



Integration of the Parks and Recreation Plan

The City of St. Johns Parks and Recreation Plan, previously a standalone document, has been incorporated into the Master Plan with the 2025 update. While some parks-related content remains consolidated in Chapter 7 for clarity and ease of reference, related material has been integrated throughout the plan where it naturally aligns with sections on action items, goals and objectives, community facilities, and public input. This approach reflects the significant overlap in content between the Parks and Recreation Plan and the Master Plan and recognizes the value of situating these topics within the broader planning context.

Throughout the plan, Parks and Recreation components are clearly marked, making them easy to identify within the integrated structure. A dedicated Parks and Recreation Plan Reference Guide is included following the full Table of Contents to help readers quickly locate all relevant sections within the document.



Introduction

The City of St. Johns is a tight-knit community that is invested in and proud of its park system. The Parks and Recreation Board has worked with the community to assess need and to develop a plan of action for the next five years. This plan supports the goals of the Michigan DNR and is built around the guidelines of the City of St. Johns Parks and Recreation Mission Statement:

"Promote a broad, year-round range of quality indoor and outdoor recreational opportunities to City residents of all ages and physical and mental abilities and encourage inter-generational participation in activities."

The City of St. Johns Parks and Recreation Board has provided multiple opportunities for the general public to participate in the development of this plan and feel that this plan will address current and future parks and recreation needs of the community, given the fiscal limitations of the City. The City of St. Johns Parks and Recreation Master Plan was prepared based on the guidelines set forth by the Michigan Department of Natural Resources Recreation Division, and thus provides the information necessary to help the City visualize its short-term and long-term parks and recreation goals.

The City of St. Johns Parks and Recreation Board is proud of the work they have accomplished alongside the community with regards to facility improvements and programs. Since 2010, the following improvements have been made to the facilities within the City, either with City tax dollars, grants, or donated material, labor, or money.

- » Fantasy Forest Playground - City Park
- » Sand Volleyball Court – City Park
- » Jeep Track – Main Park
- » Pavilion Improvement – Main Park
- » Tennis/Basketball Court addition – City Park
- » Fall Zone Material Replacement – Jaycee, Kibbee and Water Tower Parks
- » Street Lighting – City Park
- » Park Roads – City Park
- » Rotary Gazebo – Rotary Park
- » Farmers Market Pavilion – Rotary Park
- » Water Spray Park – City Park
- » Spray Park Recirculation System – City Park
- » Softball Dugouts – City Park
- » Disc Golf Course – City Park
- » Parking and Bathrooms Facility – St. Johns Depot
- » Scott Road Connector Trail
- » Land acquired for a trailhead park at Fred
- » Meijer Clinton-Ionia-Shiawassee Trail

Since 2010, the offerings for recreational activity have also increased. The City has increased from offering approximately 20 programs annually to over 59 programs annually.



Community Description

The City of St. Johns serves as the county seat for Clinton County, Michigan. It is located approximately 18 miles north of Lansing. Its location and main thoroughfares, M-21 and US-27, allow St. Johns to be a hub to central Michigan. The total population within the City of St. Johns is 7,711, but the parks system serves the entirety of Clinton County's population of 79,249 (2022 Census). See Chapter 9: Demographics, and Chapter 11: Community Development and Facilities for further supporting analysis on demographics and natural feature inventories.

PLAN JURISDICTION

The St. Johns Parks and Recreation Plan applies to the entirety of the City of St. Johns. While the plan focuses on parks and recreation facilities owned or managed by the City, it also considers regional connections and trails, school-owned recreational amenities, and partnerships with neighboring jurisdictions that influence recreational access for St. Johns residents.



Planning Process

The planning process began with a review of the 2021-2025 Five Year Parks and Recreation Plan that was adopted in January of 2021 by the members of the Parks and Recreation Board. The plan outlined the goals for the development of park and recreational opportunities within the City for five years.

The planning process for the 2025 – 2030 Master Plan began with a review of the 2021-2025 Five Year Parks and Recreation Plan that was adopted in February of 2021 by the members of the Parks and Recreation Board. The plan outlined the goals for the development of park and recreational opportunities within the City for five years.

The planning process continued in July 2024 with a site visit to three parks to assess each park. The remaining 3 parks were visited in October 2024. The survey for the new master plan was developed in January 2025, several revisions of the survey took place. In March of 2025 and June of 2025, the surveys were distributed to the community and responses were accepted for a month from the first posting. The first survey was related to park facilities and the second covered recreation programming and funding. These responses were reviewed with the Parks and Recreation Board at a meeting on July 23, 2025. The main body of the Master Plan was also distributed for preliminary review by the board.

The meeting participants discussed objectives and a plan of action for the new Master Plan based on the survey feedback.

The survey feedback and meeting discussion were incorporated into an updated list of goals and objectives, which was then translated into an action plan for the City. This plan and the main body of the Master Plan were reviewed by the Parks and Recreation Board at a meeting on October 15, 2025. Changes from this meeting were incorporated and the Master Plan was posted for public review on September 23, 2025. Citizens were encouraged to comment through the City's website and social media presence. Residents in the City's email database were sent notice by email. A public review meeting took place October 27, 2025. Newspaper notice for the public hearing was circulated on September 26, 2025 and notice via email and social media was distributed. Comments from the public review period were incorporated into the Master Plan prior to the public hearing meeting at the City Commission meeting. After City Commission approval, the Master Plan will be submitted to the State.

Administrative Structure

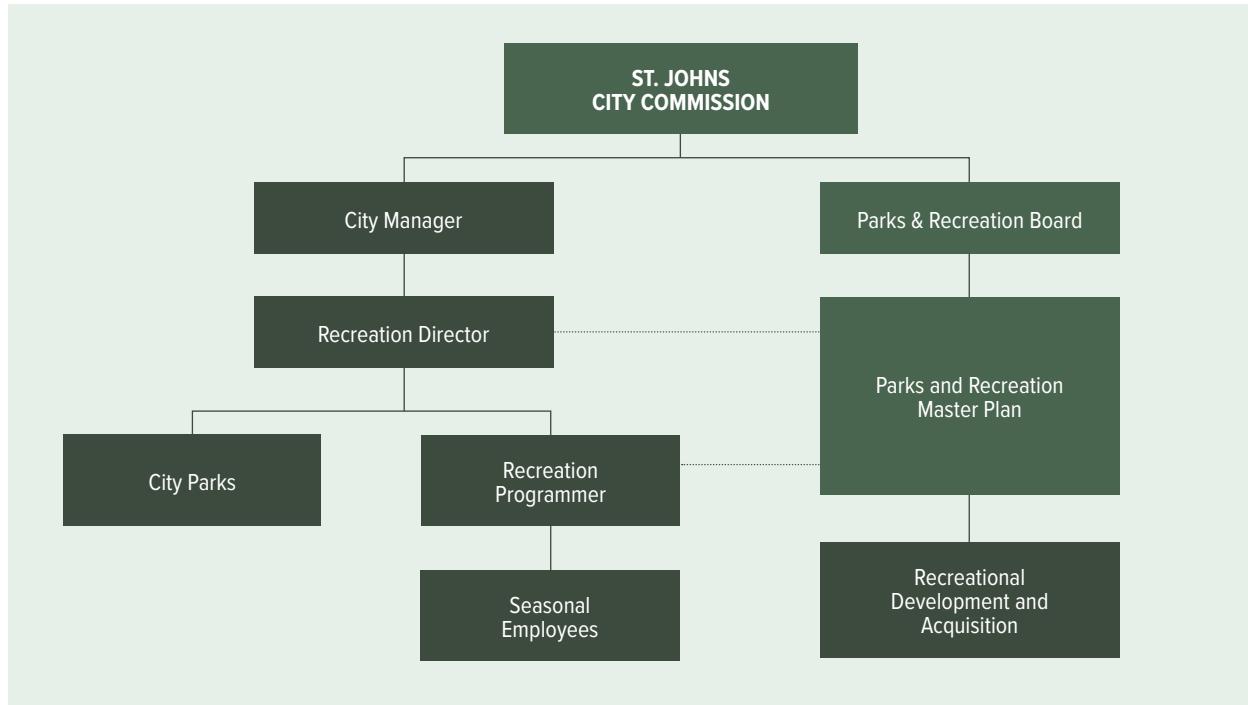
ROLES OF COMMISSIONS AND ADVISORY BOARDS, STAFF DESCRIPTION, AND ORGANIZATIONAL CHART

The City of St. Johns is a home rule city, with a commission/city manager form of government. Five City Commissioners are elected to overlapping four-year terms. The City Commission sets the policies and budgets for all City functions, including recreation. The Commission allocates funds for operations, maintenance, and capital improvements. The Commission also hires the City Manager and other City staff responsible for implementing the Commission's policies and for operating City departments. This Board of Commissioners is enabled by Act 1905 PA 157; Township Parks and Places of Recreation.

The City Manager is responsible for and oversees the day-to-day operations of the City. He/she advises and consults with the City Commission and implements their decisions. The Public Services Director reports to the City Manager. He/she is responsible for maintenance of the parks, including equipment and buildings. The City Manager also oversees the Recreation Director. Recreation programs are administered by the Recreation Department. The Recreation Director supervises the Recreation Programmer, Pool Manager, and seasonal employees, and provides staff support to the Parks and Recreation Board.

The City of St. Johns has a seven-member Parks and Recreation Board. The City Commission established the Parks and Recreation Board in 1969 and follows policies and bylaws passed during their November 7, 2002 meeting. The City Commission appoints the members of the Board for staggered two-year terms. Members may be reappointed. There is no requirement for being appointed other than being City resident or owning a business within the city limits. The City Commission always likes to have a City Commissioner and a representative of the school district on the Board and the rest of the Commission is made up of civic leaders, educators, youth service professionals, business owners and recreation program participants.

The Parks and Recreation Board is an advisory board. It reviews the City's programs, facilities, budgets, special requests, and other items requested by the City Commission. The Board makes recommendations to the City Commission on programs and policies. The City Commission has the authority to commit funds, accept grants, and acquire land.



Annual Budgets 2025-2030

Table 3: City of St. Johns Projected Budget

NAME	PARKS	RECREATION
2025-2026(Actual)	\$195,200	\$247,650
2026-2027	\$168,100	\$252,600
2027-2028	\$171,100	\$257,700
2028-2029	\$174,100	\$262,800
2029-2030	\$177,200	\$268,100

Current Funding Source

Monies that make up the budget come from the City's general fund. The Parks Department budget, which funds repair and maintenance of City parks, has fluctuated over the years as larger improvements have been completed, but averaged \$201,070 for 2021-2025. The average for the next five years is expected to be around \$177,200. The Recreation Department budget, which funds recreation programming in the City parks and other facilities, has averaged \$187,724,400 over the last five years. The average for the next five years is expected to be around \$257,370 with the addition of programming at the Wilson Center.

Volunteers

Volunteers play a vital role in the City of St. Johns. Since 2000, volunteers have been the driving force behind major building projects in City Park. In 2000, a group of area residents raised over \$110,000 for a wooden play structure. In 2004, another group of committed residents raised over \$100,000 for a performance shell to replace an existing shell that was outdated and undersized. Recently, a group of citizens was able to raise over \$200,000 (including foundation grants) to replace the failing City Pool with a new spray park, completed in 2015. Since 2024, another group of dedicated citizens raised over \$365,000 for new universal play equipment. Community volunteers work on restoration and maintenance projects throughout the park system, including the historic rail cars at St. Johns Depot. Volunteers are also important for recreation programs, as they serve as coaches and supervision for many of the recreational programs. The City utilized approximately 50 volunteers between 2024-2025.



