



# City of Reading

TIFA PLAN 2022

**Insert Signed Resolution**

# Acknowledgments

## Tax Increment Financing Authority

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# 1

## Background

### The Purpose of a Tax Increment Finance Authority

In Michigan, Public Act 57 of 2018 (Part 3) enables the establishment of the Tax Increment Financing Authority (TIFA) to carry out the following duties:

- » Prepare an analysis of economic changes as they relate to urban deterioration in the development areas
- » Study and analyze the impact of growth upon development areas
- » Plan and propose the construction, renovation, repair, remodeling, rehabilitation, restoration, preservation, or reconstruction of public facilities, existing buildings, or multiple-family dwelling units
- » Develop long-range plans
- » Implement any plan of development
- » Make and enter into contracts
- » Acquire, demolish, relocate, rehabilitate, or dispose of land, property, or rights and interest
- » Improve land, prepare site for buildings

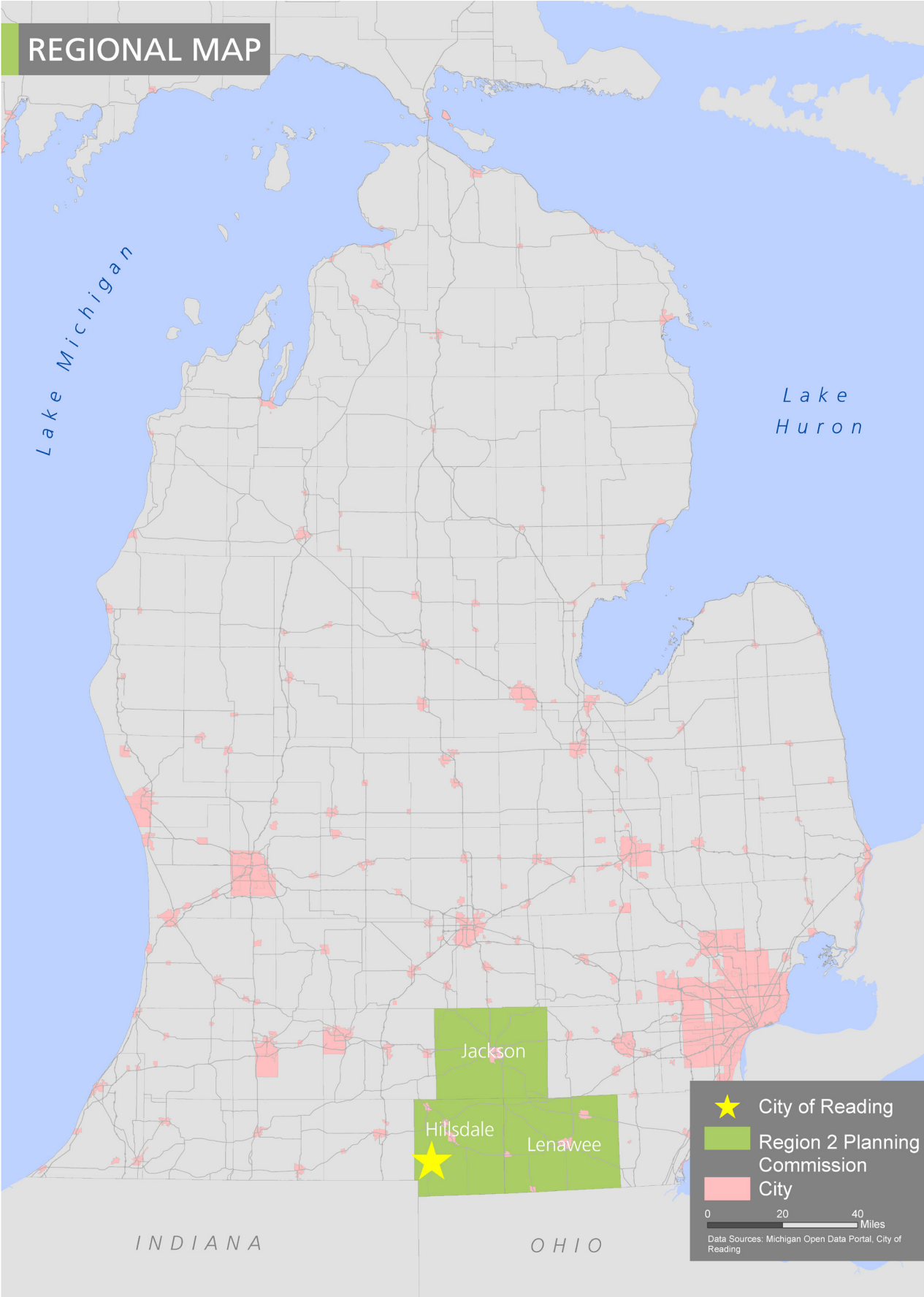
- » Fix, charge, lease, and collect fees and rent for buildings under its control
- » Accept grants and donations
- » Borrow money and issue revenue bonds.

The Act empowers a TIFA to tackle urban decline to prevent its advancement and strengthen its existing infrastructure. In practice, TIFAs accomplish this goal by providing the necessary legal, monetary, and organizational tools to revitalize the district either through public-initiated projects or in concert with private development projects. A TIFA chooses to use these tools based on their capacity, creativity, and relationship with stakeholders to solve the specific problems and leverage its opportunities.

### Reading TIFA History

Reading established a TIFA in 1981 pursuant of the 1980 state legislation that enabled a quasi-governmental body to fulfill its duties. Shortly after, Reading adopted its first TIFA Plan in 1981 and updated it almost 20 years later in 2000

Map 1: Regional Map



after having completed most of the action items. In 2021, the TIFA sought another update in acknowledgment of how drastically the world has changed over the past 20 years in terms of technological trends, communication styles, continued economic transition, and a changing legal framework.

### **Previous Plans**

A review of relevant planning documents ensures that the Reading's TIFA Plan aligns with other planning efforts so that previous work is built upon as opposed to duplicated or neglected.

### **2021 Reading Master Plan**

Reading's adopted 2021 Master Plan includes a section about how to redevelop its downtown, contain its industrial park while prioritizing valuable investment within it, and preserve and enhance its neighborhoods. The downtown was highlighted because it's at a pivotal point: while there has been some decline in business growth and historic buildings, the city's embrace of adult use marijuana dispensaries means that hundreds of people are visiting per day. Simultaneously, the TIFA has purchased key properties and is maintaining them while seeking development that is suitable for a downtown: retail, dining, and entertainment. It is the intention that these factors are pulled together and coordinated with public investment to make a noticeable difference in these

areas. Moreover, several lots have been sold in the Industrial Park for marijuana grow facilities that have boosted the revenue coming into the TIFA.

### **2000 Reading TIFA Plan**

This plan was an update from the 1981 Development Plan and consisted of 14 programs and construction projects with an d budget of \$1,343,000. The priorities were the north industrial park, the south industrial park, and the downtown. The vision was to increase the tax base through industrial and commercial development. As such, the projects were focused on infrastructure improvements for the industrial parks and establishing funding mechanism to improve the downtown building stock.

### **2018 Region 2 Planning Commission Comprehensive Economic Development Strategy (CEDS)**

The region's CEDS found that between 2006 and 2016 the number of business establishments dropped in almost every employment sector. This time frame coincided with the Great Recession, which is largely the culprit of dramatic job loss. The severity of the loss felt in the region sharpened the vision to encourage the creation of jobs, advance business development, promote education, and foster community development.

The CEDS acknowledges that its success depends on leveraging existing partnerships. To support the business

environment, the action plan calls for improved infrastructure as the basis for increased functionality, mobility, and placemaking. Simultaneously, it seeks more resources for business retention and the expansion of a diverse range of employment sectors. The strategies emphasize infill development through the conversion of brownfields and investment in Smart Growth principles for responsible and productive uses of land. The plan also recognizes that economic development comes from institutions that improve quality of life through culture, art, recreation, and entertainment, and that these institutions need to be protected. Moreover, the pursuit of education and training is another pillar of economic development. The CEDS framework encourages post-secondary education and workforce development opportunities.

### **Basis for the Tax Increment Financing Plan and Development Plan**

PA 57 of 2018, part three, provides the legal mechanism for local officials to address the need for economic development in the district by creating a tax increment finance (TIF) district, which is simply the geography to which the tax increment finance plan will apply. The boundaries for the TIF District are shown in Map 1.

By definition, a tax increment finance plan seeks to capitalize on and make

use of the increased tax base created by economic development within the boundaries of a defined district. The TIFA is in a strong financial position with the capacity to take transformational action: since 2017, the overall property values have increased by 40%. This is a boon for the City's coffers in general, and for the TIFA district specifically.

### **Relationship Between Development Plans**

The Development Plan contained herein, as proposed by the Tax Increment Finance Authority for development of specific projects and expenditure of tax increment revenues, amends the previous Development Plan that was adopted by the City Council in 2000.

### **General Development Plan for Reading**

The need for the Development Plan is founded on the basis that the future success of Reading's current effort to revitalize its commercial, residential, and industrial areas will depend, in large measure, on the readiness and ability of its public corporate entity to initiate public improvements that strengthen key areas within the TIFA district and to encourage (and participate in) where feasible in the development of new public and private uses. These uses should clearly demonstrate the creation of new jobs, the attraction of new business, and the generation of additional tax revenues.

# 2

## Public Process

### TIFA Leadership

Meetings were held with the TIFA to launch the project, to discuss survey questions for the businesses, review a development plan with action strategies, and then again to review the draft. During the discussion of the action strategies and projects, it was decided that TIFA members would rank projects via survey for two reasons. It would allow them more time to think, and secondly, they would not be as subjected to “group think.”

### Public Hearing

A public hearing was held on ....

### Citizen’s Council

Pursuant to PA 57 of 2018, whenever a development area has 100 persons or more, a Citizen Council shall be established, comprised of nine members. A notice was posted in the Hillsdale Daily News on May 29th, 2021 giving residents of the TIF district 30 days to join the Citizen’s Council. The notice was also posted on the city’s website and the city’s Facebook page. There was no response to these notices, and consequently no Citizens Council

was not formed. Its responsibilities would have been to consult with the TIFA board and city staff regarding the development and adoption of the TIFA Plan and relay their input to the overseeing body.

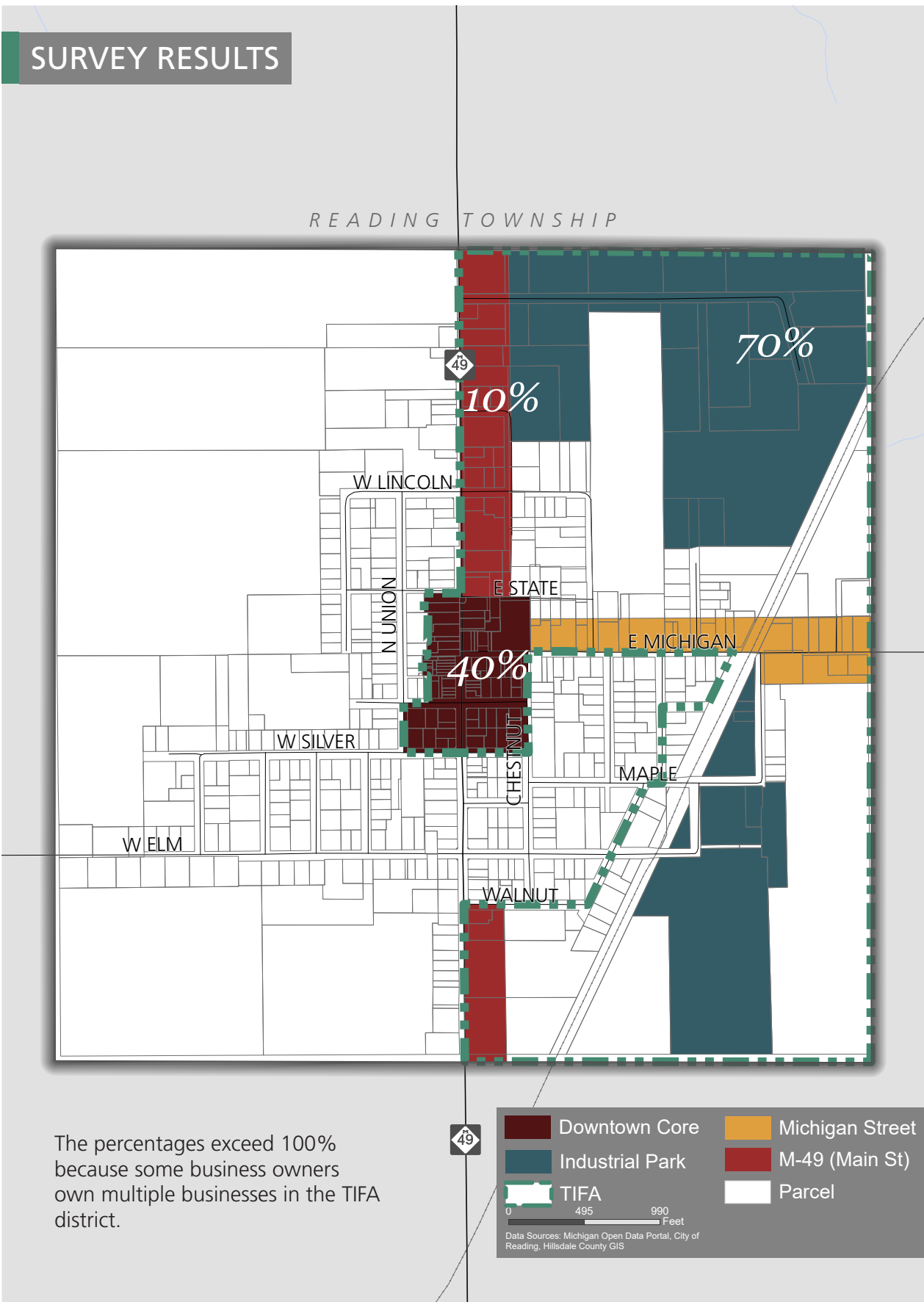
### Survey Results

The TIFA Board created a survey for business owners within the district. Business owners were emailed or sent a physical flyer with the survey link asking them to participate. The survey was opened in March 2021 and closed in August 2021. A total of 10 responses were received, representing a majority of business owners in the city. A summary of their responses is described in this section.

### The Basics (Q1-Q4)

When business owners were asked where in the TIFA district they were located, 70% reported in the industrial park and 40% in the downtown core. The majority (80%) of respondents are relative newcomers, having only operated a business in Reading for five years or less. The composition of business types was split primarily between manufacturing and retail.

Map 2: Survey Results



Business owners reported that their attraction to Reading was a “supportive business community,” and “affordable real estate.” On a personal level, half of the business owners selected “close to my residence” as a reason for choosing Reading, illustrating the local economy’s interconnectedness with the housing market.

### Customer Base (Q6 & 7)

The top three most popular ways to draw customers to their respective businesses were already having an “established client base,” “word of mouth,” and “online promotion.” It is interesting that in 2021, after 18 months of a global pandemic, the use of technology for marketing does not rank higher. More specifically to the downtown, it is believed that parking availability limits customers from patronizing businesses, along with no night life, empty/blighted buildings, and little commercial variety.

### Business Challenges (Q5, 8, 9, 10, 11)

As is heard statewide, a common challenge for business owners is finding reliable employees, regardless of skill level. In Reading, 60% of survey-takers recorded that executive and management level employees are the most difficult to find and keep, followed by “white collar” employees, and mid-skill (defined as having some training beyond high school). Despite the difficulty of finding workers, business owners were largely unsure of whether a direct connection to local educational institutions with apprenticeships, internships, or specialized training would benefit them in this pursuit. Regardless of a labor shortage or high turnover, 100% of respondents plan to stay the same size or grow over the next five years, suggesting that while attracting and retaining labor is challenging, it is not stifling growth. The expected growth in number of employees hired over the next three

**Table 1: Employers Self-Projected Growth**

Number of Employees (2021)	d Number of Employees by 2025	d 5- Year Growth
8	24-30	200-275%
18	25	28%
6	40	566%
8	30-40	200-275%
4	4	0%
4	6	50%
20	20	0%
20	30	50%
15	--	--
12	--	--

Source: TIFA Survey



Figure 1: How long have you operated a business in Reading's TIFA District?

