a distinct yet interconnected role:

- **Chamber of Commerce:** Organizes business-centric and community-focused events.
- **DDA:** Supports downtown-specific events to drive foot traffic and economic activity.
- **Visit Charlevoix:** Promotes events that enhance tourism and visitor engagement.
- **City of Charlevoix:** Provides logistical and infrastructure support, including public works and public safety coordination.

To maximize impact, organizations will share event calendars, collaborate on promotions, and assist in relevant capacities to ensure event success.

### 5. Ongoing Cross-Organizational Collaboration

To foster collaboration, organizations agree to:

- Hold at least quarterly leadership meetings.
- Coordinate digital and print advertising efforts.
- Maintain a shared calendar of events.

- Cross-promote major initiatives and business-related activities.
- Work collectively to enhance community sustainability, business success, and resident engagement.

## 6. Promotion of Economic Growth and Quality of Place

Each organization plays a crucial role in driving Charlevoix’s economic prosperity and livability:

- **Visit Charlevoix:** Attracts visitors and potential future residents by showcasing the region’s lifestyle and amenities.
- **Chamber of Commerce:** Advocates for business development, workforce attraction, and economic resilience.
- **DDA:** Develops and enhances downtown Charlevoix to create a thriving, year-round destination.
- **City of Charlevoix:** Provides essential infrastructure, public services, and policy frameworks to support growth and community well-being.

### Termination Clause

This Memorandum of Understanding may be terminated by any party with a 30-day written notice to the other parties.

### Signatures

City of Charlevoix, Michigan

Date: \_\_\_\_\_

Charlevoix Downtown Development Authority

Date: \_\_\_\_\_

Charlevoix Area Chamber of Commerce

Date: \_\_\_\_\_

Visit Charlevoix

Date: \_\_\_\_\_

# Charlevoix Downtown Development Authority

## New Business

**Title:** Service Agreement between the City of Charlevoix and the DDA

**Date:** February 24, 2025

**Presented By:** Mark Heydlauff, City Manager

### **Background:**

As discussed at the past few meetings, if the DDA wishes to continue retaining my services to act in the capacity as your director, I've prepared an agreement between the DDA and the City to stipulate the activities covered and the cost to you for this service. To assess cost, we calculated your annual revenue as a percentage of all the revenue the City is projected to collect in some form or fund during the coming fiscal year. For this year, this is 2.9%. We have then applied this as a factor of the all-in employment cost of the City Manager, City Treasurer, and City Clerk to find the fee of \$16,559.72 for administrative services. This does not include fees for the concert series oversight or actual expenses like legal notices, legal fees, or maintenance and repairs which we may have staff able to perform in lieu of contracting outside staff.

### **Recommendation:**

Motion to adopt the Agreement between the City of Charlevoix and the Charlevoix Downtown Development Authority as presented and authorize the board chair to sign the agreement.

### **Attachments:**

1. DDA City Service Agreement

## **AGREEMENT BETWEEN THE CHARLEVOIX DOWNTOWN DEVELOPMENT AUTHORITY AND THE CITY OF CHARLEVOIX**

This Agreement is entered into this \_\_\_ day of \_\_\_\_\_, 2025, by and between the Charlevoix Downtown Development Authority ("DDA") and the City of Charlevoix ("City"), collectively referred to as "Parties." Together, the parties' principal offices are located at 210 State Street, Charlevoix, MI 49720 and both are public bodies corporate under the laws of the State of Michigan.

**WHEREAS**, the DDA seeks to promote and enhance the economic vitality of downtown Charlevoix; and

**WHEREAS**, the City has the resources and personnel to assist with the administration and management of the DDA's operations; and

**WHEREAS**, the DDA and the City desire to establish a formal agreement whereby the City Manager will serve as the Executive Director of the DDA and City staff will provide administrative and financial support; and

**WHEREAS**, pursuant to MCL 125.4205. (1), the Board has the authority to employ and fix the compensation of a director, subject to the approval of the governing body of the municipality, and the director shall serve at the pleasure of the board as the chief executive officer of the authority.

NOW, THEREFORE, in consideration of the mutual promises and obligations set forth herein, the Parties agree as follows:

### **1. Role of the Executive Director**

1.1 The City Manager shall serve as the Executive Director of the DDA. 1.2 The Executive Director shall be responsible for implementing policies and initiatives as directed by the DDA Board. 1.3 The Executive Director shall serve as a liaison between the DDA and City departments, businesses, and stakeholders. 1.4 The Executive Director shall attend DDA meetings and provide updates on projects, programs, and financial status. 1.5 In accordance with MCL 125.4205. (1), the Executive Director shall act as the chief executive officer of the authority, supervising and being responsible for the preparation of plans and performance of functions in the manner authorized by this part.

### **2. Budget and Financial Management**

2.1 The City's finance staff shall handle all financial transactions on behalf of the DDA, including but not limited to, budgeting, accounts payable and receivable, and financial reporting. 2.2 The City shall ensure that DDA funds are properly accounted for and reported in accordance with applicable laws and regulations.

### **3. Oversight and Management of the Bridge Park Building**

3.1 The City shall be responsible for the day-to-day oversight and maintenance of the Bridge Park building. 3.2 The City shall ensure that all leases, rentals, and facility use agreements related to the Bridge Park building are managed efficiently and in compliance with City policies. 3.3 The City shall coordinate necessary repairs, improvements, and maintenance of the facility. 3.4 Expenses for the maintenance of the Bridge Park Building (except for those areas utilized for the operation of the City's sewer system) shall remain the financial responsibility of the DDA and charged accordingly.

**4. Public Records and Compliance**

4.1 The City shall be responsible for ensuring compliance with the Michigan Freedom of Information Act (FOIA) and Open Meetings Act (OMA) regarding DDA records and meetings. 4.2 The City shall maintain all official DDA records, including meeting minutes, financial records, and agreements, in accordance with record retention policies. 4.3 The City shall provide public access to DDA records as required by law.

**5. Fees**

5.1 The DDA shall pay to the City an annual fee equal to the revenue derived by the DDA as a share of the total city budget. 5.2 This share shall then be calculated as a percent of the total cost of employment for the City Clerk, City Treasurer, and City Manager. 5.3 Payment shall be made by the DDA to the City on an annual basis, based on the calculations provided by the City's finance staff. For fiscal year 2025, this equates to 2.9% or a fee of \$16,59.72.

**6. Term and Termination**

6.1 This Agreement shall be effective upon execution by both Parties and shall remain in effect unless terminated by either Party with sixty (60) days' written notice. 6.2 In the event of termination, the Parties shall cooperate to ensure an orderly transition of responsibilities.

**7. Miscellaneous Provisions**

7.1 This Agreement constitutes the entire agreement between the Parties and supersedes any prior agreements or understandings. 7.2 This Agreement may be amended only in writing and signed by both Parties. 7.3 This Agreement shall be governed by the laws of the State of Michigan.

IN WITNESS WHEREOF, the Parties have executed this Agreement as of the date first above written.

**Charlevoix Downtown Development Authority**

By: \_\_\_\_\_  
Maureen B. Owens, Chair

Date: \_\_\_\_\_

**City of Charlevoix**

By: \_\_\_\_\_  
Lyle Gennett, Mayor

Date: \_\_\_\_\_