Relationships: Schools, Public Agencies, Private Organizations

The City Recreation Department has a good relationship with many of the other organizations in and around the city. There is a good working relationship between the school district and the City. Each uses the other's facilities for some of their programs. There is regular communication between the school and the City to improve the programs and resolve any problems. In the summer of 2010, the Recreation Department started to use the school district's indoor pool for swim lessons, open swimming, and lap swim. Since the outdoor pool at the City Park closed in 2009, all aquatic recreation programs have taken place at the high school pool. The Parks and Recreation Board includes the Facilities Director for the school. The School Board and City Commission meet as needed to discuss issues of importance between the two. Upper management for the City and school staff meet more regularly to discuss mutual issues.

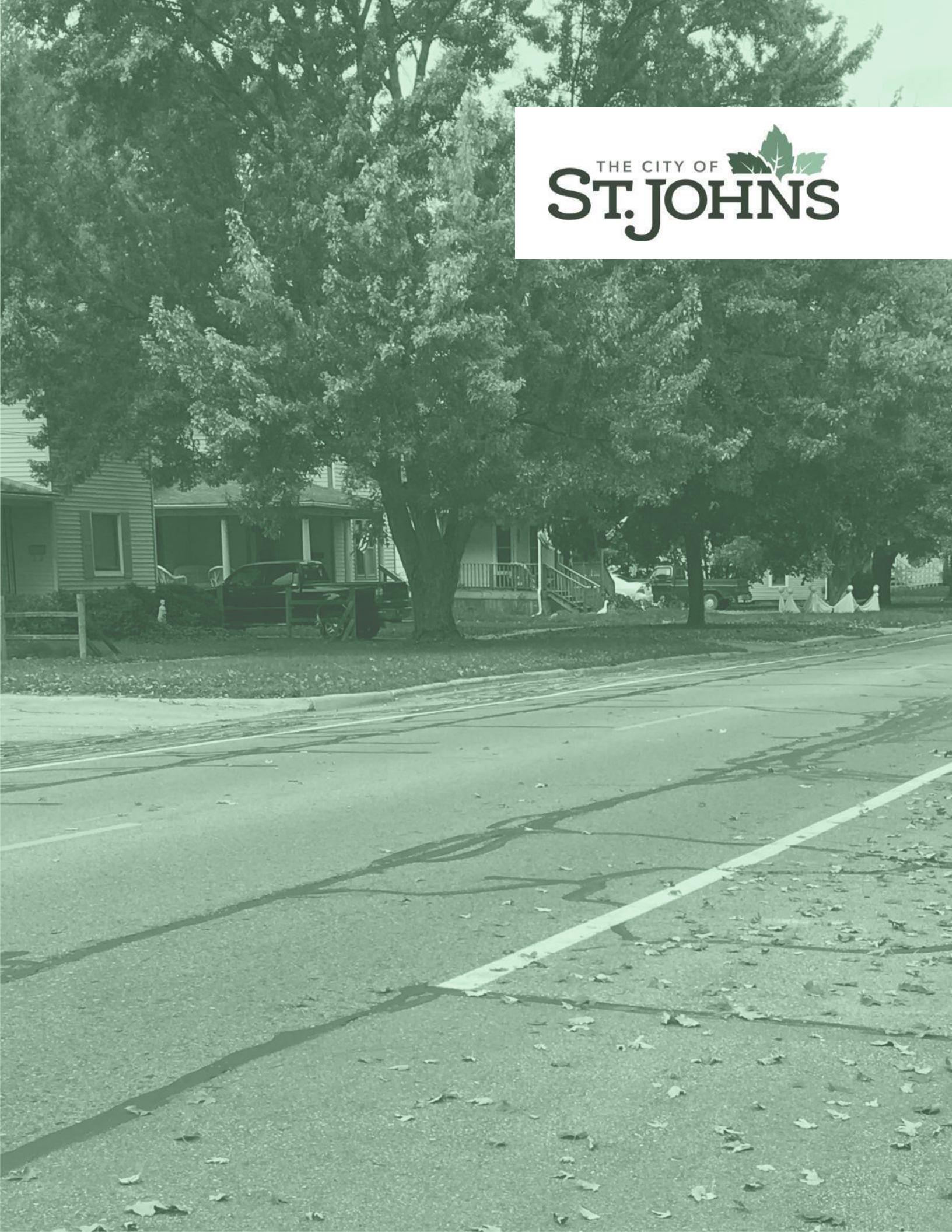
The City Recreation Department works with many other local organizations and individuals to offer expanded programs to area residents. The department works with the St. Johns Youth Baseball Organization by sharing facilities and equipment. Our adult exercise classes use local instructors to lead these programs. Over the years, the Recreation Department has worked with the Kiwanis Club, Jaycee Club, Rotary Club, various St. Johns High School teams/clubs, Chamber of Commerce, and numerous businesses in St. Johns. The City also has an agreement with the Clinton County Sheriffs office to supply maintenance help with the Spray Park both before and after the operating season.

Previous Grant Status Report

The City of St. Johns has received numerous grants from the Michigan Department of Natural Resources since 1972 (See Table 4).

Table 4: Grant Assisted Projects

GRANT NUMBER	YEAR	PROJECT	LOCATION	STATUS
26-00267	1972	St. Johns City Park	Main City Park	Closed
26-01023 Q3	1977	Main Park Restrooms	Main City Park	Closed
26-01060 w	1978	Northside Tennis Courts	Senior Citizen Park	Closed
BF89-359	1989	Veteran's Memorial Swimming Pool Renovation	Main City Park	Closed
26-01670	2006	Kibbee St Park and JC Park Renovations	Jaycee and Kibbee Parks	Closed
TF-09-169	2009	St. Johns Trailside Parkway Acquisition	Rotary Park	Closed
TF 14-0109	2014	St. Johns Trailside Park Renovation	Rotary Park	Closed
26-01741	2014	St. Johns City Park Improvements	Main City Park	Closed
TF- 16-0159	2016	Veterans Memorial Bathhouse Renovation	Main City Park	Closed



08.

Supporting Analysis: Existing Land Use



A basic foundation for any land use planning process is an analysis of how the land is currently being used. This analysis, especially when it incorporates changes from historic data, provides insight into the patterns within an area, the capacity of the area to support or accept future development, and the relationship among the various activities within the community. The Existing Land Use Map illustrates the current land uses according to McKenna's land use survey.



Single Family Residential

The City is overwhelmingly residential. The residential uses consisted of single-family and two-family homes that are scattered through individual lots. It included some subdivisions that are planned. Rural parcels are also included in this category. Most of the single-family residential is in the center of the City. It surrounds the downtown area and has small portions of commercial and institutional uses in it. Fifty to sixty percent of the City is residential.



Suburban Residential

There are only a handful of parcels that are suburban residential. Suburban residential uses stood out from residential uses because they appeared to be removed from the rest of the uses and located around the edges of the City. It is like a stray subdivision by itself usually having only one access point. There are other plan subdivisions in the City but they are mixed in with other uses and do not appear to be removed from the rest of the City.



Multi-Family Residential

Multi-family residential developments include three or more dwelling units in a contiguous building or complex. There is a small amount of multi-family units. They are located near other residential uses, commercial uses, institutional, or agricultural land. There appears to be no multifamily residential uses that are located near industrial uses. It would be ideal to keep multi-family residential uses mixed in with the rest of the uses and not next to industrial or manufacturing buildings. Multifamily uses are usually located towards the edges of the City. Most of them are in close proximity to suburban residential uses.

Mobile Home Park

St. Johns includes one mobile home park. It is located next to agricultural land and is in close proximity to an industrial use but it is separated with a recreational trail. This park is removed from the rest of the uses. Behind the park is agricultural land that extends all the way to the City's border but it is still at the edge of the residential uses that are near industrial uses. Investments in sidewalks should be made to ensure that Mobile Home Parks have sufficient pedestrian connectivity to their surroundings.

Commercial / Office

Commercial uses included land that is used for sales, bars and restaurants, and office buildings. The majority of the commercial land is located along Old U.S. 27. This is the main road that goes through the City. There are commercial uses on both sides and the road could be thought of like a spine. There are a few commercial land uses scattered throughout the neighborhoods but the majority of commercial uses is along Old U.S. 27. Based on the land that is around Old U.S. 27 there may be some opportunity to convert residential uses to commercial uses to fully utilize the main thoroughfare.

Industrial

The industrial category includes an array of industrial uses ranging from light industrial buildings, warehousing and distribution facilities, to heavy manufacturing plants and utility facilities. The majority of the industrial uses run through the center of the City from east to west. There are some parcels located in the northern and southern half that are industrial but the majority are along a straight line going through the City horizontally. Sometimes, there are industrial buildings that are completely surrounded by residential uses. On the other hand, there are some instances where industrial uses are buffered from residential zones either with other uses or open space. It would be ideal to make sure residential areas are protected from industrial uses to minimize negative externalities from industrial uses.

Institutions

Public and semi-public land uses include such things as City facilities, schools, churches, and other similar uses. These uses are scattered throughout the City but also appear in clusters. They appear more frequently than multi-family housing but not as frequently as residential uses. One could say that there is just as much commercial land as there is institutional land. It differs from commercial land because it is not focused all in one area. There is a very large school in the lower south western portion of the City. There is a cemetery in the eastern portion of the City and there are many churches and municipal buildings scattered throughout the neighborhoods. Institutional uses are also located along Old U.S. 27 and south of the downtown area.

Parks and Recreation

This category includes parks, athletic fields, and other recreational facilities. Some are publicly owned, such as St. Johns City Park. Others are privately owned. Neighborhood parks increase quality of life. As the City grows, new parks may be needed, especially in the northeastern portion of the community.

Agriculture and Vacant Land

There does not appear to be a large amount of agricultural land within the City. It is located on the edges of the City. It is a possibility that the amount of farm land has been decreasing within the City. This is based on the amount of residential area in the center of the City and the suburban residential uses that are usually in close proximity to a farm. There is a small percentage of vacant lots and this use appears to be the lowest land use in the City.

Downtown

In the center of the City there is an area of land that is used for the Downtown. It differs from other commercial areas because it is located in the center of the municipality and has a defined boundary of commercial uses. These uses include bars, restaurants, institutional uses and other uses found in the commercial category. This is distinct from the commercial category because it is a walkable area at the center.



08.

Supporting Analysis: Demographics

Population

The table below shows the relative populations of St. Johns and the comparison communities.

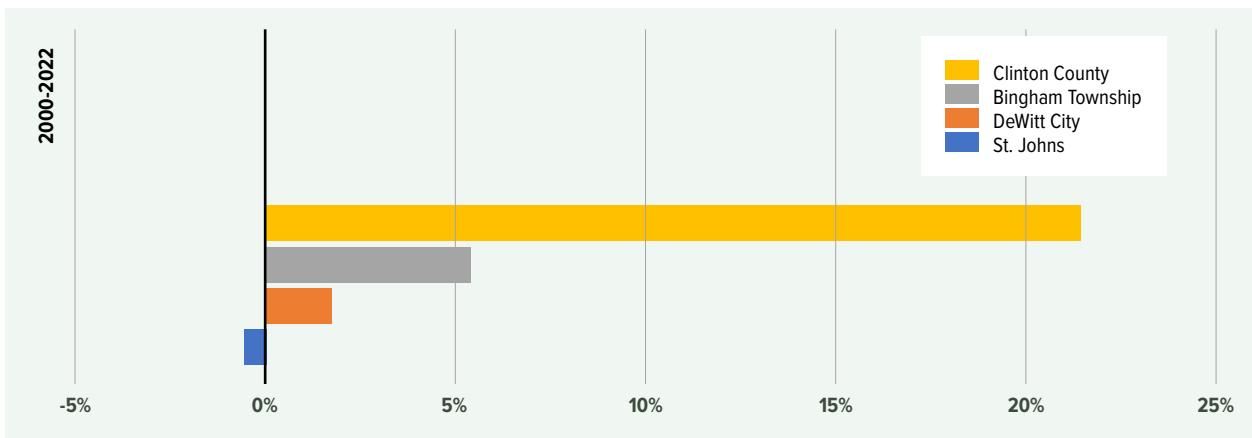
Table 5: Population

POPULATION	ST. JOHNS	CITY OF DEWITT	BINGHAM TOWNSHIP	CLINTON COUNTY
2000	7,733	4,701	2,776	64,940
2010	7,920	4,591	2,823	74,235
2016	7,951	4,657	2,896	77,245
2020	7,920	4,743	2,935	78,957
2022	7,711	4,779	2,928	79,249

Source: US Census Bureau

St. Johns has experienced a slight decrease in population since 2000, similar to the City of DeWitt. This contrasts Bingham Township and Clinton County, who have experienced major increases. St. Johns has seen a decrease of approximately 20 people since 2000, with majority of the loss occurring between 2020 and 2022. In the same time frame, Clinton County gained 14,309 residents between 2000 and 2022. Figure 3 below shows the population change over time in each of the communities of study.