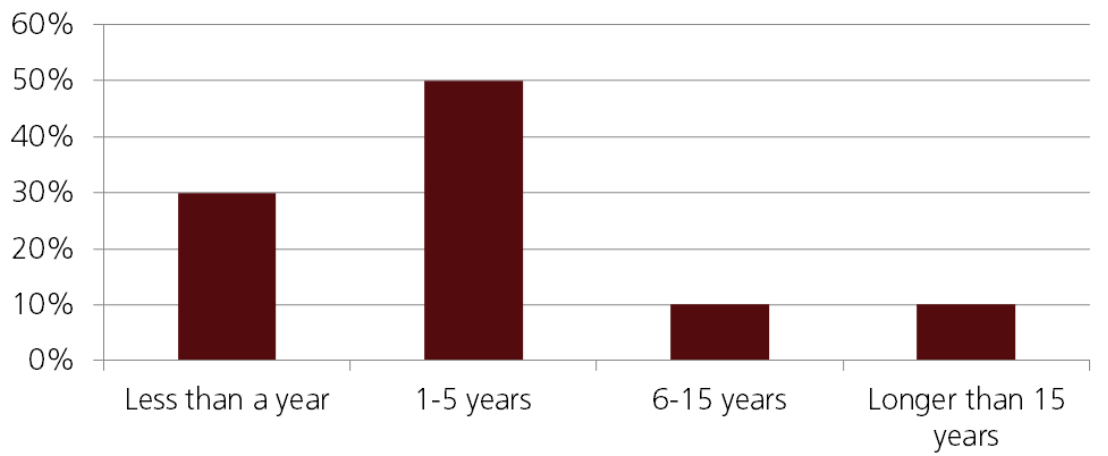
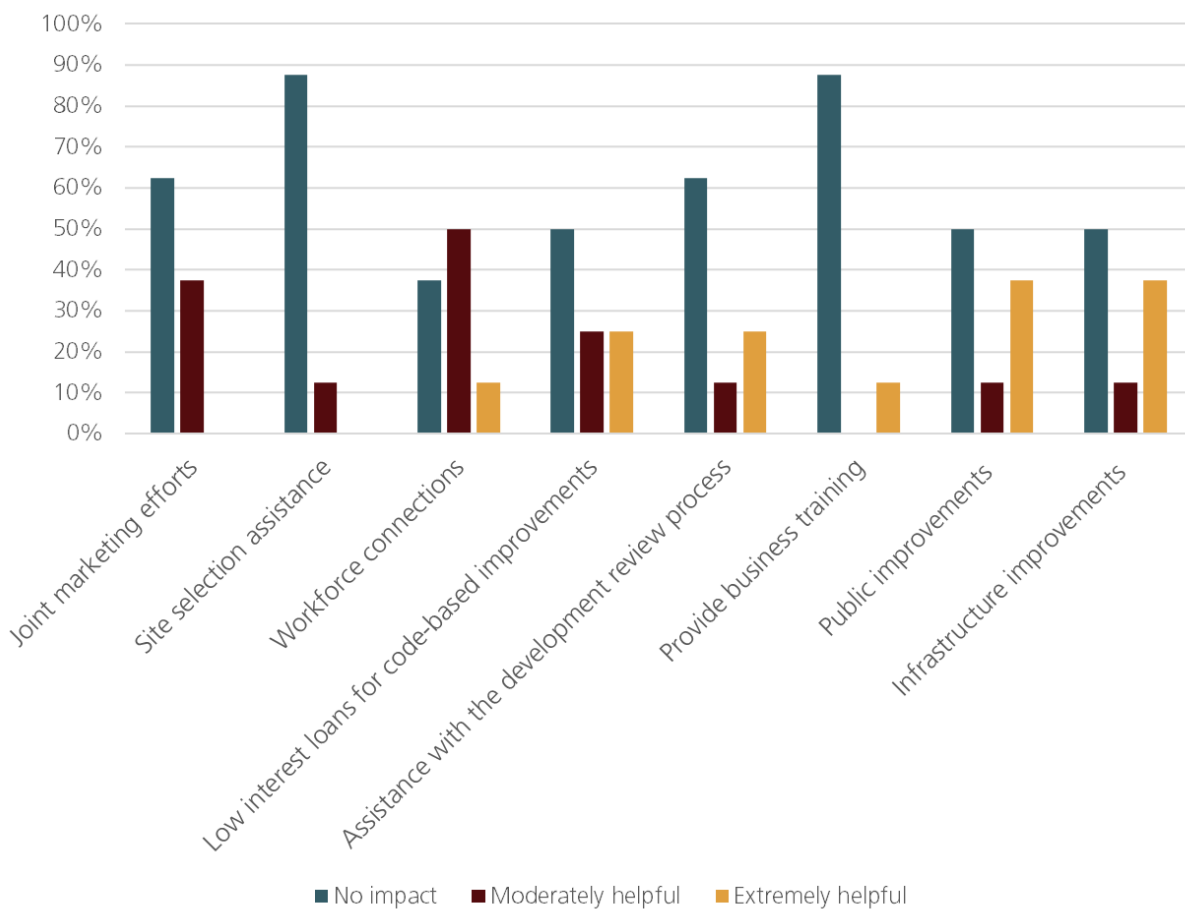


Figure 2: What could the TIFA do to help your business succeed?



to five years is substantial in some instances.

Another challenge listed, likely reflecting the global pandemic's lingering effects, is a disruption to the supply chain. A smaller percentage of respondents mentioned that they could not find the "appropriate space to expand." This type of mismatch between business type and building type falls within the realm of TIFA's business support duties. While labor imbalances and supply chains are controlled by much larger and complicated forces, matching business owners to resources or to suitable building stock can be more easily accomplished at the local level.

#### Transition Planning (Q12-13)

A frequently occurring problem with small downtowns is that when local business owners want to retire, they don't have anyone to pass the business along to. Only 20% of respondents plan to retire in Reading. The majority of respondents plan to pass on their business to a trusted colleague so that it stays in the community, but 10% of businesses don't have a transition plan. In a small city like Reading,

an unplanned transition could have noticeable effects in the form of a vacant building, less diverse building composition, loss of a local asset, and the loss of jobs.

#### TIFA (Q14-17, 19)

About half of the business owners surveyed believe TIFA's duty to be the promotion of business growth and development. Yet, about 20% of business owners were unsure of TIFA's role. The level of uncertainty increases when business owners were asked if any of TIFA's policies or practices help them. When it comes to policies or practices that hurt businesses, the high rates for water and sewer were mentioned as were the requirements for certain building materials. Survey-takers were then given options for how TIFA could support them on a scale of "no impact" to "extremely helpful." "Infrastructure improvements" (i.e. road/curb/gutter) and "public improvements" to create a more attractive setting were both selected as extremely helpful by the highest proportion of respondents, representing both manufacturing and retail businesses. Insufficient infrastructure, in terms of water,

**Table 2: What Changes Would Encourage You to Increase Investment in Your Business?**

Downtown Business	Industrial Park	Main Street (north of downtown)
Downtown events (100%)	None of the options (60%)	Facade improvements (100%)
More parking spaces (100%)	More parking spaces (40%)	More parking spaces (100%)
Facade improvements (33%)	Public wifi downtown (40%)	Public wifi downtown (100%)
Public seating and amenities (33%)	Facade improvements (20%)	
Public wifi downtown (33%)	Downtown events (20%)	

Source: TIFA Survey

sewer, cellular, broadband, was listed as a barrier for starting or expanding a business. The manufacturing sector would also find “assistance with the development review process” extremely helpful.

### **Private Investment (Q18)**

The factors that influence a business owner to invest in his/her business depends partially on location. For example, a downtown retailer would find more value in downtown events than an industrial park. The top responses were filtered and compiled in the table XX. Downtown business owners said they would invest in their businesses if there were more downtown events—that is to say, if more people came downtown, they would cater to them. To interrupt that stagnation, the TIFA can help cultivate a culture of investing in businesses as a way to draw patrons downtown. This

cycle can be broken with a combination of public and private investment into the revitalization of the downtown so that no one entity is bearing all of the risk.

### **Online Presence (Q21 -24)**

Half of the business owners surveyed have websites, but only on 25% of the websites can a patron buy a product or service online. Nearly two-thirds of business owners reported that they do no need to conduct business online yet half of the respondents use social media to engage potential or current customers. This leaves over one-third of respondents (38%) who would take a class that teaches them how to market their business online, if it were available.

### **Business Owner Demographics**

Three-quarters of survey-takers do not live in Reading. Almost all of them are in the age range of 45 to 64.

# 3

## Development Plan

### **1. Designation of Boundaries of the Development Area in Relation to the Boundaries of the Authority District and Any Other Development Areas Within the Authority District, Highways, Streets, or Otherwise.**

Reading is a square-shaped city, and its land mass conveniently covers exactly one square mile (640 acres). The Development Area boundary covers much of the eastern portion of Reading and the downtown core on both sides of M-49 for a total of just over 291 acres. Within this boundary are residential neighborhoods, an industrial park, the downtown, M-49, Michigan Southern railroad line, and Andersons, a grain elevator operator.

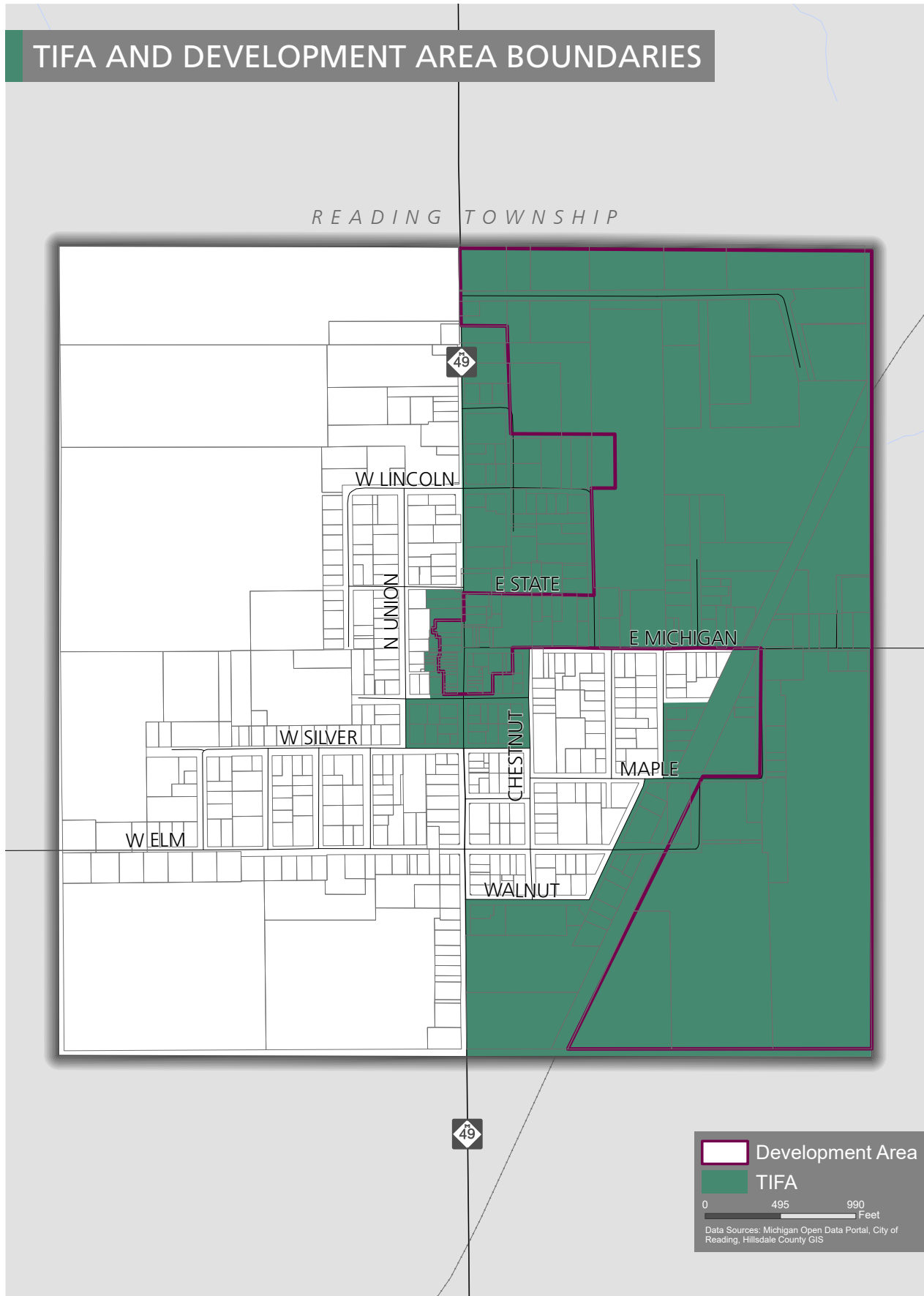
### **2. The location and extent of existing streets and other public facilities within the development area and the location, character, and extent of public and private land uses existing and proposed for the development area, including residential, recreational, commercial, industrial,**

**educational, and other uses and shall include a legal description of the development area.**

#### **Legal Description**

A parcel of land situated in the Southwest quarter of Section 23, the Northwest quarter of Section 26, the Northeast quarter of Section 27 and the Southeast quarter of Section 22, Town 7 South, Range 4 West, City of Reading, Hillsdale County, Michigan, more particularly described as follows, to-wit: All of the Southwest quarter of Section 23, Town 7 South, Range 4 West, City of Reading, Hillsdale County, Michigan, ALSO that part of the Northwest quarter of Section 26, Town 7 South, Range 4 West, City of Reading, Hillsdale County, Michigan described as: Beginning at the Northwest corner of said Northwest quarter; thence East along the North line of said Northwest quarter, also being the centerline of Michigan Street, to the intersection of the centerline of Michigan Street with the centerline of Chestnut Street as recorded; thence South along the centerline of Chestnut Street to the intersection of the centerline of Chestnut Street with the centerline of

Map 3: TIFA and Development Area Boundaries



Silver Street as recorded; thence West along the centerline of Silver Street to the West line of said Northwest quarter also being the centerline of Main Street; thence North along said West line to beginning, together with that part of the Northwest quarter of said Section 26 described as: Beginning at the Northeast corner of said Northwest quarter and running thence West along the East and West quarter line of said Section 26, also being the centerline of Michigan Street, to the intersection of said centerline with the centerline of the Hillsdale County Railroad; thence Southwesterly along same to the intersection of same with the centerline of Mary Street; thence West along same to the intersection of said centerline with the centerline of East Street; thence South along same to the intersection of said centerline with the centerline of Maple Street; thence West along same to the intersection of same with the centerline of Railroad Street; thence Southwesterly along same to the intersection of same with the centerline of Walnut Street; thence West along said Northwest quarter; thence East to the Southeast corner of said Northwest quarter; thence North to beginning, ALSO that part of the Northeast quarter of Section 27, Town 7 south, Range 4 West, City of Reading, Hillsdale County, Michigan described as: Beginning at the Northeast corner of the Northeast quarter of Section 27, Town 7 South, Range 4 West; thence South along the East line of said Northeast quarter, also being the centerline of Main Street, to the intersection of said line with the centerline of Silver Street as recorded; thence West along the centerline of Silver Street to the intersection of same with the center line of Union Street as recorded; thence North along the centerline of Union Street to the

intersection of same with the centerline of Cherry Street as recorded; thence East along the centerline of Cherry Street to a point on same which lies 183.5 feet West and 33.00 feet South of the Southeastern corner of Lot 40, Prouty and Fuller Plat as recorded thence North 22 rods to the North line of said Northeast quarter, thence East 216.5 feet along said North line to beginning, ALSO that part of the Southeast quarter of Sec ion 22, Town 7, Range 4 West, City of Reading, Hillsdale County, Michigan described as: beginning at the Southeast corner of the Southeast quarter of Section 22, Town 7 South, Range West, thence West 216.5 feet along the North line of said Southeast quarter; thence North 148.50 feet; thence East 4.00 feet; thence North 125.40 feet; thence West 20.50 feet; thence North 141.90 feet to the centerline of State Street; thence East 264.00 feet along the centerline of State Street to the East line of said Southeast quarter; thence South 399.30 feet along same, also being the centerline of Main Street, to beginning.

### Existing Rights of Way

Reading's downtown is built on a grid network with historic downtown density. M-49, or Main Street, is two lanes wide with parallel parking spaces in the downtown core. In the summer of 2020, Michigan Department of Transportation (MDOT) resurfaced much of M-49 that runs through Reading as Main Street. The sidewalks, which have brick-paver decorative features, are wide enough for convenient pedestrian travel as well as access to storefronts that sit directly on their property line. While there are planter boxes on the sidewalks, there is not sufficient room for a tree canopy.

**Table 3: Existing Streets in the TIFA District**

North to South Streets	East to West Streets
Martin Street	Walnut Street
Ann Street	Maple Street
Railroad Street	Silver Street
Chestnut Street	Cherry Street
Main Street	E. Michigan Street
Strong Street	East Street
Warner Street	Lincoln Street
School Drive	Enterprise Drive
Potter Street	Elm Street
Martin Street	

*Source: Google maps*

In addition, there are several residential roads that serve the neighborhoods, an industrial road to serve the northern industrial park (Enterprise Dr), a railroad adjacent to Andersons, and E. Michigan is a county-owned road. Table XX shows the streets within the TIFA District.

### Public Facilities

Within the TIFA district, there are several public facilities:

- » Rotary Park
- » Memorial Park
- » City hall (contains the police station)
- » Library
- » The Pavilion
- » The Fire Department
- » Four public parking lots
- » Two school campuses

Reading provides water, sewer, and stormwater service to the properties in the designated area; however, many

updates are needed to service any development growth. The water tower is 41 years old, and the amount of water the tank holds is not sufficient for residential and fire use. The system needs to increase capacity to not only meet EGLE requirements, but also to support any new development. The city's Capital Improvement Plan has scheduled the acquisition and installation of a new water tower for 2027 through loans from USDA. Every household and business in the city is connected to the sanitary sewer system so that no structure relies on a septic system.

### Public and Private Land Uses Within the Development Area

There are about 249 parcels within the TIFA boundaries and 127 parcels in the development area. The land use classifications made by the assessor can be found in the table "TIFA Land Use Composition." The table "TIFA Land Use Composition" includes all "improved" and "vacant" parcels.

Table 4: TIFA Land Use Composition

Land Use	TIFA District # Parcels	Development Area # Parcels
Agriculture	2	2
Vacant - Agriculture	1	1
Residential	128	50
Vacant - Residential	19	10
Commercial*	44	30
Vacant - Commercial	5	2
Industrial	21	17
Vacant - Industrial	7	6
Exempt	51	25
Unknown/split	3	3
Total	249	127
Total vacant	32	19
* Apartment buildings fall into the commercial category		
Source: Assessor		

## Private

### Residential

There are 128 structures classified as residential in the TIFA district. The single-family homes along Main Street (M-49) feature historic architecture, while the homes within the neighborhoods span a range of architectural styles. In the TIFA, there are multi-family homes, primarily in the Meadowlands Apartments in the northeast section of the city. There are an d 11 occupied upper story residential units are tucked away above commercial uses but the total number that are available or have the potential to be converted to upper-story units is unknown.

Of primary concern to the survey-takers in the Master Plan was the worsening condition of the homes. A housing inventory conducted in 2000 and again in 2020 validated this concern by showing a greater number of homes

in “fair” or “poor” condition than was found 20 years ago. The hotspots for “fair” and “poor” condition housing are within the TIFA boundaries as indicated in the “TIFA Projects” map.

### Commercial

The commercial uses are largely concentrated on Main Street in the downtown core. The densest node of commercial uses and services are located between Cherry Street and E. Michigan Street. In that block there is a range of healthcare, retail, and dining options. Commercial uses continue to the north and south of this block but in a more suburban style layout. In total, there are 44 commercial parcels in the TIFA district with several opportunities for redevelopment.

### Industrial

There are two operational industrial areas in the TIFA: Andersons and the



northern industrial park. Between the two sites, there are 21 parcels dedicated to industrial uses. Andersons operates grain facilities and provides services to the ethanol industry. The northern industrial park has become a popular destination for marijuana grow facilities; 12 acres were sold in the past 3 years. This leaves a total of approximately 25 acres remaining lots to be sold. Because of this land's potential to be a steady revenue-generating source for TIFA, it is important to select wisely how this land is used. Another important consideration as the industrial park fills up is the creation of a master site plan to lay out orientation, circulation, and design of the park so that it remains a highly functional and desirable place to do business.

Using 2010 data, the region's Comprehensive Economic Development Strategy identified sectors in which Hillsdale County has a strong competitive advantage and recommended that business recruitment prioritize them. The data does not activities necessarily record the booming adult use marijuana industry, as it does not have its own category in federal databases, yet Reading has been able to capitalize on it. Below are the industries noted as having a strong regional competitive advantage:

- » advanced materials
- » agribusiness
- » food processing and technology
- » fabricated metal products and manufacturing
- » machinery and manufacturing
- » transportation equipment manufacturing
- » primary metal manufacturing
- » electrical equipment, appliances, and components.

