



Romeo Downtown Development Authority Regular Meeting

Monday, October 7, 2024 – 7:00pm

361 Morton Street, Romeo, MI 48065 South Meeting Room

AGENDA

1. Roll Call
2. Pledge of Allegiance
3. Approval of Agenda
4. Approval of the Minutes:
 - a. September 9, 2024 Regular Meeting Minutes
5. Public Forum - *Anyone wishing to address the DDA during the public forum is for items not on the agenda. The time limit is 3 minutes per person and a maximum of 30 minutes for the public forum or as otherwise waived. For business items on the agenda, the public may address the Board during the specified time on the agenda after a motion and second is made - at the time of further discussion.*
6. Financial Report:
 - a. Receive & File Monthly Report
 - b. Approve payment of bills paid
7. Funding Requests - none
8. New Business:
 - a. Social Media Contract Amendment
 - b. Weeding/Mulching Cost Share
 - c. Interim Executive Director Services Extension
 - d. Holiday Decor Installation Contract
 - e. EVTIP Grant Review
 - f. Winterfest
 - g. Michigan Downtown Association Annual Conference
9. Unfinished Business:
 - a. Parking Lot Plan Cost Sharing
 - b. Tree Board Collaboration
 - c. Code Enforcement Cost Sharing
 - d. Floral Contracts
 - e. PILOP Update - Parking Management
 - f. Employment Committee Update
 - g. Statement of support of Occupancy permits – Update
 - h. Holiday Décor Update
 - i. Grant writing Update
10. Board Member Comments
11. Adjournment



Romeo Downtown Development Authority

Regular Meeting

Monday, October 7, 2024

7:00 p.m.

AGENDA ACTION ITEM OVERVIEW

1. Agenda Item 8: New Business

a. Social Media Contract Amendment

The DDA's online presence is continuing to grow and receive positive feedback, but there are opportunities to grow its presence with additional time, focused efforts in creating active (real-time) content, and advertising. Attached is a proposal to amend the current contract with Verona Creative to enhance the SEO, social media and website presence. Currently the contract for services is \$1498 monthly. The intent of the amendment is to increase the number of hours of service to a cost of \$3235/month + ad budget, which will include:

- SEO optimization - from 5 to 10 hours per month. This will include enhancing the Google My Business profile, content updates and directory listings, site audit, schema markup and developing relationships with local bloggers, newspapers, and community sites to gain backlinks, improving the site's authority.
- Paid ads on Google and Social Media Channels - creation of ads/boosts, reporting statistics, and an ad budget of \$150-\$450/month is recommended.
- Social Media - adding one reel per week.
- Website - increasing hours from 4 to 8 hours per month based upon past actual hours incurred.
- Option to add live event coverage

There will also be a Google Ad one-time setup fee of \$582 if Google ads are desired, and then an option for Live Video at events for a cost of \$352 per event. After additional conversation with Verona Creative, she will also be providing an option for billing per hour on website updates as opposed to a monthly increase. New pricing will be provided at the Board meeting for consideration. The latest SEO and social media report is attached. The current budget adopted by the Board will need to be amended to reflect this change. Mid-year amendments will be prepared by the December meeting.

Recommendation: To approve the contract amendment with Verona Creative in the amount of \$_____ per month plus up to \$250 per month for advertising, \$_____ per hour for website updates, the one-time setup fee of \$582 for Google Ads, and up to four live social media video through the end of the contract totaling \$1408.

b. Weeding/Mulching Cost Share

The Village is requesting the DDA for a cost share on the weeding/mulching of areas within the DDA district this past summer. The total cost was \$2520.

Recommendation: To authorize the DDA to share in the cost of weeding and mulching services provided by the Village's contractor performed in the summer of 2024 in the amount of \$1260 (50%) of the total cost of \$2520.

c. Interim Executive Director Services Extension

The Interim Executive Director Services end October 15, 2024, and it is recommended to extend services on a monthly basis through December 15, 2024. The Executive Director search is underway with interviews set for the middle of the month of October, and depending on the outcome of the interviews, the DDA could potentially have a candidate to approve in November. The extension of time would allow time for finalizing contracts with the new Executive Director and establishing necessary employment files before the person begins. The monthly interim services fee is \$7500.

Recommendation: To approve the extension of the Interim Executive Directors services with POW! Strategies, Inc., through December 15, 2024.

d. EVTIP Grant

The Village of Romeo is benefitting from a grant partnership with the University of Michigan Economic Growth Institute to conduct an Attractions Strategic Plan and Wayfinding for Romeo. Following the recent closure of the Ford Engine Plant, the Village of Romeo has been focusing on revitalization efforts, supported by investment from the State of Michigan for community economic development. Using infrastructure to spur economic growth, this project would address the need for an effective attraction strategy and include wayfinding signage recommendations essential for promoting businesses and attractions and enhancing navigability for visitor traffic. This strategy aims to boost the local economy and stimulate community vibrancy. This project aims to achieve the following objectives to create a welcoming and navigable environment that promotes local businesses, reflects its historical significance, and enhances the overall quality of life for residents and visitors alike:

- Promote Economic Development
 - Encourage new business ventures and attract investors by creating a vibrant and supportive environment for economic growth.
 - Foster partnerships between local businesses and the community to drive economic activities and job creation.
- Promote Local Businesses and Attractions
 - Highlight and boost the visibility of local businesses and cultural sites to encourage exploration and support economic development.

- Provide clear and attractive signage to guide visitors, residents, and employees to shopping, dining, parking, landmarks, locations of interest, and parks.
- Improve Navigation and Accessibility
 - Recommend a cohesive and intuitive wayfinding system to help visitors and residents easily locate key destinations and assets in the CBD, such as parking, commercial areas, historical sites, parks, and municipal buildings.
 - Engage with the Village of Romeo’s Downtown Development Authority and Village of Romeo Government leadership to advise on the location and types of signs. Recommendations should include the addition, removal, or repair of existing signage and prioritizing wayfinding signage for those entering the CBD.
 - Ensure that signage recommendations are accessible to all individuals, including those with disabilities, by adhering to ADA (Americans with Disabilities Act) standards.
- Ensure Sustainable and Cost-effective Solutions
 - Develop an attraction strategy that is both cost-effective and sustainable, considering long-term maintenance and replacement costs.
 - Utilize environmentally friendly materials and practices wherever possible.

The Romeo DDA has been actively engaging in the development and review of this RFP.. Seven proposals were received and evaluated by the team including the Village President - Meagan Poznanski, Danielle Lee, Cristina Sheppard-Decius and the UofM Economic Growth Institute representatives Mary Ammerman, Carmen Wells Quig. The committee recommends accepting the proposal from Crimson (see proposal and supporting documents attached) in the amount of \$79,680, and making the recommendation to Village Council in support of this proposal.

Recommendation: To approve recommending to Village Council accepting the proposal from Crimson in an amount not to exceed \$79,680 for the Central Business District Attraction Strategy.

e. Winterfest

The Board needs to determine if it plans to host the Winterfest event in 2025 and the details of the event, including the race, committee coordinators, budget and promotions. The cross country coach reached out and is interested in doing the 5K again this year.

f. Michigan Downtown Association

The Michigan Downtown Association’s Annual Conference is November 7-8 in Ann Arbor this year. If a Board member is interested in attending to learn and network with other downtowns, please confirm your interest. The event's details are attached. Cost is \$275.

If the Board intends to sponsor a Board member to attend on its behalf, a motion would be in order.

2. Agenda Item 9: Unfinished Business

a. Parking Lot Plan Update / PILOP

- i. The Village Board tabled the quote to analyze the parking lots again last month. We have received an additional quote that is much less. The recommendation is to have the Village go out for RFQ.
- ii. Minor changes to the current parking ordinance are required, the village attorney is working on them.
- iii. The PILOP committee continues to meet monthly. We are in the process of entering into a contract with Park Mobile. A draft agreement with the Village for transfer of funds and maintenance of parking lots is attached for review and discussion. Annual cost estimates of maintenance and repair to be provided by the Village.

Recommendation: To approve the draft parking agreement with the Village of Romeo to transfer a portion (identify specific amount) of the Parkmobile funds collected by the DDA on a quarterly basis for the maintenance, repair and improvements of the public parking lots in the DDA, and to authorize the DDA to pay the Village an additional amount of \$_____ annually for the maintenance and repair of parking lots contingent upon cost estimates provided and reviewed by the Board on an annual basis.

b. Tree Collaboration

At last month's meeting, the Board entertained designating a member of the Board to serve as a liaison to the Village's Tree Board and attend their meetings. Director Hutnick was considering the designation contingent on availability with meetings, which are the second Thursday of the month at 7 p.m.

Recommendation: To designate Director Hutnick as the liaison between the DDA and the Tree Board.

c. Code Enforcement Cost Sharing

This item was tabled at last month's meeting for future discussion and potentially after review of ordinances to determine what may be accomplished at the code level first and then further exploration of staffing needs.

d. Floral Contracts

Final contract costs with Vans Valley and Jusko for the 2025 floral season have been determined and contract pricing will increase by \$1000 for Vans Valley install and maintenance, and \$500 for Jusko's Greenhouse for summer and fall plant materials and hanging baskets.

Recommendation: To approve the following contracts for the 2025 floral season with:

- Vans Valley in the amount of \$26,900 for maintenance and watering of all summer and fall plant materials, as well as the installation and removal services of all hardware, hanging baskets and plant materials for summer and fall;
- Jusko in the amount of \$16,500 for the growth and delivery of all summer and fall plant materials for hanging baskets, stationary pots, alleyways, parking lot, gazebo (pavilion), and planter boxes.

e. Employment Committee Update

Phone interviews have been conducted with a slate of candidates this past week and interviews with final candidates will be held mid-month. Anticipated recommendation date for Board approval will be in November depending on the outcome of the interviews.

f. Holiday Décor Update

The DDA received two quotes for the installation of the new holiday decor, with two other firms declining to provide a quote. Pricing ranged significantly between the two companies. Holiday decor is in the process of being purchased and delivered.

Recommendation: To approve contracting with Zoro's Christmas Lights in the amount of \$9,500 for the installation, maintenance and removal of holiday decor for the 2024/25 season, with a 20% deposit due prior to installation.

g. Grant Writing Update

Update will be provided at the table.

Romeo Downtown Development Authority Regular Meeting

Monday, September 9, 2024 – 7:00 p.m.

361 Morton Street, Romeo, MI 48065 South Meeting Room

MINUTES

1. Roll Call: 7:00 p.m.
Present – St Laurent, Hutnick, Lee, Poznanski, Osebold, Rose, VanWormer
Absent – Bowers
2. Pledge of Allegiance
3. Approval of agenda –
Motion to approve the agenda as presented.
Motion by: Lee Second by: VanWormer
No further discussion.
All ayes. Motion Passes: 7-0
4. Approval of the Minutes:
August 5, 2024, Regular Meeting Minutes
Motion by: St. Laurent Second by: Osebold
No further discussion.
Motion Passes: 7-0
5. Public Forum:
Ashley Cirque, MSU grad student working on her dissertation of creating digital/online downtown historic heritage stories that will be an immersive experience for consumers. Currently collecting stories and images. Would want to know how long the DDA would like this live in the future.
6. Financial Report:
 - a. Report in board packet from Plante Moran and verbally given by Sheppard-Decius. Report through August 31, 2024. Deposit total of \$5,982.71, including a payment from the Four County Community Foundation of \$5,000 for the grant writing internship program. The other \$5,000 will be issued if the intern agrees to extend her time. The second intern declined the position. Bills total \$16,816.27. Verification of payment to Brittney Rodriguez and sponsorship from the Romeo Rotary are needed to close out the VintageFest accounting. There is a fund balance of \$256,317.93.
 - b. Approve payment of bills July 25, 2024, through August 31, 2024, in the amount of \$16,816.27.
Motion by: VanWormer Second by: Poznanski
Roll Call:

Yes: St Laurent, Hutnick, Lee, Poznanski, Osebold, Rose, VanWormer
No:
No further discussion.
Motion passes 7-0

7. Funding Requests:

a. Fund Request Policy Amendment

The fund request policy of the DDA is outdated and needs to be updated with current practices. A draft of the recommended changes was provided in the packet.

Motion to approve the Fund request policy amendment as provided.

Motion by: Rose Second by: Osebold

No further discussion.

Motion Passes: 7-0

b. 9th Annual Art & Wine Walk - NMRC

The Northern Macomb Regional Chamber of Commerce submitted a request for funding the 9th Annual Art & Wine Walk at 19 different locations in the downtown in the amount of \$900. The Romeo DDA has supported this program in the past. Fund request remains the same as previous years.

Motion to approve the funding request from the Northern Macomb Regional Chamber of Commerce for the 9th Annual Art & Wine Walk on October 11, 2024, in the amount of \$900.

Motion by: Rose Second by: Lee

No further discussion.

Motion Passes: 7-0

8. Unfinished Business:

- a. Parking Lot Plan Cost Sharing – Lee presented that the Village has received a quote for survey and design of the DDA parking lots totaling \$141,440, with details of the work included in the packet. Recommend approval of a cost sharing agreement with the Village in the amount of \$70,000 from the DDA. Poznanski noted Council’s input regarding the project and that DDA involvement would be beneficial. Work to include the adjacent alleys, but that timing of the project is dependent on upcoming elections and construction costs. Church Street and Bailey may be completed at a later date to review alley traffic circulation, and as funds are available. Board members noted that signage is needed for one-way alleys and traffic flow, consolidation of dumpsters, and specific traffic circulation for trucks and deliveries.

Motion to approve the cost sharing of \$70,000 from the DDA to help the Village conduct the survey and design work for improving the DDA parking lots.

Motion by: Rose Second by: VanWormer

Roll Call:

Yes: St Laurent, Hutnick, Lee, Poznanski, Osebold, Rose, VanWormer

No:

No further discussion.

Motion Passes: 7-0

- b. Tree Board Collaboration – Lee introduced this item. The Tree Board was working on a grant through the DNR which would include a treescape project. Recommends having a DDA representative go to Tree Board meetings as a liaison. Meetings are the second Thursday of the month at 7 p.m. Hutnick stated she may be able to serve as the representative, but needed to verify her schedule. No motion.
- c. Code Enforcement Cost Sharing – Sheppard-Decius introduced this item stating that Bowers requested it be put on the agenda for discussion. Poznanski stated that the Village is still short-staffed and has looked into other options. Important that the approach be friendly. Suggested reviewing ordinances for necessary updates. More information needed.

Motion to table indefinitely the discussion of code enforcement cost sharing.

Motioned: Van Wormer Second: Osebold

No further discussion.

All ayes.

Motion passes 7-0.

- d. Board Packet Distribution - Rose introduced item stating that to increase efficiencies for the Romeo DDA, it is recommended to move away from printing and delivering the Board packets to the Board members, and only provide an electronic copy prior to the Board meetings. Hard copies will be provided at the Board meeting table. A printed copy can be arranged ahead of time at the office.

9. New Business:

- a. Floral Contract - Rose stated that mums will be delivered at the end of the month and fall lights/decor installed by Carl Brandt and Vans Valley. Final cost updates for 2025 seasonal decor and flowers will be forthcoming. Banners to be installed last week of September. Hutnick noted that the traffic line of sight by motorists is impacted near the gas station and Four Corners Diner. Relocate unused brackets and update map.
- b. PILOP Update - Lee provided overview of status of parking plan, including that the committee recommends using Parkmobile for paid parking on-street and the DDA manage the paid parking contract; collecting funds in a separate line item and transferring funds to the Village for parking lot improvements; and ordinances may need to be revised to accommodate paid parking. Marketing materials will be created and sent to homeowners to educate them on the new system. Citations will go to the Village. Question as to handicap parking - will be free and will need to explore both an in app message and visual in-person signage. Parking passes will be available for residents - two

per household. Question whether parking validation is an option and if veterans will receive a benefit.

Motion to authorize the DDA to enter into a contract with Parkmobile and to approve the DDA establishing a separate fund line item to hold funds less any marketing and promotional costs on an annual basis for future transfer to the Village once the parking lot design is completed and construction scheduled.

Motion by: Lee Second by: VanWormer

Roll Call:

Yes: St Laurent, Hutnick, Lee, Poznanski, Osebold, Rose, VanWormer

No:

Discussion: Village fund transfer process needs to be determined.

Motion passes 7-0

- c. Treasurer Appointment - St. Laurent introduced item that the Board is in need of reappointing a Treasurer for the remaining calendar year. VanWormer offered to take the position.

Motion to appoint VanWormer as Treasurer of the Romeo DDA.

Motion by: Lee Second by: Hutnick

No further discussion.

All ayes.

Motion passes 7-0

- d. Employment Committee Update - Position has been posted for the Executive Director and deadline for submitting resumes is September 15, 2024.
- e. Statement of Support of Occupancy Permits - St. Laurent will send the letter to the Board for its records.
- f. Holiday Decor Update - Request for proposals for holiday decor installation will be sent out shortly. Product is in the process of being ordered.
- g. Grant Intern Update - Intern written update stated that in order to pursue some of the identified grants for streetscape improvements, concept plans and budgets are necessary.

Motion to authorize the Executive Director to issue a request for proposals for designing concept plans and budgets for a streetscape project along Main Street.

Motion by: Lee Second by: St. Laurent

No further discussion.

All ayes.

Motion passes 7-0.

10. Board Member Comments

VanWormer looks forward to working as treasurer. St. Laurent thanked the PILOP Committee for its hard work and mentioned new business coming to town. Lee thanked businesses for PeachFest success. Poznanski thanked the DDA Board for being an active board. Osebold concurred and acknowledged a great job on parking and PeachFest. Hutnick congratulated VanWormer on the Treasurer appointment and stated that she is trying to get more people to attend Board meetings from the businesses and that the public comment portion may need to be modified to accommodate. Procedures were discussed and to be further explored by the Executive Director.

11. Adjournment: 9:04 p.m.

Motion to adjourn.

Motioned: Lee Second: Osebold

All ayes.

Motion passes: 7-0

October 1st, 2024
Romeo DDA Board
141 S. Main Street – Suite A
Romeo, MI 48065

RE: September 2024 Finance Report to Board of Directors

The financial statements are year to date from July 1st, 2024, to September 27th, 2024, due to the timing of the board meeting. All transactions are included for this period.

Total deposits of **\$4,722.48** include the following:

- The Deposit from Macomb County for \$4,722.48 which was for the quarterly disbursement of 911 wireless surcharge. Was received and cashed by the DDA in error. The DDA will reimburse the Village in October 2024.

Total bills presented for approval are **\$21,529.79**

A reminder that the audit is scheduled for October 14th, 2024.