Figure 3: Population Change Over Time



Source: US Census Bureau

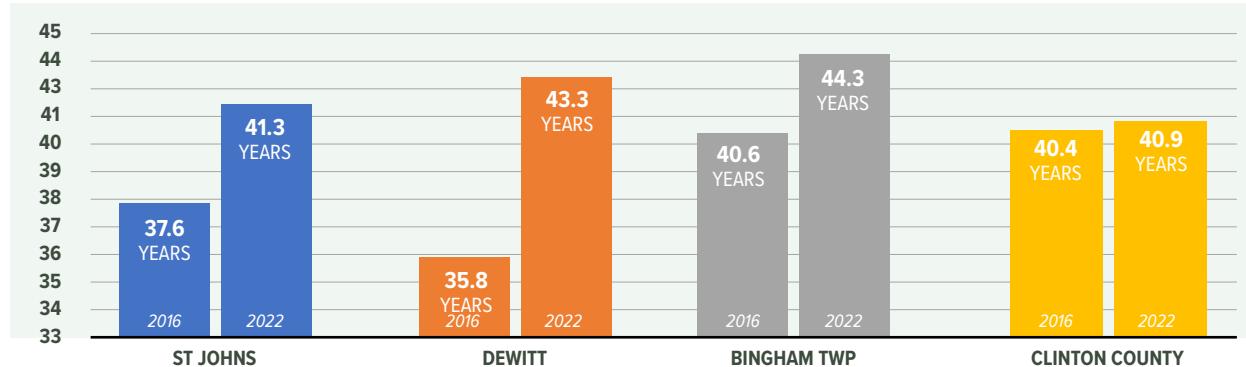
Age

The Age of a community's population has very real implications for planning and development, whether it is an increased or decreased need for schools to serve the population under 18, or a need for housing alternatives for empty-nesters and older residents.

Figure 4 compares the median ages (the mid-point where half the population is younger and half is older) of St. Johns and the comparison communities. St. Johns' low median age indicates there are proportionately more young families and fewer retirees in the Village than in the other communities. In contrast, Bingham Township's median age is high, indicating a lower presence of children in the community.

Figure 4: Median Age, 2022

Source: US Census Bureau



Age structure (analyzing which proportions of a municipality's population are in which stages of life) gives a nuanced view of the makeup of a community. To compare age structure, the population is divided into the following groupings:

- » Under 5 (Pre School)
- » 5 to 19 (School Aged)
- » 20 to 44 (Family Forming)
- » 45 to 64 (Mature families)
- » Over 65 (Retirement)

Table 6 shows the gender breakdown in each of the above age categories for all the communities of study. The values are measured in percentages. The percentage represents the ratio of males or females in each age category when compared to the total number of males and females for each community. For example, males under 5 years old in St. Johns make up 5.7% of all males in St. Johns. 5.7% of St. Johns male population of 3,748 is 236 males under the age of 5 in St. Johns. Generally speaking, the gender ratios are similar across all age categories and communities.

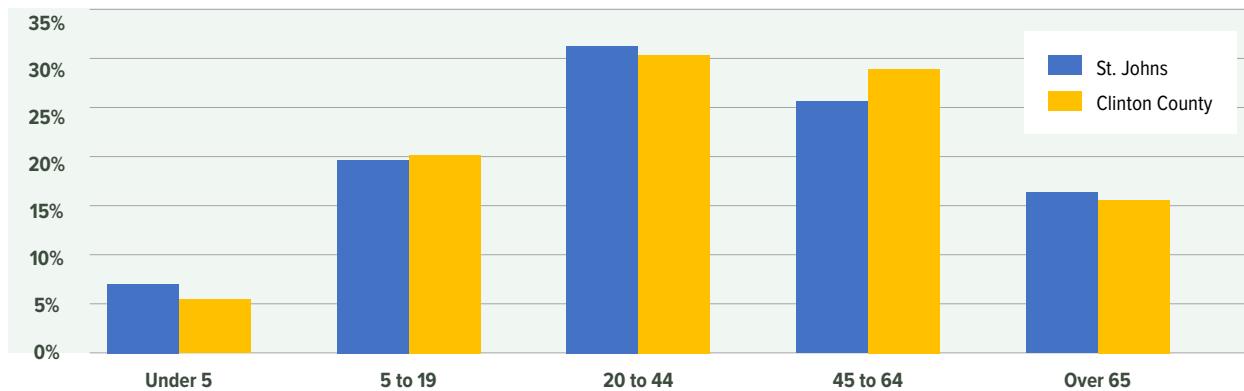
Table 6: Gender Breakdown by Age Structure, 2022

	ST. JOHNS		DEWITT CITY		BINGHAM TOWNSHIP		CLINTON COUNTY	
	MALES	FEMALES	MALES	FEMALES	MALES	FEMALES	MALES	FEMALES
Under 5	6.3%	5.2%	5.2%	6%	6%	2.2%	5.4%	5.1%
5 to 19	24.9%	17.8%	19.1%	18.6%	20.4%	23.7%	19.5%	18.0%
20 to 44	28.3%	25.2%	29.8%	27.1%	23.9%	24.9%	31.4%	30.2%
45 to 64	25.9%	27.9%	29.8%	31.9%	33.6%	26.4%	27.1%	27.7%
Over 65	14.6%	23.8%	16%	16.4%	16.1%	22.8%	16.5%	19.0%
TOTAL	3,748	3,963	2,204	2,575	1,505	1,423	39,424	39,825

Source: US Census Bureau

Figure 5 compares the age structure of St. Johns with that of Clinton County overall. St. Johns and the County have very similar distributions, however, Clinton County as a whole holds a slightly higher percentage of 45 to 64 year olds while St. Johns holds a higher percentage of the 20 to 44 age category. This likely means that St. Johns has a higher percentage of families with young children.

Figure 5: Age Structure, 2022



Source: US Census Bureau

This equates to a relatively high demand for family-oriented recreation. Over the next 20 years, the City of St. Johns is likely to experience a shift in demand with an increasing need for senior recreation activities. Currently, the board has recognized a lack of recreation opportunities for the teenage demographic and the senior citizen demographic, and is looking to expand these programs in the future. Many aspects of the City parks are accessible to seniors, and popular events like concerts in the park help fill recreational needs of this demographic.

Racial Composition

This section compares the racial composition of St. Johns, the City of DeWitt, Bingham Township, and Clinton County. The values are given as percentages of the total population for each of the communities of study. Table 7 displays the number of individuals in each of the following race categories:

- White
- Black or African American
- American Indian
- Asian
- Two or more races
- Other

All the communities of study are predominantly white, with each community containing at least 94% white residents.

Table 7: Racial Composition, 2020

	ST. JOHNS	DEWITT CITY	BINGHAM TOWNSHIP	CLINTON COUNTY
White	96.2%	96.3%	97.3%	94.4%
Black or African American	0.8%	1.6%	0.6%	2.2%
Native American	0.4%	0.3%	0.2%	0.3%
Asian	0.6%	1.2%	0.4%	2.5%
Other or More Than One	2.0%	0.6%	1.5%	0.6%
TOTAL	7,019	4,379	2,753	71,959

Source: US Census Bureau,

Disability

The City of St. Johns is committed to designing future projects that serve residents of all abilities. An estimated 17.2% of St. Johns residents have a disability, a higher percentage than both the state of Michigan (14.2%) and the national average (13.0%). This highlights the importance of incorporating accessible features into all public spaces—especially parks and recreational facilities.

Table 8 presents the overall disability rate, while Table 9 compares disability prevalence by age group. Notably, nearly 50% of residents aged 75 and older in St. Johns report a disability, significantly higher than the state and national averages. The percentage is also elevated among residents aged 65–74 (34.9%), suggesting a growing need for accessible and age-friendly environments. While the rate among children ages 5–17 in St. Johns (6.1%) is consistent with state and national averages, it remains important to ensure inclusive recreational opportunities for younger residents as well.

Table 10 breaks down the types of disabilities experienced by residents. The most commonly reported type in St. Johns is ambulatory difficulty (9.5%), consistent with state and national trends. This underscores the need for smooth, navigable paths, ramps, and circulation systems throughout public spaces and park facilities for wheelchair use or to assist those who require stable footing.

St. Johns also has a notably higher percentage of residents with cognitive difficulties (7.5%) compared to the state (6.2%) and nation (5.4%). This suggests that public facility designs should consider not only physical access but also sensory-friendly and intuitive features that can be more easily used by individuals with mental or cognitive disabilities.

Table 8: Total Population with Disability, 2023

	ST. JOHNS	MICHIGAN	UNITED STATES
Total	17.2%	14.2%	13.0%

Source: US Census Bureau

Table 9: Disability by Age, 2023

AGE	ST. JOHNS	MICHIGAN	UNITED STATES
Under 5 years	0.0%	0.7%	0.7%
5 to 17 years	6.1%	6.4%	6.1%
18 to 34 years	8.9%	8.8%	7.7%
35 to 64 years	16.1%	14.2%	12.4%
65 to 74 years	34.9%	23.5%	24.0%
75 years and over	49.5%	45.9%	46.5%

Source: US Census Bureau

Table 10: Disability by Type, 2023

DISABILITY TYPE	ST. JOHNS	MICHIGAN	UNITED STATES
With a hearing difficulty	5.3%	3.8%	3.6%
With a vision difficulty	2.4%	2.2%	2.4%
With a cognitive difficulty	7.5%	6.2%	5.4%
With an ambulatory difficulty	9.5%	7.2%	6.7%
With a self-care difficulty	3.1%	2.7%	2.6%
With an independent living difficulty	7.9%	6.5%	5.9%

Source: US Census Bureau

Education

This section analyzes the level of Educational Attainment in St. Johns for persons aged 25 or older. Overall, St. Johns, the comparison communities, and the County all have decreasing percentages in the less than high school educational attainment category over time. Simultaneously, all geographies of study have increased percentages in college attendance categories. Table 4 shows that St. Johns has a higher percentage of high school graduates when compared to the other geographies. Additionally, they have the highest college attendance percentage when compared to the other geographies. This indicates that high school graduates in St. Johns are not pursuing college education a higher rate than the other study areas.