There is another industrial 22-acre site, known as Hutchinson, located adjacent the railroad line and south of Andersons. It was a former automotive parts manufacturer that closed in 2008. The site has been brought to the state agency, Energy, Great Lakes, and Environment (EGLE), to conduct a phase 1 study to determine the level of contamination present onsite. In the meantime, the city has notified the property owners that they are in violation of the International Property Maintenance Code.

### *Vacant*

There are 32 vacant parcels. By assessor's standards, a vacant parcel refers to land with no structure on it (as opposed to land with an abandoned structure on it). Most vacant parcels are classified residential.

### **Public**

### *Educational*

The TIFA district hosts Reading High School, Reading Elementary School, and the downtown library.

### *Recreational*

Rotary Park is a small park at the corner of Willow Street and Chestnut Street. It has a playground, benches, and two full court basketball courts. Reading Elementary School Track is a popular spot for walking, running, and other sporting activities. Reading also recently transformed the formerly vacant downtown grocery store into a community pavilion. The Dr. Paul and Betty Blount Michigan Street Pavilion now serves as the location for the weekly farmer's market and central gathering space for community festivals. It is also available for community members to rent for events such as weddings or graduation parties. This

new public space is an added asset to the community, and it certainly has potential to become a key space for the city's downtown. Across the street is the Brott Memorial Garden. Together, the city has created a node of activity that could be even better designed for pedestrian circulation.

### *Transportation*

City, county, and state-owned roads (M-49) run through the TIFA district. There is no public transportation that runs on a fixed route through the development area.

The Michigan Southern railroad, a freight not passenger rail, passes through Reading's TIFA district. It plays a major role in the success of industrial uses that rely on it to bring in materials and push out products to market.

### *Zoning*

The 2021 Master Plan's Zoning District Map shows that the TIFA district spans several different zoning classifications. A large swath of this area is dedicated to the R-1 zone, which allows the largest lot available for single-family housing, and is meant to be preserved. Only about a dozen parcels are zoned R-2, which permits up to six-family residential buildings one on lot.

The downtown will remain commercial, and recommended zoning changes propose boosting second story residential units. The city's Future Land Use Map also recommends developing a downtown-specific zoning classification with a refined list of permitted uses and design standards, so that it stands out from other corridor uses. Public land uses, such as City Hall, the library, and public parks will be maintained. The balance of public and private land uses is not expected to shift noticeably. The industrial park's boundaries are

recommended to contain such uses, and Andersons, the other major industrial use, has some room to grow south. The Hutchinson property's future will depend on the level of environmental remediation needed, which will determine what types of uses can be permitted onsite.

### **3. Description of Improvements in the Development Area to Be Repaired or Altered and d Time Required for Completion**

The Development Plan for the TIFA district was divided into smaller geographic sections, primarily based on their concentration of land uses and existing character. The four areas of focus are the following:

- » Industrial Park/Hutchinson site
- » Downtown
- » Michigan Street
- » TIFA neighborhoods

#### **Industrial Park/Hutchinson Site**

Industrial uses are not expected to expand outside of their current zoning districts. The priority of this focus area is to ensure that the industrial park is filled with the highest and best uses for the city's long-term prosperity. As more lots get sold, and there is less land to assemble, it is important to revisit the site's overall layout and infrastructure capacity to ascertain how it can meet the needs of desired tenants. It has been years since a site master plan was reviewed and updated to maximize the site's functionality. The strategies call for master planning the site, improving its infrastructure, and actively recruiting businesses that are expected to fare well in the region in perpetuity. This will require marketing and promotional materials tailored towards businesses well suited to the site and local economy.

Realistically, the Hutchinson site has years of remediation work before it can become productive again. Without the site being in the city's hand, Reading's main role will be to work with the appropriate state agencies to clean the site. In the meantime, it would behoove the city to make sure the zoning aligns with the future land uses it hopes to see there. Due to its size, the parcel has the potential to be transformational, so even if it's awhile before it can be developed, Reading can use this time to vision and prepare for suitable scenarios.

### **Downtown**

The recommendations for the downtown are largely based on the city's recent Master Plan. Michigan Main Street (MMS) is one avenue to bring a dedicated team with an economic development and historic preservation approach to Reading's downtown revitalization. Their methodology integrates four main points: economic vitality, design, organization, and promotion. Many of the actions in the Development Plan would fall squarely into MMS's program, for example, business recruitment, rehabilitating historic buildings, adaptive reuse, and park upgrades. This program can also help Reading leverage needed financial resources to accomplish these actions, such as facade improvements that align with its architectural heritage.

Reading's downtown is at a pivotal moment and should capitalize on its current successes. Marijuana retail also recorded 15,000 to 20,000 transaction per month for November and December of 2021, which averages about 565 people visiting the downtown per day. While this could be inflated for the holidays, not many cities of about 1,000 people can boast such high patronage. These numbers should be marketed to complementary businesses to entice them to invest in the TIFA owned

buildings downtown. Moreover, Reading can help its existing businesses by pointing them to services that help them move their inventory and marketing online.

### *Redevelopment Opportunities Downtown*

Redevelopment is an urgent issue in the downtown. The TIFA currently owns three properties and are in various stages of disposing these properties.

### **Michigan Street**

TIFA has already financed a portion of a road project and will continue to dedicate a substantial portion of its funds to installing sidewalks with curb and gutter on both sides of the street and railroad tracks and upgrading the water and sewer lines. At the culmination of this project, the TIFA can look to surface street upgrades such as the mid-block crossing near the pavilion. It was noted in board discussions that crossing Michigan Street as a pedestrian can feel dangerous, and that pedestrian enhancements, especially as they connect to popular sites in the downtown area, could be funded to increase walkability and public safety.

### **TIFA Neighborhoods**

Because the TIFA district encompasses nearly half of the city, much of its land is occupied by residential neighborhoods. Nominally, residential uses garner the most tax revenue for the TIFA. This would change if revenue were calculated per acre (more compact land uses would be more efficient tax generators), but it is worth noting that in this TIFA district, an investment in the neighborhoods could see a noticeable return. Therefore, it is recommended that the TIFA take advantage of once-in-a-century funding coming to the County through the American Rescue Plan Act.

## The Opera House (116 Michigan Street)



### Property Description

The TIFA purchased this property in June 2020. Known locally as the “opera house,” its second floor features a domed roof and staged used previously for performances. The ground floors have featured several different types of businesses: a hardware store, a funeral home, a movie rental store. Once occupied, it can repeat its history with retail on the ground floor and entertainment above. The TIFA is actively working to seal it up by installing new windows to prevent further deterioration. Due to the year it was built and its vacancy, the building has not been brought up to building code.

### Basic Site Information

<b>Zone</b>	B-2, Central Business District
<b>Square footage</b>	11,696 (both floors)
<b>Utilities</b>	Connected to municipal water/sewer
<b>Building features</b>	Historic, freight elevator, new windows
<b>Owner</b>	TIFA
<b>Sales price (\$62K)</b>	Requires renovation

### Top Desired Uses from the Community

Desired Use	% of Mentions	Survey Comments
Retail	25.5%	Antiques, boutique, food co-op, bookstore, hardware, flower shop
Cafe	20%	Coffee shop/bakery
Teens/kids	10.9%	Somewhere for kids to go
Not a marihuana shop	9.1%	Something other than marihuana paraphernalia
Housing	7.3%	Apartments
Entertainment	7.3%	Movies, arcade, venue for local performances

Source: Master Plan Survey, 2020



## The Corner Lot (150 S. Main Street)



### Property Description

This corner property was once occupied by the city's only three-story historic building. However, due to limited maintenance, the building was deemed dangerous by a structural engineer that was too costly to repair. In the beginning of 2018, the TIFA demolished the building and now the vacant parcel is ready for redevelopment. Its corner exposure, and adjacency to a vacant lot and another business make it a good candidate for land combination to host larger outdoor dining areas, food truck rallies, or shared and programmed open space.

### Basic Site Information

<b>Zone</b>	B-2, Central Business District
<b>Square footage</b>	6,098
<b>Utilities</b>	Connected to municipal water/sewer
<b>Site features</b>	Vacant, corner parcel
<b>Owner</b>	TIFA
<b>Sales price</b>	Negotiable; willing to give property to applicant with business plan

### Top Desired Uses from the Community

Desired Use	% of Mentions	Survey Comments
Parking lot	28.3%	Nice paved parking lot, not a structure, provide overflow for patrons so they don't have to park in the neighborhoods
Public space	22.6%	Green space, community garden, small park with trees and benches
Retail	13.2%	Grocery store, general store, small local business
Café/bakery	9.4%	Coffee shop

Source: Master Plan Survey, 2020

## The Vacant Lots (209, 213, 229 S. Main Street, 100 E. Silver)



### Property Description

The four adjoining parcels are vacant. Formerly a gas station, this L-shaped property is the gateway to downtown when entering the city from the south, and therefore has great visibility for passers-by. The site is well serviced by sidewalks and is walking distance to the downtown core. Because the site is vacant, there are many possible options for development.

### Basic Site Information

<b>Zone</b>	B-2, Central Business District
<b>Acres</b>	0.69
<b>Utilities</b>	Connected to municipal water/sewer
<b>Site features</b>	Vacant lot; corner exposure
<b>Owner</b>	TIFA

### Top Desired Uses from the Community

Desired Use	% of Mentions	Survey Comments
Public space	23.4%	Green space, kid's recreation area, small park
Restaurant	19.2%	A small new restaurant, fast food
Services	12.8%	Gym, pharmacy, medical offices
Grocery	10.6%	Small grocery store for fresh food; with a pharmacy
Parking lot	10.6%	Expand parking for nearby businesses
Retail	10.6%	Butcher shop, snack shack, candy store

*Source: Master Plan Survey, 2020*

Reading should lobby Hillsdale County to invest in addressing housing blight, as any increase in housing values would be captured by the TIFA. Moreover, other neighborhood recommendations align with the Master Plan where survey respondents reported a desire for greater sidewalk connectivity and tree canopy. Again, while these projects take significant capital to start, an investment in neighborhood appearance will pay off in the long-term.

The city received \$56,000 from the state of Michigan for retail Marijuana Licenses for the 2019-2020 fiscal year and will soon be receiving a payment for FY 20/21. The city has allotted this money to sidewalk repairs. Moreover, depending on infrastructure conditions and urgency for repair, it is possible that roads and sidewalks could be repaired by other entities (i.e. the city, Hillsdale County, or MDOT).

### **TIFA at Large**

The action items will require a lot of time, resources, and coordination that is best left to a dedicated staff person. With the rise of property values, high patronage downtown, extra funding from marijuana licenses, the TIFA Board is at an opportune time to hire a full-time staff person to lead the projects outlined in the Development Plan. While there are concerns that this is a hefty ongoing price to pay for staffing, a contract with precise metrics and time frames can be drafted to ensure that a director is showing a return on the TIFA's investment in this position.

### **4. Location, Extent, Character and d Cost of Improvements Including Rehabilitation for the Development Area and an of Time Required for Completion**

The Development Plan is organized by focus area and lists potential partners,

when applicable, to accomplish tasks. The costs are ballpark figures for long-term budgeting; the figures will need to be updated when project specifics are designed in the implementation phase. The priority level is organized from high to low, where a high priority indicates urgency and justifies expedited planning. As a rule of thumb, high priority actions should be completed within three years, medium priorities within seven years, and low priority within ten years. At ten years, this plan should be reviewed and updated to reflect current trends, budget constraints or opportunities, and community goals.

**See the table "Development Plan" for more details.**

### **5. A Statement of the Construction or Stages of Construction Planned, and the d Time of Completion of Each Stage**

The time schedule for construction of the public improvement program for the Development Area is based on the TIFA's prioritization of projects and programs. The completion time frame will vary depending on the form of capital funding. If the TIFA elects a pay-as-you-go approach, then the time frame to complete the projects identified will be spread out over many fiscal years. On the other hand, if the TIFA elects to utilize a limited general obligation bond issued through the City, then the timeframe for several projects will be accelerated.

### **6. Parts of the Development Area to be Left as Open Space and Contemplated Use**

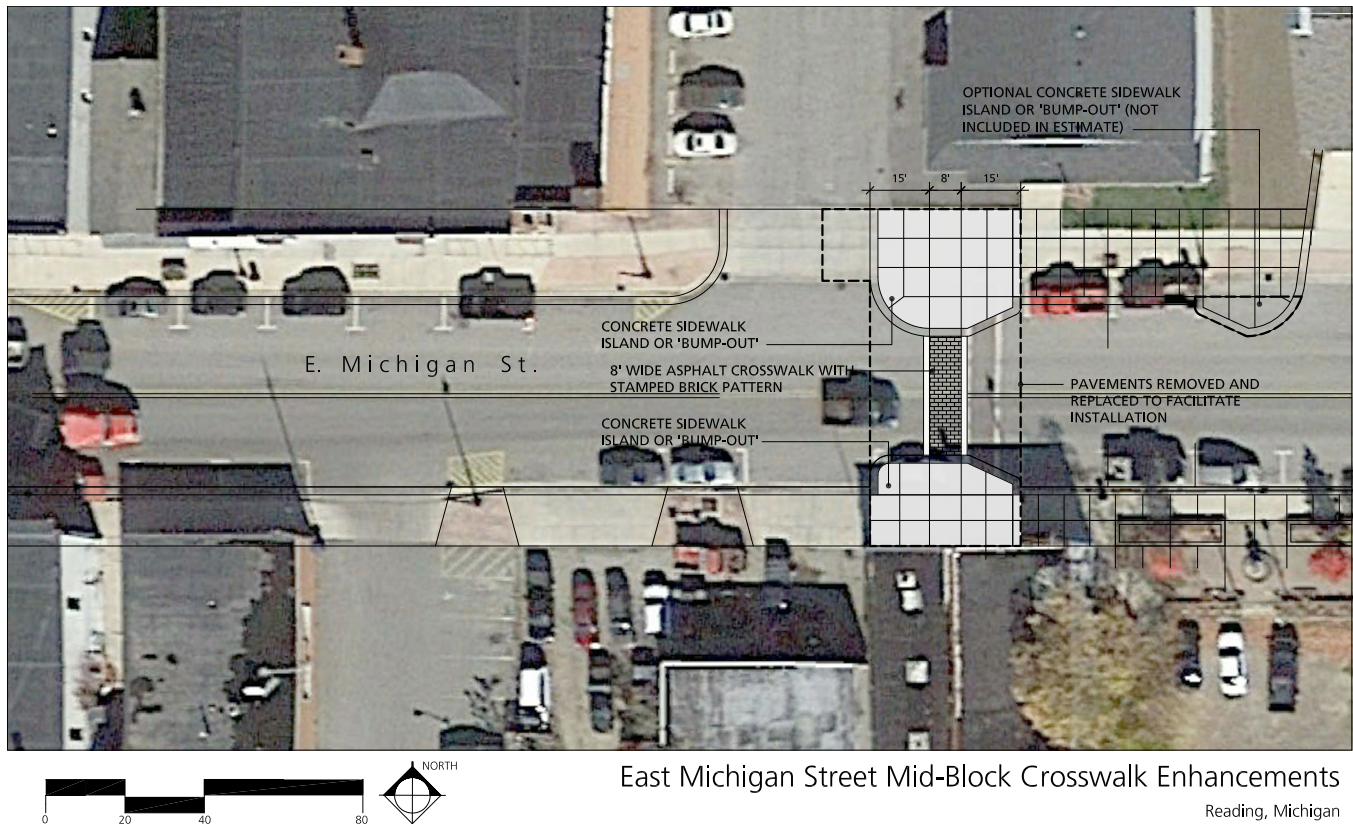
Existing open space within the Development Area consists of established rights-of-way and park property in the Development Area and shall remain as such.

**Table 5: Development Plan**

Action	Partners	Cost	Priority
Administrative support: hiring a TIFA Director to lead projects and submit for grants		\$500,000	High
Public infrastructure: sidewalks, street maintenance, park improvements, tree canopy, facility maintenance, broadband/wifi, Industrial Park improvements	DPW, HEDP	\$10,000,000	High
Facade improvement program: continue to grant money to business owners to renovate buildings improve their exterior		\$500,000	High
Building code compliance: assist building owners with meeting building code standards	Building Official	\$500,000	Medium
Retention, recruitment, training: efforts spent to develop relationships with existing businesses to assist in them in expanding in Reading, actively recruiting new businesses, and providing training in areas they are lacking, i.e. online marketing	HEDP	\$225,000	Medium
Pre-development services: funds would be appropriate to assist with pre-development services associated with a redevelopment and/or development project including feasibility studies, Phase, Phase 2 and Baseline Environmental Assessments (BEA's), and preliminary architectural concepts, if needed.		\$125,000	Medium
Zoning Ordinance and Master Plan amendments: design standards for the downtown, food truck ordinances, business licensing process	Planning Commission	\$25,000	Medium
Promotions and marketing: create promotional materials for redevelopment properties, promote available services to existing businesses, hold events		\$100,000	Low
Acquisition: strategically acquire buildings and land	MEDC	\$1,000,000	Low
TOTAL \$12,975,000			



Figure 3: East Michigan Street Mid-Block Crossing Concept



### 7. Portions of the Development Area Which the Authority Desires to Sell, Donate, Exchange, or Lease to or from the Municipality and the Proposed Terms

The TIFA does not wish to sell, donate, exchange, or lease property to or from the city of Reading.

### 8. Desired Zoning Changes and Changes in Streets, Street Levels, Intersections, and Utilities

Several Zoning Ordinance revisions were recommended in the 2021 Master Plan. The TIFA district hosts all of the city's zoning classifications:

- » R-1, Low Density Residential District

- » R-2, Moderate Density Residential District
- » B-1, Highway Commercial District
- » B-2, Central Business District
- » I-1, Industrial District

R-1 is the lowest density residential zone, which also permits agricultural uses as a special use. It is recommended that agricultural uses cease to be permitted when the city has sufficient water and sewer infrastructure to serve the entire area within its boundaries, and the land then converted into denser residential units to increase the housing supply. In the TIFA district, this only applies to the land immediately adjacent to the city's eastern border.

Other desired zoning changes affect the downtown and B-2 district. The B-2 special land uses should be moved to the B-1 zone where highway commercial uses are more appropriate. The downtown district has a historic overlay with design standards, but the Master Plan recommends strengthening them so that the development outcome is more predictable and in greater alignment with the core's historic integrity.

The Master Plan also recommends the city adopt a citywide Complete Street Ordinance that would put nonmotorized users into the decision-making process for new development and road construction. There is room for improvement in pedestrian public safety; in particular, the mid-block of East Michigan has been a site where visibility can be poor for drivers to see other users. This area, near the pavilion, would be the focal point for enhanced crosswalks, bulb outs, and mid-block crossings.