Work completed in September 2024

Danielle Lee, Romeo DDA Board Member and Cristina Sheppard-Decius, Interim Executive Director entered all invoices and issued checks. Plante Moran closed the month through September 27th, 2024, and prepared the following schedules for the Board packet:

Statement of Financial Position
Budget to Actual Statement
Statement of Activity
Transaction List by Date
Bank Reconciliation

Sincerely,

Rylee Reed, Plante Moran PLLC

Romeo Downtown Development Authority
Statement of Financial Position
As of September 27, 2024

	As of Sep 27, 2024	Total As of Sep 27, 2023 (PY)	Change
ASSETS			
Current Assets			
Bank Accounts			
4 Checking - Tri-County Bank	239,510.62	138,306.09	101,204.53
Total Bank Accounts	\$ 239,510.62	\$ 138,306.09	\$ 101,204.53
Accounts Receivable			
11000 Accounts Receivable	0.00	2,856.86	-2,856.86
Total Accounts Receivable	\$ 0.00	\$ 2,856.86	-\$ 2,856.86
Total Current Assets	\$ 239,510.62	\$ 141,162.95	\$ 98,347.67
TOTAL ASSETS	\$ 239,510.62	\$ 141,162.95	\$ 98,347.67
LIABILITIES AND EQUITY			
Liabilities			
Current Liabilities			
Accounts Payable			
20000 *Accounts Payable	0.00	250.00	-250.00
Total Accounts Payable	\$ 0.00	\$ 250.00	-\$ 250.00
Other Current Liabilities			
24000 Payroll Liabilities	0.00	755.38	-755.38
Total Other Current Liabilities	\$ 0.00	\$ 755.38	-\$ 755.38
Total Current Liabilities	\$ 0.00	\$ 1,005.38	-\$ 1,005.38
Total Liabilities	\$ 0.00	\$ 1,005.38	-\$ 1,005.38
32000 Fund Balance	287,307.83	158,637.35	128,670.48
Change in Fund Balance	-47,797.21	-18,479.78	-29,317.43
Total Fund Balance	\$ 239,510.62	\$ 140,157.57	\$ 99,353.05
Ending Fund Balance	\$ 239,510.62	\$ 141,162.95	\$ 98,347.67

Thursday, Oct 03, 2024 05:42:31 AM GMT-7 - Accrual Basis

Romeo Downtown Development Authority
Budget vs. Actuals: Budget_FY25_P&L - FY25 P&L

July 1 - September 27, 2024

	Total			
	Actual	Budget	Remaining	% Remaining
Revenue				
410.000 Property Tax Revenue		5,690.01	5,690.01	100%
416.004 Michigan TIFA Replacement Fund		3,900.00	3,900.00	100%
Total 416.00 TIF Revenue	\$ 4,722.48	\$ 58,812.51	\$ 54,090.03	92%
665.000 Interest Income	472.71	444.99	-27.72	-6%
Total 672.000 Other Revenue - Donations & Misc	\$ 5,510.00	\$ 0.00	-\$ 5,510.00	
Total Revenue	\$ 10,705.19	\$ 64,947.51	\$ 54,242.32	84%
Expenditures				
Total 700.00 Employee Expenses	\$ 0.00	\$ 16,209.99	\$ 16,209.99	100%
Total 720.000 Office Expenses	\$ 1,132.44	\$ 1,677.51	\$ 545.07	32%
800.000 Professional Services, Training & Memberships	431.20		-431.20	
870.000 Marketing Fees	3,734.00	2,904.99	-829.01	-29%
880.050 CBD Revenue Sharing		2,499.99	2,499.99	100%
Total 880.050 CBD Revenue Sharing	\$ 0.00	\$ 3,874.98	\$ 3,874.98	100%
Total 880.100 Downtown Decorations	\$ 24,573.01	\$ 32,499.99	\$ 7,926.98	24%
Total 880.200 CBD Events	\$ 287.00	\$ 6,999.99	\$ 6,712.99	96%
Total Expenditures	\$ 58,502.40	\$ 70,092.48	\$ 11,590.08	17%
Change in Fund Balance	\$ (47,797.21)	\$ (5,144.97)	\$ 42,652.24	-829%
6/30/2024 - Fund Balance	\$ 287,307.83			
Change in Fund Balance	\$ (47,797.21)			
9/27/2024 Fund Balance	\$ 239,510.62			

Tuesday, Oct 01, 2024 07:53:05 AM GMT-7 - Accrual Basis

Romeo Downtown Development Authority
Transaction List by Date
 August 31 - September 27, 2024

Date	Transaction Type	Num	Posting	Name	Memo/Description	Account	Split	Amount
Beginning Balance - Tri-County Checking								256,317.93
09/09/2024	Deposit		Yes	County of Macomb		4 Checking - Tri-County Bank	416.001 TIF Revenue:Village of Romeo TIFA	4,722.48
								Total Deposits 4,722.48
09/03/2024	Check	3328	Yes	Josephine Ogle		4 Checking - Tri-County Bank	800.000 Professional Services, Training & Memberships	(322.20)
09/03/2024	Check	3329	Yes	Northern Macomb Regional Chamber of Commerce		4 Checking - Tri-County Bank	812.000 Professional Services, Training & Memberships.Memberships	(105.00)
09/03/2024	Check	3330	Yes	Plante Moran, PLLC		4 Checking - Tri-County Bank	802.000 Professional Services, Training & Memberships.Audit & Contracted Acctg Fees	(910.00)
09/03/2024	Check	3331	Yes	Verona Creative Marketing, LLC		4 Checking - Tri-County Bank	870.000 Marketing Fees	(1,498.00)
09/04/2024	Check	3332	Yes	Plante Moran, PLLC		4 Checking - Tri-County Bank	802.000 Professional Services, Training & Memberships.Audit & Contracted Acctg Fees	(1,600.00)
09/04/2024	Check	3333	Yes	Michigan Downtown Association	Invoice #3585	4 Checking - Tri-County Bank	812.000 Professional Services, Training & Memberships.Memberships	(250.00)
09/05/2024	Journal Entry	171	Yes	Google Fees		4 Checking - Tri-County Bank	-Split-	(100.80)
09/10/2024	Expenditure		Yes	Canva		4 Checking - Tri-County Bank	870.000 Marketing Fees	(15.00)
09/10/2024	Expenditure		Yes	Quickbooks		4 Checking - Tri-County Bank	720.080 Office Expenses:Computer Program Fees	(99.00)
09/11/2024	Expenditure		Yes	Consumer Cellular		4 Checking - Tri-County Bank	857.000 Office Expenses:Telephone Service	(25.68)
09/15/2024	Check	3334	Yes	Vans Valley Watering		4 Checking - Tri-County Bank	880.110 Downtown Decorations:Flower & Plant Maintenance	(4,875.00)
09/15/2024	Check	3335	Yes	Void		4 Checking - Tri-County Bank	Void	-
09/15/2024	Check	3336	Yes	POW! Strategies, Inc.		4 Checking - Tri-County Bank	-Split-	(7,514.60)
09/15/2024	Expenditure		Yes	7 South Consulting		4 Checking - Tri-County Bank	720.060 Office Expenses:Small Office Equipment	(187.50)
09/16/2024	Check	3337	Yes	Northern Macomb Regional Chamber of Commerce		4 Checking - Tri-County Bank	880.000 Community Promotions	(900.00)
09/16/2024	Check	3338	Yes	Jusko's Greenhouse		4 Checking - Tri-County Bank	880.120 Downtown Decorations:Flower Baskets & Pots	(3,000.00)
09/16/2024	Check	3339	Yes	Void		4 Checking - Tri-County Bank	-Split-	-
09/23/2024	Check	3340	Yes	Josephine Ogle	Invoice #004	4 Checking - Tri-County Bank	800.000 Professional Services, Training & Memberships	(109.00)
09/25/2024	Check	3341	Yes	Carl Brandt		4 Checking - Tri-County Bank	880.140 Downtown Decorations:Fall Harvest Decorations	(18.01)
								Total Bills (21,529.79)
Agrees to Bank Reconciliation at 9/27/2024								239,510.62

Tuesday, Oct 01, 2024 08:45:40 AM GMT-7

Romeo Downtown Development Authority

Statement of Activity

July 1 - September 27, 2024

	Jul 1 - Sep 27, 2024	Total Jul 1 - Sep 27, 2023 (PY)	Change
Revenue			
416.00 TIF Revenue			0.00
416.001 Village of Romeo TIFA	4,722.48		4,722.48
Total 416.00 TIF Revenue	\$ 4,722.48	\$ 0.00	\$ 4,722.48
665.000 Interest Income	472.71	399.63	73.08
672.000 Other Revenue - Donations & Misc			0.00
674.000 Private Contributions and Donations	5,000.00		5,000.00
675.000 Public Donations			0.00
675.002 Vintage Fest Donations	510.00	2,575.00	-2,065.00
675.003 Screechfest Donations		500.00	-500.00
675.004 Old Fashioned Christmas Donations		500.00	-500.00
675.005 Downtown Beautification		1,000.00	-1,000.00
Total 675.000 Public Donations	\$ 510.00	\$ 4,575.00	-\$ 4,065.00
Total 672.000 Other Revenue - Donations & Misc	\$ 5,510.00	\$ 4,575.00	\$ 935.00
Total Revenue	\$ 10,705.19	\$ 4,974.63	\$ 5,730.56
Gross Profit	\$ 10,705.19	\$ 4,974.63	\$ 5,730.56
Expenditures			
700.00 Employee Expenses			0.00
715.000 Employer Payroll Taxes		-45.52	45.52
Employer Social Security Taxes		57.37	-57.37
Total 700.00 Employee Expenses	\$ 0.00	\$ 11.85	-\$ 11.85
720.000 Office Expenses	19.04	0.00	19.04
720.050 Postage	14.60		14.60
720.060 Small Office Equipment	187.50	105.99	81.51
720.080 Computer Program Fees	834.29	418.50	415.79
727.000 Office Supplies		307.76	-307.76
857.000 Telephone Service	77.01	23.35	53.66

910.000 Printing & Copy Fees		38.00		-38.00
964.000 Bank Service Fee		49.94		-49.94
Total 720.000 Office Expenses	\$	1,132.44	\$	943.54
\$			\$	188.90
800.000 Professional Services, Training & Memberships		431.20	105.00	326.20
802.000 Audit & Contracted Acctg Fees		6,313.75		6,313.75
812.000 Memberships		355.00		355.00
880.230 Web Site Development & Hosting		2,996.00		2,996.00
Outside Office Help		7,500.00		7,500.00
Total 800.000 Professional Services, Training & Memberships	\$	17,595.95	\$	105.00
\$			\$	17,490.95
806.000 Contracted Services		10,280.00		10,280.00
870.000 Marketing Fees		3,734.00	1,990.00	1,744.00
880.000 Community Promotions		900.00		900.00
880.100 Downtown Decorations				0.00
880.110 Flower & Plant Maintenance		14,625.00	7,683.32	6,941.68
880.120 Flower Baskets & Pots		3,000.00	5,000.00	-2,000.00
880.125 Downtown Maintenance and Improvements			404.77	-404.77
880.140 Fall Harvest Decorations		18.01		18.01
880.170 New Banners		6,930.00		6,930.00
Total 880.100 Downtown Decorations	\$	24,573.01	\$	13,088.09
\$			\$	11,484.92
880.200 CBD Events				0.00
880.210 CBD Events			1,750.00	-1,750.00
880.225 VintageFest		287.00	5,339.40	-5,052.40
880.240 Advertising/Promotions			114.03	-114.03
Total 880.200 CBD Events	\$	287.00	\$	7,203.43
\$			-\$	6,916.43
Payroll Expenses				0.00
Wages			112.50	-112.50
Total Payroll Expenses	\$	0.00	\$	112.50
\$			-\$	112.50
Total Expenditures	\$	58,502.40	\$	23,454.41
\$			\$	35,047.99
Fund Balance	-\$	47,797.21	-\$	18,479.78
-\$			-\$	29,317.43
Change in Fund Balance	\$	(47,797.21)	\$	(18,479.78)
\$			\$	(29,317.43)

Wednesday, Oct 02, 2024 06:30:44 AM GMT-7 - Accrual Basis

Romeo Downtown Development Authority

4 Checking - Tri-County Bank, Period Ending 09/27/2024

RECONCILIATION REPORT

Reconciled on: 10/01/2024

Reconciled by: Rylee Reed

Any changes made to transactions after this date aren't included in this report.

Summary

USD

Statement beginning balance.....	259,820.68
Checks and payments cleared (11).....	-15,754.78
Deposits and other credits cleared (3).....	4,722.48
Statement ending balance.....	<u>248,788.38</u>

Uncleared transactions as of 09/27/2024.....	-9,277.76
Register balance as of 09/27/2024.....	239,510.62

Details

Checks and payments cleared (11)

DATE	TYPE	REF NO.	PAYEE	AMOUNT (USD)
08/31/2024	Expense		Canva	-15.00
09/03/2024	Check	3330	Plante Moran, PLLC	-910.00
09/03/2024	Check	3329	Northern Macomb Regional C...	-105.00
09/03/2024	Check	3328	Josephine Ogle	-322.20
09/04/2024	Check	3332	Plante Moran, PLLC	-1,600.00
09/05/2024	Journal	171		-100.80
09/10/2024	Expense		Quickbooks	-99.00
09/11/2024	Expense		Consumer Cellular	-25.68
09/15/2024	Expense		7 South Consulting	-187.50
09/15/2024	Check	3336	POW! Strategies, Inc.	-7,514.60
09/15/2024	Check	3334	Vans Valley Watering	-4,875.00

Total -15,754.78

Deposits and other credits cleared (3)

DATE	TYPE	REF NO.	PAYEE	AMOUNT (USD)
09/09/2024	Deposit		County of Macomb	4,722.48
09/15/2024	Check	3335	Void	0.00
09/16/2024	Check	3339	Void	0.00

Total 4,722.48

Additional Information

Uncleared checks and payments as of 09/27/2024

DATE	TYPE	REF NO.	PAYEE	AMOUNT (USD)
06/13/2024	Check	3297	John Riske	-181.26
06/13/2024	Check	3298	Meagan Poznanski	-161.62
06/13/2024	Check	3300	FAMS Screen Printing & Embr...	-2,300.00
06/24/2024	Check	3308	MI Unemployment Insurance ...	-570.12
06/24/2024	Check	3309	Nick Antonucci	-39.75
08/12/2024	Check	3327	Mark Luedtke	-250.00
09/03/2024	Check	3331	Verona Creative Marketing, LLC	-1,498.00
09/04/2024	Check	3333	Michigan Downtown Association	-250.00
09/16/2024	Check	3337	Northern Macomb Regional C...	-900.00
09/16/2024	Check	3338	Jusko's Greenhouse	-3,000.00
09/23/2024	Check	3340	Josephine Ogle	-109.00
09/25/2024	Check	3341	Carl Brandt	-18.01

Total 018-9,277.76

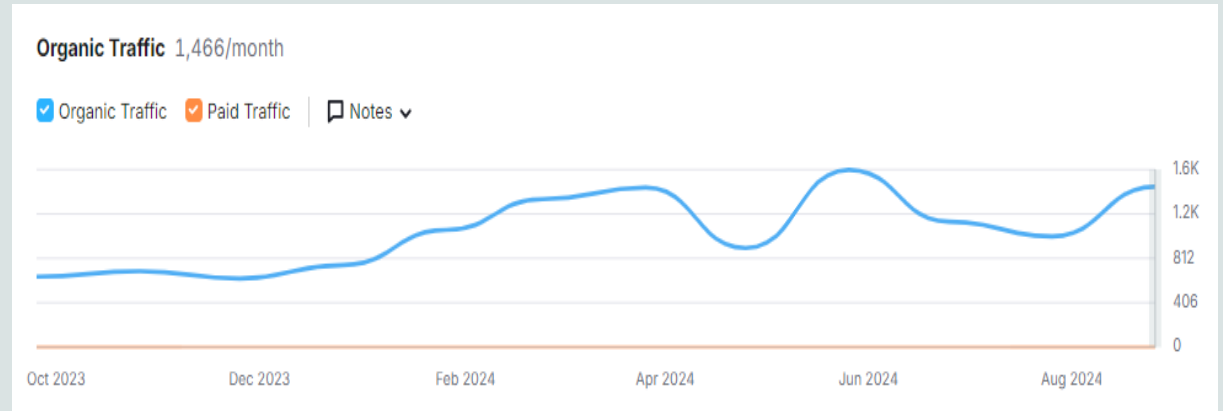


ROMEIO DDA
Monthly SEO
September'24

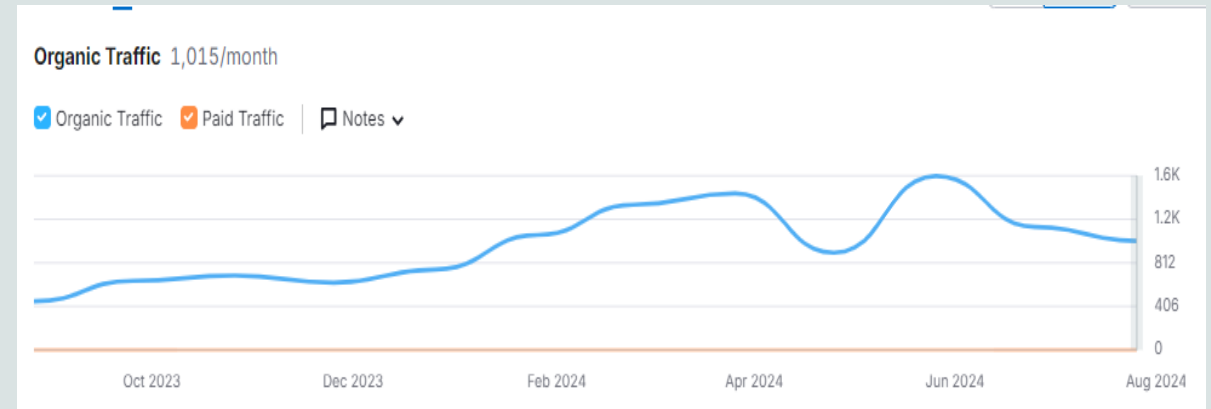


Organic Traffic Sept'24

- The graph shows a steady increase in organic traffic over the year, reaching a peak in June with 1,466 visits per month. Despite minor fluctuations, the overall trend is positive, indicating successful SEO efforts. The recent surge in traffic highlights effective strategies and growing online visibility.



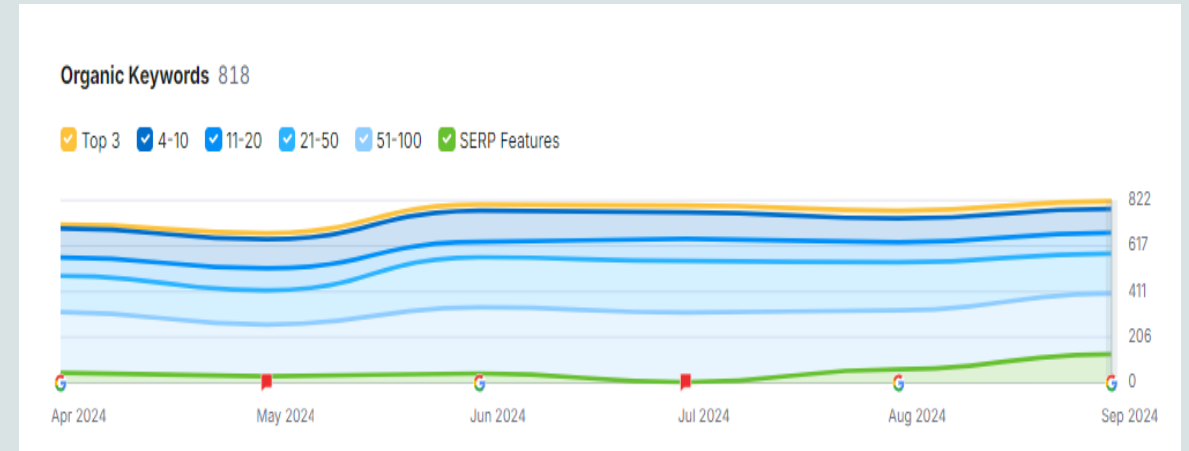
September'24



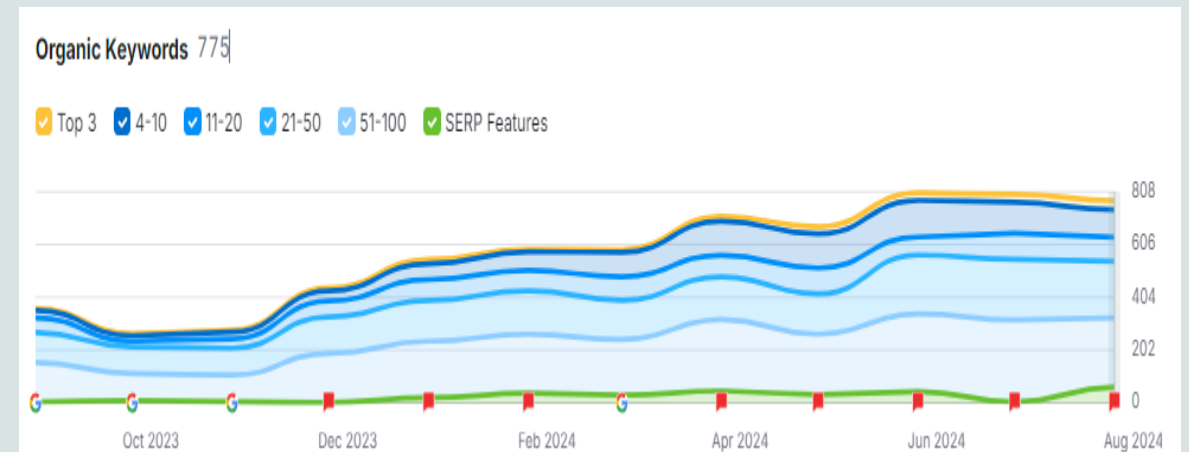
August'24

Organic Keywords August'24

The graph shows a notable increase in the number of organic keywords ranking over time, with September at 818 keywords. The consistent upward trend, especially in higher ranking positions (Top 3 to 10), highlights effective SEO strategies. This positive trajectory indicates improved visibility and search engine performance.