Table 11: Educational Attainment, Percentage of Population, 2020 and 2022

	ST. JOHNS		DEWITT		BINGHAM		CLINTON	
	2020	2022	2020	2022	2020	2022	2020	2022
Less than High School	6.1	6.2	3.2	2.8	8.9	7.2	4.9	4.9
High School Graduate	93.9	93.8	96.8	97.2	91.1	92.8	95.1	95.1
Attended College	62.9	58.3	54.9	56.6	59.7	58.6	56.5	57.6
Associate Degree	13.7	13	7.7	8.8	11.5	10.7	12.2	12.5
Bachelor's Degree	23.8	23.6	46.5	45.1	23.5	23.3	32.1	32.3
Graduate or Professional Degree	7.5	7.6	18.8	20.2	4.9	5.5	11.8	11.9

Source: US Census Bureau

Economics

INCOME

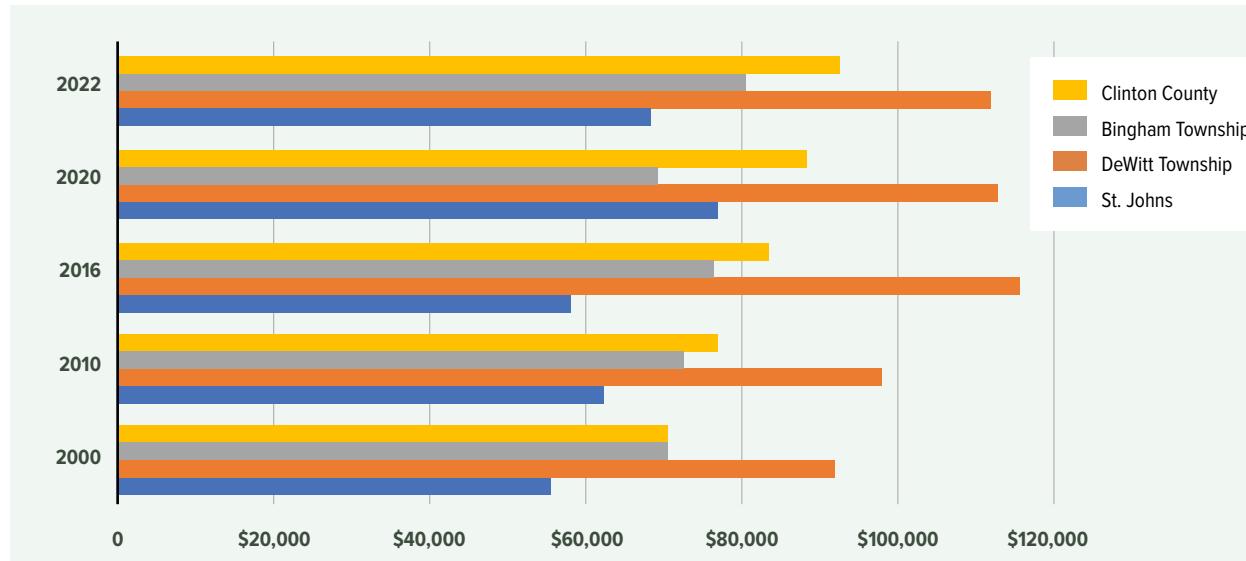
As shown in Table 5, St. Johns Median Household Income is significantly lower than the comparison communities and Clinton County. Businesses in St. Johns can benefit from DeWitt's relative prosperity due to the proximity of the two communities.

Table 12: Median Household Income

	ST. JOHNS	CITY OF DEWITT	BINGHAM TOWNSHIP	CLINTON COUNTY
2000	\$55,380.00	\$91,838.42	\$70,169.94	\$70,107.55
2010	\$62,038.13	\$97,848.66	\$72,515.89	\$77,024.57
2016	\$58,104.32	\$115,810.35	\$76,408.54	\$83,171.56
2020	\$77,196.55	\$112,969.13	\$69,093.19	\$88,385.92
2022	\$68,234.91	\$111,988.90	\$80,411.61	\$92,403.70

Source: US Census Bureau

Figure 6: Growth in Median Income Since 2000

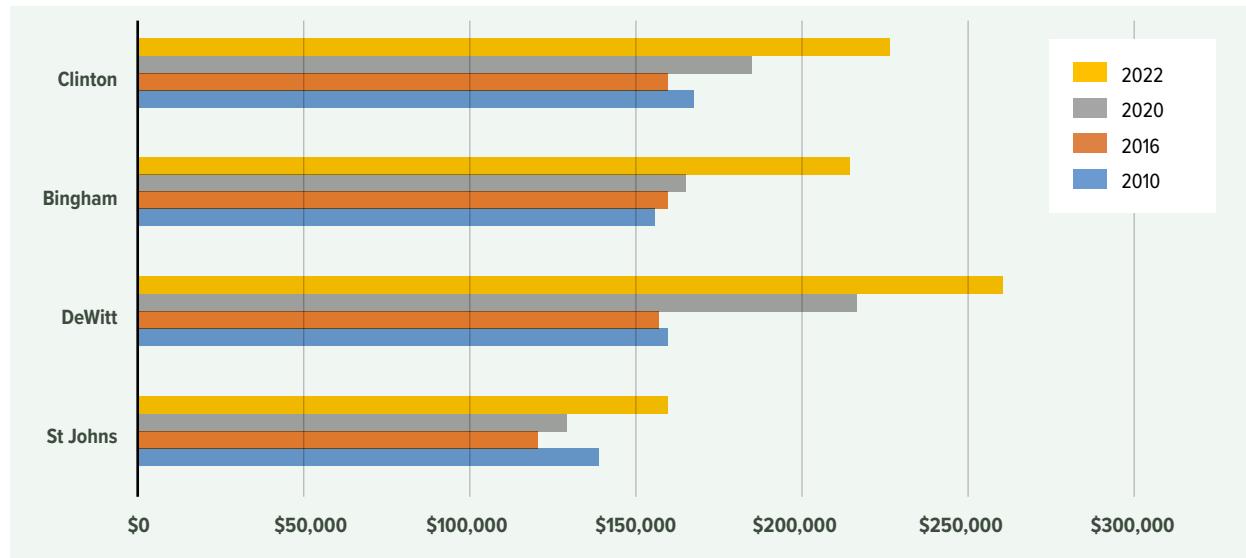


The median household income for St. Johns and DeWitt had different starting points in 2000 but grew at similar rates between 2000 and 2010. However, between 2010 and 2016 DeWitt's median household income skyrocketed while St. Johns' decreased by approximately \$3,000. Clinton County and Bingham Township started at nearly the same median household income in 2000 but Clinton County grew at a slightly faster rate than Bingham Township that accounts for the \$5,000 difference in their respective median household income we see in 2016.

HOME VALUE

The value of the homes in St. Johns is a key measure because housing prices are indicative of quality of life and the health of the economy. Currently, the median home value in St. Johns is \$159,700. As shown in Figure 7, homes in all communities of study gained value at a near parallel rate between 2000 and 2010. However, between 2010 and 2016 there wasn't any significant gained housing value, with St. Johns and Clinton County actually losing housing value. The value has since regained in each community between 2016 and 2022.

Figure 7: Change in Median Home Value



OCCUPATION

This section shows the employment of St. Johns residents. This is not an analysis of what kind of employment is offered or what businesses are located within the community, but rather what occupation members of the community are employed in, regardless of where they work. Thus, commuters from St. Johns to other areas are counted in this analysis, but not commuters into St. Johns from other areas.

Table 13 indicates that St. Johns has similar proportions to Clinton County overall. The greatest occupational sector for both St. Johns and Clinton County is Educational and Health Services. This industry proves to be crucial for both municipalities.

Table 13: Occupational Sectors, 2016, 2020, and 2022

	ST. JOHNS						CLINTON COUNTY					
	2016		2020		2022		2016		2020		2022	
	#	%	#	%	#	%	#	%	#	%	#	%
Agriculture and Mining	50	1.5%	61	1.6%	33	0.9%	1,050	2.9%	841	2.2%	786	2.0%
Construction	225	6.8%	121	3.1%	136	3.7%	2,178	5.9%	2,457	6.3%	2,521	6.4%
Manufacturing	394	11.9%	420	10.8%	383	10.5%	4,123	11.2%	4,633	11.9%	4,699	12.0%
Transportation and Utilities	124	3.7%	57	1.5%	148	4.1%	1,378	3.8%	1,383	3.5%	1,790	4.6%
Information	16	0.5%	34	0.9%	23	0.6%	546	1.5%	412	1.1%	320	0.8%
Wholesale Trade	57	1.7%	234	6.0%	243	6.7%	797	2.2%	1,161	3.0%	1,000	2.5%
Retail	555	16.7%	426	10.9%	345	9.5%	3,625	9.9%	3,588	9.2%	3,918	10.0%
Finance, Insurance, and Real Estate	243	7.3%	319	8.2%	238	6.5%	2,797	7.6%	3,373	8.6%	3,449	8.8%
Tourism and Entertainment	159	4.8%	349	8.9%	252	6.9%	2,780	7.6%	2,581	6.6%	2,572	6.5%
Education and Health Care	829	25%	984	25.2%	925	25.4%	9,034	24.6%	10,045	25.7%	9,930	25.3%
Professional Services	234	7.1%	344	8.8%	330	9.1%	3,462	9.4%	3,250	8.3%	2,964	7.5%
Other Services	240	7.2%	208	5.3%	201	5.5%	1,774	4.8%	1,773	4.5%	1,661	4.2%
Government	191	5.8%	346	8.9%	383	10.5%	3,167	8.6%	3,589	9.2%	3,683	9.4%

Source: US Census Bureau

COMMUTING

Because of St. Johns proximity to regional centers like Lansing / East Lansing and Mount Pleasant, as well as the accessibility of the Grand Rapids metropolitan area, many residents commute to these areas. Table 14 shows the commute time of St. Johns residents. The mean commute time is 21.1 minutes, a commute that could reach DeWitt or Lansing.

Table 14: Commute Destinations

TIME OF COMMUTE	PLACES OF WORK	PERCENTAGE OF RESIDENTS		
		2016	2020	2022
Under 10 Minutes	St. Johns / Bingham Township	32.3	30.4	34.1
10-19 Minutes	DeWitt	15.5	15.3	10.3
20-29 Minutes	Alma, Lansing, Holt	15.9	22.7	21.2
30-44 Minutes	Mount Pleasant, Eaton Rapids, Fowlerville	29.3	25.5	26.3
45-59 Minutes	Clare, Jackson, Howell	3.7	2.9	3.6
Over 60 Minutes	Kentwood / Grand Rapids, Battle Creek	3.1	3.3	4.5

Source: US Census Bureau

Retail Gap Analysis

A retail gap analysis was performed focusing on the St. Johns area and its greater surrounding area within 30 minutes driving distance. A retail gap analysis looks at the supply and demand of certain types of retail categories within a certain geographic area, the identified trade area, to determine the gap in supply. A positive gap indicates there is more demand than supply and that a new store could potentially open to fill a particular need. A negative gap indicates that there is more supply than demand, meaning either that some existing stores may be in danger of going out of business or that additional demand is coming from outside the identified trade area. Demand coming from outside the trade area may indicate that this location or a specific store is a unique destination to consumers, and may be part of a draw for tourists visiting a community.

Once the retail gap is calculated, it is compared with the average sales per square foot to determine the square footage of demand for that type of retail. The square footage of demand is then compared with the square footage of a typical store to produce an estimate for the number of new stores demanded in that retail category. The number of new stores demanded for trade areas of 10 and 30 minutes from the downtown by car are shown in the following analysis.