#### **9. An of the Cost of the Development, Proposed Method of Financing, and Ability of the Authority to Arrange the Financing**

Public improvement projects in the Development Plan would be financed through funds generated by the Tax Increment Financing Plan, induced by annual increases in property valuations from natural growth and new construction within the Development Area. In addition, funds may be sought from special assessment districts (SADs), National Trust for Historic Preservation Planning Grants (when applicable), Department of Natural Resources (DNR) National Trust Fund Grants, Michigan Economic Development Corporation, Community Development Block Grant program funds (only in relation to new infrastructure that is necessary for bringing in industry, etc. that will

create new jobs), Hillsdale Economic Development Partnership, and the USDA Rural Economic Development Grants. For business owners, the Center for Empowerment and the Economic Development Microloan Program are available. Other tools for municipal financing include general obligation or revenue bonds.

#### **10. Designation of Person or Persons, Natural or Corporate, to Whom All or a Portion of the Development is to be Leased, Sold, or Conveyed in Any Manner and for Whose Benefit the Project is Being Undertaken if that Information is Available to the Authority**

The public improvements undertaken pursuant to this Development Plan will remain in public ownership for the public benefit.

#### **11. The Procedures for Bidding for the Leasing, Purchasing, or Conveying of All of a Portion of the Development Upon its Completion, if There is No Expressed or Implied Agreement Between the Authority and Persons, Natural or Corporate, that All or a Portion of the Development Will be Leased, Sold, or Conveyed to Those Persons.**

Any such sale, lease, or exchange shall be conducted by the TIFA pursuant to requirement specified in Act 57 of 2018, Part 3, with the consent of the City Council. If needed, more detailed procedures will be developed before the transaction, according to applicable City policy and Michigan State Law.

#### **12.s of the Number of Persons Residing in the Development Area and the Number of Families and Individuals to be Displaced**

It is d that between 250 and 300 residents live in the TIFA district. No projects have been proposed that have the direct impact of displacing families or individuals.

### **13. A Plan for Establishing Priority for the Relocation of Persons Displaced by the Development in Any New Housing in the Development Area**

This Development Plan does not require the acquisition and clearance of occupied residential property or the displacement of individuals and families within the TIFA District and Development Area. As a result, a plan for compliance with the Federal Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 is not addressed. If it becomes necessary to displace individuals at some future date, the TIFA shall abide by the provisions for relocation in the Federal Uniform Relation Assistance and Real Property Acquisition Policies Act of 1970, as amended, and Act 227 of Public Acts of 1972.

### **14. Provision for the Costs of Relocating Persons Displaced by the Development, and Financial Assistance and Reimbursement of Expenses, Including Litigation Expenses and Expenses Incident to the Transfer of Title in Accordance with the Standards and Provisions of the Federal Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970.**

This Development Plan does not require the acquisition and clearance of occupied residential property or the displacement of individuals and families within the TIFA District and Development Area. As a result, a plan for compliance with the Federal Uniform Relocation Assistance and Real Property

Acquisition Policies Act of 1970 is not addressed. If it becomes necessary to displace individuals at some future date, the TIFA shall abide by the provisions for relocation in the Federal Uniform Relation Assistance and Real Property Acquisition Policies Act of 1970, as amended, and Act 227 of Public Acts of 1972.

### **15. A Plan for Compliance with Act 227 of the Public Acts of 1972**

Act 227 of 1972 is an Act to provide financial assistance, advisory services, and reimbursement of certain expenses to persons displaced from real property or deprived of certain right in real property. This Act requires procedures and policies comparable to the Federal Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970. Because this Development Plan does not require the acquisition and clearance of occupied residential property or the displacement of individuals and families within the TIFA District and Development Area, a plan for compliance with Act 227 is not addressed. If it becomes necessary to displace individuals at some future date, the TIFA shall abide by the provisions for relocation in the Federal Uniform Relation Assistance and Real Property Acquisition Policies Act of 1970, as amended, and Act 227 of Public Acts of 1972.

### **16. Other Material Which the Authority, Local Public Agency, or Governing Body Considers Pertinent**

None at this time.

# 4

## TIF Plan

### Definitions from PA 57 of 2018

1. **“Assessed Value”** means the assessed value, as equalized, as follows:

- » For valuations made before January 1, 1995, the state equalized valuation as determined under the general property tax act, 1893 PA 206, MCL 211.1 to 211.155.
- » For valuations made after December 31, 1994, the taxable value as determined under section 27a of the general property tax 15 act, 1893 PA 206, MCL 211.27a.

2. **“Capture assessed value”** means the amount in any one year by which the current assessed value of the eligible property identified in the tax increment financing plan or, for a certified technology park, a certified alternative energy park, or a Next Michigan development area, the real and personal property included in the tax increment financing plan, including the current assessed value of property for which specific local taxes are paid in lieu of property taxes as determined pursuant to subdivision 6, exceeds the initial assessed value.

3. **“Eligible obligation”** means an obligation issued or incurred by an authority or by a municipality on behalf of an authority before August 19, 1993 and its subsequent refunding by a qualified refunding obligation. Eligible obligation includes an authority's written agreement entered into before August 19, 1993 to pay an obligation issued after August 18, 1993 and before December 31, 1996 by another entity on behalf of the authority.

4. **“Initial assessed value”** means the assessed value of the eligible property identified in the tax increment financing plan or, for a certified technology park, a certified alternative energy park, or a Next Michigan development area, the assessed value of any real and personal property included in the tax increment financing plan, at the time the resolution establishing the tax increment financing plan is approved as shown by the most recent assessment roll for which equalization has been completed at the time the resolution is adopted or, for property that becomes eligible property in other than a certified technology park or a certified alternative energy park after the date



the plan is approved, at the time the property becomes eligible property. Property exempt from taxation at the time of the determination of the initial assessed value shall be included as zero. Property for which a specific local tax is paid in lieu of property tax shall not be considered exempt from taxation. The initial assessed value of property for which a specific local tax was paid in lieu of property tax shall be determined as provided in subdivision (hh). The initial assessed value of property for which a specific local tax was paid in lieu of a property tax shall be determined as provided in subdivision 6.

In the case of a municipality having a population of less than 35,000 which established an authority prior to 1985, created a district or districts, and approved a development plan or tax increment financing plan or amendments to a plan, and which plan or tax increment financing plan or amendments to a plan, and which plan expired by its terms December 31, 1991, the initial assessed value for the purpose of any plan or plan amendment adopted as an extension of the expired plan shall be determined as if the plan had not expired December 31, 1991. For a development area designated before 1997 in which a renaissance zone has subsequently been designated pursuant to the Michigan renaissance zone act, 1996 PA 376, MCL 125.2681 to 125.2696, the initial assessed value of the development area otherwise determined under this subdivision shall be reduced by the amount by which the current assessed value of the development area was reduced in 1997 due to the exemption of property under section 7ff of the general property tax act, 1893 PA 206, MCL 211.7ff, but in no case shall the initial assessed value be less than zero.

**5. "Obligation"** means a written promise to pay, whether evidenced by a contract, agreement, lease, sublease, bond, or note, or a requirement to pay imposed by law. An obligation does not include a payment required solely because of default upon an obligation, employee salaries, or consideration paid for the use of municipal offices. An obligation does not include those bonds that have been economically defeased by refunding bonds issued under this act. Obligation includes, but is not limited to, the following:

- » A requirement to pay proceeds derived from ad valorem property taxes or taxes levied in lieu of ad valorem property taxes.
- » A management contract or a contract for professional services.
- » A payment required on a contract, agreement, bond, or note if the requirement to make or assume the payment arose before August 19, 1993.
- » A requirement to pay or reimburse a person for the cost of insurance for, or to maintain, property subject to a lease, land contract, purchase agreement, or other agreement.
- » A letter of credit, paying agent, transfer agent, bond registrar, or trustee fee associated with a contract, agreement, bond, or note.

**6. "Special local tax"** means a tax levied under 1974 PA 198, MCL 207.551 to 207.572, the obsolete property rehabilitation act, 2000 PA 146, MCL 125.2781 to 125.2797, the commercial redevelopment act, 1978 PA 255, MCL 207.651 to 207.668, the enterprise zone act, 1985 PA 224, MCL 125.2101 to 125.2123, 1953 PA 189, MCL 211.181 to 211.182, and the technology park development act, 1984

PA 385, MCL 207.701 to 207.718. The initial assessed value or current assessed value of property subject to a specific local tax is the quotient of the specific local tax paid divided by the ad valorem millage rate. However, after 1993, the state tax commission shall prescribe the method for calculating the initial assessed value and current assessed value of property for which a specific local tax was paid in lieu of a property tax.

### **Purpose of the Tax Increment Financing Plan**

Tax increment financing is a governmental financing program that dedicates a portion of the increase in the tax base resulting from economic growth and development to facilities, structures, or improvements within a development area to facilitate continued economic growth and development.

The city of Reading agrees with the following legislative findings:

- A. That halting property value deterioration and promoting economic growth in the City are essential governmental functions and constitute essential public purposes.
- B. That economic development strengthens the tax base upon which local units of government rely and that government programs to eliminate property value deterioration benefit local units of government and are for the use of the local units of government.

The Authority has determined that a tax increment financing plan is necessary for the achievement of the purposes of the Downtown Development Authority, as stated under the provisions of Act 57

of 2018 (the “Act”). The Tax Increment Financing Plan (the “Plan”) shall include a development plan, a detailed explanation of the tax increment procedure, the maximum amount of bonded indebtedness to be incurred, the duration of the program, the impact of tax increment financing on the assessed values of all taxing jurisdictions in which the development area is located, and a statement of the portion of the captured assessed value to be used by the Authority.

### **Explanation of the Tax Increment Procedure**

The theory of tax increment financing holds that investment in necessary capital improvements in a designated area within a municipality will result in greater property tax revenues from that area than would otherwise occur if no special development were undertaken. This section is intended to explain the tax increment procedure.

- A. In order to provide a TIFA with the means of financing development proposals, the Act affords the opportunity to undertake tax increment financing of development programs. These programs must be identified in a tax increment financing plan, which has been approved by the governing body of a municipality. Tax increment financing permits the Authority to capture incremental tax revenues attributable to increases in value of real and personal property located within an approved development area. The increases in property value may be attributable to new construction, rehabilitation, remodeling, alterations, additions, or any other factors which cause growth in value.

- B. At the time the ordinance establishing a tax increment financing plan is approved, the sum of the most recently assessed values, as equalized, of those taxable properties located within the development area is established as the “Initial Assessed Value” (the IAV). Property exempt from taxation at the time of determination of the Initial Assessed Value is included as zero. In each subsequent year, the total real and personal property within the district, including abated property on separate rolls, is established as the “Current Assessed Value.”
- C. The amount by which the total assessed value exceeds the IAV is the Captured Assessed Value (the “CAV”). During the period in which a tax increment-financing plan is in effect, local taxing jurisdictions continue to receive ad valorem taxes based on the IAV. Property taxes paid on a predetermined portion of the CAV in years subsequent to the adoption of tax increment financing plan, however, are payable to an authority for the purposes established in the tax increment financing plan.

### Taxing Jurisdiction Agreement

Tax increment revenues for the TIFA result from the application of the general tax rates of the incorporated municipalities and all other political subdivisions, which levy taxes in the development area to the captured assessed value. Since the Plan may provide for the use of all or part of the captured tax increment revenue, the TIFA may enter into agreements with any of the taxing units to share a portion of the revenue of the District.

The Authority intends to utilize all other captured revenue from the District until the projects addressed in this Plan are completed and until any bonded indebtedness is paid.

### Proposed Valuations and Captured Revenue

The property valuation on which incremental tax revenues will be captured is the difference between the Initial Assessed Valuation and the Current Assessed Valuation. The purpose of this section is to set forth the Initial Assessed Valuation, the projected Captured Assessed Valuation, and the anticipated increment revenues to be received by the Authority from the local taxing jurisdictions including the city of Reading, Hillsdale County, and the library, and any other authorities or special tax districts that may be eligible to levy property taxes within the boundaries of the TIFA, herein collectively referred to as the “Local Taxing Jurisdictions.”

- A. The Initial Assessed Valuation is established based on the 1981 state equalized valuation on real and personal property on all non-exempt parcels within the portion of the Development Area. The initial assessed valuation of the TIFA is \$1,102,800.
- B. The captured assessed value (CAV) is equivalent to the annual total assessed value within the district less the initial assessed value. The CAV then becomes the basis for the property tax levy on which incremental taxes are collected. The CAV is projected based on the state annual historical value increase since the passage of Proposal A in 1994.

Table 6: TIF Forecast

Fiscal Year	Tax Roll Assessment Date	TIF District				
		Annual Valuation	Annual Taxable Growth	Total Valuation	Taxable Valuation	Captured Valuation
1981-82	12-29-80	\$1,102,800				
2022-23	12-31-21	\$5,464,960	2.50%	\$5,601,584	\$136,624	\$4,498,784
2023-24	12-31-22	\$5,601,584	2.50%	\$5,741,624	\$140,040	\$4,638,824
2024-25	12-31-23	\$5,741,624	2.50%	\$5,885,164	\$143,541	\$4,782,364
2025-26	12-31-24	\$5,885,164	2.50%	\$6,032,293	\$147,129	\$4,929,493
2026-27	12-31-25	\$6,032,293	2.50%	\$6,183,101	\$150,807	\$5,080,301
2027-28	12-31-26	\$6,183,101	2.50%	\$6,337,678	\$154,578	\$5,234,878
2028-29	12-31-27	\$6,337,678	2.50%	\$6,496,120	\$158,442	\$5,393,320
2029-30	12-31-28	\$6,496,120	2.50%	\$6,658,523	\$162,403	\$5,555,723
2030-31	12-31-29	\$6,658,523	2.50%	\$6,824,986	\$166,463	\$5,722,186
2031-32	12-31-30	\$6,824,986	2.50%	\$6,995,611	\$170,625	\$5,892,811
2032-33	12-31-31	\$6,995,611	2.50%	\$7,170,501	\$174,890	\$6,067,701
2033-34	12-31-32	\$7,170,501	2.50%	\$7,349,764	\$179,263	\$6,246,964
2034-35	12-31-33	\$7,349,764	2.50%	\$7,533,508	\$183,744	\$6,430,708
2035-36	12-31-34	\$7,533,508	2.50%	\$7,721,845	\$188,338	\$6,619,045
2036-37	12-31-35	\$7,721,845	2.50%	\$7,914,892	\$193,046	\$6,812,092
2037-38	12-31-36	\$7,914,892	2.50%	\$8,112,764	\$197,872	\$7,009,964
2038-39	12-31-37	\$8,112,764	2.50%	\$8,315,583	\$202,819	\$7,212,783
2039-40	12-31-38	\$8,315,583	2.50%	\$8,523,473	\$207,890	\$7,420,673
2040-41	12-31-39	\$8,523,473	2.50%	\$8,736,559	\$213,087	\$7,633,759
2041-42	12-31-40	\$8,736,559	2.50%	\$8,954,973	\$218,414	\$7,852,173
2042-43	12-31-41	\$8,954,973	2.50%	\$9,178,848	\$223,874	\$8,076,048
2043-44	12-31-42	\$9,178,848	2.50%	\$9,408,319	\$229,471	\$8,305,519
2044-45	12-31-43	\$9,408,319	2.50%	\$9,643,527	\$235,208	\$8,540,727
2045-46	12-31-44	\$9,643,527	2.50%	\$9,884,615	\$241,088	\$8,781,815
2046-47	12-31-45	\$9,884,615	2.50%	\$10,131,730	\$247,115	\$9,028,930
2047-48	12-31-46	\$10,131,730	2.50%	\$10,385,024	\$253,293	\$9,282,224
2048-49	12-31-47	\$10,385,024	2.50%	\$10,644,649	\$259,626	\$9,541,849
2049-50	12-31-48	\$10,644,649	2.50%	\$10,910,765	\$266,116	\$9,807,965
2050-51	12-31-49	\$10,910,765	2.50%	\$11,183,535	\$272,769	\$10,080,735
2051-52	12-31-50	\$11,183,535	2.50%	\$11,463,123	\$279,588	\$10,360,323
2052-53	12-31-51	\$11,463,123	2.50%	\$11,749,701	\$286,578	\$10,646,901
2053-54	12-31-52	\$11,749,701	2.50%	\$12,043,444	\$293,743	\$10,940,644
2054-55	12-31-53	\$12,043,444	2.50%	\$12,344,530	\$301,086	\$11,241,730
2055-56	12-31-54	\$12,344,530	2.50%	\$12,653,143	\$308,613	\$11,550,343
2056-57	12-31-55	\$12,653,143	2.50%	\$12,969,471	\$316,329	\$11,866,671
2057-58	12-31-56	\$12,969,471	2.50%	\$13,293,708	\$324,237	\$12,190,908
2058-59	12-31-57	\$13,293,708	2.50%	\$13,626,051	\$332,343	\$12,523,251
2059-60	12-31-58	\$13,626,051	2.50%	\$13,966,702	\$340,651	\$12,863,902
2060-61	12-31-59	\$13,966,702	2.50%	\$14,315,870	\$349,168	\$13,213,070
2061-62	12-31-60	\$14,315,870	2.50%	\$14,673,766	\$357,897	\$13,570,966



**Table 7: Initial and Captured Assessed Values**

<b>Initial Assessed Value</b>	\$1,102,800
<b>Captured Assessed Value</b>	\$4,498,784

As of December 31, 2021, the CAV was \$4,498,784. While the average growth rate in taxable valuation for the past five years was close to 17%, for projection purposes, the growth factor applied to the annual valuation is 2.5% so that growth is not over.

- C. The Authority will receive that portion of the tax levy of all taxing jurisdictions, except that of schools, paid each year on the Captured Assessed Value of the eligible property included in the Development Area. However, the Authority may receive that portion of the tax levy attributed to schools for the repayment of all “eligible obligations.” The Authority may use the revenues for any legal purpose as is established under the Act including the payment of principal and interest on bonds.

### **Maximum Indebtedness**

This plan does not directly anticipate any debt-financed projects, but it does recognize the utility of this tool in achieving the goals set forth in this plan. Decisions about method of finance, including bonding, should be made with prudence and in consideration of the overall financial picture.

### **Use of Captured Revenues**

Revenues captured through this Tax Increment Plan will be used to finance those improvements and projects outlined in the Development Plan.

Further, captured revenues can be used to finance current financial obligations of the TIFA, to pay for costs incurred by the City / TIFA in implementing both the Development Plan and the Tax Increment Financing Plan, and to pay for costs associated with the administration and operation of the Development and Tax Increment Plan.

### **Duration of the Program**

The table “Anticipated Capture, Total by Taxing Jurisdiction” summarizes the revenues available for capital projects over the life of this plan. Just over \$7,142,412 is anticipated to be available for capital projects. This is less than the nearly \$13,000,000 of proposed projects and maintenance described in the Development Plan. Therefore, this plan needs to be revised prior to the 40 year projections to re-evaluate priorities and costs. However, the Development Plan also sets up the TIFA to spend more if growth exceeds 2.5%, as it has been for the last five years.