September'24



August'24

SEO Activities Performed

Updated the Meta Description of 3 URL's including titles.

Improved Titles, Meta Description of 3 pages



Proposed Activities

More URLs on the website will have their title tags and meta descriptions updated.

August 2024

Social Media Monthly Report

Arranged by



Prepared for



Table of *Content*



01	Table of Content
02	Introduction
03	Facebook Analytics - Impressions
04	Facebook Analytics - Fans
05	Facebook Analytics - Demographics
06	Facebook Analytics - Posts
07	Top Performing Facebook Post
08	Instagram Profile Performance
09	Instagram Hashtag Performance
10	Instagram Insight
11	Suggestion and Addition

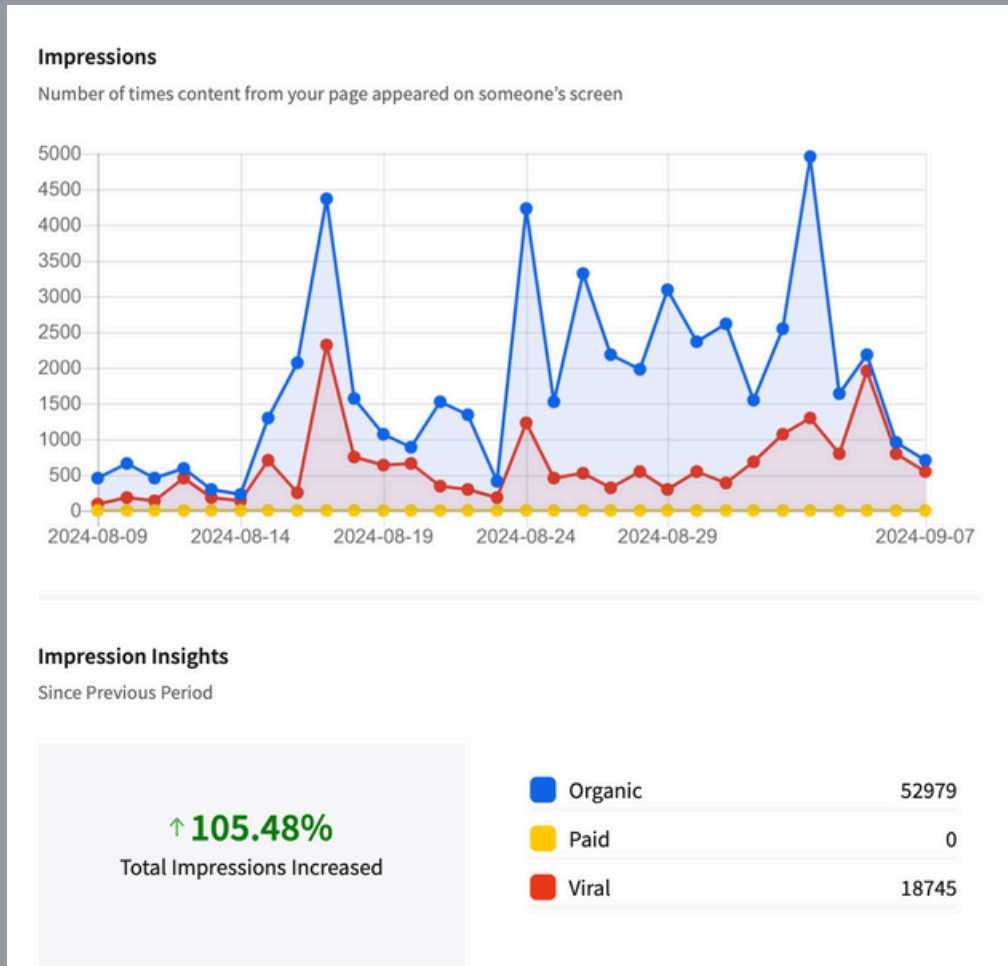


Introduction

Social media has become an integral part of modern-day communication, entertainment, and business. With the rise of smartphones and internet access, social media platforms have become a primary source of information and entertainment for billions of people around the world. From Facebook and Twitter to Instagram and TikTok, social media has transformed the way we interact with each other and with the world around us.

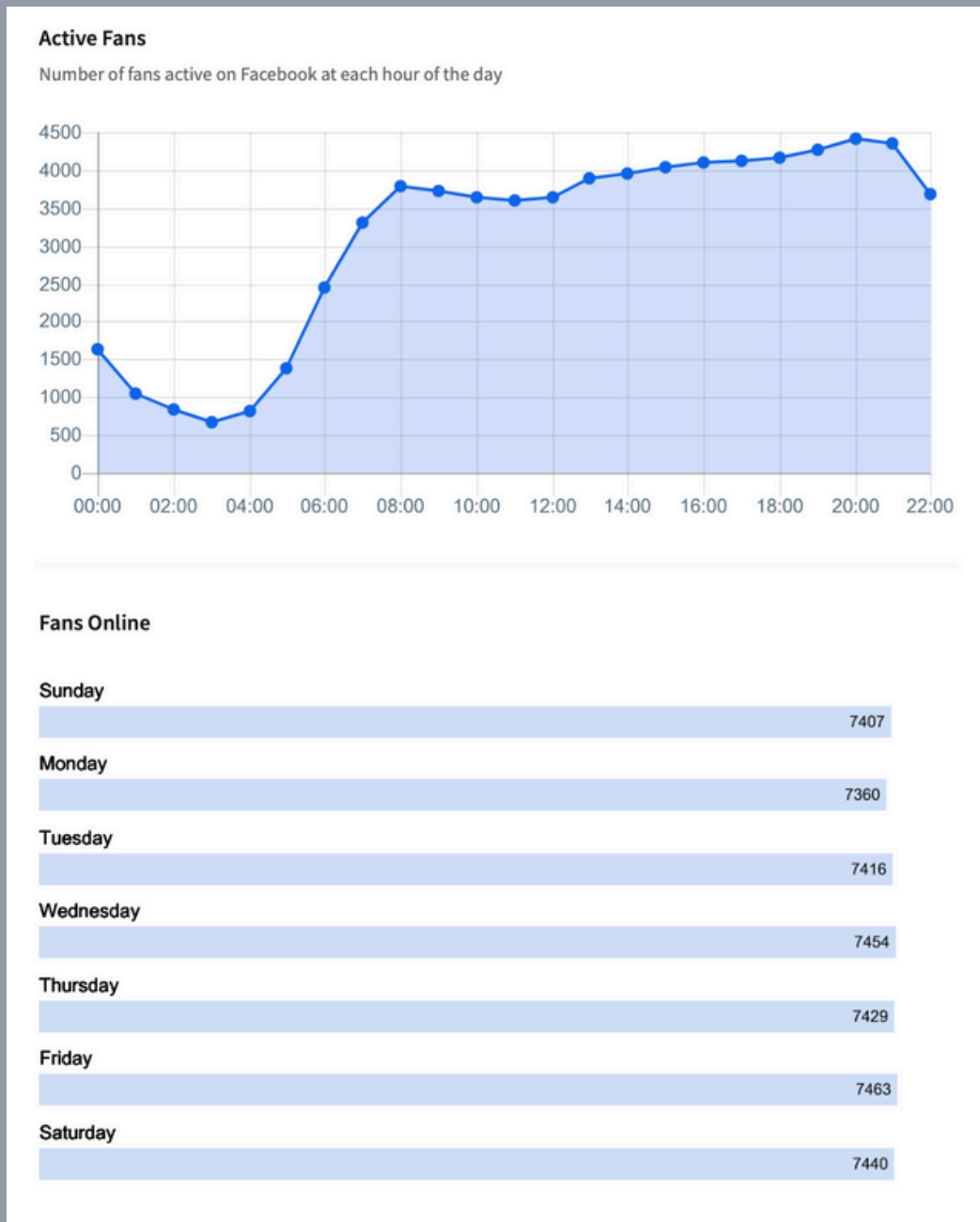
As we continue to navigate the complexities of the digital age, understanding social media trends, usage patterns, and audience behavior is essential for individuals and businesses alike. In this monthly report, we will explore the latest developments in social media, including emerging platforms, algorithm changes, and new features, to provide insights into how you can optimize your social media strategy for maximum impact.

Facebook Analytics - Impressions



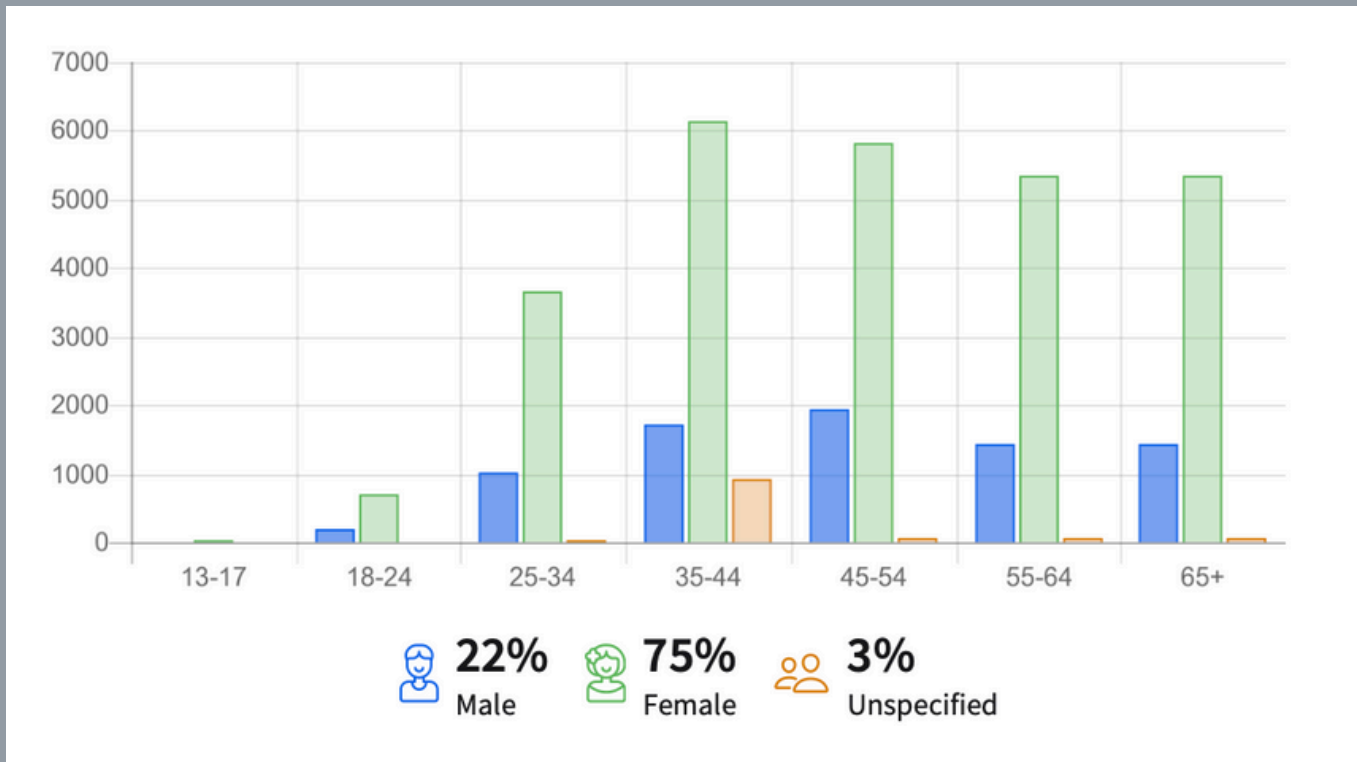
This is your monthly impressions. This is the number of times a post from your page appeared on someone's screen. Total Impressions continue to increase.

Facebook Analytics - Fans



This is the time of Day when your fans are active and the number of fans active on each day.

Facebook Analytics - Demographics



Demographic break down the composition of your audience.

Facebook Analytics - Posts

Posts Published



21

Great Going!

Posts Reactions



641

Hooray!

Post Reach



34.4K

↑ 81% in last 1 month

Post Engagement



1.5K

↑ 61% in last 1 month

Post Video Views



0

↓ 0% in last 1 month

Post Shares



61

↑ 42% in last 1 month

Engagement and reach are good. We will work on maintaining these numbers.

Top Performing Facebook Post

Downtown Romeo, MI
August 27 at 1:31PM · 🌐

👉 ✨ Step into a world of creativity at Starkweather Arts Center in Downtown Romeo! 🎨

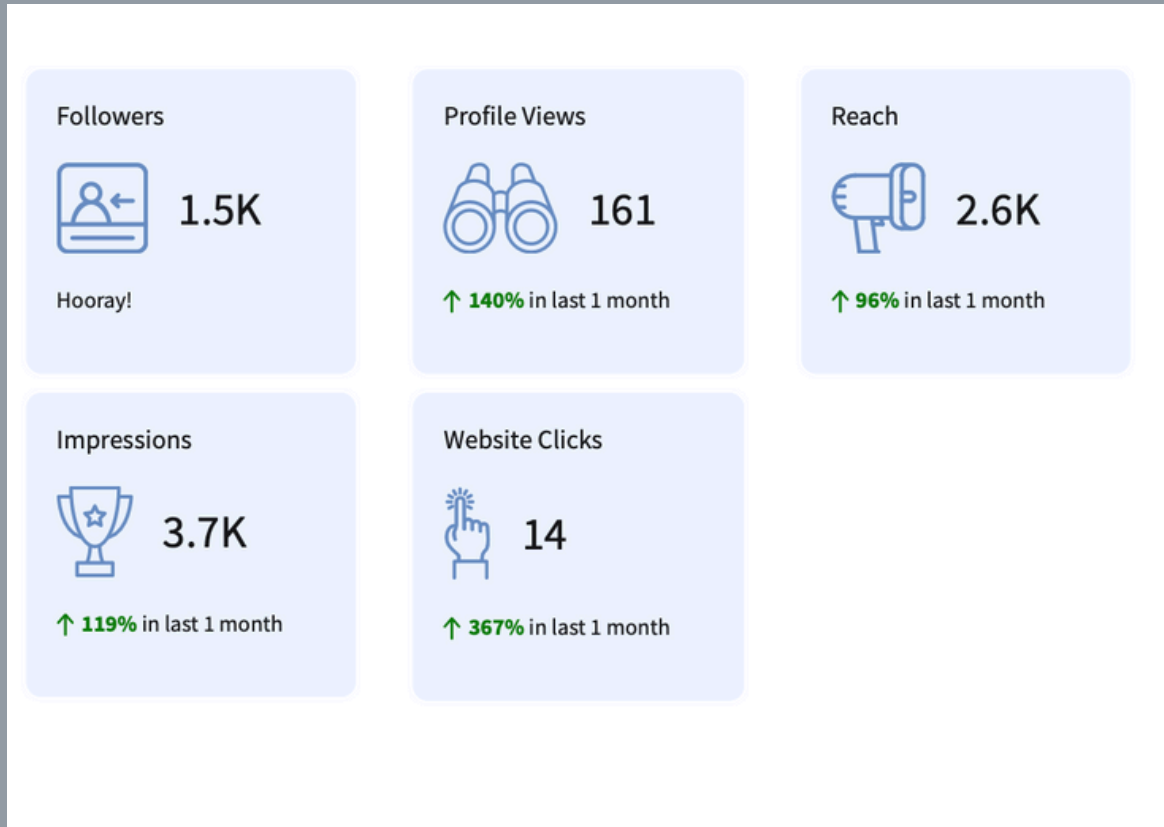
Located in a historic setting, this vibrant non-profit gallery offers an inspiring array of contemporary art, from magical realism and narrative portraiture to urban landscapes and surrealistic sculptures. Starkweather isn't just about viewing art; it's a community hub for engaging with art through workshops, performances, and educational programs. Dive into the arts and discover new perspe... [See more](#)

STARKWEATHER ARTS CENTER

👍❤️ 35 3 shares

This was the highest-performing post of August
Reach: 20,000 | Engagement 4% | Reactions: 46

Instagram - Profile



New Followers

19

Overall numbers are good. We will work on maintaining these numbers.

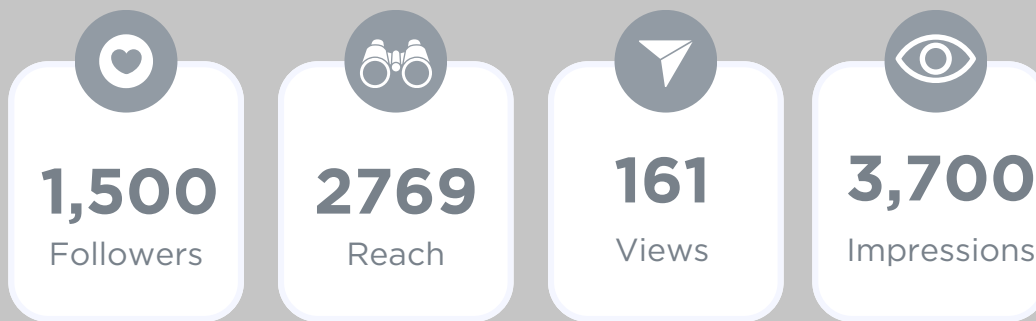
Instagram Hashtag Performance

Hashtag	Post Count	Average Reach	Average Engagement
RomeoMI	5	224	16
FeatureFriday	4	245	19
PeachFestival	3	250	14
DowntownRomeo	3	161	9
RomeoEvents	2	292	20
FamilyFun	2	292	20
ShopLocal	2	153	4
HomeDecor	2	153	4

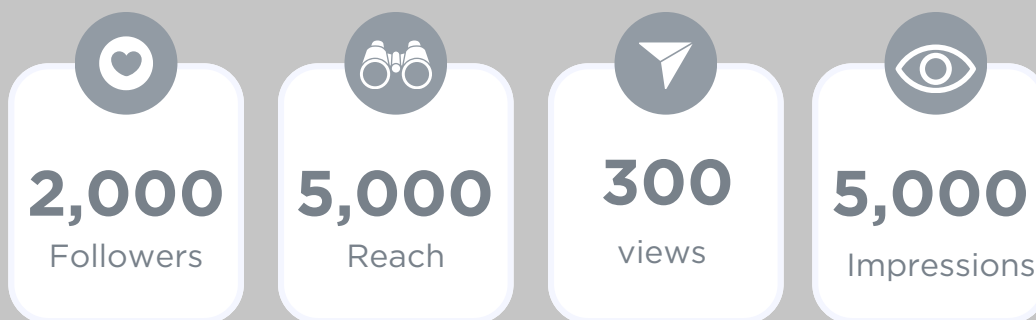
These are the top-performing hashtags and the number of people each one reaches.