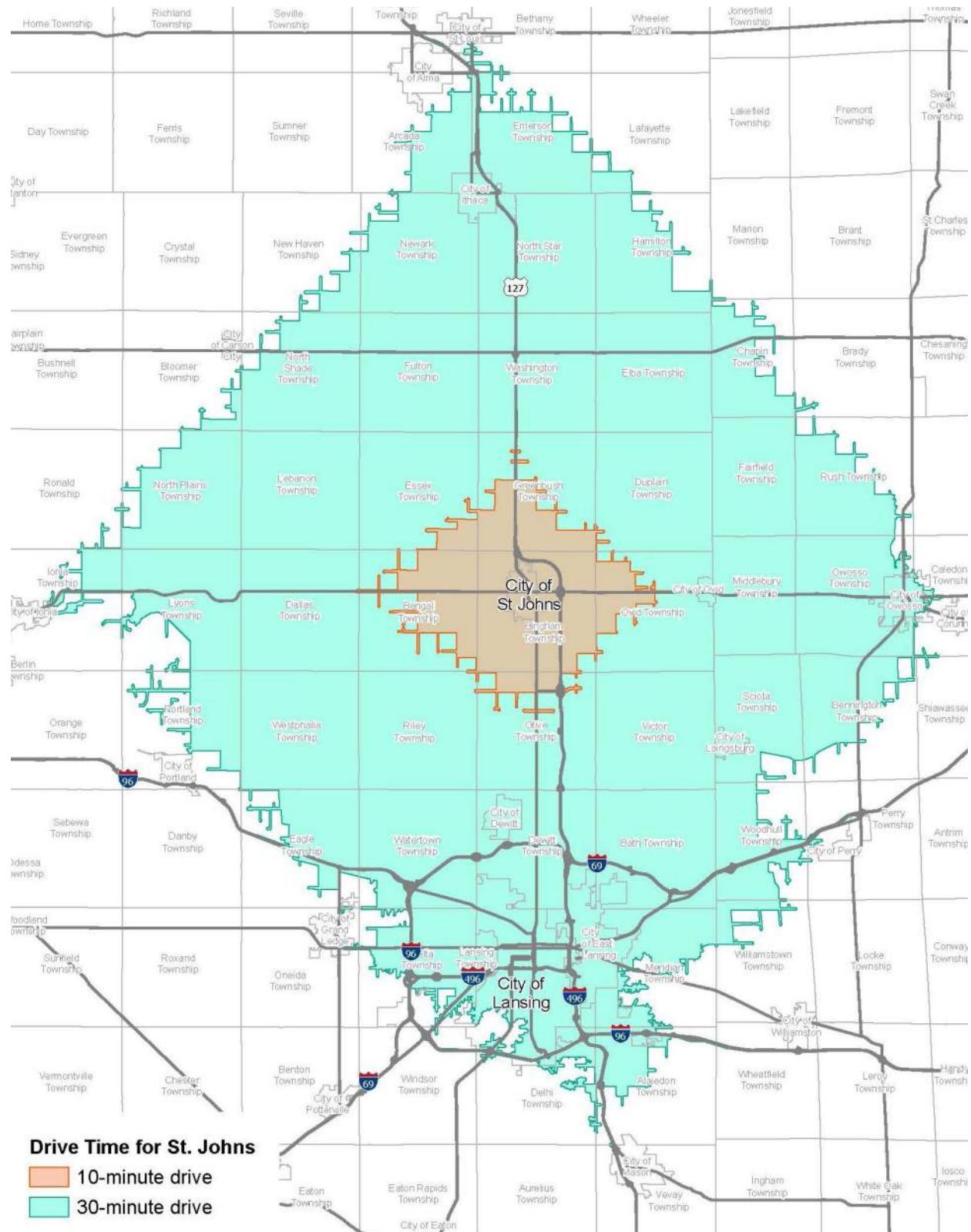
The 10-minute drive area includes the entire City of St. Johns, Bingham Township, and parts of other surrounding townships. There is a small amount of demand for new clothing stores, specialty food stores, and general merchandise stores, but overall there is still not much new demand in this trade area. This shows that the existing retail businesses are adequately serving the population except for a few categories. Potential new businesses should focus on reaching a customer base from beyond this trade area. For example, St. Johns could build a retail identity reflective of that; stores with general outdoor gear for hunting, camping, and fishing would attract people driving up US 127 to stop for supplies on their way up north. However, there is little local demand for specialty goods stores, so general merchandise stores that are tailored to retail needs such as outdoor gear would be more successful than smaller individual stores would.

The 30-minute drive area includes most of the surrounding rural areas and reaches communities as far away as Ionia to the west, Alma to the North, Owosso to the east, and Lansing to the south. This trade area shows unmet demand in several categories with gas stations (17) and beer, wine, and liquor stores (5) showing the most potential. Although there is unmet demand in several retail categories, the extent of the trade area also means this demand can be met with a new store in another part of the trade area. Business owners may find success reaching a broader customer base in the trade area and meeting this demand, but should also create something unique to fill a niche among the greater competition.

Table 15: Retail Gap Analysis

RETAIL CATEGORY	NUMBER OF NEW STORES DEMANDED	
	10-Minute Drive	30-Minute Drive
Automobile Dealers	0	1
Other Motor Vehicle Dealers	0	3
Auto Parts Stores	0	0
Furniture Stores	0	2
Home Furnishings Stores	0	1
Electronics and Appliance Stores	0	2
Building Materials and Supplies Dealers	0	0
Lawn and Garden Equipment Stores	0	0
Grocery Stores	0	0
Specialty Food Stores	1	0
Beer, Wine, and Liquor Stores	0	5
Health and Personal Care Stores	0	0
Gas Stations	0	17
Clothing Stores	1	2
Shoe Stores	0	2
Jewelry or Luggage Stores	0	2
Sporting Goods, Hobby, and Music Stores	0	0
Book Stores	0	0
Department Stores	0	1
General Merchandise Stores	1	0
Florists	0	0
Office Supplies Stores	0	0
Used Merchandise Stores	0	1
Special Food Services	0	0
Bars	0	1
Restaurants	0	0

Source: ESRI Business Analyst, 2017



MAP 12.
Retail Gap Analysis Trade Areas

Housing

This section analyzes the composition and characteristics of households in St. Johns. Households are an important unit of analysis because changes in the number of households are an indication of changing demand for housing units, retail, and services. Tracking household changes ensures sufficient land is set aside for the future to accommodate future growth and demand for housing.

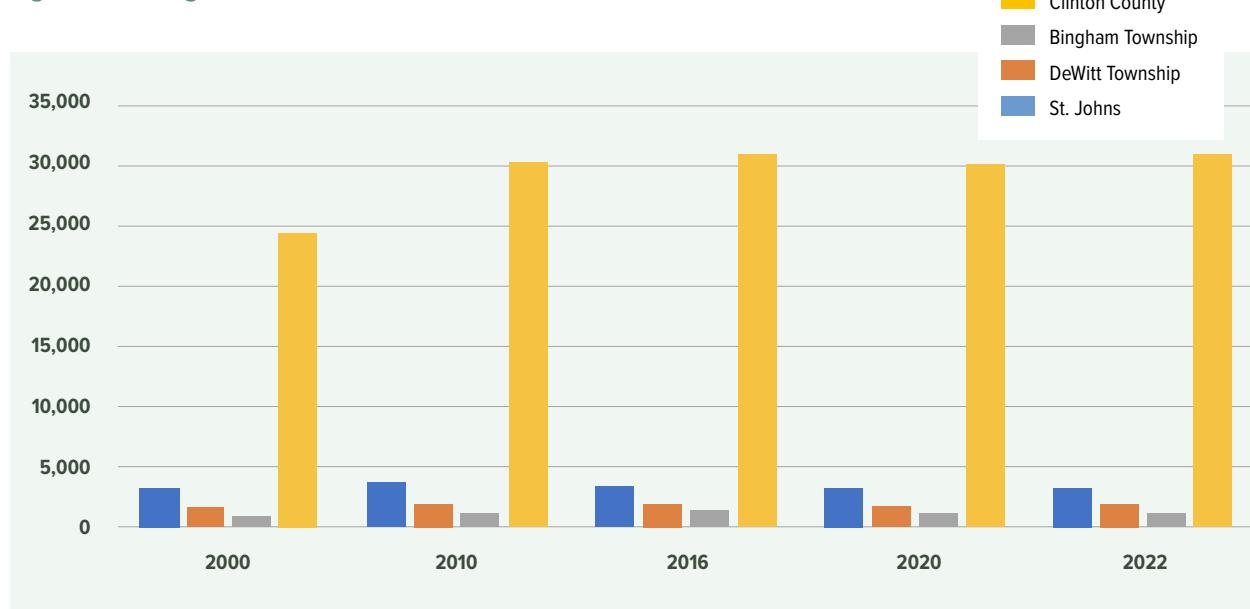
Table 16: Number of Households

HOUSEHOLDS	ST. JOHNS	CITY OF DEWITT	BINGHAM TOWNSHIP	CLINTON COUNTY
2000	3,148	1,624	868	24,630
2010	3,781	1,760	1,074	30,423
2016	3,345	1,749	1,209	30,974
2020	2,947	1,723	1,084	30,182
2022	3,089	1,822	1,079	31,060

Source: US Census Bureau

Figure 8 shows the household trends in St. Johns and the comparison communities between 2000 and 2022. All communities of study saw a large increase in the number of households between 2000 and 2010. St. Johns saw a significant decrease in the number of households between 2010 and 2016. Most have since seen an increase again since 2016.

Figure 8: Change in Number of Households



Source: US Census Bureau

Average Household Size is also an important indicator of community composition. Larger average household size generally means more children and less single-parent families. Nationally, household sizes are shrinking as young singles wait longer to get married and life expectancy increases for the senior population. Table 10 compares the change in average household size since 2000 across St. Johns, the comparison communities, and the County. Average household size in St. Johns is smaller than the comparison communities, and the County. The size of households is slightly declining in each of the municipalities.

Table 17: Average Household Size

	ST. JOHNS	CITY OF DEWITT	BINGHAM TOWNSHIP	CLINTON COUNTY
2000	2.43	2.89	2.87	2.7
2010	2.36	2.72	2.75	2.6
2016	2.43	2.79	2.57	2.64
2020	2.55	2.75	2.75	2.59
2022	2.38	2.60	2.71	2.53

Source: US Census Bureau

This section analyzes the types of housing present in St. Johns and their proportions, as compared to the proportions in Clinton County at large. As Table 18 shows, St. Johns has a higher rate of single family attached, two-family and multiple family units when compared to Clinton County. However, Clinton County has a higher rate of single family detached units as well as mobile home units when compared to St. Johns.

Table 18: Housing Type, 2016, 2020, and 2022

	ST. JOHNS						CLINTON COUNTY					
	2016		2020		2022		2016		2020		2022	
	#	%	#	%	#	%	#	%	#	%	#	%
Single Family Detached	2,078	62.1	2,169	73.6	2,235	72.4	24,289	78.4	24,395	80.8	24,774	79.8
Single Family Attached	107	3.2	156	5.3	130	4.2	686	2.2	756	2.5	949	3.1
Two-Family	125	3.7	32	1.1	51	1.7	284	0.9	277	0.9	346	1.1
Multiple Family	905	27.1	514	17.4	610	19.7	3,811	12.4	2,810	9.3	3,254	10.5
Mobile Home	130	3.9	76	2.6	63	2.2	1,896	6.1	1,944	6.4	1,737	5.6
TOTAL	3,345		2,947		3,089		30,974		30,182		31,060	

Source: US Census Bureau

Housing Tenure describes how housing is occupied – by the owner, by a renter, or whether it is vacant. Table 19 shows that while St. Johns has a majority of owner-occupied properties, it also has a healthy proportion of renters. All the communities of study have a relatively low vacancy rate. St. Johns has the highest vacancy rate as well as the highest renter rate.