### **Plan Impact on Local Taxing Jurisdictions**

The Authority recognizes that enhancement of the value of nearby property will indirectly benefit all local governmental units included in their plan. It is expected that the affected local taxing jurisdictions will experience a gain in property tax revenues from the Development Area over the duration of the plan and realize increased property tax revenues thereafter as a result of

Table 8: Anticipated Capture, Total and By Taxing Jurisdiction

Fiscal Year	Captured Valuation	City of Reading	Hillsdale County	Reading Library	Total Captured Revenues
Jan-Dec		12.4951 mills	7.9432 mills	0.9815 mills	21.42 mills
2022-23	\$ 4,498,784	\$ 56,213	\$ 35,735	\$ 4,416	\$ 96,363
2023-24	\$ 4,638,824	\$ 57,963	\$ 36,847	\$ 4,553	\$ 99,363
2024-25	\$ 4,782,364	\$ 59,756	\$ 37,987	\$ 4,694	\$ 102,437
2025-26	\$ 4,929,493	\$ 61,595	\$ 39,156	\$ 4,838	\$ 105,589
2026-27	\$ 5,080,301	\$ 63,479	\$ 40,354	\$ 4,986	\$ 108,819
2027-28	\$ 5,234,878	\$ 65,410	\$ 41,582	\$ 5,138	\$ 112,130
2028-29	\$ 5,393,320	\$ 67,390	\$ 42,840	\$ 5,294	\$ 115,524
2029-30	\$ 5,555,723	\$ 69,419	\$ 44,130	\$ 5,453	\$ 119,002
2030-31	\$ 5,722,186	\$ 71,499	\$ 45,452	\$ 5,616	\$ 122,568
2031-32	\$ 5,892,811	\$ 73,631	\$ 46,808	\$ 5,784	\$ 126,223
2032-33	\$ 6,067,701	\$ 75,817	\$ 48,197	\$ 5,955	\$ 129,969
2033-34	\$ 6,246,964	\$ 78,056	\$ 49,621	\$ 6,131	\$ 133,809
2034-35	\$ 6,430,708	\$ 80,352	\$ 51,080	\$ 6,312	\$ 137,744
2035-36	\$ 6,619,045	\$ 82,706	\$ 52,576	\$ 6,497	\$ 141,779
2036-37	\$ 6,812,092	\$ 85,118	\$ 54,110	\$ 6,686	\$ 145,914
2037-38	\$ 7,009,964	\$ 87,590	\$ 55,682	\$ 6,880	\$ 150,152
2038-39	\$ 7,212,783	\$ 90,124	\$ 57,293	\$ 7,079	\$ 154,496
2039-40	\$ 7,420,673	\$ 92,722	\$ 58,944	\$ 7,283	\$ 158,949
2040-41	\$ 7,633,759	\$ 95,385	\$ 60,636	\$ 7,493	\$ 163,514
2041-42	\$ 7,852,173	\$ 98,114	\$ 62,371	\$ 7,707	\$ 168,192
2042-43	\$ 8,076,048	\$ 100,911	\$ 64,150	\$ 7,927	\$ 172,987
2043-44	\$ 8,305,519	\$ 103,778	\$ 65,972	\$ 8,152	\$ 177,903
2044-45	\$ 8,540,727	\$ 106,717	\$ 67,841	\$ 8,383	\$ 182,941
2045-46	\$ 8,781,815	\$ 109,730	\$ 69,756	\$ 8,619	\$ 188,105
2046-47	\$ 9,028,930	\$ 112,817	\$ 71,719	\$ 8,862	\$ 193,398
2047-48	\$ 9,282,224	\$ 115,982	\$ 73,731	\$ 9,111	\$ 198,823
2048-49	\$ 9,541,849	\$ 119,226	\$ 75,793	\$ 9,365	\$ 204,385
2049-50	\$ 9,807,965	\$ 122,552	\$ 77,907	\$ 9,627	\$ 210,085
2050-51	\$10,080,735	\$ 125,960	\$ 80,073	\$ 9,894	\$ 215,927
2051-52	\$10,360,323	\$ 129,453	\$ 82,294	\$ 10,169	\$ 221,916
2052-53	\$10,646,901	\$ 133,034	\$ 84,570	\$ 10,450	\$ 228,054
2053-54	\$10,940,644	\$ 136,704	\$ 86,904	\$ 10,738	\$ 234,346
2054-55	\$11,241,730	\$ 140,467	\$ 89,295	\$ 11,034	\$ 240,796
2055-56	\$11,550,343	\$ 144,323	\$ 91,747	\$ 11,337	\$ 247,406
2056-57	\$11,866,671	\$ 148,275	\$ 94,259	\$ 11,647	\$ 254,182
2057-58	\$12,190,908	\$ 152,327	\$ 96,835	\$ 11,965	\$ 261,127
2058-59	\$12,523,251	\$ 156,479	\$ 99,475	\$ 12,292	\$ 268,246
2059-60	\$12,863,902	\$ 160,736	\$ 102,181	\$ 12,626	\$ 275,542
2060-61	\$13,213,070	\$ 165,099	\$ 104,954	\$ 12,969	\$ 283,021
2061-62	\$13,570,966	\$ 169,571	\$ 107,797	\$ 13,320	\$ 290,687
Capture		\$ 4,166,479	\$ 2,648,653	\$ 327,280	\$7,142,412
		58%	37%	5%	100%

activities financed by the plan. Such future benefits cannot be accurately quantified at this time.

### Release of Captured Revenues After Completion of Plan

When the Development and Financing Plans have been accomplished, the captured revenue is released, and the local taxing jurisdictions receive all the taxes levied on it from that point on.

### Assumption of Tax Increment Financing Plan

The following assumptions were considered in the formulation of the Tax Increment Financing Plan for the Reading Tax Increment Finance Authority:

- A. Personal property appreciation is not considered in the forecast due to the enactment of Public Acts 261-264 of 2017 which provides exemption for new personal property for small businesses.
- B. Real property valuations are based on the 2021 actual State Equalized Value (SEV) and increase by 2.5% each

year. These increases are net of any additions or subtractions due to new construction, property acquisition, relocation, or other factors.

- C. Costs provided for the various TIFA projects enumerated in the Development Plan are d costs in 2021 dollars. Final costs are determined after the acceptance of bids at the time of construction. The effects of inflation may have an undetermined amount of influence on these cost figures.

### Operating Agreement Between Tax Increment Finance Authority and Local Unit of Government Regarding Use of Tax Increment Revenues

The TIFA will not spend any funds outside of those annually approved through the budget process and shall not commit to any loans, leases, or purchases without sufficient evidence of an adequate revenue source to support the proposal. Both the annual budget and the use of loans and bonds are subject to City Council approval. Nothing in this Development Plan shall

**Table 9: Millage Rates**

<b>Taxing Entities</b>	<b>Millage Rates</b>
City of Reading	12.4951
Hillsdale County	7.9432
General	4.8879
Mental Health	0.4934
MCF	0.5921
Seniors	0.983
Ambulance	0.9868
Library	0.9815
Total Captured Millage Rate	21.4198

prevent the city of Reading and the TIFA from entering into agreements for cost sharing of administrative and maintenance services, such as audit review and preparation, staffing, and maintenance over and above that normally provided by the city in the Development Area.

### **Agreement Between Tax Increment Finance Authority and Other Development Authorities**

There are none established at this time.

### **Relationship of the Tax Increment Financing Plan with Other Funding Programs**

As discussed in the Development Plan, the revitalization of the district will include tax increment financing and other forms of intergovernmental financing such as grants, special assessments, and loans. It is strongly recommended that TIF revenues be used to leverage public funds and private financing in order to implement the Development Plan.

### **Relationship to Community Master Plan**

The 2021 Master Plan thoroughly assesses the downtown's challenges and opportunities. It identifies sites for redevelopment, improvements to the public realm, considerations for boosting its façade grant program, and zoning ordinance updates to

protect its architectural history; it also tailors business recruitment to the community's requests. The Master Plan recommends containing industrial areas within the TIFA boundaries and ensuring that permitted land uses align with employment sectors which have a competitive advantage in the region. For the neighborhoods within the TIFA district, suggested actions in this plan are pulled directly from the Master Plan. Survey results found that neighborhoods desire sidewalk connectivity, tree canopy coverage, and home repairs for structures falling into blight.

### **Submission of an Annual Report**

The Recodified Tax Increment Financing Act, 2018 PA 57 ("Act 57") consolidates the legislative authority to create and operate tax increment authorities into a single statute and repeals the Downtown Development Authority Act (1975 PA 197). Authorities created under Act 197, before Act 57 went into effect, are not subject to the new legislation, with the exception of new reporting requirements. Initial reporting, which began in 2019, required each authority to send Treasury a copy of, or an email link to, its currently adopted development plan or its currently adopted tax increment finance plan. Act 57 also requires an authority to submit a comprehensive annual report to Treasury and the governing bodies of its related municipality and of each taxing unit levying taxes subject to capture by the authority. Further, notice of the report shall be published in a newspaper of general circulation.



Top: The pizza barn before facade grants

Bottom: The pizza barn after it used facade grants to update its exterior



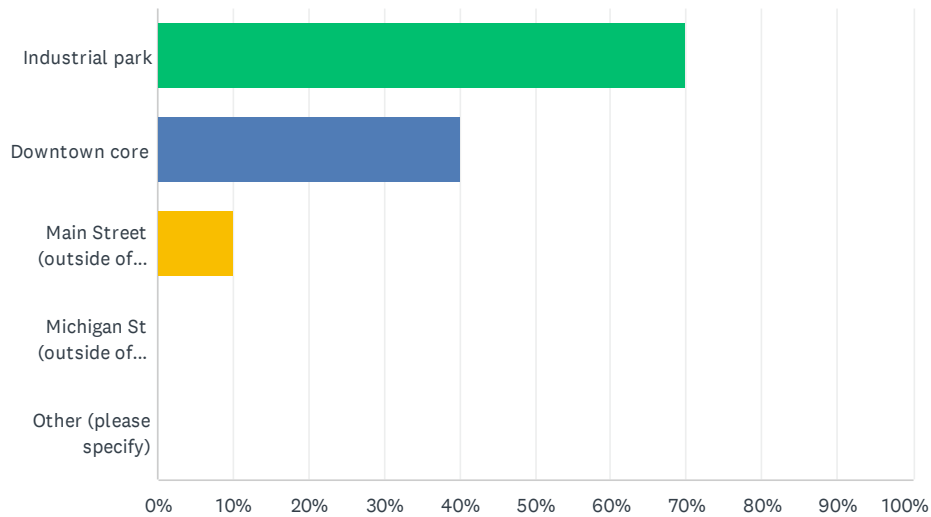
# 5

## Appendix

### A. Survey results

**Q1 What part of the TIFA district is your business located? Click here to see a map for the location of each district.**

Answered: 10 Skipped: 0



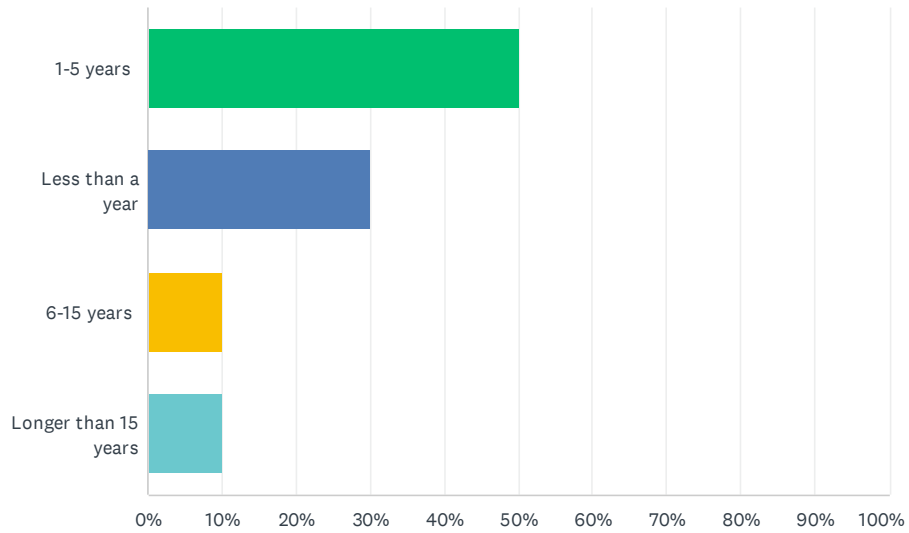
ANSWER CHOICES	RESPONSES	
Industrial park	70.00%	7
Downtown core	40.00%	4
Main Street (outside of downtown core)	10.00%	1
Michigan St (outside of downtown core)	0.00%	0
Other (please specify)	0.00%	0
Total Respondents: 10		

#	OTHER (PLEASE SPECIFY)	DATE
	There are no responses.	



## Q2 How long have you operated a business in Reading's TIFA district?

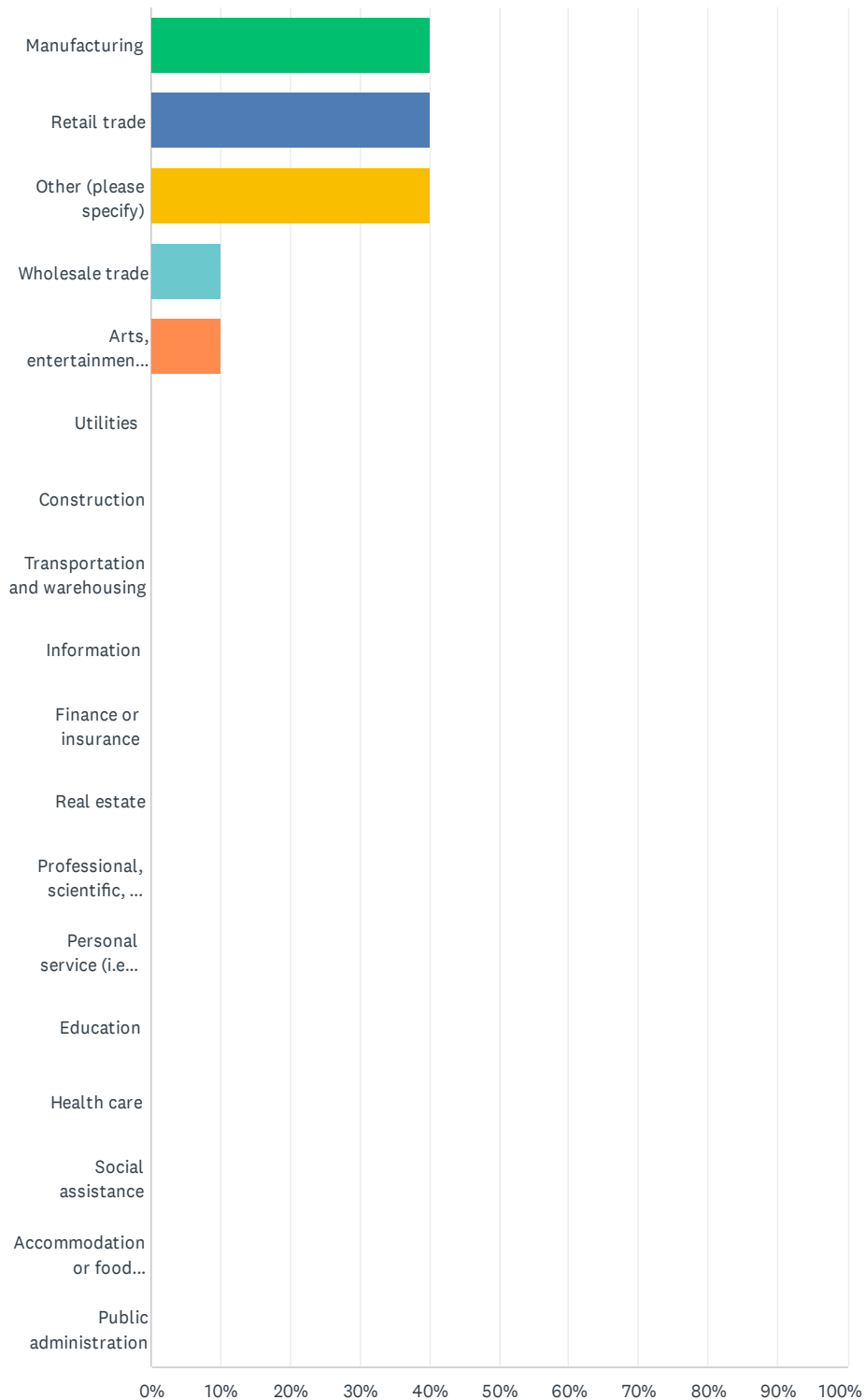
Answered: 10 Skipped: 0



ANSWER CHOICES	RESPONSES	
1-5 years	50.00%	5
Less than a year	30.00%	3
6-15 years	10.00%	1
Longer than 15 years	10.00%	1
TOTAL		10

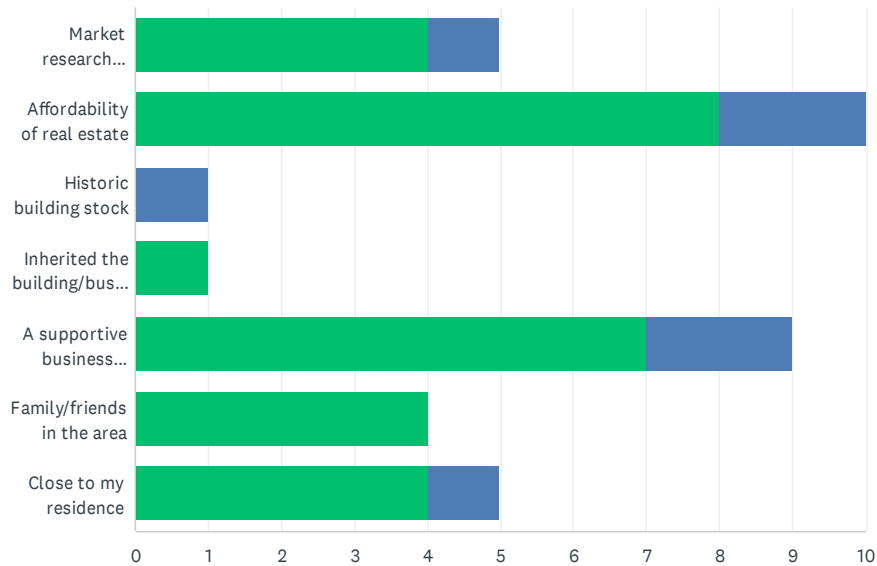
### Q3 Which industry best describes your business? Please check all that apply if you own more than one business.