Instagram Insight

Current Numbers



Goals



Suggestion and Addition

Improvements

Here are things we will work on improving in the next 30-90 days.

- Increase the number of video posts as there are currently none. Videos generally generate higher engagement than images or text.
- Currently, there is no paid reach. Consider allocating a small budget for boosting posts or running targeted ads to expand reach and attract new followers.
- Schedule posts when followers are most active to maximize reach and engagement. Analyzing peak online times can help tailor content delivery more effectively
- Experiment with different hashtag combinations to improve reach. Utilize popular and trending hashtags related to local events and community activities, such as #RomeoEvents and #SupportLocal.

Addition

Here are a few simple additions we can make to improve your social media performance:

- Currently, there are no Reels or Stories, missing an opportunity for dynamic, short-form content. Utilize these formats to share quick updates, event highlights, or behind-the-scenes looks at Downtown Romeo.
- Continue to spotlight local events and special offers, but do so with a creative twist, such as themed posts or countdowns to events to build anticipation. These strategies aim to enhance engagement, attract new followers, and build a stronger community presence on social media for Downtown Romeo, MI.



REQUEST FOR QUOTE

DOWNTOWN ROMEO STREETScape HOLIDAY DECORATIONS INSTALLATION WINTER 2024-25

The Downtown Development Authority (DDA) in the Village of Romeo, Michigan seeks companies to submit quotes to provide the installation of the **WINTER 2024-25** Holiday Decorations in the DDA District in downtown Romeo, northwest Macomb County, Michigan. Installation to be completed between November 1-15, 2024, and a removal deadline between January 15-30, 2025.

DDA Downtown Romeo Poles, Planters, Alleyway and Village Park

Scope of Work:

Remove Floral Baskets & Hardware from Lightpoles

- 98 singles
- 40 doubles/wrap-arounds
- Remove any old/other previous hardware that may prohibit new installation
- Deliver to DPW

Installation of Winter Holiday Decorations to be completed between November 1-15, 2024, and remove deadline between January 15-30, 2025

Poles in Central Business District & Village Park - Holiday Decorations

- 100 poles with greens and lights wrapping provided by DDA
- 50 poles with lighted “half-snowflake” attachment provided (alternating poles with Holiday banners installed by DPW)

Pots and Planters (9 Planters)

- Vendor to provide fresh greens (provided by Vendor) for 8 round planters and 1 long planter
- Add the reusable birch (5 per planter) and bow (1 per planter) to each planter (provided by DDA)

Three Alleyways

- Install lighted “half-snowflake” and greens swag across alley entries (provided by DDA).
 - Starkweather Alley- will require eyebolt into mortar of adjacent buildings and cable; electrical access off of lightpole in the alley.
 - Paton ManorAlley- use existing eyebolts and add new cable to hang; electrical access at rear of alley.
 - Parker Alley- use existing eyebolts and add new cable to hang; electrical access off of lightpole in the alley.

Village Park Decorations in Gazebo:

- Install 4 lighted snowflakes (provided by DDA) from rafters of Gazebo, one at each entry point. Do not drill into wood. Electrical access panel near Gazebo.
- Install 1 Selfie-Station/Photo Display

Village Hall

- 2 large 4ft. wreaths (provided by Vendor) at Village Hall

Maintenance of Holiday Decorations

- Cost of any Maintenance for Central Business District Holiday Decorations during the duration of the holiday season.
- Removal and disposal of all fresh greens from planters.
- Removal and delivery of all provided materials to the DPW at a time TBD.



Decorations that will be provided by Downtown Development Authority

- 100 Lit Garland
- 53 lit half-snowflakes
- 4 lit snowflakes
- 50 reusable birch
- 10 bows
- 3 greens swags
- 1 photo/selfie-station display

Company Qualifications

- Company must be a registered business in the State of Michigan.
- Company must provide three referrals for similar projects; Name, Location, and Contact information.
- Company must state their business qualifications.
- Company must be willing to provide liability and workers comp insurance. Village of Romeo and Romeo Downtown Development Authority must be added to insurance.

Criteria

The Romeo DDA reserves the right to reject any and all quotes, proposals and bids, to waive any formalities and to select the company and proposal in any manner deemed to be in the best interest of the Romeo DDA. The company selected shall agree not to discriminate against any employee or applicant for employment because of sex, race, age, religion, color, national origin, or disability status.

Information Including Deadline

The quote will be complete in legible form, preferably typewritten.

Please include the enclosed Quote Form and supporting qualification documents with your quote:

- Three referrals for similar projects, including name, location, and contact information.
- State business qualifications.

Mark the outside of your quote envelope or digital submittal:

Romeo DDA: DOWNTOWN ROMEO HOLIDAY DECORATIONS INSTALLATION

Proposals are due at the Romeo DDA Office by 3:00pm, Wednesday, October 7, 2024.

DDA Address: **141 S. Main St., Suite A, Romeo, Michigan 48065 or email info@romeodda.org.**

All information requested herein should be submitted with the Request for Quote. Failure to do so may result in rejection of the proposal as non-responsive and or incomplete.

For more information and questions contact:

Romeo DDA
Romeo MI. 48065
(586)752-1170
info@romeodda.org

Consultant Selection Justification - CBD Business Attraction Strategy For: Village of Romeo DDA Board Meeting

The Village of Romeo would like to use a consulting firm to provide consulting development and implementation services for the proposed Central Business District Business Attraction Strategy.

The Request for Proposal (RFP) was sent directly to a list of potential vendors and posted publicly via the Village's website and on BidNet's MITN site. In total, 7 vendors submitted proposals and were evaluated for these services. The list of vendors that submitted proposals in response to the RFP is included below:

Consultant Submission List
Suite Storees
Corbin Designs
Downtown Strategies via Retail Strategies, LLC
Place Dynamics LLC
Q+M, Division of American Eagle Co. Inc.
Fourth Economy
CRIMSON

The appropriateness of the proposal and consultant technical approach were tailored to the client's need for a proactive and exhaustive marketing approach to support business, visitor and residential attraction combined with a design approach aligning with the Village of Romeo's unique local feel. CRIMSON was chosen over all others for the project for being able to provide the best end product in the timeliest manner

We recommend that the Village of Romeo DDA Board concur with the selection of CRIMSON, to perform the work at a "not-to-exceed" cost of \$79,680 for the Central Business District Business Attraction Strategy. The supplier's cost is well within the market price for this type of consulting and experience as evidenced by past Economic Growth Institute funded projects.

This recommendation represents a sound approach to provide assistance at a good cost/benefit ratio for the Village of Romeo and the Economic Growth Institute.

CENTRAL BUSINESS DISTRICT ATTRACTION STRATEGY PROPOSAL

VILLAGE OF ROMEO

CRIMSON

Mary Ammerman
University of Michigan
Economic Growth Institute
Project Manager
mjhannaf@umich.edu



CRIMSON PROPOSAL RESPONSE WAYFINDER

3

Introduction

4-32

Technical Approach for Scope of Work

Pages 4-7
Pages 8-13
Pages 14-19
Pages 20-24
Pages 25-32

Brand Philosophy
Brand Process
Marketing Plan Process
Marketing Plan Strategy
Marketing Plan Tactics

33-39

Project Plan

40-60

Business Overview

Pages 43-49
Pages 50-60

Team
Work Samples

61-62

Time and Cost



Village of Romeo's Central Business District (CBD) Business Attraction Strategy Request for Proposal

CRIMSON Agency Proposal Response

September 2024

Introduction: At CRIMSON, we believe in the power of community identity, authentic storytelling, and creative strategy to drive economic transformation. The Village of Romeo has a unique opportunity to leverage its historic charm and modern potential, and we're excited to help you implement a comprehensive business attraction strategy that not only respects your heritage but also promotes dynamic growth.

Our approach integrates the strategic vision set forth in the Downtown Development Authority (DDA) Plan, with innovative, results-driven tactics that will position Romeo as a destination for new businesses, residents, and visitors alike. Our brand first philosophy will not only engage your community to understand the needs and objectives of the project, but to understand the heart and soul of the community. In this way, we'll be sure to align your existing brand with design sensibilities and outbound marketing strategies.

The following sections and pages highlight our approach, our understanding of the scope, the timeline and the cost. Each step is reinforced by our commitment to enhancing the experience of the Romeo CBD and the community as a whole.

BRAND PHILOSOPHY



Brand Philosophy

A successful business attraction strategy begins with a clearly defined brand philosophy. Before diving into design elements or crafting marketing campaigns, it's crucial to understand, embrace and/or develop a coherent identity that authentically represents the values, history, and aspirations of the Village of Romeo. We're not necessarily saying that Romeo needs a new brand or a rebrand, but that we must go through this process to ensure the attraction strategy that we develop and the signage we design aligns in harmony with the brand.

Here's what we'll review, revise and capture while we engage with your community:

1. Authenticity and Consistency

- **Authenticity** is key when creating a brand that resonates with both locals and visitors. Romeo's rich historical legacy, small-town charm, and close-knit community are integral aspects of its identity. By anchoring our strategies in these authentic values, we ensure that any marketing or design efforts feel **genuine** and stay true to Romeo's core character.
- **Consistency** across all touchpoints—whether it's signage, wayfinding, online campaigns, or business promotion—ensures that Romeo presents a unified image. This reinforces brand recognition and trust among potential visitors and businesses.

2. Strategic Alignment

- The Romeo DDA Master Plan focuses on economic growth while preserving the village's unique character. A brand philosophy acts as a **strategic guide**, ensuring that every design element and marketing decision aligns with these broader objectives. Whether it's attracting the right types of businesses or appealing to tourists, we need to ensure that the brand's voice consistently supports Romeo's development goals.

3. Emotional Connection

- A strong brand philosophy helps create an **emotional connection** with the audience. Whether we're reaching out to potential business owners, tourists, or residents, a clear philosophy built around Romeo's heritage and future ambitions taps into the emotional appeal of a **community-oriented, historically rich destination**. It is the emotional bond that often drives visitors to return and businesses to invest, as they feel aligned with the village's values and long-term goals.
- Branding allows for **storytelling**, and Romeo has a rich story to tell. From the **Peach Festival** to **Terror on Tillson Street**, Romeo's brand should highlight these unique traditions and community values, reflecting them in signs as well as event materials.
- **Emotional engagement** is a key element of effective marketing, and the way signs are designed and marketed can evoke feelings of nostalgia, excitement, or curiosity. When wayfinding aligns with the brand's story, it can **deepen the visitor's connection** to the place.
- For instance, wayfinding signs could include small historical anecdotes or references, turning a simple navigation tool into part of the **visitor's discovery journey**, and connecting it with Romeo's brand as a place rich in stories and history.

4. Inspiring Design and Marketing Creativity

- When the brand philosophy is clearly defined, it serves as a source of inspiration for design and marketing. In Romeo's case, the juxtaposition of its historical past and forward-looking development opens creative possibilities for marketing campaigns, signage, and visitor experiences. For example, blending vintage elements with modern design cues in wayfinding and promotional materials can communicate both Romeo's respect for tradition and its openness to innovation.
- Wayfinding is part of the visitor experience, and how it looks and feels affects how people navigate and perceive a place. When wayfinding signs reflect the community's brand, they do more than point directions—they create a sense of place.
- In Romeo's case, using branded elements like historical motifs, vintage fonts, and village-specific color palettes will not only enhance the aesthetic appeal but also help visitors feel like they are truly stepping into the unique character of the village.
- In marketing, brand-aligned visuals, messages, and stories ensure that visitors know what to expect before they arrive, building anticipation and excitement that aligns with the real experience when they explore Romeo's streets.

5. Differentiation

- Romeo competes with other small towns and destinations in Michigan. A clear brand philosophy helps **differentiate Romeo** from nearby communities by emphasizing what makes it unique—its architecture, long-standing traditions like the Peach Festival, and strong sense of community. This differentiation is essential in marketing campaigns, as it helps Romeo stand out and become a destination that people remember and want to visit. However, in establishing these differentiators we won't ignore the exploration cross-promotional partnering opportunities with other communities (e.g. downtown Rochester and Armada) or other nearby business attractions just outside of the Romeo community (e.g. Blake's).
- Brand-driven wayfinding and marketing provide a way to **differentiate Romeo** from other small towns or historical destinations in Michigan. Romeo's unique brand—whether it's its **Victorian heritage, agricultural history, or local festivals**—must be embedded into every aspect of its wayfinding system and marketing campaigns.
- Potential visitors have many options, and strong, **branded wayfinding** and marketing that reflect the village's identity help set Romeo apart, making it memorable and distinct from other destinations.

6. Guiding Business Attraction

- A strong brand philosophy does more than attract tourists; it also signals to potential businesses what Romeo is about. It helps businesses understand whether they are a good cultural and commercial fit. For example, a brand philosophy rooted in **heritage and community** might attract artisanal shops, family-owned businesses, or boutique hotels, all of which align with the village's values and long-term goals.

BRAND PROCESS



Brand Alignment Process

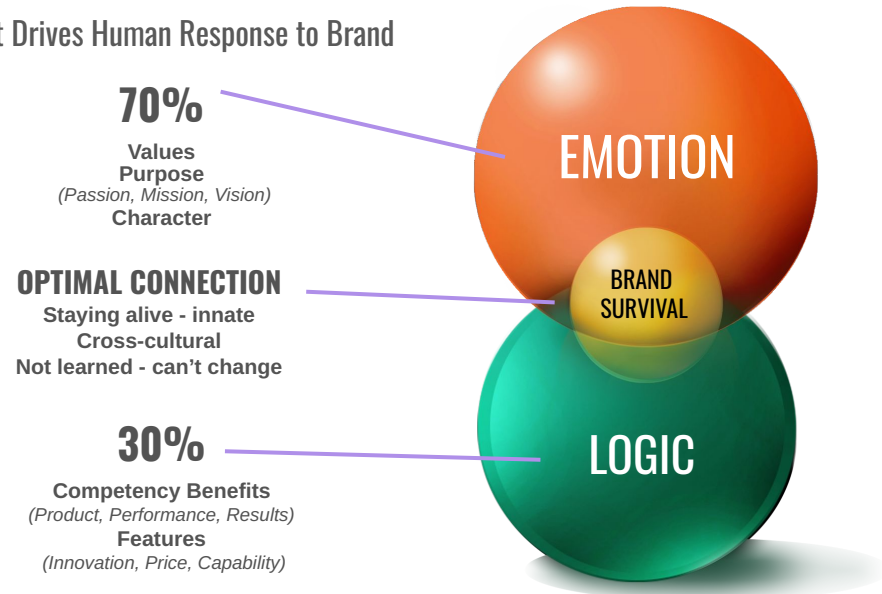
While a successful marketing strategy can't be developed without a defined brand, neither can a brand be successfully understood without considered how it will be marketed. With the previous philosophy in mind, here's the key areas that we'll review and consider as we're building the strategy and defining the existing brand details to work in harmony.

- **Messaging and Archetype Alignment:** Using our archetype-driven approach (see page 11), we'll align Romeo's brand personality with its core purpose, ensuring that messaging is consistent and impactful. Whether targeting residents, visitors, entrepreneurs or business investors the brand will communicate a clear and compelling value proposition.
- **Brand Identity and Storytelling:** We'll ensure that the brand identity encapsulates the diverse charm of Romeo's CBA. We'll match the brand profile (see page 13) that captures the sensibility of the archetype and matches it to the market drivers of the audience. We'll utilize this to craft the narrative that highlights the key offerings and overall objectives.
- **Visual Branding:** While we don't anticipate redefining the visual identity for this project, as we'll utilize all of its existing key characteristics to develop wayfinding signage that reflects Romeo's heritage, unique character and appeal. Our goal is to create signage that is instantly recognizable by the occasional visitor and the life-long resident alike.

BRAND ALIGNMENT PROCESS

- We follow this process because audience(s) are people driven by emotion (e.g. a product makes me feel happy)
- The emotional responses are supported by logical assurances (e.g. a product value seems worth the price - my happiness is justified)
- Therefore, brands survive and can thrive by making human like personality connection and emotional connections supported by practical logic
- We utilize market drivers (the needs of our audience) based on common characteristics of that audience (personas) to build the connection from brand purpose to audience
- This connector is called is a brand archetype, which sets brand behaviors and personalities that are most likely to have positive interactions or effects with the intended audience

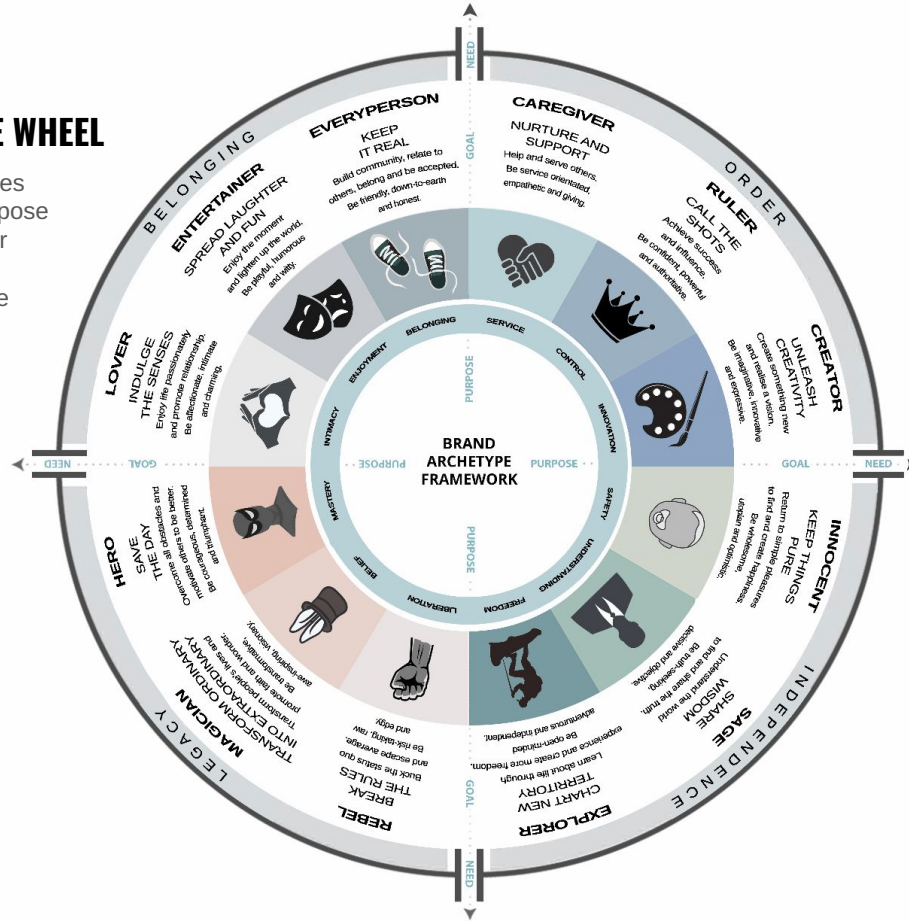
What Drives Human Response to Brand



Village of Romeo

BRAND ARCHETYPE WHEEL

Each archetype establishes the essence of brand purpose and creates a pathway for connection between the purpose and the audience needs or desires.