Table 19: Housing Tenure, 2016, 2020, and 2022

	ST. JOHNS			CITY OF DEWITT			BINGHAM TOWNSHIP			CLINTON COUNTY		
	2016	2020	2022	2016	2020	2022	2016	2020	2022	2016	2020	2022
Owner	56.5%	73.3%	71.3%	74.0%	81.8%	77.4%	78.5%	81.5%	87.1%	74.5%	82.1%	82.0%
Renter	36.5%	26.7%	28.7%	21.5%	18.2%	22.6%	14.7%	18.5%	12.9%	18.84%	17.9%	18.0%
Vacant	7.0%	8.82%	8.09%	4.52%	0.92%	2.46	6.78%	5.41%	4.60%	6.63%	5.55%	5.58%

Source: US Census Bureau

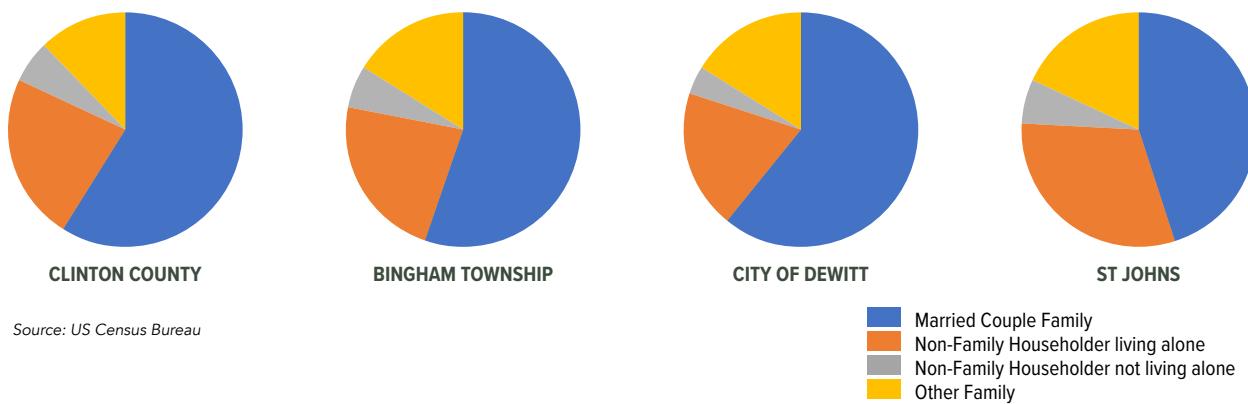
Household Composition details the occupancy characteristics of households within a community. Household Composition categories include; married-couple family, non-family householder living alone, non-family householder not living alone, and other family. The following Table depicts the household compositions for Clinton County, Bingham Township, DeWitt, and St. Johns.

Table 20: Housing Composition, 2016

	ST. JOHNS			CITY OF DEWITT			BINGHAM TOWNSHIP			CLINTON COUNTY		
	2016	2020	2022	2016	2020	2022	2016	2020	2022	2016	2020	2022
Married Couple Family	44.9%	47.8%	43.4%	61.2%	64.3%	59.5%	55.6%	57.2%	66.1%	58.6%	55.6%	54.8%
Non-Family Householder living alone	31.3%	32.7%	36.6%	19.3%	20.1%	20.9%	23.2%	20.8%	18.7%	23.3%	24.8%	24.2%
Non-Family Householder not living alone	5.5%	4.2%	2.0%	3.6%	3.2%	6.8%	5.5%	2.6%	1.4%	6.3%	6.5%	7.7%
Other Family	18.3%	15.3%	18%	15.9%	12.4%	12.9%	15.7%	19.4%	13.8%	11.8%	13.2%	13.4%

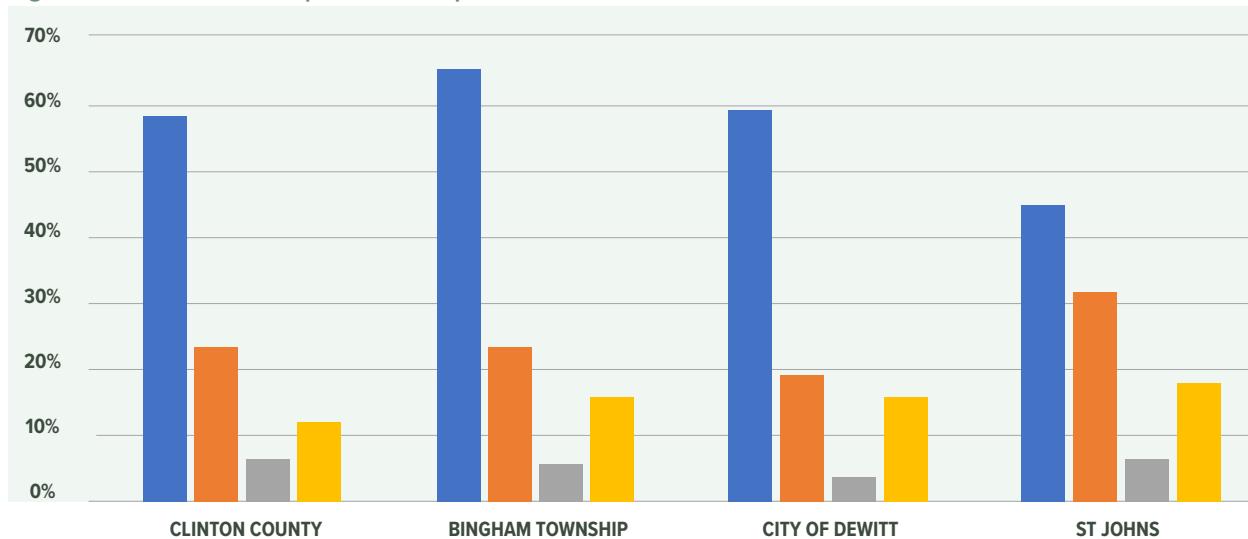
Source: US Census Bureau

Figure 9: Household Composition, 2022



█ Married Couple Family
█ Non-Family Householder living alone
█ Non-Family Householder not living alone
█ Other Family

Figure 10: Household Composition Comparison, 2022



Source: US Census Bureau

Generally speaking, the communities are similar in household composition categories. However, St. Johns has a lower percentage of married couple family and a higher percentage of other family. Additionally, when compared to the comparison communities St. Johns has more non-family householders living alone.

Summary

There are several key points from each section that should be noted. There has been an overall decrease in population from 2010 to 2022. About 20 people left to St. Johns between 2000 and 2022. The median age in the community (41.3) is higher compared to Clinton County (40.9). This supports the conclusion that St. Johns has a higher percentage of people ages 65 and over as compared to the County. However, the most prevalent difficulty in St. Johns is ambulatory difficulty. This is having serious difficulty walking or climbing stairs. Hearing difficulty is the next largest disability group in St. Johns.

St. Johns has a large white population which makes up 97.9% of the population. St. Johns has the highest percent of individuals that do not have a high school degree and are over 25 years of age compared to the surrounding communities with the exception of Bingham Township. Compared to Bingham Township, and Clinton County they also have the highest number of residents with a college education with the exception of City of DeWitt.

St. Johns saw a large increase in the number of households between 2000 and 2010 with an increase of about 600 households. There was a decrease of 400 households between 2010 and 2016 and an additional 256 households between 2016 and 2022. St. Johns has a lower average household size than the surrounding communities and it has decreased since 2020. St. Johns has a higher rate of single family attached, two-family, and multiple family units when compared to Clinton County. However, Clinton County has a higher rate of single-family detached units as well as mobile homes when compared to St. Johns. St. Johns has the highest vacancy rate as well as the highest renter rate at 8.09% and 28.7% renter when compared to the surrounding communities. However, the renter rate has decreased significantly since 2016. St. Johns has a lower percentage of married couple family and a higher percentage of other family. Additionally, when compared to the comparison communities, St. Johns has more non-family householders living alone.

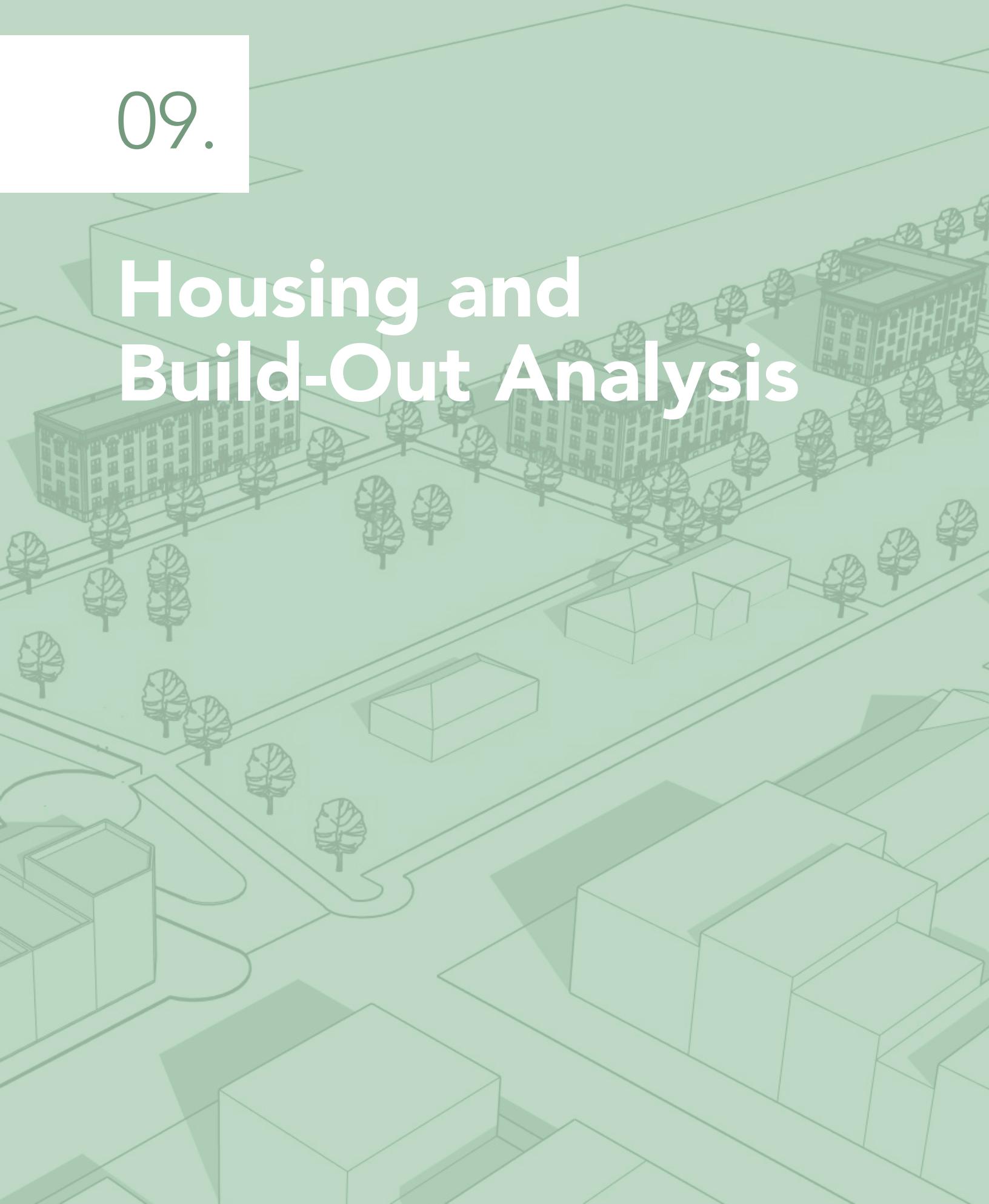
St. Johns had a median income that grew with the surrounding communities and the County but around the year 2010 the median income decreased while the surrounding communities increased. The median income has since increased again to \$60,991. The housing value in St. Johns follows a similar trend with housing values going up between 2000 and 2010 but decreasing between 2010 and 2016 and then increasing again in 2022. Currently, the median home value in St. Johns is \$159,700. The residents of St. Johns work in similar fields as residents in the rest of the County. However, there is a large number of employees that work in Education and Health Care. The mean commute time is 21.1 minutes and is a commute that could reach DeWitt or Lansing.

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09.

Housing and Build-Out Analysis



Housing Analysis Introduction

PURPOSE

The purpose of this study is to examine the demand for housing units in Clinton County, with particular focus on the City of St. Johns, in order to inform the processes of creating the City's 2025 Master Plan Update. This study includes a detailed analysis of housing market data from the US Census, the City's building permit records, and other sources. The conclusions of this study are designed to initiate policy discussions with City officials and stakeholders, so that the resulting Master Plan can more effectively address the needs of St. Johns and its neighborhoods.