Answered: 10 Skipped: 0



## Q4 What are the top three factors that attracted you to start a business in Reading, and what are the top three factors for keeping your business here?

Answered: 10 Skipped: 0

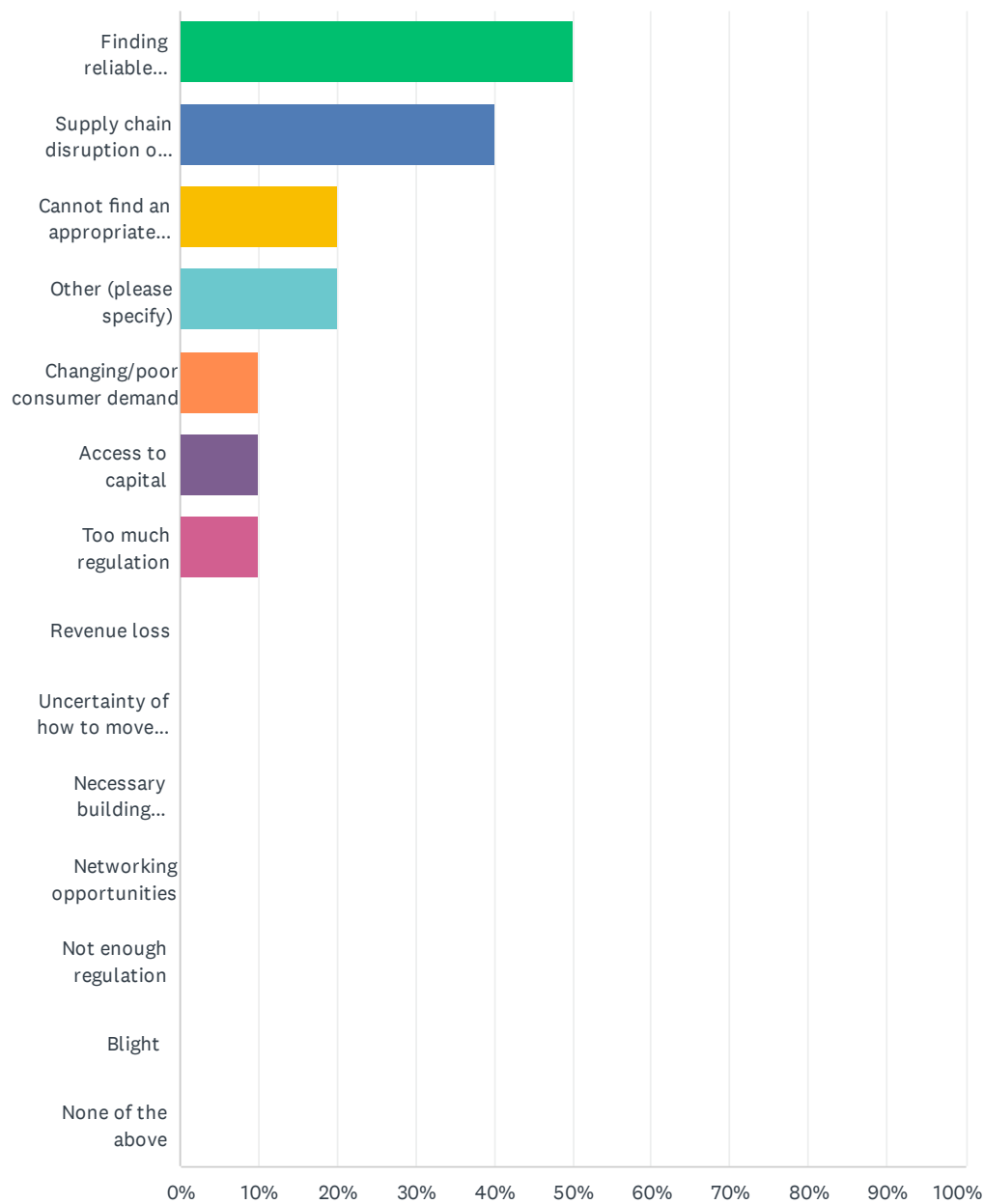


Started a b... Keeping a b...

	STARTED A BUSINESS	KEEPING A BUSINESS	TOTAL RESPONDENTS
Market research indicates my business will do well	80.00% 4	20.00% 1	5
Affordability of real estate	100.00% 8	25.00% 2	8
Historic building stock	0.00% 0	100.00% 1	1
Inherited the building/business	100.00% 1	0.00% 0	1
A supportive business community	87.50% 7	25.00% 2	8
Family/friends in the area	100.00% 4	0.00% 0	4
Close to my residence	100.00% 4	25.00% 1	4
#	OTHER (PLEASE SPECIFY)		DATE
1	Buying new homes		8/25/2021 6:20 PM

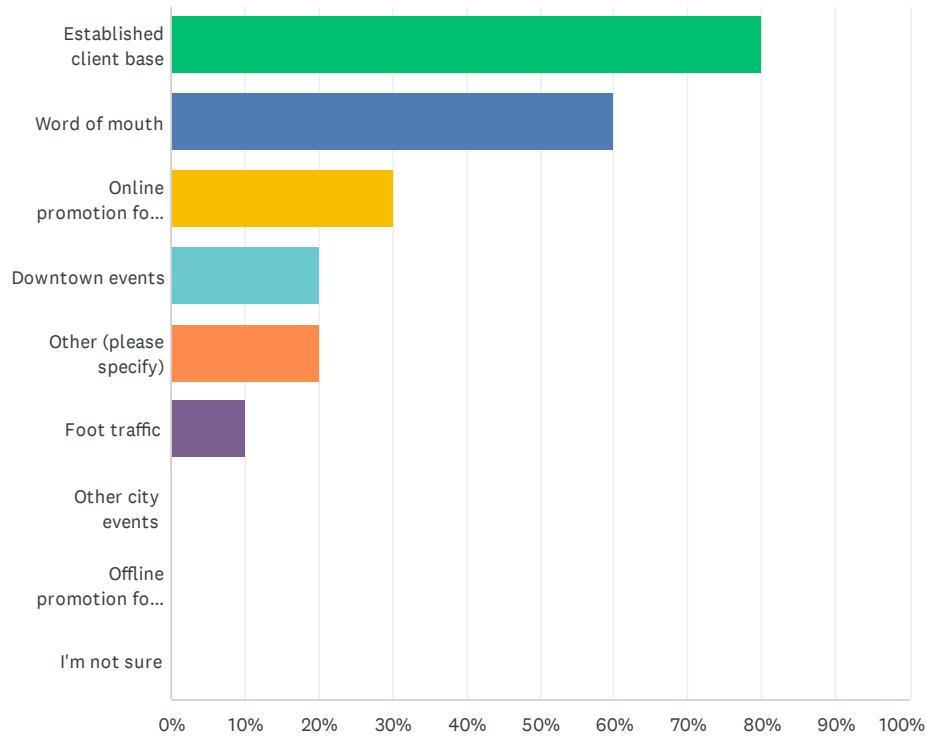
Q5 What are your most pressing business challenges? Check all that apply.

Answered: 10 Skipped: 0



**Q6 What do you think have been the top three most effective ways of drawing customers to your business? Check all that apply. If you select more than the three, the survey will not advance.**

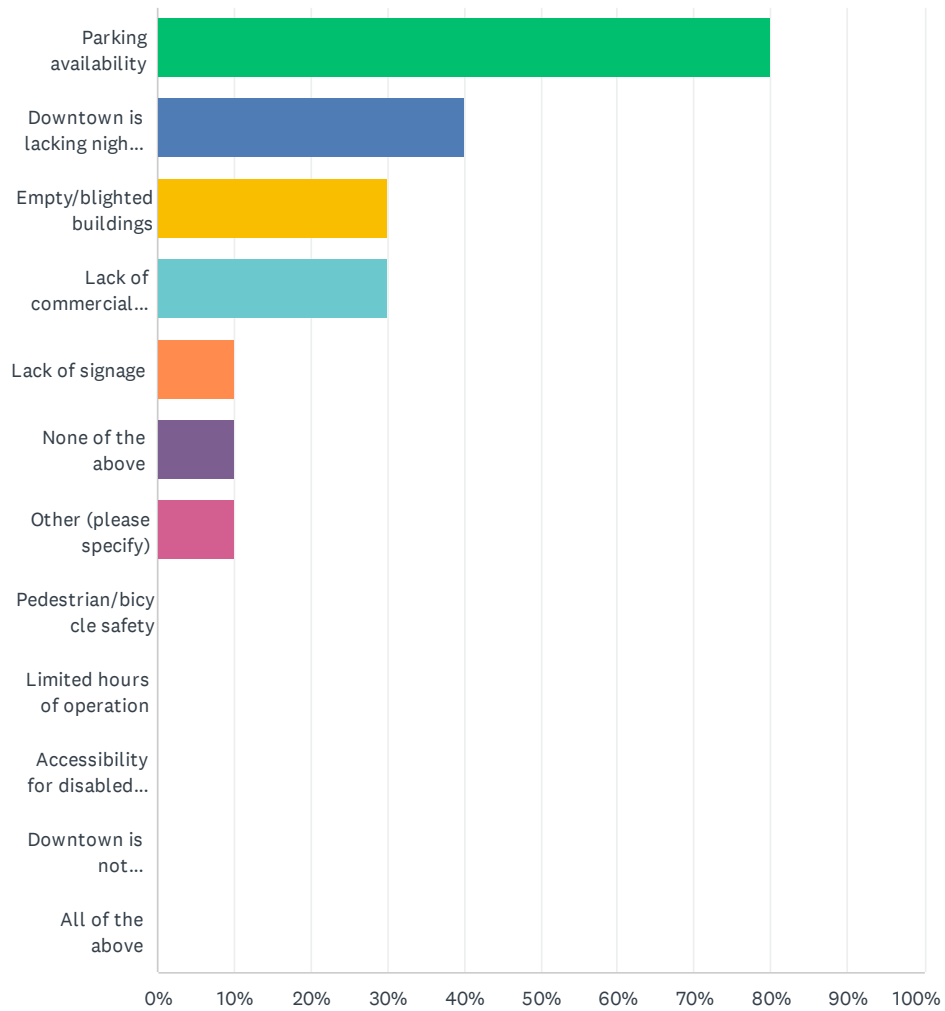
Answered: 10 Skipped: 0



ANSWER CHOICES	RESPONSES	
Established client base	80.00%	8
Word of mouth	60.00%	6
Online promotion for my business (website, social media)	30.00%	3
Downtown events	20.00%	2
Other (please specify)	20.00%	2
Foot traffic	10.00%	1
Other city events	0.00%	0
Offline promotion for my business (newspaper, billboards)	0.00%	0
I'm not sure	0.00%	0
Total Respondents: 10		

## Q7 What do you think limits customers from coming downtown? Check all that apply.

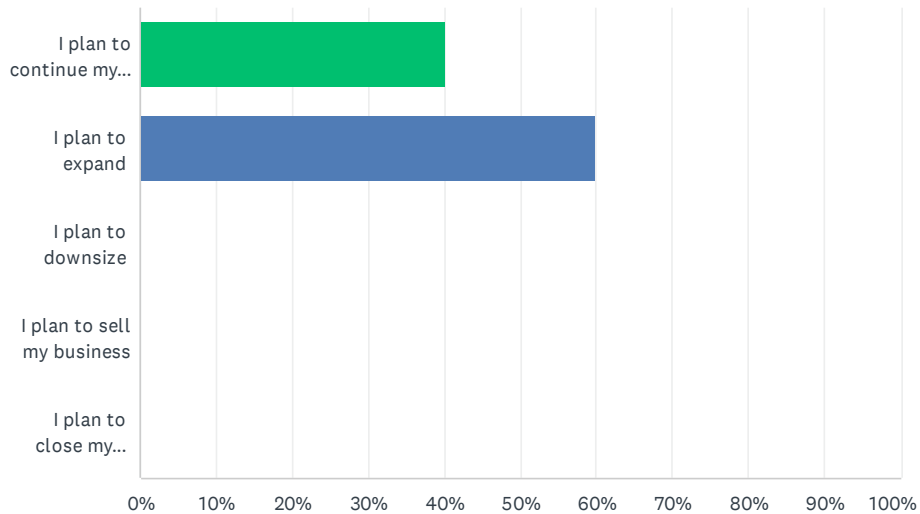
Answered: 10 Skipped: 0





## Q8 What are your business prospects over the next five years?

Answered: 10 Skipped: 0



ANSWER CHOICES	RESPONSES
I plan to continue my business at its current size	40.00% 4
I plan to expand	60.00% 6
I plan to downsize	0.00% 0
I plan to sell my business	0.00% 0
I plan to close my business	0.00% 0
<b>TOTAL</b>	<b>10</b>

#	WHAT ARE THE MOST INFLUENTIAL FACTORS CONTRIBUTING TO THIS DECISION? PLEASE FIRST START THE SENTENCE WITH CONTINUE, EXPAND, DOWNSIZE, SELL, OR CLOSE.	DATE
1	Expand, real estate was available and the city has been great to work with in regards to cannabis.	8/25/2021 7:39 PM
2	We would like to buy additional land behind her current property that would help us to grow the next five years	8/25/2021 6:20 PM
3	Continue	7/30/2021 3:29 PM
4	Our business is doing great and we plan to keep improving.	7/30/2021 7:39 AM
5	EXPAND, our retail store downtown has allowed us to expand into cultivation in the Industrial Park.	7/29/2021 7:02 PM
6	Capitol	7/29/2021 1:15 PM

## Q9 How many employees do you have now? How many do you expect to have in the next 3-5 years?

Answered: 10 Skipped: 0

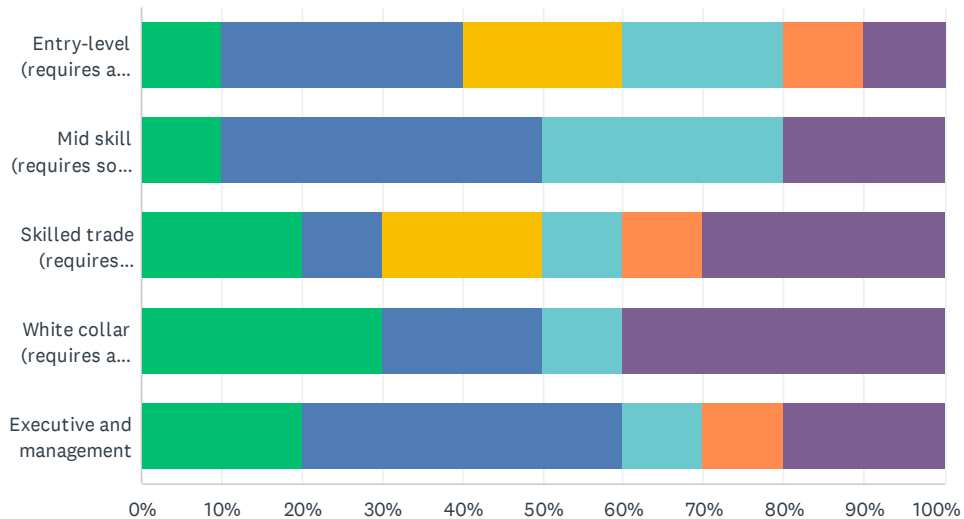
ANSWER CHOICES	RESPONSES
Employees (NOW)	100.00% 10
Employees (3-5 YEARS)	80.00% 8

#	EMPLOYEES (NOW)	DATE
1	8	8/26/2021 7:33 PM
2	18	8/25/2021 7:39 PM
3	6	8/25/2021 6:20 PM
4	8	8/5/2021 3:31 PM
5	four	7/30/2021 3:29 PM
6	4	7/30/2021 11:18 AM
7	20	7/30/2021 7:39 AM
8	20	7/29/2021 7:02 PM
9	15	7/29/2021 1:15 PM
10	12 full time 10 part time	6/20/2021 9:21 PM

#	EMPLOYEES (3-5 YEARS)	DATE
1	24-30	8/26/2021 7:33 PM
2	25	8/25/2021 7:39 PM
3	40	8/25/2021 6:20 PM
4	30-40	8/5/2021 3:31 PM
5	four	7/30/2021 3:29 PM
6	6	7/30/2021 11:18 AM
7	20	7/30/2021 7:39 AM
8	30	7/29/2021 7:02 PM

## Q10 How difficult is it for you to find and keep the following types of workers at your organization?

Answered: 10 Skipped: 0

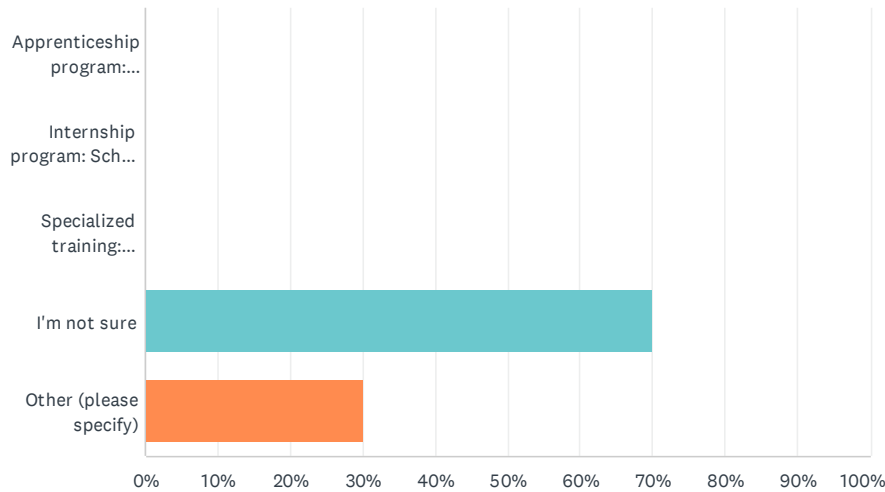


Very difficult Difficult Neither di... Easy  
Very easy Not applica...

	VERY DIFFICULT	DIFFICULT	NEITHER DIFFICULT OR EASY	EASY	VERY EASY	NOT APPLICABLE	TOTAL
Entry-level (requires a high school education or less)	10.00% 1	30.00% 3	20.00% 2	20.00% 2	10.00% 1	10.00% 1	10
Mid skill (requires some training beyond high school)	10.00% 1	40.00% 4	0.00% 0	30.00% 3	0.00% 0	20.00% 2	10
Skilled trade (requires certification other than a college degree)	20.00% 2	10.00% 1	20.00% 2	10.00% 1	10.00% 1	30.00% 3	10
White collar (requires a college degree)	30.00% 3	20.00% 2	0.00% 0	10.00% 1	0.00% 0	40.00% 4	10
Executive and management	20.00% 2	40.00% 4	0.00% 0	10.00% 1	10.00% 1	20.00% 2	10

# Q11 Would your business benefit from any of the following direct connections to local educational institutions (K-12, community college, technical training centers, etc.)?