- CAREGIVER:** Help and serve others. Be service orientated, empathetic and giving.
- RULER:** Achieve success and influence. Be confident, powerful and authoritative.
- CREATOR:** Create something new and realise a vision. Be imaginative, innovative and expressive.
- INNOCENT:** Return to simple pleasures to find and create happiness. Be wholesome, utopian and optimistic.
- SAGE:** Understand the world, to find and share the truth. Be truth-seeking, decisive and objective.
- EXPLORER:** Learn about life through experience and create more freedom. Be open-minded, adventurous and independent.
- REBEL:** Buck the status quo and escape average. Be risk-taking, raw and edgy.
- MAGICIAN:** Transform people's lives and promote faith and wonder. Be transformative, awe-inspiring, visionary.
- HERO:** Overcome all obstacles and motivate others to be better. Be courageous, determined and triumphant.
- LOVER:** Enjoy life passionately and promote relationship. Be affectionate, intimate and charming.
- ENTERTAINER:** Enjoy the moment and lighten up the world. Be playful, humorous and witty.
- EVERYPERSON:** Build community, relate to others, belong and be accepted. Be friendly, down-to-earth and honest.

BRAND ARCHETYPE WHEEL KEY

The brand archetype wheel displays the traits and drivers that connect brand identity in a human way to its audience:

Inner Ring:

- **Purpose** is the core of the wheel and defines the brand's reason to exist.
- Simplified by 12 different single word characteristics that represent the essence of its purpose.

Middle Ring:

- This is the **goal** of the purpose and the archetype best associated with providing or achieving this goal.

Outer Ring:

- This section represents the **needs** of the audience:
- Belonging, Order, Independence and Legacy (Legacy is often alternatively described as Ego).

By tracing the path from the center of purpose outward to need, or the opposite direction, you can start to see how the connections work in alignment.

This is not a brand, but provides core traits and characteristics that shape the brand's behavior, as well as its look and feel. It also provides the basis for how the brand will be marketed to its particular audience. This behavior is further defined through the brand profile.

BRAND PROFILE

A brand profile details who the brand is (internal foundational elements) and how the brand acts (external marketing elements). Both are driven by and connected to the purpose at the core.

Market Driver: TBD

The audience motivation which feeds the behavior (archetype) of the brand.

Archetype: TBD

The brand personality that connects to the audience, based on the driver.



WHO
YOU
ARE

HOW
YOU
ACT

MARKETING PLAN PROCESS



MARKETING PLAN PROCESS

Developing a marketing plan involves a structured process that ensures a clear strategy, targeted messaging, and measurable results. Below is a step-by-step description of the process for developing a marketing plan, tailored to promoting the Village of Romeo's downtown business district:

1. Initial Research and Situation Analysis

Objective: Understand the current landscape, including Romeo's unique selling points, market conditions, competition, and customer base.

- a. **Market Research:** Start by conducting in-depth market research to assess the current state of the downtown area. This involves analyzing customer demographics, preferences, and behaviors. It also includes identifying tourism trends and local factors influencing the business district.
- b. **Competitive Analysis:** Research other small towns and villages in the region to identify competitors or comparable areas. This helps determine what makes Romeo stand out and identifies any gaps or opportunities in the market.
- c. **SWOT Analysis:** Perform a SWOT analysis to understand Romeo's Strengths, Weaknesses, Opportunities, and Threats. This will guide the marketing plan by focusing on what Romeo does well (e.g., historical charm) and addressing any areas that need improvement (e.g., lack of awareness).

2. Define Marketing Goals and Objectives

Objective: Establish clear, measurable goals that align with Romeo's broader economic development and revitalization efforts.

- a. **SMART Goals:** Set Specific, Measurable, Achievable, Relevant, and Time-bound (SMART) goals for the marketing plan. Examples might include:
 - i. Increase foot traffic in the downtown area by 15% within six months.
 - ii. Attract five new businesses to the downtown area in the next year.
 - iii. Boost local event attendance by 20% through promotional campaigns.
- b. **Key Performance Indicators (KPIs):** Define metrics and KPIs to track progress toward the goals.
 - i. These might include visitor traffic, social media engagement, business sales, and event attendance.

3. Define Target Audience and Market Segmentation

Objective: Identify and segment the audiences Romeo wants to attract, ensuring the messaging is tailored to their needs and preferences.

- a. Audience Segmentation: Define the different target audiences based on their demographics, interests, and behaviors. Examples include:
 - i. Remote workers looking for a quieter lifestyle.
 - ii. Young families seeking a community-focused, small-town environment.
 - iii. Retirees wanting a peaceful yet connected place to live.
 - iv. Visitors and tourists attending festivals or historical tours.
- b. Personas: Create buyer personas representing the key groups. Each persona should include details like age, lifestyle, values, and motivations, helping to ensure the marketing plan speaks directly to their needs.

4. Develop Messaging and Positioning

Objective: Create compelling messaging that aligns with Romeo's brand and appeals to the identified target audiences.

- a. Brand Positioning: Refine Romeo's brand positioning by defining what makes it unique. Romeo might be positioned as a charming, historic village with modern opportunities, or a family-friendly, community-oriented town. The messaging should emphasize Romeo's rich heritage, community spirit, and peaceful environment.
- b. Value Proposition: Craft a value proposition that communicates why visitors, businesses, or residents should choose Romeo. Focus on benefits like affordability, a welcoming community, a beautiful downtown area, and the ability to combine work and life in a peaceful, scenic setting.
- c. Tagline Development: Develop a tagline or campaign slogan that captures the essence of Romeo's offering (e.g., "Romeo: Where History Meets Opportunity").

5. Select Marketing Channels and Tactics

Objective: Choose the most effective marketing channels and tactics to reach the target audiences and achieve the defined goals.

- a. Digital Marketing:
 - i. Social Media: Utilize platforms like Facebook, Instagram, and Twitter to promote the downtown area, local businesses, and events. Regular posts, paid ads, and engaging content like photos, stories, and videos will boost awareness and engagement.
 - ii. Email Marketing: Launch email campaigns targeting locals, tourists, and potential new residents or businesses. Include regular updates on events, new business openings, and promotions.
 - iii. Website and SEO: Ensure that Romeo's website is optimized for search engines (SEO) to increase visibility for those searching for places to live, visit, or invest in. The website should highlight Romeo's downtown charm, business opportunities, and upcoming events.
- b. Event-Based Marketing:
 - i. Leverage popular events by running event-specific campaigns that highlight downtown businesses and attract visitors to the area.
 - ii. Organize themed weekends or seasonal festivals to create ongoing reasons for people to visit downtown.
- c. Content Marketing:
 - i. Develop blog posts, articles, and videos that tell the story of Romeo, its businesses, and its community values. Feature local business owners, historical facts, and testimonials from residents.
- d. Local Partnerships and Influencer Marketing:
 - i. Partner with local influencers or community groups to increase reach. Collaborate with nearby cities or tourism boards to promote Romeo as a weekend getaway or relocation destination.

6. Develop a Budget and Timeline

Objective: Ensure the marketing plan is financially feasible and can be executed in a timely manner.

- a. Budget Allocation: Determine how much to invest in each tactic (e.g., digital ads, social media campaigns, event promotions). Prioritize spending based on the most impactful channels for Romeo's goals.
- b. Timeline: Create a timeline for each marketing activity. This should include the launch of new campaigns, key promotions around events, and ongoing efforts like social media management.

The following is NOT included in the scope of work of this project, but indicates what happens next:

7. Implementation and Execution

Objective: Launch and manage the marketing campaigns according to the timeline.

- a. Campaign Execution: Begin rolling out the chosen tactics, such as launching social media campaigns, updating the website, and promoting upcoming events. Ensure all elements are aligned with Romeo's brand and goals.
- b. Collaborative Execution: Engage local businesses and community leaders to help promote the downtown district through cross-promotions, partnerships, and collaborative events.

8. Monitor, Measure, and Optimize

Objective: Track the performance of marketing efforts and adjust the plan as needed to improve results.

- a. Monitor KPIs: Use tools like Google Analytics, social media insights, and event attendance data to track the success of marketing efforts. Compare the results to the original goals to measure impact.
- b. Continuous Improvement: Based on the data, optimize campaigns by tweaking messaging, adjusting budgets, or focusing on more successful tactics. For example, if digital ads are driving the most traffic, increase spending in this area.
- c. Quarterly Reviews: Evaluate the success of the marketing plan and adjust strategies accordingly.

9. Long-Term Planning and Sustainability

Objective: Ensure that the marketing plan is sustainable and that Romeo continues to build momentum over time.

- a. Long-Term Campaigns: Implement long-term strategies, such as seasonal promotions and ongoing content creation, to keep foot traffic steady throughout the year.
- b. Feedback Loop: Establish a system for collecting feedback from local businesses and visitors to continuously improve the marketing plan. This feedback can guide future adjustments to the strategy.

Developing a marketing plan for downtown Romeo requires a strategic, data-driven approach that prioritizes the unique needs of the community, businesses, and visitors. By combining research, goal-setting, targeted messaging, multi-channel marketing tactics, and continuous measurement, this plan will effectively increase foot traffic, generate demand for new business opportunities, and promote Romeo as a thriving, charming destination.

MARKETING PLAN



MARKETING PLAN

The marketing plan and the wayfinding signage that results from will include the following key considerations:

Promote Economic Development:

- Targeted Business Attraction Campaigns: Utilizing data-driven market research, we will identify and attract businesses that align with Romeo's community values and long-term growth vision outlined in the DDA Master Plan. This includes specialty retail, artisanal boutiques, farm-to-table dining, and creative industries.
 - Business Incentive Programs: Offer incentives such as tax breaks, grants, or low-interest loans to attract entrepreneurs and businesses. Focus on attracting specialty shops, cafes, restaurants, and creative industries that align with Romeo's historic and quaint image.
 - Promote the Downtown as a Hub: Position Romeo's downtown district as a vibrant retail and business hub. Encourage small businesses by offering retail space at competitive rates and building a support network for entrepreneurs.
 - Target Niche Markets: Focus on attracting boutique businesses and artisan shops that align with the village's charm, such as antique stores, local craft shops, or gourmet food businesses. Romeo's proximity to farmland could foster local farm-to-table dining or artisanal food markets.
 - Business Partnerships and Community Events: Encourage collaborations between businesses and the community to host events like farmers markets, street fairs, or sidewalk sales that increase foot traffic downtown. Community-driven efforts promote a lively and connected environment.
- Public-Private Partnerships: Working closely with local businesses and the community, we will foster an ecosystem of mutual support to boost economic activities and job creation. This will draw inspiration from the DDA's emphasis on economic growth and preserving the unique historical characteristics of the downtown.

Promote Local Businesses and Attractions:

- Romeo storytelling campaign: Highlight the stories of local businesses, historical landmarks, and community members through multi-channel campaigns—social media, video content, and local events. This connects the past to the present, aligning with the DDA's goal of maintaining Romeo's character while promoting growth.
- Interactive Wayfinding System: An intuitive and aesthetically cohesive wayfinding system will be developed, ensuring visitors can easily navigate the CBD and discover hidden gems. This doesn't mean that they need to be digital in nature (though we'll explore the possibility). It means only that they should represent more than a directional sign but offer something that people are drawn to on their own merit.
- Promote heritage tourism in Romeo by showcasing its Victorian-era homes, churches and landmarks like Gray's Opera House. Offer walking tours, history-themed events, and more with venues like Abbey on the Main, Expand festivals beyond the Peach Festival to include heritage events such as Victorian reenactments. Develop multimedia exhibits, apps, and signage to narrate Romeo's history, focusing on its role in Michigan's agricultural and industrial past.
- Leveraging Romeo's Location: Create partnerships with nearby cities to promote Romeo as a day-trip destination for urban dwellers looking for something different to experience.

Promote Romeo's Small-Town Appeal for Remote Work

- Romeo's quaint, historic setting offers remote workers the chance to live in a peaceful environment, free from the noise, stress, and congestion of city living. We can promote the village's Victorian architecture, tree-lined streets, and natural surroundings as the perfect backdrop for remote work, where productivity can thrive without the distractions of urban chaos.
- The rural, yet connected, location provides the best of both worlds: proximity to major cities like Detroit and Flint for occasional business trips, while enjoying the calm of a small town day-to-day.
- Despite its rural charm, Romeo is conveniently located close to Detroit, Ann Arbor, Flint, and other major hubs, making it an ideal base for professionals who need to travel occasionally for work or events.
- Remote workers can sometimes feel isolated, especially if they are new to a community. Romeo's strong sense of community offers a built-in support network, with friendly neighbors, local events, and community engagement that can make new residents feel at home quickly.
- Co-Working or flexible workspaces: As more people work remotely, some may crave occasional shared workspaces to network or break away from home. Romeo could explore business opportunities for co-working spaces or promoting local cafes as remote work-friendly, adding this to the town's list of amenities to attract remote workers.

Showcase Affordability

- Lower Cost of Living: Compared to larger cities like Detroit or Ann Arbor, Romeo offers a more affordable housing market with beautiful homes in a quieter environment. Marketing campaigns could compare Romeo's housing prices and property values to surrounding urban areas, showing how remote workers can get more for their money—whether it's a charming historic home or a larger property with more space.
- Compared to crowded cities, Romeo offers more spacious homes and yards, making it ideal for families who need extra space. Remote workers often seek larger properties to accommodate a home office, outdoor areas for their children to play, and the possibility of multi-generational living arrangements.
- We can showcase the affordability of housing in Romeo versus urban centers, stressing that families can get more value for their money—including larger homes, more land, and a better quality of life.

Lifestyle Change and Quality of Life

- “Move to Romeo” Campaign: Launch a targeted campaign that focuses on how Romeo is the perfect escape from the noise and fast pace of urban life. The campaign could feature testimonials from remote workers, retirees, or families who have already made the move to Romeo and found it the ideal place for work-life balance, family life, or retirement.
 - Use visuals of Romeo’s quiet streets, historic architecture, green spaces, and community events to paint a picture of a lifestyle that remote workers can aspire to.
- Romeo’s safe, family-friendly environment is a significant draw for remote workers who want a better quality of life for their children. We can emphasize the strong sense of community, where neighbors know each other, and children can grow up in a more connected, supportive environment.
- Highlight the school system, extracurricular activities, and the proximity to both nature and culture. Romeo’s historical traditions, like the Michigan Peach Festival and Terror on Tillson Street, make for a unique, family-oriented lifestyle that appeals to parents looking for a strong community to raise their kids in.
- Appeal to retirees looking for a peaceful and engaging community
 - Retirees value access to quality healthcare, and we can emphasize Romeo’s proximity to hospitals and specialized healthcare facilities in nearby cities, offering peace of mind to those looking to retire here.
 - Highlight local amenities that cater to seniors, such as senior-friendly housing, accessible parks, and public transportation options.

MARKETING TACTICS



MARKETING TACTICS

We know there's a lot of work to do before we put together tactical elements within the marketing plan, but we want to share a bit of how we think. Execution of an idea can run the gamut from simple and easy to outrageous and expensive, but we want to have some fun considering the possibilities of making Romeo the destination it deserves to be:

Downtown Loyalty Program:

- "Romeo Rewards" Program: Introduce a loyalty program for downtown businesses, where customers can collect stamps or points with every purchase at participating businesses. Once they collect a certain number, they get a reward, like discounts or freebies from local stores.
- Digital Integration: Make it mobile-friendly with a QR code-based system that lets customers track their progress digitally.
- Promote it through social media and at local events, encouraging people to keep returning to the downtown area to earn rewards.

Themed Weekends or Shopping Festivals:

- "Victorian Days in Romeo": Organize a series of themed weekends where local businesses in the downtown area dress up their shops and offer Victorian-era promotions (tie into Romeo's architectural history). Include discounts for people dressed in period clothing or exclusive offers for those who participate in themed activities.
- Partner with local artisans or performers to set up Victorian-style street performances, music, and games.
- Promote through local media, social platforms, and event calendars to draw attention regionally.
- Downtown Block Party: Organize a community block party once a month to showcase local businesses. Feature live music, food trucks, and pop-up shops, encouraging people to explore the downtown area.
- Offer incentives like "Shop Local" raffle tickets where each purchase in downtown businesses earns a ticket for a prize.

Small Business Pop-Up Markets:

- Rotating Pop-Up Shops: Encourage local entrepreneurs and small businesses to set up temporary pop-up shops in vacant downtown storefronts. Create an event series, such as "Pop-Up Saturdays", that draws visitors downtown to explore new offerings each week.
- This not only increases foot traffic but also helps potential entrepreneurs test the waters before fully committing to a physical location.
- Market the event through social media ads, flyers, and partnerships with local influencers.
- Artisan Market on Main: Host a monthly artisan market where local creators can sell handmade goods, crafts, and food products in a street-fair-like setting. This gives visitors more reasons to visit the downtown area, while also driving demand for permanent business space.

Interactive and Historical Walking Tours:

- Digital Walking Tour: Create an interactive walking tour app or map that guides visitors through Romeo's historic downtown. At key points, they can learn more about the history and culture of the village, with stops at local businesses. Offer discounts or promotions for those who complete the tour and visit specific shops.
 - Promote the walking tour via QR codes placed around town, local businesses, and visitor centers.
- Haunted or Historical Tours: Leverage the history of the village with themed walking tours, such as Haunted History Tours during the fall or Heritage Tours during the summer. These tours can conclude with special offers at local cafes, shops, or restaurants, driving more business into local establishments.

Collaborative Marketing Campaigns:

- Business Bundles or Downtown Passport: Develop business bundles, where local businesses offer exclusive group deals. For example, a local café could pair up with a bookstore for a "Coffee & Books" deal, or a restaurant could team up with a boutique for a "Shop & Dine" discount.
- A Downtown Passport system could encourage visitors to collect stamps from different businesses for a prize or discount, increasing foot traffic to multiple establishments in a single visit.
- Collaborative Social Media Campaigns: Run Instagram or Facebook challenges where people can win prizes by visiting and posting photos of specific businesses in the downtown area using a hashtag like #DiscoverDowntownRomeo.
 - Each week, a different set of businesses can be featured, spreading attention across multiple retailers.

Seasonal and Event-Based Marketing:

- Holiday Shopping Events: Create themed holiday shopping events like "Shop Small Saturdays" during the holiday season or "Romeo's Winter Wonderland" where downtown businesses offer exclusive seasonal promotions.
- Host seasonal window decorating contests to encourage businesses to draw attention, and offer prizes for the best designs (decided by public vote online).
- Event Tie-Ins: Coordinate marketing efforts with popular annual events like the Michigan Peach Festival or Halloween on Tillson Street, offering event attendees special deals or exclusive in-store experiences.
- Host pre-event activities downtown, such as pop-up markets, special sales, or family-friendly entertainment, to encourage people to visit the area in the days leading up to these larger events.
- Pop-Culture Tie-Ins: Take advantage of the well-known "peach" theme of Romeo and organize a Peach Pit restaurant pop-up/event. Like Brighton's Gilmore Girls event, this can appeal to older Millennials and Gen-Xers who will remember the popular 90210 TV series.

Enhancing the Digital Presence of Downtown Businesses:

- Unified Downtown Business Directory: Create a dedicated website or app showcasing all downtown businesses, complete with store hours, promotions, and maps. Include a "What's Happening Now" section to feature events and special deals to keep visitors informed.
- Offer targeted Facebook and Google ads promoting downtown Romeo as a shopping and dining destination, highlighting the unique businesses and events taking place.
- Social Media Spotlights: Run a "Business of the Week" spotlight across the village's official social media accounts, promoting each local business with photos, stories, and special offers to engage locals and tourists.
- Influencer Marketing: Partner with local influencers or micro-influencers to share their experiences shopping or dining in downtown Romeo, tagging businesses and sharing promotions with their followers. This can help generate buzz and attract new visitors from nearby areas.
- Geofencing Campaigns: Use geofencing technology to target nearby shoppers with push notifications or mobile ads that promote time-sensitive offers from downtown businesses. For example, if someone is near downtown Romeo, they might receive an alert about a sale happening at a nearby boutique or a special deal at a café.
 - Mobile coupons that can only be redeemed at local shops will help drive foot traffic directly to these locations.
- Google My Business Optimization: Ensure all downtown businesses are optimized on Google My Business, with accurate hours, special offers, and customer reviews visible. Many visitors rely on Google to decide where to shop and dine, so making it easy for them to find local options will encourage visits.