SUMMARY OF ANALYSES

This study features several areas of analysis:

- » Analysis of the underlying demographic trends that impact the housing market, including population projections
- » Analysis of the affordability of housing in Greater St. Johns for households at various income levels
- » Analysis of the overall supply and demand for housing, including a breakdown of For Sale vs For Rent units
- » Analysis of the supply and demand of housing for senior citizens
- » Analysis of the supply and demand of "starter homes" (i.e. homes for sale affordable to householders in their 20s and 30s)
- » Comparison of the housing market in Greater St. Johns to the housing market in DeWitt, and to Clinton County as a whole.

SCOPE AND LIMITATIONS

This report is based on estimates, assumptions, and other information developed from market research, and our knowledge of the industry. Sources of information and the basis of estimates are stated in the report.

The conclusions of this report rely on standards set by national organizations and data derived from outside market research organizations. Additionally, they are based on the assumptions stated in this report. The conclusions and supporting data in this report are subject to change based on evolving market conditions. This report is intended to quantify the housing market for municipal planning purposes and is not intended to be used as a financial projection.

DATA SOURCES

Data for this report comes from the following sources, which are cited where appropriate:

- » US Census
 - 2010 Decennial Headcount
 - 2020 Decennial Headcount
 - 2022 American Community Survey
 - ESRI Business Analyst

Cohort-Component Population Projection

In order to project the senior population in the future, McKenna used a Cohort-Component Population Projection. Cohort-Component Population Projections are developed using the following methodology.

The population is divided into ten-year age cohorts, using US Census data. At each ten-year interval, individual age cohorts are moved up the ladder. For instance, the group that was 30-40 years old in 2010 became the 40-50-year olds in 2020, less those who die during that time frame based on the mortality rate for their age group. For the 81+ age cohort, the number not projected to die during the ten-year period in question was carried over to the next decade. In order to calculate the number of people aged 0-10, the population of women of childbearing age was calculated and a 10-year birthrate per thousand (from the Michigan Department of Community Health) applied to give the number of births.

To account for migration, the population projection also includes a net migration factor. The net migration factor for Clinton County was calculated by running a Cohort-Component Analysis from 2010 to 2020 and comparing the results to the actual 2020 population data.

COMPARISON GEOGRAPHIES

Markets do not stop at municipal borders. When households seek housing in the St. Johns area, they do not look solely within the City of St. Johns, or any other specific community. Thus, the geographic extent of the housing market is more realistically the area where someone can live and comfortably commute into the City of St. Johns. Therefore, the following geographic components will be analyzed, for comparison and context:

- » The City of St. Johns
- » Bingham Township
- » "Greater St. Johns" – the City of St. Johns and Bingham Township combined
- » The City of DeWitt
- » DeWitt Township
- » "Total DeWitt" – the City and Township of DeWitt combined.
- » Clinton County

General Demographic Characteristics

POPULATION TREND

The Table below shows the total population in the City of St. Johns, and the overall Trade Area, for the years 2010 and 2020 (the decennial headcounts, and the inputs into the Cohort-Component Analysis. The St. Johns and DeWitt areas have grown at similar rates, and both experienced more growth than the County as a whole.

In Greater St. Johns, the City has experienced more growth than the Township, in part due to the intentional restriction of growth outside of the City limits and the Urban Services Boundary implemented through this plan. Meanwhile, in DeWitt, the Township has experienced faster growth than the City.

Table 21: Population Trend

	2010	2020	POPULATION CHANGE
City of St. Johns	7,259	7,920	+9.1%
Bingham Township	2,822	2,935	+4.0%
Total Greater St. Johns	10,081	10,855	+7.7%
City of DeWitt	4,591	4,743	+3.3%
DeWitt Township	14,066	15,334	+9.0%
Total DeWitt	18,657	20,077	+7.6%
Clinton County	74,235	78,957	+6.4%

Source: US Census

AGE BREAKDOWN

The age breakdown of an area indicates varying needs of a community, such as schools and school enrollment, parks, housing options, community services, entertainment options, and more. The Table below describes the age group breakdown of the comparison geographies based on the 2020 Census.

The St. Johns area has a slightly younger population than the DeWitt area and the County as a whole, but the differences are not substantial enough to indicate radically different housing markets.

Table 22: Age, 2020

	0-9	10-19	20-29	30-39	40-49	50-59	60-69	70-79	80+
City of St. Johns	13.0%	12.2%	11.7%	13.9%	13.5%	13.0%	11.8%	5.2%	5.7%
Bingham Township	13.0%	13.2%	10.0%	11.8%	12.6%	13.8%	10.8%	9.2%	5.7%
Greater St. Johns	13.0%	12.4%	11.3%	13.3%	13.2%	13.2%	11.5%	6.3%	5.7%
City of DeWitt	10.3%	12.8%	10.2%	9.8%	12.0%	18.2%	13.2%	5.5%	8.0%
DeWitt Township	11.4%	11.8%	12.1%	10.8%	11.8%	16.3%	14.3%	7.7%	3.9%
Total DeWitt	11.1%	12.0%	11.7%	10.6%	11.8%	16.7%	14.0%	7.2%	4.8%
Clinton County	11.9%	11.7%	12.5%	12.2%	12.9%	15.0%	12.7%	7.1%	4.0%

Source: US Census

NET MIGRATION RATE

The net migration factor was calculated by running a Cohort-Component Analysis from 2010 to 2020 and comparing the results to the actual 2020 population data. Additional population in 2020 beyond the prediction in the model indicates a positive net migration rate, which a smaller population indicates a negative net migration rate. This analysis was only conducted for Clinton County, to avoid "statistical noise" from residents moving from the St. Johns and DeWitt areas to other parts of the County. Those residents are still in the housing market, and could very easily move back into new housing in either St. Johns or DeWitt, and therefore should not be removed from the analysis.

The net migration rate for Clinton County from 2010 to 2020 was -1.7%. The population projection uses that rate as part of the projection, for all comparison geographies.

For comparison, this analysis also includes hypothetical results with a +2% migration rate, to show a realistic, yet optimistic, projection of growth, and also includes a 10% growth "stress test" to determine if the City and its environs can handle a sudden influx of new residents.

POPULATION PROJECTION

Based on the Cohort-Component Analysis, including the net migration rates, the populations of the comparison geographies are projected out to 2040 in the table below.

Table 23: Population Projection (Baseline Migration Rate)

	2020	2030	2040	POPULATION CHANGE 2020-2040
City of St. Johns	7,920	8,272	8,650	+9.2%
Bingham Township	2,935	3,038	3,036	+3.4%
Total Greater St. Johns	10,855	11,487	12,133	+11.8%
City of DeWitt	4,743	4,752	4,856	+2.4%
DeWitt Township	15,334	16,017	16,095	+5.0%
Total DeWitt	20,077	21,173	21,599	+7.6%
Clinton County	78,957	81,858	83,640	+5.9%

Source: McKenna Calculation

Using the alternate migration rates, the 2040 population of Greater St. Johns would be:

- » **+2% Migration Rate: 12,945**
- » **+10% Migration Rate: 14,789**

Under the baseline scenario, population growth is expected to be roughly the same between 2020 and 2030 as during the 2010s, with a drop-off in population growth between 2030 and 2040 due to declining birth rates and the aging Baby Boomer generation.

Overall Supply-Demand Analysis

INTRODUCTION / SUMMARY

The purpose of this market study is to determine the types of housing that are in demand for the City of St. Johns and the surrounding County in order to inform the ongoing Master Plan process. The demand and supply for housing within Clinton County is analyzed, and the differences between demand and supply are analyzed to establish conclusions about the type, tenure, and price of housing that will be needed in St. Johns in the coming decades. These conclusions will then be used to determine the best course of action in each of the targeted areas.

Demand

Demand is calculated by determining the number of households in the study area that are pre-disposed to own or rent, then calculating the affordable price of housing for households based on income. The first step is to take the population in the study area broken down into age cohorts (available from the US Census Bureau), and then determine the number of households headed by a member of each age cohort using national headship rates. Once the number of households in each age group is determined, they are further broken down into "owners" and "renters", based once again on national patterns of housing tenure by age. This breakdown provides the total number of rental and homestead properties demanded in the study area.

Supply

Supply is calculated by determining the number of housing units rented/for rent and owned/for sale in each of the price categories determined by the demand analysis. The analysis uses the overall number of units in the study area and their tenure, as found in the US Census.

Supply-Demand "Gap"

Having determined the supply and demand in the study area, the two are compared in order to show whether there is a market "gap". First, the overall numbers of units supplied and demanded are analyzed, and then the number in each price point is compared (for both ownership and rental). The gap analysis points to the areas of the market that are saturated and the areas with latent demand.

CURRENT HOUSING DEMAND

Headship and Homeownership Rates

The headship rate is the number of households in each age group divided by the population in that age group. By definition, a household resides in a dwelling unit under its control. Using the data in Table 17 we can calculate the propensity of the population in each age cohort to 1) form a household based on the headship rate, and 2) own or rent a dwelling unit. Notably, roommates or a romantic couple living together are considered "co-heads" of a household, and only one person is counted as the "head" for the purposes of the headship rate.

Headship rate data is provided by the National Association of Home Builders, based on their analysis of US Census estimates from the American Community Survey. National data is used for headship and homeownership, because it is more readily available, and more reliable, than Census estimates for Clinton County. The assumption, for the purposes of this analysis, is that Clinton County's headship and homeownership rates are roughly similar to the nation at large.

Table 24: Homeownership and Headship Rates (United States)

AGE GROUP	HEADSHIP RATE	HOMEOWNERSHIP RATE
20-29	39.2%	37.3%
30-39	54.3%	61.5%
40-49	56.7%	70.3%
50-59	58.5%	76.3%
60-69	63.6%	78.7%
70-79	64.4%	70.4%
80+	54.1%	60.3%

Source: U.S. Census, National Association of Home Builders

ESTIMATED HOUSING DEMAND

The table above shows the number of households headed by each age group, and then breaks down those households into owners and renters. The table shows that the total housing demand for Greater St. Johns under the baseline scenario is 3,307 ownership units and 1,179 rental units.

Note: The total number of households does not exactly match the Census estimate for total households in the County due to rounding of the headship rates.

Table 25: Estimated Homeowner/Renter Demand by Age Group, Greater St. Johns, 2024

AGE GROUP	ADULT POPULATION	HOUSEHOLDS	HOMEOWNERS	RENTERS
20-29	1,223	479	212	268
30-39	1,449	787	540	247
40-49	1,435	814	614	200
50-59	1,432	838	670	168
60-69	1,251	796	663	133
70-79	684	440	369	72
80+	615	333	240	92
TOTAL	8,089	4,486	3,307 (73.7%)	1,179 (26.3%)

Source: US Census Bureau, McKenna Calculations

Table 26: Estimated Homeowner/Renter Demand by Age Group, DeWitt (City+Township), 2024

AGE GROUP	ADULT POPULATION	HOUSEHOLDS	HOMEOWNERS	RENTERS
20-29	2,344	919	406	513
30-39	2,146	1,165	800	366
40-49	2,377	1,348	1,016	332
50-59	3,360	1,966	1,572	394
60-69	2,813	1,789	1,491	298
70-79	1,441	928	777	151
80+	973	526	380	146
TOTAL	15,454	8,641	6,442 (74.5%)	2,199 (25.5%)

Source: US Census Bureau, McKenna Calculations

Table 27: Estimated Homeowner/Renter Demand by Age Group, Clinton County, 2024

AGE GROUP	ADULT POPULATION	HOUSEHOLDS	HOMEOWNERS	RENTERS
20-29	9,772	3,831	1,429	2,402
30-39	9,558	5,190	3,192	1,998
40-49	10,035	5,690	4,000	1,690
50-59	11,677	6,831	5,212	1,619
60-69	9,930	6,315	4,970	1,345
70-79	5,160	3,323	2,339	984
80+	2,687	1,454	877	577
TOTAL	58,519	32,634	22,019 (67.4%)	10,615 (32.5%)

Source: US Census Bureau, McKenna Calculations

PROJECTED STUDY AREA HOUSING DEMAND

Using the cohort-component analysis population projection described in Section 4.C, the number of housing units demanded has been projected out to 2030 and 2040.