Answered: 10 Skipped: 0

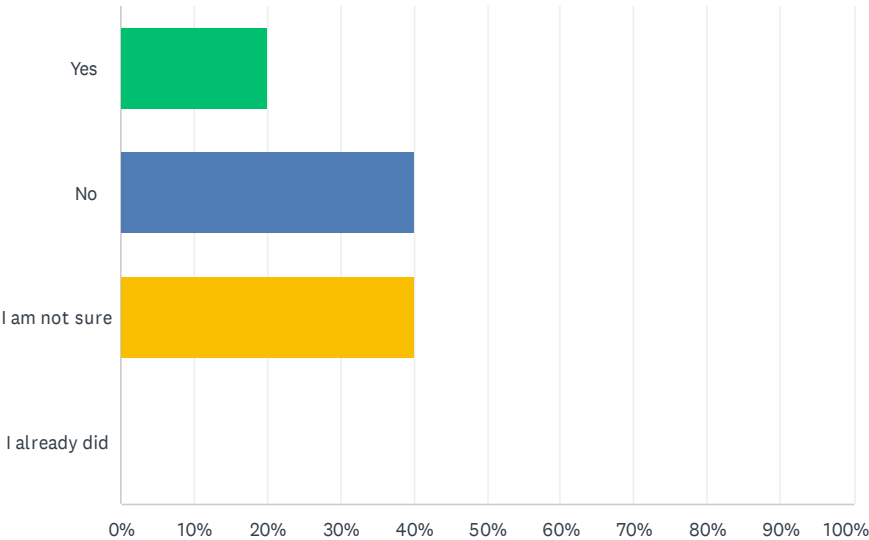


ANSWER CHOICES		RESPONSES	
Apprenticeship program: Business takes on the responsibility for providing job training; defined procedure for evaluating students at completion		0.00%	0
Internship program: School places student to work at business for a defined period of time		0.00%	0
Specialized training: Business helps school develop a program delivered by school, with the understanding that some students will choose to apply to the business, but no formal commitment		0.00%	0
I'm not sure		70.00%	7
Other (please specify)		30.00%	3
TOTAL			10

#	OTHER (PLEASE SPECIFY)	DATE
1	We cannot.	8/25/2021 7:39 PM
2	As our facility gets up and running we will revisit this in reach out to the local community if we need it	8/25/2021 6:20 PM
3	We cannot be involved with K-12 Schooling under our Business name.	7/29/2021 7:02 PM

Q12 Do you plan on retiring here?

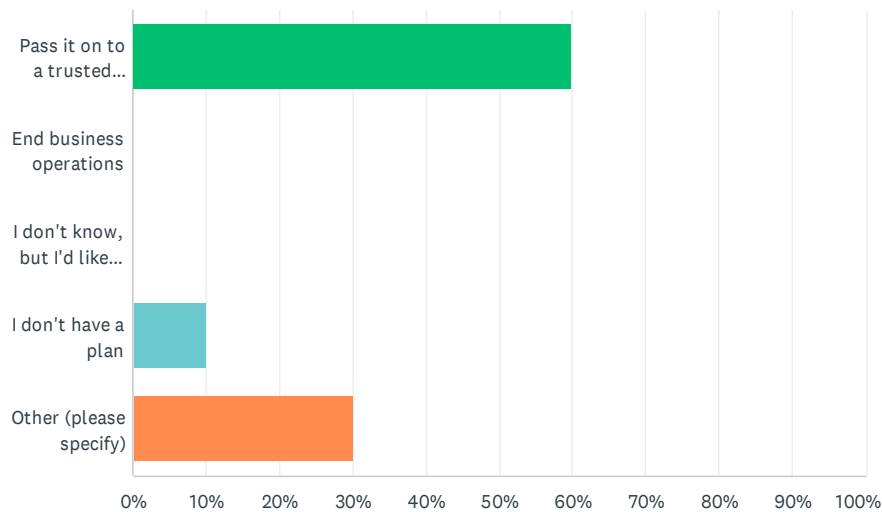
Answered: 10    Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	20.00%	2
No	40.00%	4
I am not sure	40.00%	4
I already did	0.00%	0
TOTAL		10

## Q13 What is your plan for your business when you retire?

Answered: 10 Skipped: 0



ANSWER CHOICES	RESPONSES	
Pass it on to a trusted colleague/friend/family member so it stays in the community	60.00%	6
End business operations	0.00%	0
I don't know, but I'd like to talk to TIFA about a business transition plan	0.00%	0
I don't have a plan	10.00%	1
Other (please specify)	30.00%	3
<b>TOTAL</b>		<b>10</b>

#	OTHER (PLEASE SPECIFY)	DATE
1	Sell business	8/25/2021 7:39 PM
2	public entity	7/30/2021 3:29 PM
3	Sell the business.	7/29/2021 7:02 PM



## Q14 What do you believe are TIFA's primary functions?

Answered: 9 Skipped: 1

#	RESPONSES	DATE
1	<span>Promote bus/dev</span> Grow and develop the business district	8/26/2021 7:37 PM
2	Regulate what business can operate where.	8/25/2021 7:40 PM
3	<span>Promote bus/dev</span> Promote business and development growth	8/25/2021 6:22 PM
4	X	8/5/2021 3:31 PM
5	<span>Not sure</span> Unsure	7/30/2021 3:30 PM
6	<span>Promote bus/dev</span> To help promote and boost downtown commercial success.	7/30/2021 11:19 AM
7	<span>Not sure</span> I am really unsure	7/30/2021 7:39 AM
8	I know what they should be doing, but I didnt get much from them when I decided to come to Reading.	7/29/2021 1:19 PM
9	<span>Promote bus/dev</span> To help protect the City of Reading by enacting policies that ensure development continues in a positive way for the community.	6/20/2021 9:28 PM

## Q15 What TIFA policies, practices, and/or current conditions help your business?

Answered: 9 Skipped: 1

#	RESPONSES	DATE
1	<span>No sure</span> ???	8/26/2021 7:37 PM
2	Set guidelines for what we are able to do.	8/25/2021 7:40 PM
3	They've been very easy to work with and accommodating with all we do	8/25/2021 6:22 PM
4	X	8/5/2021 3:31 PM
5	<span>No sure</span> Unsure	7/30/2021 3:30 PM
6	<span>No sure</span> I am not sure, to be honest.	7/30/2021 11:19 AM
7	<span>No sure</span> Not certain	7/30/2021 7:39 AM
8	Make property taxes as friendly as possible. A business that employess 15-20 people, does alot to keep gas stations busy.	7/29/2021 1:19 PM
9	All	6/20/2021 9:28 PM

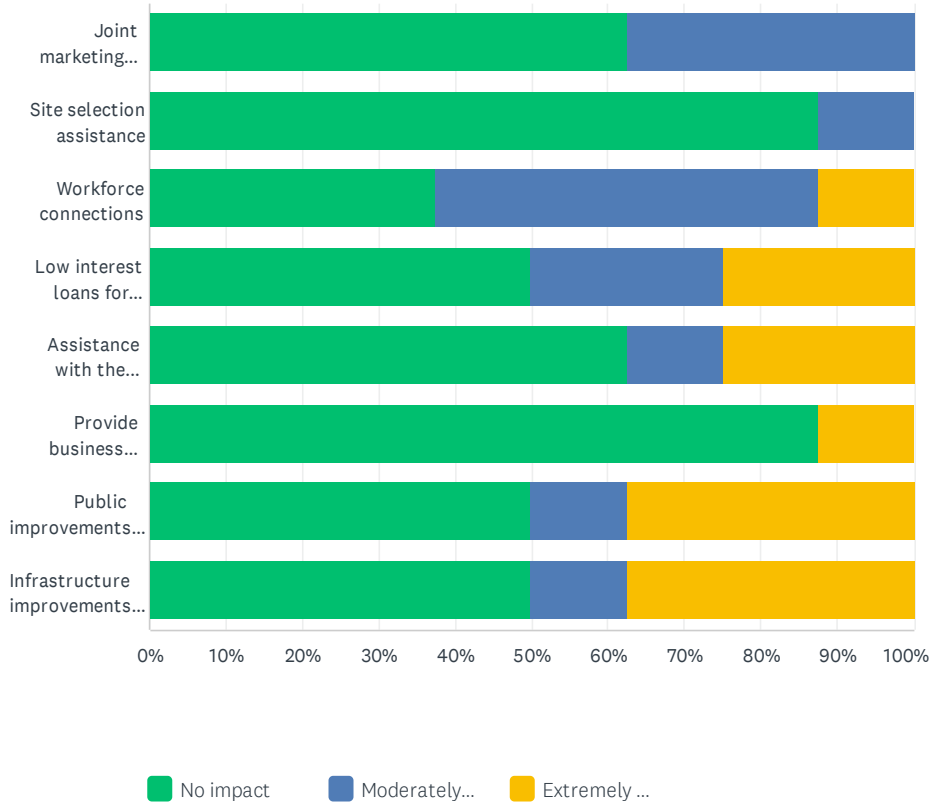
## Q16 What TIFA policies, practices, and/or current conditions hinder your business?

Answered: 9 Skipped: 1

#	RESPONSES	DATE
1	None	8/26/2021 7:37 PM
2	Building material has to be Steel in the industrial park.	8/25/2021 7:40 PM
3	We will be very interested in acquiring the 3 1/2 acres behind her current site for a fourth building	8/25/2021 6:22 PM
4	X	8/5/2021 3:31 PM
5	None	7/30/2021 3:30 PM
6	Same as above.	7/30/2021 11:19 AM
7	Not certain	7/30/2021 7:39 AM
8	Allowing water and sewer as high priced as it is.	7/29/2021 1:19 PM
9	None	6/20/2021 9:28 PM

## Q17 What could the TIFA do to help your business succeed?

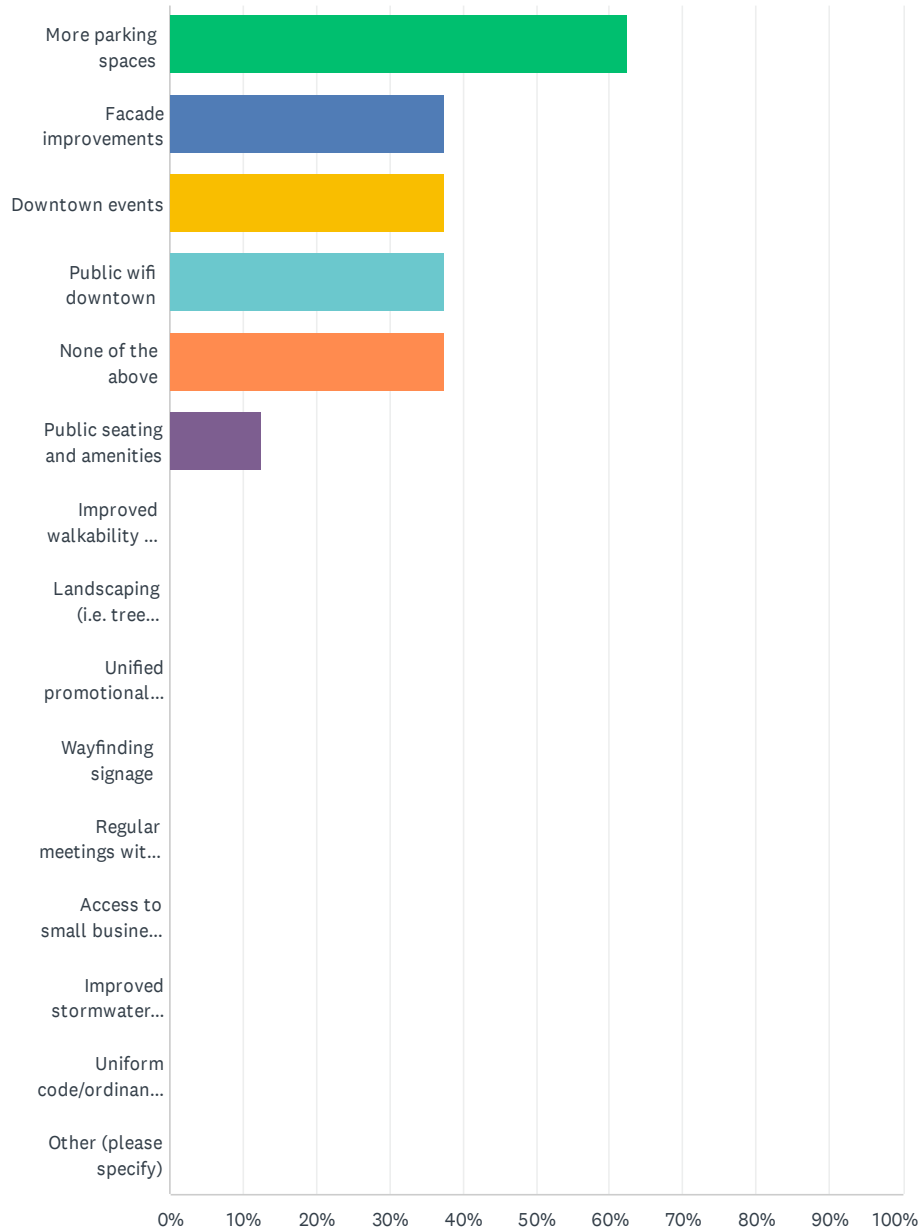
Answered: 8 Skipped: 2



	NO IMPACT	MODERATELY HELPFUL	EXTREMELY HELPFUL	TOTAL
Joint marketing efforts	62.50% 5	37.50% 3	0.00% 0	8
Site selection assistance	87.50% 7	12.50% 1	0.00% 0	8
Workforce connections	37.50% 3	50.00% 4	12.50% 1	8
Low interest loans for code-based improvements	50.00% 4	25.00% 2	25.00% 2	8
Assistance with the development review process	62.50% 5	12.50% 1	25.00% 2	8
Provide business training (i.e. how to write a business plan, how to create a website)	87.50% 7	0.00% 0	12.50% 1	8
Public improvements (i.e. making a more attractive setting)	50.00% 4	12.50% 1	37.50% 3	8
Infrastructure improvements (i.e. road, curb/gutter)	50.00% 4	12.50% 1	37.50% 3	8

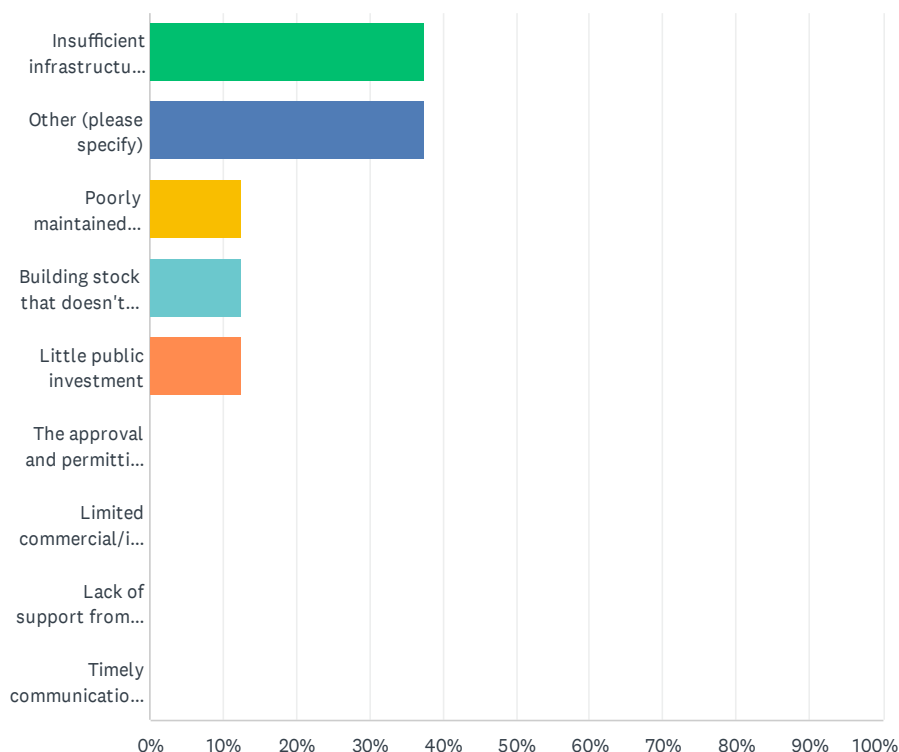
Q18 What changes would encourage you to increase investment into your business? Please choose your top three answers, if you select more than three, the survey will not advance.

Answered: 8 Skipped: 2



## Q19 Outside of personal barriers, what else prevents you from starting a new business or expanding your business? Check all that apply.

Answered: 8 Skipped: 2

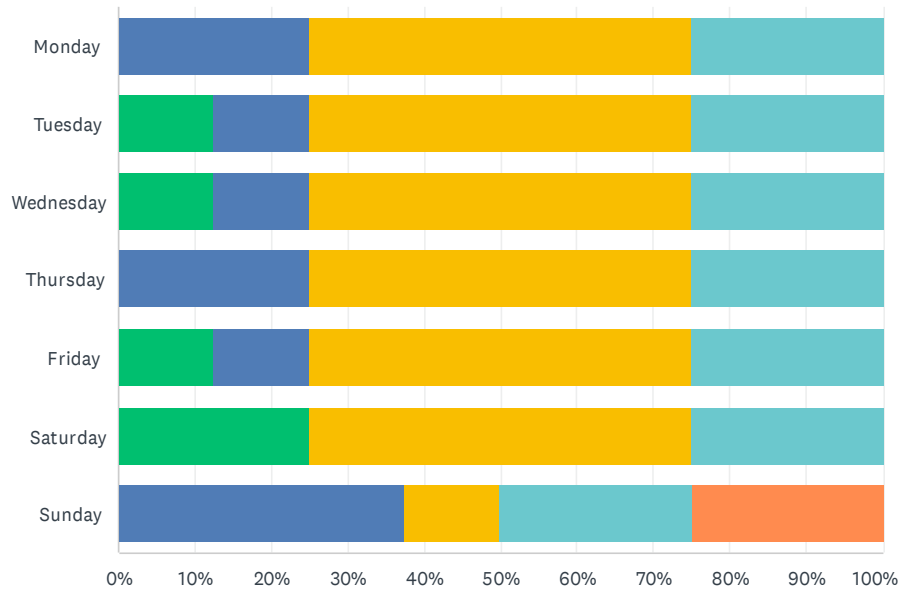


ANSWER CHOICES	RESPONSES	
Insufficient infrastructure (water, sewer, broadband, cellular)	37.50%	3
Other (please specify)	37.50%	3
Poorly maintained building stock	12.50%	1
Building stock that doesn't suit my needs	12.50%	1
Little public investment	12.50%	1
The approval and permitting process	0.00%	0
Limited commercial/industrial uses permitted	0.00%	0
Lack of support from TIFA	0.00%	0
Timely communication with the city regarding ordinances, guidelines, and zoning	0.00%	0
Total Respondents: 8		

#	OTHER (PLEASE SPECIFY)	DATE
1	We are expanding	8/26/2021 7:43 PM
2	Cell phone and WiFi signal is not good.	8/25/2021 7:43 PM
3	Nothing	8/25/2021 6:26 PM

## Q20 What time does your business close?

Answered: 8 Skipped: 2

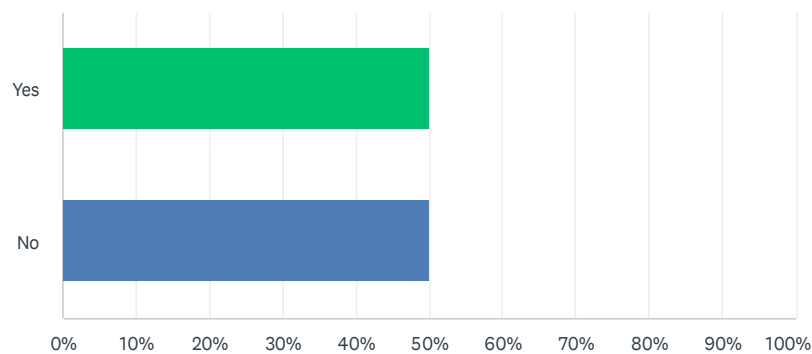


■ Closes at 5 ... 
 ■ Closes bet... 
 ■ Closes bet... 
 ■ Closes afte... 
 ■ Closed all d...