Community Wayfinding:

- Sidewalk Stencils or Street Art: In addition to the permanent signage that will be developed, use temporary sidewalk stencils or chalk art to lead people toward different stores or areas in the downtown district. This playful, interactive approach adds vibrancy and curiosity, especially during events or themed weekends.

Experiential Events and Workshops:

- DIY Workshops at Local Businesses: Host hands-on workshops (e.g., craft nights, cooking demos, or DIY décor) at local shops and restaurants to create unique experiences that draw people in. These events create a reason to visit downtown beyond shopping and can convert visitors into regular customers.
 - Use social media and local press to promote these workshops, offering early bird discounts or package deals for groups.

Historical Flash Mobs

- Organize a group of performers dressed in Victorian-era costumes who suddenly appear in a busy area and reenact a scene from Romeo's past. This could take place in the historic downtown or near a landmark like the Opera House.

Pop-Up History Installations

- Create temporary art installations in key public spaces, such as life-sized cutouts or murals depicting Romeo's historical figures, iconic buildings, or famous events.
- Add interactive elements, such as QR codes that visitors can scan to learn more about Romeo's history or participate in a scavenger hunt.
- Partner with local businesses where customers shopping or dining at a business suddenly experience a short historical skit or storytelling. This element of surprise can create a memorable experience and prompt word-of-mouth promotion

Victorian Costume Selfie Spots

- Set up designated "selfie spots" around town with Victorian-style props and backdrops near historic buildings.
 - Encourage visitors to take photos in these spots and share them on social media with a unique hashtag like #RomeoRewind.
 - Provide vintage costumes to borrow for the perfect photo op.

Chalk Art Festivals

- Host a street art event where artists or the community can create large, intricate chalk drawings depicting historic scenes or notable features of Romeo on the streets or sidewalks.

Mystery Tours with Clues

- Organize a mystery-themed scavenger hunt through Romeo's historic district where participants must follow clues to various landmarks and businesses.
 - At each stop, participants learn a piece of Romeo's history while collecting stamps or tokens.
 - Offer a small prize for those who complete the tour.

“Romeo Story” Snapshots Campaign

- Set up cameras at key locations in town and invite residents and visitors to record a short personal story or memory related to Romeo. These videos could be edited together to create a community-driven storytelling campaign and shared on social media or shown at public events.

Themed Nights in Downtown

- Organize themed shopping or dining nights in the historic downtown area, such as a "Victorian Night Out" where businesses and restaurants play into a historic theme, offering Victorian-inspired menus, decor, and costumes. Offer discounts for people dressed in theme.

Public Art & Murals with Augmented Reality (AR)

- Commission local artists to create murals or public art installations around Romeo that represent the town's past and present. Integrate AR technology where, by scanning the artwork with their phone, viewers can unlock digital content, such as videos or animations about the town's history.

Videomapping Campaign

- Project images of Romeo's historic past or promotional videos onto key buildings at night. These projections could include historical photographs, videos about the village's attractions, or visuals that highlight upcoming events. These surprise light displays can draw a crowd and encourage social sharing.

Giant Puzzle Pieces or Artifacts Around Town

- Place large puzzle pieces or replicas of historic artifacts in random locations around town, encouraging people to "discover" them. These can be moved from place to place, sparking curiosity. Each piece could have a clue that leads to a larger event or prize at the end of the campaign.

Pop-Up Farmers Markets or Food Trucks with Historic Themes

- Host pop-up farmers markets or food trucks with a vintage or historic twist. Vendors could dress in period costumes, and the food could be inspired by historic recipes from the 19th century. This could attract both foodies and history enthusiasts to Romeo's downtown area.

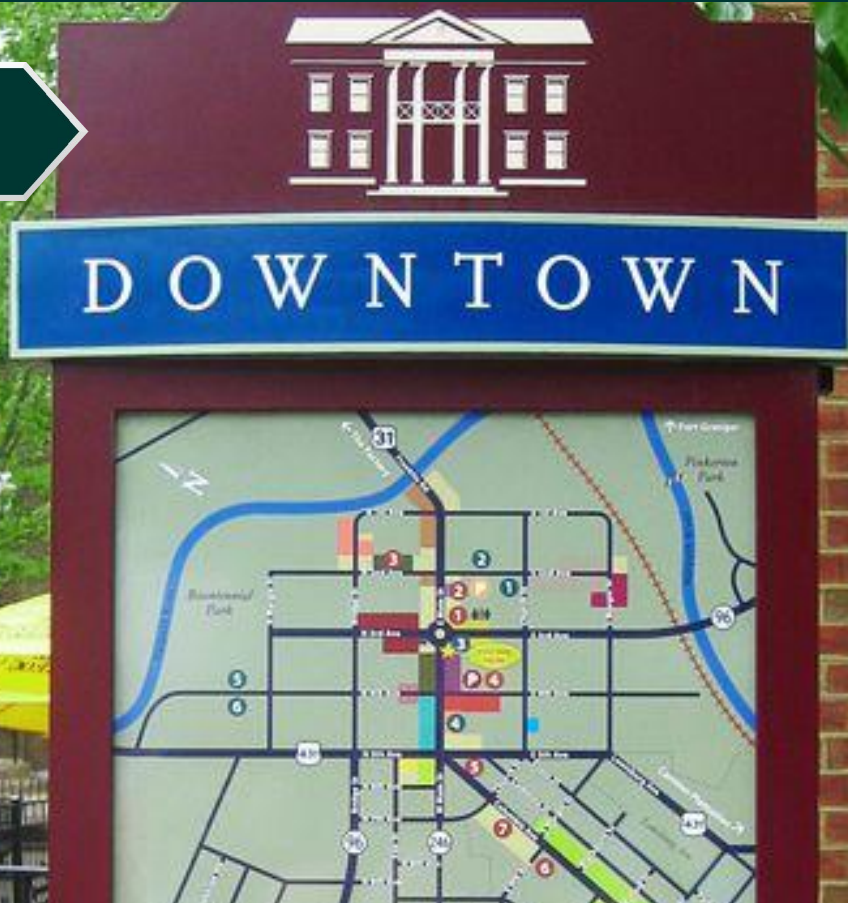
Interactive Street Performers or "Time Travelers"

- Have actors dressed as "time travelers" wandering the streets of Romeo, interacting with visitors as if they've stepped out of the past. They can hand out flyers promoting local events or share interesting historical facts about Romeo.

Hashtag Campaign and Contest

- Launch a social media contest encouraging visitors and locals to share their favorite spots in Romeo using a dedicated hashtag like #RediscoverRomeo.
- Offer a prize, such as a gift certificate to a local business, for the most creative photo or post, boosting engagement and visibility.

PROJECT PLAN



PROJECT PLAN

We have developed our project plan assuming five months of work starting mid-October and ending with the targeted due date of March 15, 2025. The details will adjust upon discussion with you and the expectations, but this provides a basis to work towards before finalizing.

Month 1: Initial Research and Stakeholder Engagement (Weeks 1-4)

Weeks 1-2: Project Kickoff and Initial Research

- **Project Kickoff Meeting**
 - Meet with the Village of Romeo's key stakeholders (Village President, Downtown Development Authority [DDA], local business owners, etc.) to define the project scope, goals, expectations, and timelines.
 - Establish communication channels, deliverable milestones, and the project plan for both the wayfinding signage strategy and the marketing attraction strategy.
- **Initial Market Research and Site Analysis**
 - Conduct an inventory of existing signage and site visits in the Central Business District (CBD) to assess foot traffic flow, navigation issues, and opportunities for improvement.
 - Perform market research to understand Romeo's current audience profile, tourism patterns, and business landscape.
 - Deliverable: Initial site analysis and inventory report with findings and initial recommendations for both signage and business attraction improvements.

Weeks 3-4: Stakeholder Engagement Begins

- **Stakeholder Workshops and Focus Groups**
 - Organize workshops and focus groups with local business owners, residents, and officials to gather insights on existing signage and opportunities for business attraction.
 - Key topics include: visitor navigation, business needs, community priorities, and overall perception of Romeo's brand.
- **Launch Community Surveys**
 - Distribute community surveys to gather broader feedback on wayfinding issues and community preferences for marketing themes.
 - Promote surveys via digital platforms and in local shops to ensure wide participation.
 - Deliverable: Documentation of stakeholder feedback, including insights from focus groups, workshops, and surveys for both strategies.

Month 2: Research Completion and Strategy Development (Weeks 5-8)

Weeks 5-6: Finalize Research and Analyze Feedback

- **Complete Site Analysis and Stakeholder Input Review**
 - Finalize the site analysis, assessing key areas for wayfinding improvements and potential locations for new signage.
 - Analyze the feedback from stakeholders and surveys to identify priorities for business attraction and downtown navigability.

Begin Developing Initial Wayfinding Recommendations

- Draft the wayfinding signage strategy, focusing on key signage types (e.g., pedestrian, vehicular, gateway) and locations throughout the CBD. Ensure designs are brand-aligned and reflect Romeo's historical charm.
- Start to map out the signage placement strategy, identifying high-traffic areas and priority business hubs.

Weeks 7-8: Initial Attraction Strategy Development

- **Develop Initial Wayfinding Strategy**
 - Complete the initial wayfinding signage strategy, including recommended sign locations, types, and design concepts. Provide rough budget estimates for design and implementation.
 - Include a phased approach for signage installation, prioritizing high-impact areas in the CBD.
- **Develop Initial Attraction Strategy**
 - Draft the marketing attraction strategy, outlining key messages, themes, and target audiences (e.g., tourists, families, remote workers).
 - Identify potential tactics and channels (social media, local event promotions) to attract visitors and new businesses.
 - Deliverable: Initial wayfinding strategy and marketing attraction strategy drafts with proposed concepts.

Month 3: Refinement and Stakeholder Review (Weeks 9-12)

Weeks 9-10: Refining Wayfinding and Marketing Strategies

- **Refine Wayfinding Recommendations**
 - Based on internal feedback and further analysis, refine the signage locations and design concepts to ensure they align with traffic flow, visibility, and accessibility.
 - Ensure that designs adhere to ADA standards and incorporate feedback from earlier stakeholder input.

- **Refine the Attraction Strategy**
 - Further develop the attraction strategy by refining key messages, ensuring they resonate with different target audiences.
 - Finalize recommendations for business support initiatives and incentive programs to attract and retain new businesses.

Weeks 11-12: Stakeholder Review and Feedback

- **Present Initial Strategies to Stakeholders**
 - Present the wayfinding strategy and marketing attraction strategy to the DDA, local businesses, and community leaders for feedback.
 - Gather final input on proposed signage designs, locations, and marketing messages.
- **Revise Strategies Based on Feedback**
 - Incorporate stakeholder feedback into the wayfinding and marketing strategies. Ensure that the final designs and plans reflect community goals and expectations.
 - Deliverable: Revised wayfinding and marketing strategies with stakeholder feedback integrated.

Month 4: Finalizing Wayfinding and Marketing Plans (Weeks 13-16)

Weeks 13-14: Finalize Detailed Plans

- **Finalize Wayfinding Recommendations**
 - Complete the wayfinding signage strategy, including final locations, designs, and a phased approach for installation.
 - Provide detailed budget estimates for signage design, production, and installation. Ensure the signage adheres to Romeo's historical and brand guidelines.

- **Finalize Marketing Attraction Plan**
 - Finalize the attraction strategy, including specific marketing tactics, channels, and recommendations for promoting downtown Romeo as a business and tourism hub.
 - Include a budget and timeline for recommended marketing efforts, as well as strategies for business attraction.

Weeks 15-16: Develop Metrics and Evaluation Plan

- **Create Metrics and Tools for Evaluation**
 - Develop a set of Key Performance Indicators (KPIs) and metrics to evaluate the effectiveness of the marketing attraction strategy and wayfinding signage once implemented.
 - Establish a timeline and tools for monitoring and reporting on the performance of the strategies.
 - Deliverable: Final wayfinding signage strategy, marketing strategy, and evaluation plan with metrics and timelines.

Month 5: Final Reporting and Project Handover (Weeks 17-20)

Weeks 17-18: Finalize Reports and Recommendations

- **Compile Final Project Deliverables**
 - Site analysis and inventory report with findings and recommendations.
 - Detailed marketing attraction strategy with key messages, tactics, channels, timelines, and budgets.
 - Wayfinding recommendations with sign locations, design concepts, and phased installation approach with budget.
 - Documentation of stakeholder engagement including key feedback and insights from focus groups and surveys.
 - Metrics and evaluation tools for assessing the success of the strategies.
 - Ensure all deliverables are complete and accurate for stakeholder review.

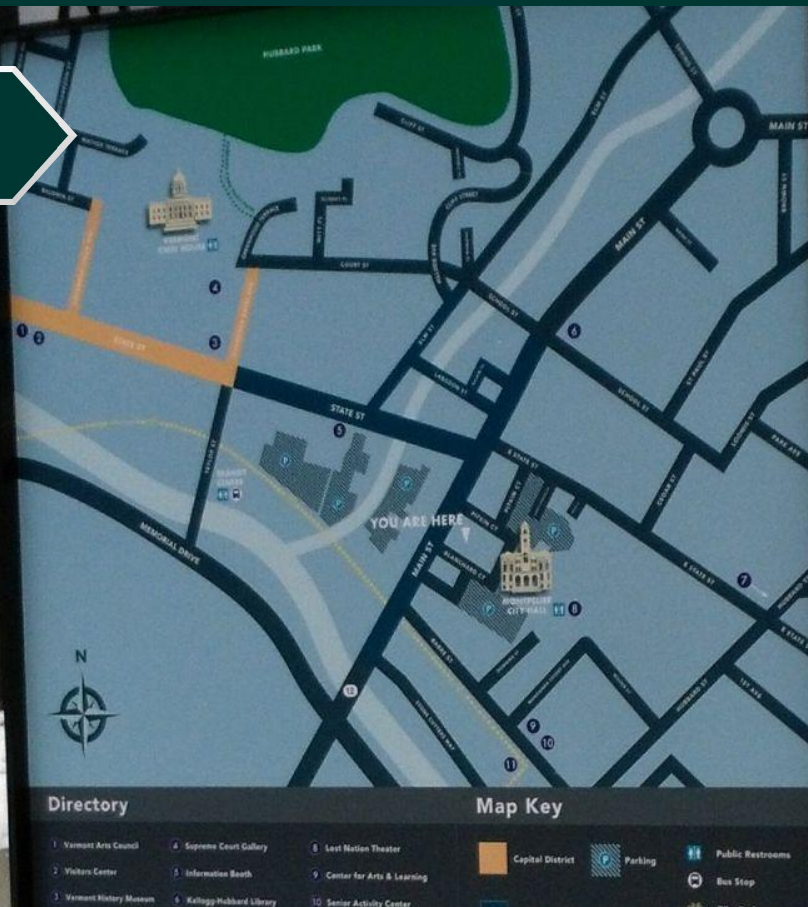
Weeks 19-20: Present Final Report and Handover

- **Final Stakeholder Presentation**
 - Present the final project report to the Village of Romeo's DDA, government officials, and key stakeholders.
 - Walk through the proposed wayfinding improvements, marketing strategies, and evaluation metrics, ensuring all stakeholders understand the plan and next steps for implementation.
 - Deliverable: Final project report summarizing all findings, recommendations, and strategies developed during the project.
- **Project Handover and Post-Project Support**
 - Provide all finalized documents to the Village of Romeo for future use in implementation.
 - Offer post-project support to assist with any questions or clarifications during the transition to the implementation phase, ensuring stakeholders are fully prepared to move forward.
 - Deliverable: Finalized project deliverables handed over to Romeo, including all reports, plans, and evaluations.

Summary of Key Deliverables by Month:

- Month 1: Site analysis and inventory report, stakeholder engagement documentation.
- Month 2: Initial wayfinding strategy and marketing attraction strategy drafts.
- Month 3: Revised wayfinding and marketing strategies after stakeholder review.
- Month 4: Final wayfinding and marketing strategies, with metrics and evaluation tools.
- Month 5: Final project report, stakeholder presentation, and project handover.

BUSINESS OVERVIEW



BUSINESS OVERVIEW

Our team has delivered results for local, national and global brands in over a dozen different industries for more than 30 years. At CRIMSON, our approach is to Advocate for Purpose. It's short and sweet, but long on promise. We deliver brand results built on scientific processes and insights, but we're not just a marketing company, an ad agency or a PR firm.

We're brand advocates who focus on your brand's purpose. We define & develop brands, create custom market strategies, curate and implement activations (including PR, advertising, and marketing) designed to achieve a transformative result in line with your brand purpose. Regardless of the client "ask", we put strategic expertise to work. We consider the intended result rather than the way to get there, and we implement plans and the tactics based on research and strategy to make the result transformative.

Advocating for a brand is about building connections between it and your audience - the way they think, feel and behave. With the constant barrage of information and distraction in our fast-paced digital age, brands succeed when the message really registers and becomes understood rather than just remembered. It's not enough for someone to see your article, your ad or your social content a specific number of times - it also has to strike the right chord and make a significant emotional connection.

Brand matters because your audience matters. We want to advocate for yours.

CRIMSON has offices in Detroit, MI and Orlando, FL serving a variety of clientele from global operations like General Motors and Bosch to local nonprofits like Forgotten Harvest and Brooks Rehabilitation (Orlando). Our work starts with strategic brand thinking, so we can apply the methods that work best for each organization we serve. Whether its brand development, advertising, public relations, web or digital marketing, we deliver what's needed to make the biggest impact.

We've worked with a variety of government and economic development organizations since our agency inception. We understand the space and have effectively managed complex approval processes and multi-faceted stakeholders. The key to success is having a purposeful "why" behind the work we do. Like we've done for many other similar organizations, we'll be your guide, so you can be confident in the decisions you make.

Some of the government and economic development related clientele we've done this for already include:

- Michigan Municipal League
- U.S. National Oceanic and Atmospheric Administration (US Department of Commerce)
- U.S. Environmental Protection Agency
- U.S. Department of Energy and Argonne National Laboratories
- Detroit Water and Sewerage Department
- Oakland County Water Resources Commission
- Oakland County Parks
- Oakland County Nine Mile Corridor
- Michigan Department of Labor and Economic Opportunity (LEO)
- Michigan Nonprofit Association
- Downtown Detroit Partnership
- Detroit Regional Partnership
- Detroit Economic Growth Corporation
- Invest Puerto Rico

Primary team members and a few work samples follow:

Samantha Babcock **Account Director**

With 20 years of client-facing experience in the advertising industry, and a Bachelor's Degree in Organizational Communication from Western Michigan University,

Samantha is savvy in wide-ranging disciplines of branding, marketing, strategy, and media. Prior to joining CRIMSON, she was a Senior Media Planner and Buyer for 12+ years, working with major Detroit brands such as Henry Ford Health System, Health Alliance Plan and Walsh College, along with all major media outlets in Southeast, MI and various other regions.

She seamlessly executed multi-channel advertising campaigns, rebrandings, and sponsorships and is well-versed in all mediums, traditional and non.

As a CRIMSON account director, she leads by example, immersing herself in client research and data-driven insights, while striving to provide approachable and exceptional client experiences.

Through a collaborative client approach, her goal is always to execute effective strategies to achieve strategic brand objectives, while surpassing client expectations and ensuring client satisfaction.

While at CRIMSON, Samantha has managed the following major accounts:

- **Michigan Municipal League** / MI Funding Hub: Branding and Website Design / Development
- **Detroit Regional Partnership** / Verified Industrial Properties: Brand & integrated marketing campaigns
- **Landaal Packaging Systems:** Brand, Messaging, Vis-ID, Website Design / Development, Social Media Strategy and Marketing materials
- **Argonne National Laboratory and U.S. Department of Energy** / Battery Workforce Challenge: Brand, PR, Social Media Strategy & Management, Website Design / Development & event support

Chris Heaton, CEO

With 25+ years of experience in team leadership, creative ideation, and finance, along with a Bachelor's Degree from Wayne State University, Chris rose from COO to CEO in 2020 through a planned ownership transition.

Chris ensures the team maintains passion for clients' brand identities and advocates for their brands. His extensive brand development and brand marketing experience spans private and public sectors, including established accounts like General Motors, National Oceanic and Atmospheric Administration, Department of Energy, Environmental Protection Agency, Oakland County, Detroit Water and Sewerage Department, Landaal Packaging Systems and Future Energy. He maintains a passion for startups and nonprofits and has built or promoted brands for organizations such as the Michigan Nonprofit Association, the Michigan Municipal League and the Children's Center of Wayne County.

Chris' leadership strengthens CRIMSON's commitment to client brand advocacy and excellence.

Will Perry, Executive Creative Director

Will is a highly respected creative leader with a distinguished global career. He has held creative direction roles at both international and regional agencies such as Leo Burnett Chicago, McCann Erickson Moscow and D'Arcy London.

Highlights include critically acclaimed brand and campaign work for Coca Cola, Chevrolet, Samsung Global, Hyundai, Cadillac USA and Europe. Will has led and inspired creatives in both small and large agency environments.

From brand identity for companies like Alpha 245 and the HENRY agency to advertising campaigns and film direction for companies like Nissan and KIA Europe, Will has tremendous experience yet maintains a "there's always something new to learn" approach to the industry. He operates as a strong coach and player, supervising copywriters, graphic designers, and video production teams. He also works directly on creative campaign concepts, advertising designs, storyboards, and more.

**Rich Donley, APR
President**

Rich is an accredited public relations (APR) professional with 30+ years of experience increasing brand awareness, reputation, sales and impactful outcomes for national and global brands.

He has represented more than 250 regional/global companies and nonprofit organizations, while propelling virtually unknown companies and their executives into well-spoken, well-known category leaders. He is one of the foremost industry authorities on public relations, crisis communications and crisis management, working with numerous Fortune 1000 firms, nonprofits, organizations, and municipalities.

Rich is president at CRIMSON, where he is part of the executive team that operates, manages and leads the agency, as well as manages accounts and account directors. He also serves as an executive trainer working with major global clients to improve presentation skills, media interviewing and crisis communications.

Prior to CRIMSON, Rich was a PR consultant, helping clients enhance their messaging, build brand awareness, boost sales and improve executive communicators. He managed Airfoil Public Relations' growing Automotive & Manufacturing Practice and later, as Vice President/Account Portfolio Leader/Executive Trainer, he managed a more diversified, profitable account portfolio of local/global clients. He also served as Vice President & Partner at Bianchi Public Relations, where he helped grow the agency from three automotive accounts to 25 diversified accounts.

Rich is a former journalist for a number of industry specific publications (including Oakland Tech News) in Southeast Michigan, reporting on the domestic Big Three automakers, auto suppliers & advanced manufacturing companies and defense contractors, as well as interviewing hundreds of auto industry executives and local newsmakers.

He has been a long time member of the Automotive Press Association (APA) and has been actively involved in the Detroit and Orlando communities, serving in leadership / executive board roles with the Public Relations Society of America (PRSA).

Jennette Smith Kotila

CMO

Jennette Smith Kotila is a former business reporter, managing editor and executive editor at Crain's Detroit business. Jennette has more than 25 years of experience as a communicator and content strategist.

She operates as a lead strategist on select accounts, managing work teams and complex projects.

She also guides amplification strategies, working closely with a team of social/digital technical experts to create, execute, and measure campaigns. In addition, Jennette consults on the intersection of digital marketing and earned media/public relations strategies.

Jennette remains a key writer/editor for social/digital projects and other types of public relations and content marketing materials.

As CRIMSON CMO/partner, she serves on area nonprofit boards and is actively involved in Vistage Michigan as part of ongoing learning as an entrepreneur. She's also a member of PRSA Detroit and Association for Women in Communications Detroit. She serves on area nonprofit boards as well, including Troy-based mentoring organization Winning Futures and the Troy Community Foundation.

- Longtime former business journalist
- Decades of newsroom and agency experience leading teams, growing audiences
- Former editor of Crain's Detroit Business
- Former SVP of communications & marketing, Dominion Real Estate Advisors (Bingham Farms)
- Key topics: economic development, commercial real estate, infrastructure, mobility

Carolyn Artman, APR
Account Director

Carolyn is an accredited public relations (APR) professional with more than 30 years of experience in corporate and agency, economic development, public-private partnerships, travel & tourism, meetings & conventions, B2B, financial and professional services, commercial real estate, healthcare, and arts and culture.

Her specialties include media relations, crisis communications, community relations, media events and writing. She is currently CRIMSON's public relations lead for the Argonne National Laboratory and U.S. Department of Energy Battery Workforce Challenge competition. Carolyn led FANUC America Corporation's new facility opening public relations campaign for the global robotics and automation company attracting trade and business media coverage from across the country and the world. She is also a member of the Automotive Press Association (APA) and a 23-year resident of Oakland County (currently in Huntington Woods and formerly in Royal Oak and Novi).

Her economic development PR experience includes coleading media relations for VIP by DRP (Detroit Regional Partnership). She was account director for Invest Puerto Rico and led the launch of Downtown Detroit Partnership's new website.

During her six years at Rock Ventures, she worked closely with Dan Gilbert, and with local, national and global media from "60 Minutes" and the Financial Times to The New York Times Magazine and Forbes. She led media relations for many of Gilbert's early developments including Hudson's Detroit.

Carolyn was also media relations manager for Visit Detroit, promoting the region as a business, tourism and film destination to regional, national and global media before, during and after Super Bowl XL, the MLB All Star Game and World Series. Earlier in her career, she led PR for one of Michigan's top tourist destinations, Mackinac State Historic Parks on Mackinac Island and spent three years in PR at Cranbrook in Bloomfield Hills, promoting its art and science museums, and historic house & gardens. Carolyn is a longtime member of the Public Relations Society of America's Detroit Chapter and a former board member. She earned a Bachelor's Degree in public relations from Wayne State University.

Terry Thomas, Director of Strategy

Terry has over 40 years of agency experience, including long stints at Young & Rubicam, J. Walter Thompson and Foote, Cone & Belding. He has developed annual plans and growth initiatives for Consumers Energy, Michigan Education Trust, Michigan Medicine, Flagstar Bank, KeyCorp, Hungry Howie's Pizza, Domino's, McDonald's, Kmart, Kohl's, Cabela's, West Marine, SVS Vision, Barnes-Jewish Hospital, Taco Bell, Sherwin-Williams, American Home Products, Gulf Oil, Chevron and Peter Paul Cadbury. Terry created and sold "Kohl's Cash" to Kohl's in 2004. It is widely regarded as the #1 loyalty program in U.S. retail. Terry earned a bachelor's degree in Advertising from the University of Florida and an MBA from the Florida Institute of Technology.

Nina Blake, Creative Copywriter

Nina is a passionate storyteller with over 15 years of experience in the advertising industry. She has written compelling copy for global brands including Nike, Adidas, Puma, The North Face, Eddie Bauer, Levi's, Bacardi, Pernod Ricard, Essity, and Philip Morris International. She has lived in Mexico, Germany and Spain, and worked at international agencies like McCann, bypower, and We Agency. Nina's campaigns have been recognized with AMAPRO and Effie awards in Mexico City. Thriving on the excitement of pushing creative boundaries, she continuously strives to propel brands to new heights, making a lasting impression on audiences worldwide.

Hallie Leibinger, Art Director

Hallie is a graduate of one of the nation's premier art schools - the College for Creative Studies. Through this experiential training and recent project work, Hallie is on the cutting edge of modern design techniques for both visual appeal and user experience. Her principal focus with CRIMSON is the development of visual brand identity and the application of the identity into campaign materials - primarily digital and web-related assets. She's been an integral part of the brand and website design for several brands including the Detroit Regional Partnership, Landaal Packaging Systems and the US Department of Energy.

Lydia Ruppel, Social Media Manager

As CRIMSON's Social Media Manager, Lydia brings a wealth of experience and expertise to our team. Her most recent position was as Social Media Strategist and Content Creator at Doner, where she worked on high-profile national accounts including McDonald's, Hungry Howie's, Lumify, and The UPS Store. Lydia holds a bachelor's degree in Public Relations with a minor in Journalism from Western Michigan University. During her college years, she completed three internships, gaining comprehensive hands-on knowledge in social media and managing her own college's Instagram account in her senior year. Lydia is passionate about crafting impactful connections and compelling storytelling through data-driven strategies. With over four years of experience, she excels in creating authentic content that resonates with audiences, community management, and strategically leveraging SEO, user-generated content, and hashtags. One of Lydia's proudest achievements in her social media career is the opportunity to mentor colleagues and share her expertise with various teams, further amplifying her impact in the industry.

Anna Mizerowski, Account Coordinator

Anna has a background in broadcast journalism and has gained experience at WILX-TV, NBC (Lansing), MSU's State News and at a Lansing lobbying firm. She has experience in news writing, content creation, video editing, reporting news, and public and media relations. She supports several CRIMSON public relations clients, including serving in a day-to-day account leadership role on Forgotten Harvest, and conducting extensive, detailed media monitoring and research for various clients. She holds various certifications including Media Relations with Meltwater, Media Monitoring with Explore: Foundations and Certification Level 1: Media Monitoring with Meltwater. She earned a bachelor's degree in journalism from Michigan State University.

Michigan Nonprofit Relief Fund

PROJECT DESCRIPTION

The State of Michigan Department of Labor and Economic Opportunity (LEO) and the Michigan Nonprofit Association (MNA) combined forces as two distinct entities to champion, administer and distribute \$35M in relief funding to small charitable nonprofit organizations facing hardships from the COVID-19 pandemic. They needed a new brand identity to help clarify their purpose, providing non-profits an assistance resource.

CRIMSON'S ROLE

We developed a combined brand identity, and then took it statewide, targeted to a variety of diverse communities. The campaign included media relations outreach that was enhanced and complemented by a strategic digital and print campaign to bring awareness and details for the available grant.

The campaign necessarily needed to educate that this was in fact a legitimate program targeting particular smaller organizations, prove its trustworthiness through a noted partner like the Michigan Nonprofit Association and aggressively activate a wary audience through a potentially confusing application process.

THE RESULT

Through the new brand identity, aided by the insight of demographic research and with the understanding of several different objectives, we developed a strategic campaign based on the concepts of "Get Help Now" for awareness and "What Relief Looks Like" to entice confidence in the result - 2,065 applications were received seeking a total of \$43M in funding, far exceeding the target and ensuring the allocation of important funding to those most in need.

The campaign earned a 2024 Communicator Award of Distinction for Nonprofit Campaigns through the Academy of Interactive and Visual Arts (AIVA).

U.S. Census - Michigan (Undercounted Populations)

PROJECT DESCRIPTION

The mission was to help people understand the purpose, content, and process of the census – but only via clear and concrete messaging delivered by trusted messengers – nonprofit organizations large and small throughout Michigan. Through a deep dive process understanding where our undercounted (and therefore underserved) communities live and how different motivating factors played into each (fear of deportation, mistrust of government, language barriers, general misunderstanding of the census' benefit, etc.) we employed a fully integrated, hyper-targeted statewide campaign that included 23 distinct and different media; two microsites; media relations outreach; and a series of blogs.

CRIMSON'S ROLE

Guided by deep research and marketing strategy we developed: brand and message development; logo & tagline creation; campaign creative, strategy and production of all assets for traditional and online campaign (outdoor, TV, radio, cable, OTT, GSTV, print, digital, social media); statewide media planning and buying; public and media relations; video; collateral; and campaign management & reporting. Campaign content was developed in as many as 10 different languages.

THE RESULT

23 distinct and different media were placed: 947 outdoor placements, 787 digital ads and 34,000 TV, radio and cable spots. One of the websites had 13,000 downloads and 208,000 users – with an estimated 444 million impressions.

Michigan was the first in the nation to reach its 2010 census self-response rate goal, increasing it to 71%, placing them eighth in the nation overall (up from 17th in the nation in 2010). In the end, 99.9% of all Michigan households were counted.

In recognition of the success of census campaign, the project earned a PRSA Award of Excellence (Silver Anvil finalist), IABC Gold Quill and Communicator Award for the campaign.

U.S. Census - Michigan (undercounted populations)



Oakland County Parks

PROJECT DESCRIPTION

As a preferred brand and marketing vendor for Oakland County (from previous branding of the Water Resources Commissioner), we were asked to help navigate community issues with the management of a park that had changed from municipal to county oversight. We were tasked with the development of key and supporting messaging and communications counsel to ensure accurate understanding of the situation. With success and ongoing trust relationships, we've also been contracted to develop event branding and logos as well as a major branding project for the Nine Mile Corridor.

CRIMSON'S ROLE

From branded reactive statements intended to reassure and include respective communities, logos designed to inspire festival fun and the development of brand identity platforms for complicated multi-community initiatives, CRIMSON conducts, explores, and analyzes primary and secondary research to ensure that the work that comes from it resonates with the right people.

THE RESULT

In collaboration with Parks personnel we helped prepare county representatives to engage the community with positive reinforcement of the county's role in managing Pontiac Oaks. With ongoing improvements to the park and reassurance of maintained city/county partnership the local community can look forward to increased access and usage.

Separately, the redesigned park signage creates a unified identity for the entire park system. Through this signage, coupled with the "Oaks" naming convention, residents will understand that each park is well managed and maintained by the county. The unique available amenities and attractions at each park will also become more clear and useful through wayfinding signs and descriptions.

CRIMSON also created a new logo for "Fireworks and Flannels," the revamped 2025 winter festival designed to get residents, friends and family excited to attend, and the 2025 Special Park Districts Forum logo to showcase Michigan parks, energize attendees and convey diversity, equity and inclusion.

We're also currently working with OCP, 10 communities in Oakland County, SEMCOG and others to define and develop the brand (including name and logo) for the 30-mile Nine Mile Corridor.

Oakland County Parks



Detroit Regional Partnership VIP by DRP

PROJECT DESCRIPTION

When DRP decided to launch its Verified Industrial Properties program and online portal, CRIMSON was there to develop impactful messaging, research, strategy and the creative messaging idea to drive it all. The VIP program, at its essence, removes obstacles that may deter site selectors from choosing the Detroit region for new industrial opportunities. The challenge: how to spread the word about the incredible opportunities that exist – and attract more businesses to its 11-county metro area.

CRIMSON'S ROLE

We dove headfirst into researching what other markets were doing and what's most effective with real estate, economic development and site selector audiences. With the goal of announcing the program and driving sites & views to the online portal, we worked with the DRP team to develop the branding, creative assets, go-to-market strategy and complemented it with web and video consulting, email marketing, media relations, event support and more. We knew to truly make an impact, we needed a unifying campaign idea that packed a punch – and “A Site to See” was born.

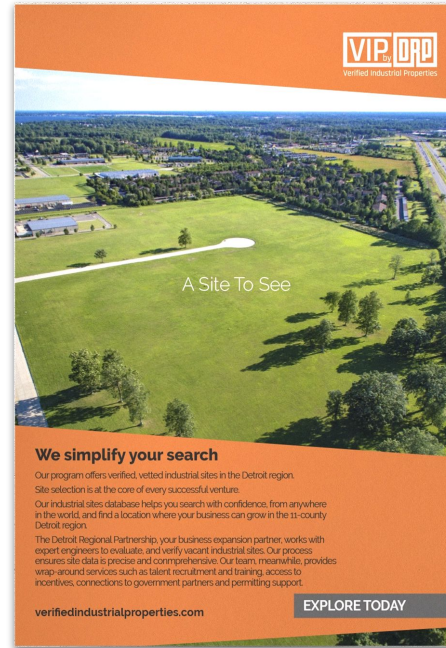
THE RESULT

The job wasn't easy – we had to reach two very niche audiences: real estate land owners/brokers and site selectors. Thanks to targeted campaigns and strong program management at DRP, VIP by DRP has seen significant lead development and increased brand awareness. The portal saw a 300% increase in web traffic, engagement and site listings from August 2022 to March 2023. With a successful launch in a complicated market, VIP by DRP is supporting the Detroit region's competitive advantage.

In addition, CRIMSON strategic earned media efforts complemented the marketing campaigns - in 2022 and in 2023, coverage in local, national and international media earned **a reach of more than 2.2 million and ad value of \$14 million**. In addition, DRP paid digital campaigns increased website pageview by 330% and total users by 709% in 3Q'24 & 4Q'24 alone. Tactics included advertising with Midwest Real Estate News and CoStar.

The overall VIP campaign earned a 2024 Communicator Award of Distinction for Business to Business Campaigns through the Academy of Interactive and Visual Arts (AIVA).

Detroit Regional Partnership VIP by DRP



Invest Puerto Rico

PROJECT DESCRIPTION

Invest Puerto Rico is the island's economic development agency focused on promoting investment and business attraction. It was seeking communications, public relations and publicity services to establish Invest Puerto Rico's brand, and position Puerto Rico as the premier business destination among company owners, top executives, and investors through a robust, innovative, forefront public relations strategy.

CRIMSON'S ROLE

As the agency of record, we provided strategy and insight development for campaigns that informed Invest PR's overall earned media direction across all communication channels. Guided by analysis of market conditions, demographics, economics, comparable markets, etc. we developed brand identifiers, key messaging and content, social media leadership and overall communications counsel and training for their internal team.

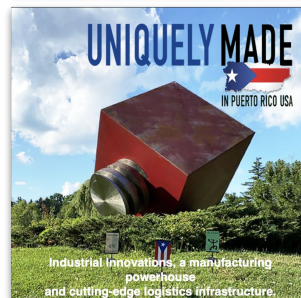
THE RESULT

We drove earned media outreach in national, regional and niche outlets by securing 50+ placements (a 900 percent increase in the previous year's media coverage) on topics such as remote work (especially during the COVID-19 pandemic), pharmaceuticals/biosciences, supply chain, and the intersection of business/tech and culture.

We created strategy, custom content and platform management during the 2021 South by Southwest conference (SxSW) - helping the client achieve 131,000 impressions in just a few days on Instagram.

Through these and other effort, by FY 2021, IPR recorded commitments of 555 new businesses, 4,998 jobs and \$270M in capital investment.

Invest Puerto Rico



Invest Puerto Rico



Bloomberg

Pursuits

Work Here! Tourist-Starved Caribbean Woos Homebound Workers

By [Jim Wyss](#)
November 17, 2020, 7:00 AM EST Updated on November 17, 2020, 8:38 AM EST

- ▶ Islands have mostly avoided the worst of the pandemic
- ▶ With no cruise ships, they urge workers to stay for months

LIVE ON BLOOMBERG
Watch Live TV >



Abbie Sheppard works remotely from Riddle's Bay, Bermuda. Photographer: Nicola

investpuertorico • Following ...

investpuertorico Island Innovator: Alana Mediavilla

Introducing an Island Innovator, @alanamediavilla! 🌞 Alana is a native Puerto Rican and the founder and creative director at @wearefilmkik. She recently relocated back to the Island and shares with us why Puerto Rico is the perfect place for her business to cultivate #creativity and #innovation.