	CLOSES AT 5 PM OR EARLIER	CLOSES BETWEEN 5:01-7:00 PM	CLOSES BETWEEN 7:01-10:00 PM	CLOSES AFTER 10 PM	CLOSED ALL DAY	TOTAL
Monday	0.00% 0	25.00% 2	50.00% 4	25.00% 2	0.00% 0	8
Tuesday	12.50% 1	12.50% 1	50.00% 4	25.00% 2	0.00% 0	8
Wednesday	12.50% 1	12.50% 1	50.00% 4	25.00% 2	0.00% 0	8
Thursday	0.00% 0	25.00% 2	50.00% 4	25.00% 2	0.00% 0	8
Friday	12.50% 1	12.50% 1	50.00% 4	25.00% 2	0.00% 0	8
Saturday	25.00% 2	0.00% 0	50.00% 4	25.00% 2	0.00% 0	8
Sunday	0.00% 0	37.50% 3	12.50% 1	25.00% 2	25.00% 2	8

Q21 Does your business have a dedicated website?

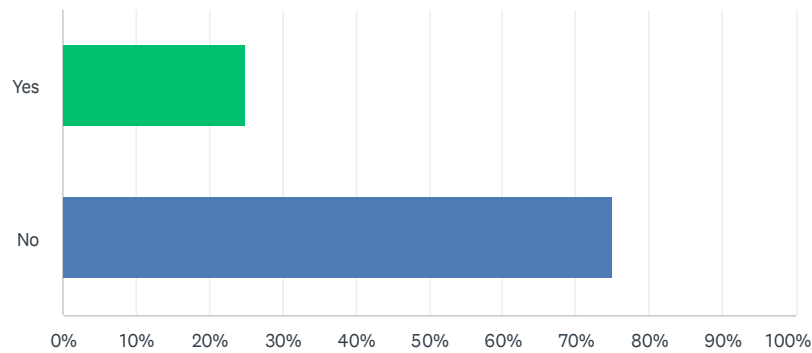
Answered: 8 Skipped: 2



ANSWER CHOICES	RESPONSES	
Yes	50.00%	4
No	50.00%	4
TOTAL		8

Q22 Can a patron buy products and/or services through your website?

Answered: 8 Skipped: 2

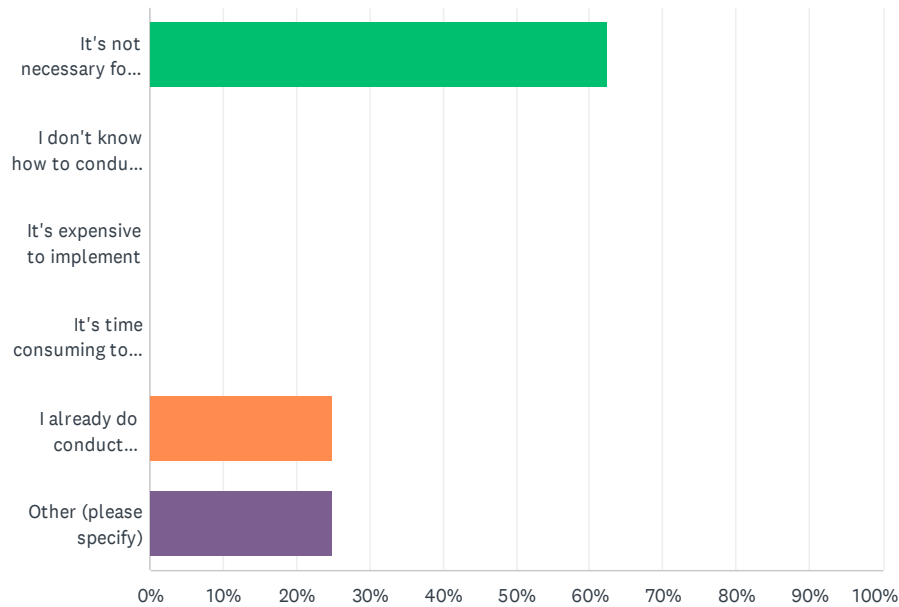


ANSWER CHOICES	RESPONSES	
Yes	25.00%	2
No	75.00%	6
TOTAL		8



## Q23 What prevents you from conducting business online? Please check all that apply.

Answered: 8 Skipped: 2

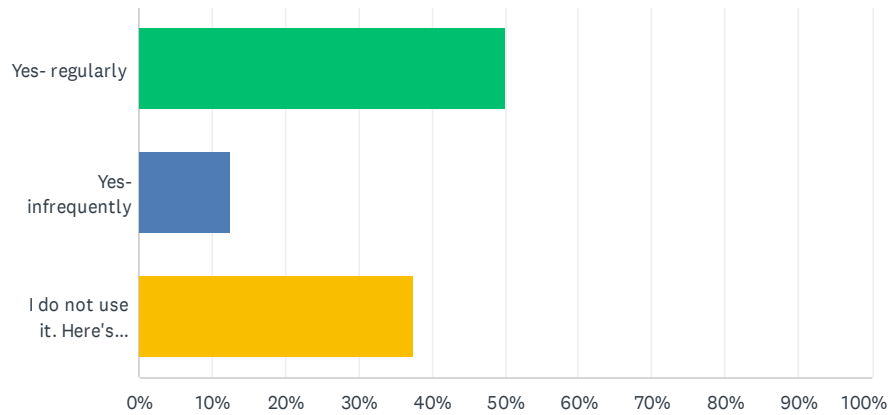


ANSWER CHOICES	RESPONSES	
It's not necessary for my business	62.50%	5
I don't know how to conduct business online	0.00%	0
It's expensive to implement	0.00%	0
It's time consuming to implement	0.00%	0
I already do conduct business online	25.00%	2
Other (please specify)	25.00%	2
Total Respondents: 8		

#	OTHER (PLEASE SPECIFY)	DATE
1	Not an online business	8/25/2021 6:26 PM
2	Regulations	6/20/2021 9:34 PM

## Q24 Do you use social media to engage potential or current customers?

Answered: 8 Skipped: 2

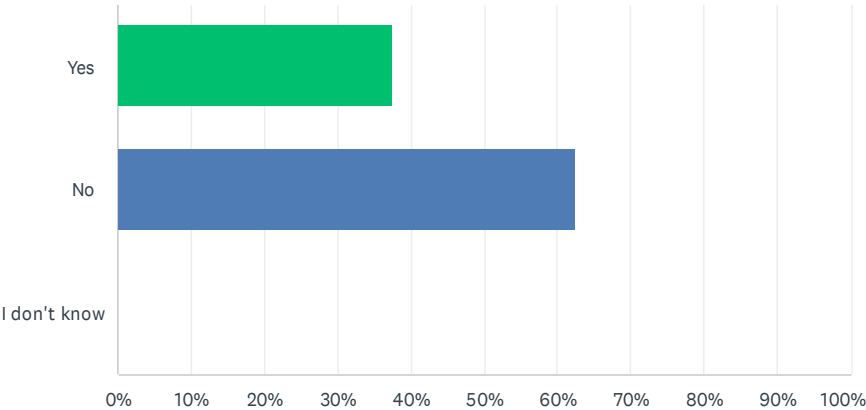


ANSWER CHOICES		RESPONSES	
Yes- regularly		50.00%	4
Yes- infrequently		12.50%	1
I do not use it. Here's why...		37.50%	3
TOTAL			8

#	I DO NOT USE IT. HERE'S WHY...	DATE
1	Not operating yet	8/25/2021 6:26 PM
2	not necessary	7/29/2021 1:21 PM
3	Regulations	6/20/2021 9:34 PM

Q25 If it was available, would you take a class that teaches how to market your business online?

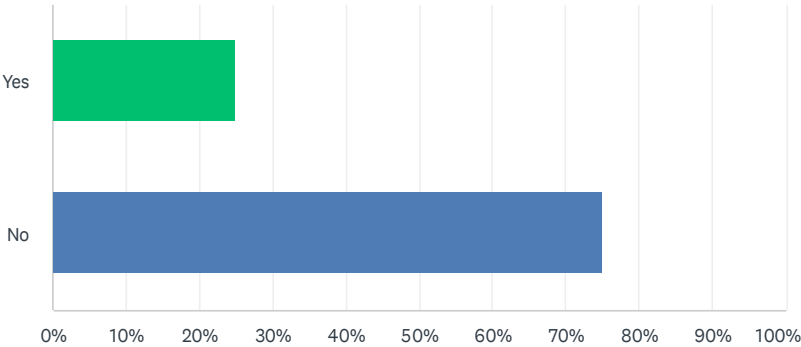
Answered: 8 Skipped: 2



ANSWER CHOICES	RESPONSES	
Yes	37.50%	3
No	62.50%	5
I don't know	0.00%	0
TOTAL		8

# Q26 Is your primary residence in Reading? Primary residence means you spend more than 6 months in Reading per year.

Answered: 8    Skipped: 2

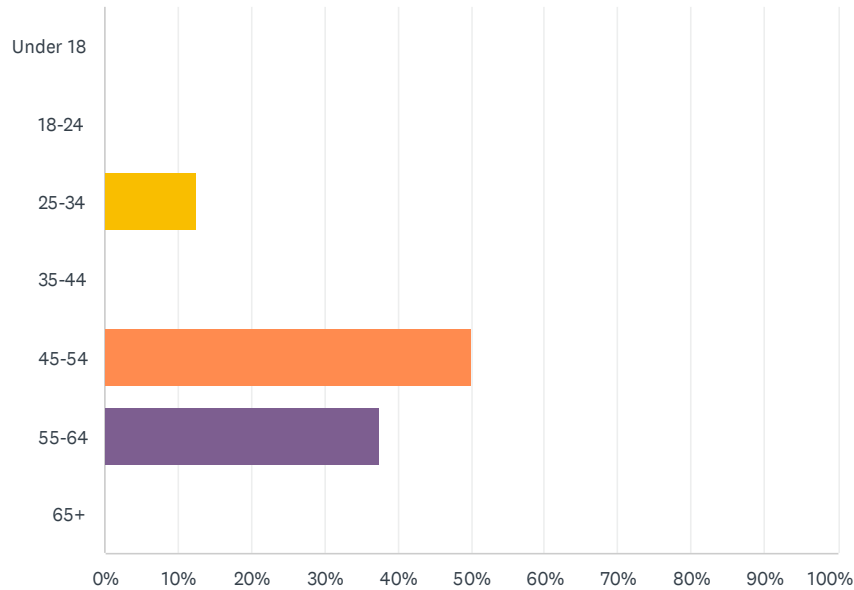


ANSWER CHOICES		RESPONSES	
Yes		25.00%	2
No		75.00%	6
TOTAL			8

#	IF NOT IN READING, MY PRIMARY RESIDENCE IS IN...	DATE
1	Quincy	8/25/2021 7:43 PM
2	Hillsdale	7/30/2021 11:28 AM

## Q27 What is your age?

Answered: 8 Skipped: 2



ANSWER CHOICES	RESPONSES	
Under 18	0.00%	0
18-24	0.00%	0
25-34	12.50%	1
35-44	0.00%	0
45-54	50.00%	4
55-64	37.50%	3
65+	0.00%	0
<b>TOTAL</b>		<b>8</b>

# 5

## Appendix

### B. Vacant parcels in the TIFA District

Address	Vacant Status	Address	Vacant Status
N MAIN ST	Yes	S ANN ST	Unknown
MAPLE ST	Yes	100 ENTERPRISE DR	Unknown
WARNER ST	Yes	ENTERPRISE DR	Unknown
MICHIGAN ST	Yes	N MAIN ST	Unknown
MICHIGAN ST	Yes	519 MICHIGAN ST	Unknown
N UNION ST	Yes	ENTERPRISE DR	Unknown
406 MICHIGAN ST	Yes	221 STRONG ST	Unknown
EAST ST	Yes	519 MICHIGAN ST	Unknown
N ANN ST	Yes	319 N MAIN ST	Unknown
N ANN ST	Yes	STRONG ST	Unknown
218 MICHIGAN ST	Yes	CHERRY ST	Unknown
LINCOLN ST	Yes	N MAIN ST	Unknown
E STATE ST	Yes	N ANN ST	Unknown
E LINCOLN ST	Yes	N ANN ST	Unknown
N MAIN ST	Yes	219 N MAIN ST	Unknown
606 MICHIGAN ST	Yes	N MAIN ST	Unknown
N ANN ST	Yes	102 N MAIN ST	Unknown
WALNUT ST	Yes	S MAIN ST	Unknown
S MAIN ST	Yes	113 S MAIN ST	Unknown

Address	Vacant Status	Address	Vacant Status
219 MARTIN ST	Yes	MICHIGAN ST	Unknown
MARTIN ST	Yes	145 MICHIGAN ST	Unknown
S ANN ST	Yes	W CHERRY ST	Unknown
311 E ELM ST	Yes	W CHERRY ST	Unknown
ENTERPRISE DR	Yes	S MAIN ST ALLEY	Unknown
215 MARTIN ST	Yes	S UNION ST	Unknown
112 MARTIN ST	Yes	MAIN ST	Unknown
113 N MAIN ST	Yes	W CHERRY ST	Unknown
N MAIN ST	Yes	108 E CHERRY ST	Unknown
S MAIN ST ALLEY	Yes	111 WALNUT ST	Unknown
N MAIN ST	Yes	150 S MAIN ST	Unknown
WALNUT ST	Yes	S MAIN ST	Unknown
MICHIGAN ST	Yes	132 S MAIN ST	Unknown
		N MAIN ST	Unknown
		N MAIN ST	Unknown
		N MAIN ST	Unknown
		N MAIN ST	Unknown
		S MAIN ST	Unknown
		229 S MAIN ST	Unknown
		S MAIN ST	Unknown
		S MAIN ST	Unknown
		S MAIN ST	Unknown
		106 S MAIN ST	Unknown
		ENTERPRISE DR	Unknown
		ENTERPRISE DR	Unknown
		ENTERPRISE DR	Unknown
		ENTERPRISE DR	Unknown
		ENTERPRISE DR	Unknown
		209 S MAIN ST	Unknown
		312 MICHIGAN ST	Unknown
		213 S MAIN ST	Unknown
		110 E SILVER ST	Unknown

## READING TIF PROJECTS

Zoning Ordinance & Master Plan Amendments	\$	25,000
Administrative Support	\$	500,000
Pre-Development Services	\$	125,000
Retention / Recruitment/Training	\$	225,000
Promotions/Marketing	\$	100,000
Public Infrastructure	\$	10,000,000
<i>Sidewalks</i>	.	
<i>Street Maintenance</i>		
<i>Park Improvements</i>		
<i>Reforestration</i>		
<i>Maintenance of Facilities</i>		
<i>Broadband / WiFi</i>		
<i>Industrial Park Improvements</i>		
Acquistion - Building and Land	\$	1,000,000
Façade Improvement Program	\$	500,000
Building Code Compliance	\$	500,000
	.	
	\$	12,975,000





Update the Zoning Ordinance/business license requirements to guarantee that businesses are directly serving the p  
Apply for Michigan Main Street  
Use the feasibility study for the Opera House to issue an RFQ for this building  
Actively recruit businesses that complement the downtown using local and regional demand data  
Strengthen the design overlay standards in the Zoning Ordinance  
Update a site master plan that includes newer developments and shows preferred circulation, landscaping, building  
Complete infrastructure improvements in the Industrial Park: extend the road and curb, and water/sewer  
Continue a phased approach to lay concrete on both sides of the railroad tracks, install sidewalks with curb and gutte  
Lobby Hillsdale County to use ARPA funds to rehabilitate homes in poor quality  
Hire a TIFA Director  
Renovate parking lots, prioritizing West Parking Lot and North Parking Lot  
Property, parking lot, public realm maintenance  
Update the city's ordinance to permit food trucks  
Promote the services at HEDP and the Small Business Development Centers to train business owners on business  
Hold an event in the spring and summer with the help of local youth in the planning phase  
Continue to partner with the county and state to remediate the Hutchinson site and consider acquisition  
Liaise with partners that train students for manufacturing jobs in Reading and Hillsdale County  
Improve tree canopy in SE quadrant of the city  
Establish low-interest loans (with eligibility requirements) for building code compliance for priority redevelopment site  
Continue the expanded façade grant program  
Install public wifi  
Create property information packages for priority redevelopment properties that convey the city's vision for those site  
Memorial Park improvements: Replace lighting to match the pavilion, enhance landscaping, and fix fountain  
Develop marketing materials for promoting available spaces in the industrial park  
Actively recruit businesses to the Industrial Park  
Expedite progress on the Sidewalk Prioritization map to fill in gaps in the nonmotorized network  
Collaborate with the school district to apply for a Safe Routes to School grants  
Update midblock crosswalk enhancement to be more pedestrian friendly

Planning Commission	High
MEDC	High
	High
	High
Planning Commission	High
Engineers	High
MEDC	High
er, and replace water and sewer lines	High
Hillsdale County	High
	High
	High
	High
	Low
HEDP, SBDC	Low
School district	Low
EGLE, HEDP	Low
HEDP, school district, major employers	Low
DPW	Low
Building Official, HEDP	Medium
	Medium
	Medium
Community, business owners	Medium
DPW	Medium
	Medium
	Medium
DPW	Medium
School district	Medium
	Medium