Watch our #SXSW chat on relocating to Puerto Rico to learn more about why innovators are choosing #PuertoRico ▶link in bio.

ALANA MEDIAVILLA
FILMKIK

1:15 / 4:11

INVEST PUERTO RICO

Liked by **sofonsocial** and others

MARCH 19

Add a comment... **Post**

TIME AND COST



TIME AND COST

Activity	Duration	Cost
Phase 1 - Research and Stakeholder Engagement	4 Weeks	\$14,400
Phase 2 - Brand Strategy	5 Weeks	\$21,120
Phase 3 - Wayfinding Development	5 Weeks	\$19,840
Phase 4 - Marketing Plan	6 Weeks	\$24,320
Totals	20 Weeks	\$79,680

Invoicing will occur in accordance with purchase order requirements.

CONCLUSION

The brand of a place like Romeo is not just what people; it's a philosophy that guides how people experience, navigate, and engage with the community. It's how people feel when thinking about checking out Romeo and what they remember after they've done it. Whether it's through physical wayfinding signage or broader marketing strategies, the brand plays a critical role in creating a cohesive, authentic, and emotionally resonant experience. By ensuring that both signage and marketing reflect the essence of Romeo's unique charm, history, and future vision, we can create a stronger, more unified sense of place that attracts visitors, retains businesses, and builds pride among locals.

We're confident that our leadership, experience and expertise in purpose-driven brand advocacy will set the foundation for the Village of Romeo to achieve its attraction goals. We're committed to the idea of community and we're relentless in the pursuit of building connections between brands and their intended audiences.

Thank you for considering our response. We look forward to the opportunity to work with and for you.



Chris Heaton
CEO

THANK YOU

RFP Contact:
Chris Heaton
CEO
CRIMSON
155 W. Congress St. Suite 501
Detroit, MI 48226
248-417-2733
chris@crimsonagency.com

We're Purposeful

*We adhere to the principles
of brand purpose,
vision and mission
and deliver greatness.*

CRIMSON



**MICHIGAN
DOWNTOWN
ASSOCIATION**



Ann Arbor

ANNUAL STATEWIDE CONFERENCE

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P.O. Box 3591
North Branch, MI 48461



**MICHIGAN
DOWNTOWN
ASSOCIATION**



Ann Arbor

Annual Conference People, Places, Planning, & Preservation- The Power of Strong Michigan Downtowns.

Strong downtown management organizations have never been more important to the economic development of a community, region, and state. Downtown organizations are charged with creating safe and equitable spaces for all, developing and nurturing small businesses, and providing redevelopment opportunities, all while planning for the future of the community and organization. Join us this fall in lively downtown Ann Arbor and be immersed in positive conversation with downtown stakeholders from across Michigan and experts in the field of economic and community development.

Wednesday November 6

4 pm **Mobile Tour of Downtown Ypsilanti**
Join us as we hit the road via trolley and travel to neighboring Downtown Ypsilanti. The tour will leave the Graduate Hotel Ann Arbor, 615 East Huron Street, Ann Arbor, at 4:00 pm. Wear your walking shoes as we will stroll downtown Ypsilanti and hear how the Downtown Development Authority is working to create places and events for all. Our tour will conclude with a networking event, with a cash bar and complimentary appetizers, at Thompson & Co in Downtown Ypsilanti. This is a ticketed event with only 30 seats sold. The ticket price is NOT included in the Conference registration fee and is an additional \$35.

Thursday November 7 - The Graduate Hotel

615 E. Huron Street, Ann Arbor, MI

9:00 - 11:00 am **Registration Vendor Expo**

9:30 - 10:00 am **Coffee and Conversation**
Participants of the MDA Professional Development Certificate Program (MiPDM) are encouraged to join us for a pre-Conference networking opportunity.

10:00 - 10:50 am **Bonus Session - 3 Round Tables, 15 Minutes, 100 Ideas**
Get a jump start on the Conference by joining us for this quick paced Bonus Session! Topics to be covered at three tables include: Best Practices for Social Districts, Downtown Organization & Chamber of Commerce Working Together, and Downtown Gift Cards.

**Regency Ballroom
Terrace & Regency Ballrooms**

Regency Ballroom

Regency Ballroom
Anne Gentry, *Director, Alpena DDA*
Lori Ward, *Director, Northville DDA*
Dan Hopp, *Director, Frankenmuth DDA*
Lydia Walker, *Director of Operations & Service, Frankenmuth Chamber of Commerce & Convention & Visitors Bureau*
Daniel Solomon, *Downtown Manager, City of Royal Oak*
Kelly Westbrook, *Executive Director, Oxford DDA*

11:00 am **2024 MDA Annual Meeting & Welcome Introductions of Vendors and Attendees**

Terrace Ballroom
Cristina Sheppard-Decius, *Chair, Michigan Downtown Association*

12:15 - 1:00 pm **Keynote Presentation Michigan Central Station: A Rebirth**
Celebrating the reopening of Michigan Central Station marks a significant milestone in Detroit's history and a promising step forward for the local community. After closing its doors in 1988, the once bustling rail station and gateway to Detroit's industrial powerhouse now serves as the anchor for a 30-acre research and technology hub developed by Ford Motor Company. Adaptive reuse projects like Michigan Central Station play a pivotal role in tackling climate change while preserving our city's rich, cultural and architectural heritage. They strengthen our communities, foster a sense of identity, and can serve as a catalyst for future economic and social well-being. Richard B. Hess, AIA, a principal at Quinn Evans and lead Architect for the station's restoration, will discuss the project and the impact of revitalizing this monumental, iconic symbol of Detroit.

Terrace Ballroom
Richard Hess, *AIA, NCARB, Principal & Regional Operations Director, Quinn Evans*

1:00 - 2:15 pm **Lunch Annual Awards MiPDM Ceremony**

Terrace Ballroom

2:15 - 2:35 pm **Welcome People-Friendly Streets-Prioritizing People, Placemaking & Resiliency**
Ms. Thomson will welcome us to Ann Arbor and highlight downtown's recent People Friendly Streets projects. The initiatives are value driven and focused on making the streets in downtown Ann Arbor safe and comfortable for people of all ages and abilities using all modes of transportation.

Terrace Ballroom
Maura Thomson, *Executive Director, Downtown Ann Arbor*

2:45 - 3:45 pm **Concurrent Sessions Session One: Where Am I?**

The significance of wayfinding signage becomes evident as it seamlessly guides individuals through unfamiliar environments with ease. Whether you're exploring a bustling city square or navigating a sprawling university campus, clear and well-placed signage plays a crucial role in helping you find your way. Examples from communities and projects of all sizes will be shared and our presenters will demonstrate how wayfinding signage can be an economic and cultural driver for your downtown.

Terrace Ballroom
Matt Thomas, *Account Manager, Metro Signs & Lighting*
Paul Deters, *President, Metro Signs & Lighting*
Jeff Hamm, *Sales Manager, Metro Signs & Lighting*

Session Two: Intro to Real Estate Development

One of the many hats a downtown manager may wear is Real Estate Agent and/or Developer. Learn the development process from planning and site selection to construction, lease-up, sale, or disposition of the property. Pro forma modeling, community-initiated, development, incremental development, and different environmental studies will also be discussed.

This session is available for MIPDM credit.

3:55 – 4:45 pm **Concurrent Sessions**

Session Three: Oh, the Stories You'll Tell!

Whether your town has a brand or it's just starting out, there are ways to promote it, without any doubt. This session will guide you through telling your tale, with ads, and news, and events without fail. We'll dive right in, and explore every tool, to make sure your website is shiny and cool. With eye-catching visuals, announcements, and more, directories and polls that folks will adore. Meeting ADA rules, you'll ensure it is true, that your story will reach your whole community... and beyond, too!

Session Four: Protecting Our Past & Cultural Heritage

Is your community planning an infrastructure, streetscape, or development project and potentially applying for federal grant money? Are you considering the requirements found in Section 106 of the National Historic Preservation Act of 1966 that requires identification of cultural resources around project areas? Join our experts from SHPO for a broad overview of Sec. 106 and what considerations you should take as you plan for your downtown projects. Learn about the responsibility of municipalities to protect sensitive cultural information, and proactive steps that can be taken to ensure historic resources are identified in advance of projects.

5:00- 6:00 pm **Walking Tour of Downtown Ann Arbor**

Members of downtown Ann Arbor's business districts will lead us on a walking tour of the State, Main, and Kerrytown areas. The tour will conclude at Conor O'Neill's, just in time for networking!

6:00 – 7:30 pm **Meet & Greet**

Conor O'Neill's
318 S Main St, Ann Arbor, MI 48104
Pep Rally- Go Green! Go Blue!

Wear your favorite school colors and enjoy complimentary appetizers & cash bar.

Regency Ballroom

Samantha Mariuz, *Economic Development Manager Environmental Group, Fleis & VandenBrink*
Matthew J. Farrell, *CCIM, CEO/Owner, Team CORE*
Kate Knight, *Director, Farmington DDA*

Terrace Ballroom

Kim Rivera, *Principal, Senior Creative Director, New Moon Visions Place Branding & Marketing*
Julie Braun, *Co-owner, Project Manager, Civic Clarity Website Service*

Regency Ballroom

Scott Slagor, *Cultural Resource Protection Manager, State Historic Preservation Office*
Amy Krull, *Senior Archaeologist, State Historic Preservation Office*

Generously sponsored by Lumecon

Friday November 8

8:30 am **Registration
Vender Expo and Coffee**

**Regency Ballroom
Terrace & Regency Ballrooms**

9:00 – 10:00 am **Partner Presentation MEDC
The Best Laid Plans- Strategic Planning – What Is It and Why Is It Important?**
Strategic planning is the process of defining a vision, setting goals, and identifying projects and programs that will lead to concrete outcomes that bolster downtown economic vitality and vibrancy. The practice is often overlooked, but it can be used to build board engagement and community buy-in towards downtown revitalization efforts. Learn the benefits and key best practices for conducting a strategic plan and how it will benefit your organization in the long run.

Terrace Ballroom
Leigh Young, *AICP, Senior Main Street Specialist, MEDC*

10:00 – 10:45 am **Brunch & Networking**

Terrace & Regency Ballrooms
Generously sponsored by Lake Trust Credit Union

10:45 – 11:30 am **Concurrent Sessions**

Session Five: Enhancing Volunteer Participation, Board Involvement, and Organizational Capacity

In this engaging and interactive session, we will explore the essential strategies and practices for building capacity at the board and volunteer level. Participants will gain valuable insights into how to effectively enhance their organization's leadership, governance, and volunteer engagement to achieve greater impact and sustainability.

Terrace Ballroom
Laura Nichols, *Executive Director, Blissfield DDA-Main Street/Economic Development*
Jay Marks, *Executive Director, Adrian Main Street*
Hollie McPherson, *Executive Director, Wayland Main Street*

Session Six: Matchmaking for Historic Buildings?

Can a long-term partnership be made between a historic building and an interested buyer? Learn from Jessica Flores, owner of Preservation Forward and statewide historic preservation expert, on how to pair the right party to a vacant, historic building in a match that's a mutually beneficial relationship. Jessica will share with you her success in matchmaking historic buildings and give you insight into making historic preservation a savvy, real estate tool in your downtown.

Regency Ballroom
Jessica Flores, *Owner, Preservation Forward*
Becca Murphy, *Historic Preservation Specialist, Preservation Forward*

Thank you Annual Conference Sponsors 2024

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Session Seven: Business Retention and Recruitment

Retaining the businesses located within your downtown district is just as important as attracting entrepreneurs. What are the tricks to keeping the doors of small businesses open while encouraging new businesses to locate within your community? What is the right business mix for your district? This session will recap what's new and here to stay and discuss classic business retention and recruitment approaches every downtown should keep in mind with their business development efforts.

This session is available for MiPDM credit.

Session Eight: The Delicate Art of Revenue Sharing

Hear from seasoned downtown professionals on the best practices for creating a Memo of Understanding with your municipality regarding services for bookkeeping, DPW, administrative support, and more. What should be expected from your organization and the municipality, and how you should be part of the process, will also be discussed. Creating a clear shared service agreement now can prevent misunderstanding and hardship in the future.

12:50 – 1:40 pm **The ABC's of MSHDA's Housing TIF Program**

This session will provide an overview of the new Housing TIF program that was signed into law in July of 2023. Learn how the first applicants are utilizing Housing TIF as a tool to create both for sale and workforce housing developments. Our presenters will also share how local Brownfield Redevelopment Authorities are approaching this program to achieve their local goals to encourage housing development around the State of Michigan. This new program is being utilized in both urban and rural communities so best practices and helpful hints will be shared for anyone to use.

1:40 – 2:00 pm **Twenty for Twenty**

Join Jennifer Shorter, a third-generation retailer, for an electrifying session where she will unveil insider secrets on how downtown organizations can help businesses through meaningful, low-cost efforts. In just twenty minutes, Jennifer will provide twenty ideas for you to walk away with and bring back to your downtown.

2:00 pm **Closing Comments & Raffle Drawing**

Terrace Ballroom

Andy LaBarre, *Executive Vice President and Director of Government Relations, A2Y Regional Chamber*
Angela Heflin, *Ann Arbor Spark & State Street District*

Regency Ballroom

Laura Cloutier, *Executive Director, Wixom DDA*
Elizabeth Morse, *Executive Director, Sparta DDA*
Cristina Sheppard-Decius, *Owner, POW! Strategies*

Terrace Ballroom

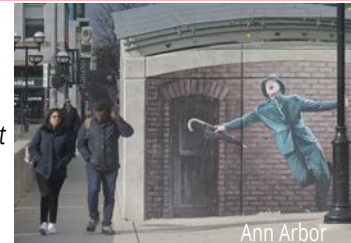
Bruce Johnson, *Owner, Revitalize L.L.C.*
Dave Van Haaren, *Director, Economic Development, Triterra*
Tony Lentych, *Chief Housing Investment Officer, MSHDA*

Terrace Ballroom

Jennifer Shorter, *C.E.O., Grandpa Shorter's Gifts*

Terrace Ballroom

Dana Walker, *Director, Michigan Downtown Association*



Ann Arbor



Ann Arbor

If programming is scheduled in the Terrace Ballroom exclusively, we ask that you use the Regency Ballroom for your networking and/or private conversation needs.

Special rates for downtown hotels may be available. Please refer to the MDA's 'Events' page on our website, www.michigandowntowns.com, for current availability.



Ann Arbor



Registration Form: Annual Statewide Michigan Downtowns Conference 2024

Each attendee must provide the following information as unique login or registration information will be sent to each attendee via the email listed below. Registrant's information may be changed prior to the Annual Conference by contacting Dana Walker at the MDA, director@michigandowntowns.com or 248-838-9711.

Name _____
 Organization _____
 Phone _____ Email _____

Registration Fees (use registration form or register online at www.michigandowntowns.com):

Early Bird Rate (Now through 10/26): MDA Members: \$275 Non-Members: \$295 Students: \$150
 Regular Registration & At the Door (After 10/26): MDA Members: \$295 Non-Members: \$315 Students: \$160
 One Day Rate (either November 7 or November 8): \$150
 Virtual Format price is the same.

___ Yes, I will attend the \$35 ticketed Downtown Mobile Tour of Ypsilanti, MI, Wednesday, November 6.

___ Yes, I will attend the complimentary Meet and Greet, Thursday, November 7, at Conor O'Neill's.

_____ TOTAL AMOUNT DUE

Please return form with payment to MDA by Oct. 28, 2024. Once payment has been received, all registrants will receive unique login or registration information for the Annual Conference.

Make checks payable to:
 Michigan Downtown Association
 P.O. Box 3591 North Branch, MI 48461
 Credit card payment available at www.michigandowntowns.com or call the MDA at 248-838-9711.
 Sorry, no refunds will be offered.

__Visa __MC __Dis __Amex Card No. _____ Exp. Date _____ Sec. Code: _____

Name on Card: _____ Signature: _____

Zip Code: _____

AICP and AIA credits are available on a self-reporting basis.

**AGREEMENT REGARDING PARKING IN THE DOWNTOWN AREA
OF THE VILLAGE OF ROMEO**

THIS AGREEMENT for parking in the downtown area of the Village of Romeo, hereinafter sometimes referred to as “Agreement”, is made and entered into by and between the VILLAGE OF ROMEO, a Michigan municipal corporation, whose address is 121 W. St. Clair Street, Romeo, Michigan 48065, hereinafter sometimes referred to as “Village”, and the ROMEO DOWNTOWN DEVELOPMENT AUTHORITY, whose address is 141 S. Main Street, Suite A, Romeo, Michigan 48065, hereinafter sometimes referred to as “DDA”, on the ____ day of October, 2024.

WHEREAS, the Village provides public parking within the area encompassed by the DDA, and regulates the public parking through Village Ordinances and enforcement of those Ordinances by the Village’s Police Department; and

WHEREAS, the Village and the DDA desire to enter into this Agreement to provide for paid parking in the public parking areas within the area encompassed by the DDA, including the implementation and administration of paid parking in the DDA area, with enforcement to be undertaken by the Village; and

WHEREAS, the Village and the DDA further desire to provide for the collection, retention and expenditure of the fees received from paid parking within the area encompassed by the DDA;

NOW, THEREFORE, in consideration of the mutual representations made hereinabove, which are not mere recitals, and the promises and covenants hereinafter set forth, the Village and the DDA hereby agree as follows:

1. The DDA will enter into a contract with a vendor approved by the Village to implement a paid parking system within the area encompassed by the DDA in the Village, for a term not exceeding ____ years, provided that: The paid parking system selected by the DDA is approved by the Romeo Village Police Chief to confirm that the paid parking system and any violations thereof can be enforced by the Romeo Village Police Department.
2. If possible, the fees generated by the paid parking system within the DDA area shall be paid directly to the Village. If the fees generated are not capable of being paid to the Village, said moneys shall be received by the DDA and paid over to the Village not less than quarterly, less an administrative fee that is approved by the Romeo Village Council from time-to-time.
3. Notwithstanding anything contained herein to the contrary, any fees, fines or costs generated by the Village of Romeo Police Department as part of its enforcement of the parking ordinances of the Village of Romeo shall belong solely to the Village, without any claim thereto by the DDA.
4. Regardless of whether the fees generated by the paid parking system in the area encompassed by the DDA are paid to the DDA, or directly to the Village, such funds received by the Village shall be deposited in a separate account, or a separately designated fund by the Village, with said funds specifically designated as a Parking Capital Improvement Fund. The moneys deposited in the Village’s Parking Capital Improvement Fund shall be restricted and can only be used to acquire, maintain and repair public parking in the area of the Village encompassed by the DDA.

5. The DDA and the Village agree to share in the expense of maintenance and repair of the public parking lots that exist in the area encompassed by the DDA, and in furtherance of this Agreement, the DDA shall remit to the Village, not less than annually, the amount of \$_____, for this purpose, unless a different agreement is reached between the Village and the DDA.
6. This Agreement contains the entire understanding and agreement between the parties related to its subject matter. The invalidity of any provision of this Agreement as may be determined by a court of competent jurisdiction shall in no way affect the validity of any other provision contained herein.
7. This Agreement shall be interpreted, enforced, and governed by the laws of the State of Michigan. Venue for any dispute between the Village and the DDA shall be in the appropriate court in Macomb County, Michigan.
8. No modification, alternation, or amendment to this Agreement shall be of any effect or enforceable unless it is in writing and signed on behalf of each of the authorized representatives of the Village and the DDA.
9. This Agreement may be executed in counterparts, each of which shall be deemed an original, but all of which together shall constitute one and the same Agreement.

Romeo Downtown Development Authority

By: _____

Its: Chairperson

The Village of Romeo, a Michigan municipal corporation,

By: _____

Megan Poznanski

Its: Village President