Table 28: Projected Homeownership Demand

	2024	2030	2040	DEMAND CHANGE 2024-2040
Greater St. Johns	3,307	3,498	3,666	+359
Total DeWitt	6,442	6,816	6,745	+303
Clinton County	22,019	23,224	22,918	+899

Source: McKenna Calculation

Table 29: Projected Rental Demand

	2024	2030	2040	DEMAND CHANGE 2024-2040
Greater St. Johns	1,179	1,221	1,300	+121
Total DeWitt	2,199	2,302	2,329	+130
Clinton County	10,615	11,171	11,392	+777

Source: McKenna Calculation

Table 30: Projected Total Demand

	2024	2030	2040	DEMAND CHANGE 2024-2040
Greater St. Johns	4,486	4,719	4,966	+480
Total DeWitt	8,641	9,118	9,074	+433
Clinton County	32,634	34,395	34,310	+1,676

Source: McKenna Calculation

For the alternate scenarios, by 2040, in Greater St. Johns:

+2%: 864 additional housing units needed

+10%: 1,746 additional housing units need

The projection anticipates growth in the number of households in Clinton County between 2024 and 2040, with accompanying growth in demand for housing units. The ratio of demand for homeownership versus rentals will stay approximately the same (approximately 75-25 in St. Johns and DeWitt, with a higher proportion of renters in the County overall). The ratio of owners to renters also stays approximately the same in the alternate migration scenarios.

The increase in demand will be faster between 2024 and 2030, with demand slowing (and even dropping) in some cases between 2030 and 2040.

SUPPLY-DEMAND GAP

Overall, there are 31,653 housing units in Clinton County, according to Census estimates. Estimated housing demand is 32,634 housing units, meaning there is a slight undersupply County-wide. Demand is projected to grow by just under 1,700 housing units before 2040, so the undersupply will become more severe unless new housing is constructed.

Greater St. Johns also has a small undersupply of housing compared to estimated demand, with 4,168 housing units compared to an estimated demand for 4,486. Like the County, Greater St. Johns will experience an increase in demand before 2040, creating a need for new housing.

In DeWitt, the existing and projected housing demand outstrips supply more than it does in St. Johns. The DeWitt area has an estimated demand of 8,641 housing units, compared to a supply of just 7,846. The nearly 800 units of unmet demand represent almost half of unmet demand in the County.

Table 31: Housing Supply, 2022

	FOR SALE	FOR RENT	TOTAL
City of St. Johns	2,202	887	3,089
Bingham Township	940	139	1,079
Total Greater St. Johns	3,142	1,026	4,168
City of DeWitt	1,410	412	1,822
DeWitt Township	5,009	1,015	6,024
Total DeWitt	6,419	1,427	7,846
Clinton County	25,777	5,876	31,653

Source: US Census

Table 32: Supply-Demand Gap, Homeownership

	NEEDED IN 2024	ADDITIONAL BY 2030	ADDITIONAL 2030-2040	TOTAL UNITS NEEDED
Greater St. Johns	165	191	359	715
Total DeWitt	23	374	303	700
Clinton County	0	0	0	0

Source: McKenna Calculation

Table 33: Supply-Demand Gap, Rental

	NEEDED IN 2024	ADDITIONAL BY 2030	ADDITIONAL 2030-2040	TOTAL UNITS NEEDED
Greater St. Johns	153	42	121	316
Total DeWitt	772	103	130	1,005
Clinton County	4,739	556	777	6,072

Source: McKenna Calculation

Table 34: Supply-Demand Gap, Total

	NEEDED IN 2024	ADDITIONAL BY 2030	ADDITIONAL 2030-2040	TOTAL UNITS NEEDED
Greater St. Johns	318	233	480	1,031
Total DeWitt	795	477	433	1,705
Clinton County	4,379	55	777	6,072

Source: McKenna Calculation

Both St. Johns and DeWitt have an undersupply of housing in 2024, with an immediate need for more housing

construction, and the demand is approximately evenly divided between homeownership and rental. Additional new housing construction will be needed in the coming decades, with around 1,000 new housing units needed in the St. Johns area, and around 1,700 needed in the DeWitt area.

Clinton County as a whole has an unusual market dynamic – it is only narrowly undersupplied with housing overall, but has a huge imbalance between homeownership and rental supply, relative to demand. Despite having almost enough housing overall, the County needs over 4,700 rental units to satisfy demand. Many of those households are likely living with relatives or roommates because of the lack of available rental units.

St. Johns and DeWitt may feel pressure, from either the County or developers, to take on a larger share of this unmet rental demand than their local demand would suggest is necessary.

Another factor that may come into play is aging housing stock, which exists throughout the County, but particularly in the core of St. Johns. While many of these older homes are valued for their character and charm, upkeep costs are high, and some older housing stock may be removed from the market. If that happens, it will be incumbent on the City to incentivize infill that preserves the historic character while also being responsive to modern housing demand.



Affordability Analysis

AFFORDABLE PRICE POINTS

The following tables calculate the maximum affordable housing price points at different household income levels, for both monthly mortgage payments and rent. A household paying above these rates would be considered burdened by their housing costs.

The maximum affordable rent is calculated as 30% of gross income, which is a national rule of thumb used by, among others, the United States Department of Housing and Urban Development (HUD). The maximum affordable mortgage payment is calculated as 25% of gross income, because of the other costs associated with homeownership, such as taxes, insurance, and maintenance. High and increasing cost of living in the 2020s also means that many households feel cost burdened even below the 25-30% threshold, as fuel, health, education, and food costs eat into their budgets.

The maximum affordable home price calculation uses interest rates approximating what a mortgage applicant would be offered in 2020, including an assumption that lower income households are likely to face higher interest rates. It also assumes a 30-year fixed-rate mortgage, and incorporates down payments that are realistic for households in given income ranges.

Table 35: Maximum Affordable Monthly Housing Payment

ANNUAL HOUSEHOLD INCOME	MAXIMUM AFFORDABLE MORTGAGE PAYMENT	MAXIMUM AFFORDABLE RENT
\$25,000	\$520	\$625
\$50,000	\$1,041	\$1,250
\$75,000	\$1,562	\$1,875
\$100,000	\$2,083	\$2,500

Source: US Census

Table 36: Maximum Affordable Home Price

ANNUAL HOUSEHOLD INCOME	MAXIMUM AFFORDABLE MORTGAGE PAYMENT	ANTICIPATED DOWN PAYMENT	ANTICIPATED INTEREST RATE	ESTIMATED MAXIMUM AFFORDABLE HOME PRICE
\$25,000	\$520	5%	7.0%	\$90,000
\$50,000	\$1,041	10%	6.5%	\$190,000
\$75,000	\$1,562	10%	6.5%	\$280,000
\$100,000	\$2,083	15%	6.0%	\$360,000

Source: US Census, Zillow Mortgage Calculator

Affordability Gap Analysis

TRADE AREA

In order to determine whether the number of housing units at a given price point is sufficient for the households seeking housing at that price point, this analysis determines the number of households in a given income range, and then the number of housing units affordable within that income range. Mismatches between housing prices and income can cause distortions in the housing market, and can increase the number of households burdened by housing costs.

Table 37: Number of Households by Affordability Category (Greater St. Johns), 2022

ANNUAL HOUSEHOLD INCOME	NUMBER OF HOUSEHOLDS	MAXIMUM AFFORDABLE RENT	MAXIMUM AFFORDABLE HOME PRICE
\$0-\$25,000	639	\$625	\$90,000
\$25,000- \$50,000	998	\$1,250	\$190,000
\$50,000- \$75,000	703	\$1,875	\$280,000
\$75,000-\$100,000	535	\$2,500	\$360,000
>\$100,000	558	\$2,500+	\$360,000+

Source: US Census, Zillow Mortgage Calculator

The homeownership demand rate for Greater St. Johns is 73.7%, as calculated above. Because higher income households are more likely to own their homes, the table below includes estimated homeownership rates for each income category, and from there determines the number of homeowner and renter households in each category.

Table 38: Estimated Tenure Choice (Greater St. Johns), 2022

ANNUAL HOUSEHOLD INCOME	ESTIMATED HOMEOWNERSHIP	HOMEOWNER HOUSEHOLDS	RENTER HOUSEHOLDS
\$0-\$25,000	30%	192	447
\$25,000- \$50,000	50%	499	499
\$50,000- \$75,000	70%	492	211
\$75,000-\$100,000	80%	428	107
>\$100,000	90%	502	56

Source: US Census, Zillow Mortgage Calculator

The tables below show the affordability gap in Greater St. Johns. For rental housing, units cluster in the \$500-\$1,000 price range. Nearly 450 renter households have incomes low enough that a \$500 per month housing payment represents a financial burden, but there are only 59 housing units available to rent for under \$500 per month. That leaves nearly 400 households financially burdened by the cost of renting their home.

For households in higher income brackets, rental housing is generally affordable - even households with incomes over \$75,000 are likely able to find a home for under \$1,000 per month. Problematically, this can exacerbate the burden on low-income households, who may be out-competed for by higher-income households seeking the same housing units. For this reason, building housing at all price points can help ease housing burden at all price levels. But the very low rents needed by 447 households would likely need to be subsidized.

Table 39: Affordability Gap – Rentals (Greater St. Johns)

ANNUAL HOUSEHOLD INCOME	AFFORDABLE MONTHLY RENT (APPROX.)	NUMBER OF HOUSING UNITS	NUMBER OF HOUSEHOLDS	AFFORDABILITY GAP
\$0-\$25,000	\$0-500	59	447	397 undersupply
\$25,000- \$50,000	\$500-\$1,000	599	499	100 oversupply
\$51,000- \$75,000	\$1,000 - \$2,000	297	211	86 oversupply
\$75,000+	\$2,000+	9	166	157 undersupply

Source: US Census, Zillow Mortgage Calculator

The table below suggests that, in some cases, affordable homeownership is more available than affordable rentals, with an oversupply of over 372 housing units potentially affordable to households making under \$25,000 per year. However, there are impediments to homeownership for lower-income households, including difficulty being approved for mortgages, and, even for households that buy a home, homeownership comes with costs, such as maintenance, taxes, and insurance, that can be burdensome. Additionally, many of those homes are already owned and not available for sale.

The data also suggests that Greater St. Johns has an undersupply of high-value luxury homes. This both dissuades high income residents from living in the St. Johns area, and also distorts the housing market, as high-income households occupy homes that could be affordable to lower income levels, but are not available.

Table 40: Affordability Gap – Homeownership (Greater St. Johns)

ANNUAL HOUSEHOLD INCOME	AFFORDABLE HOME PRICE (APPROX.)	NUMBER OF HOUSING UNITS	NUMBER OF HOUSEHOLDS	AFFORDABILITY GAP
\$0-\$25,000	\$0 - \$100,000	564	192	372 oversupply
\$25,000- \$50,000	\$100,000 - \$200,000	1,339	499	840 oversupply
\$51,000- \$75,000	\$200,000 to \$300,000	761	492	269 oversupply
\$75,000-\$100,000	\$300,000 to \$500,000	451	428	23 oversupply
>\$100,000	\$500,000+	27	502	475 undersupply

Source: US Census, Zillow Mortgage Calculator

Sub-Market Analysis – Senior Housing

SENIOR POPULATION TREND

According to Census data, there are 2,550 people 60 years of age and over residing in Greater St. Johns. That represents just over 23% of the population. As the Baby Boom cohort continues to age, the proportion of the population over 60 will continue to increase, although the growth will level off between 2030 and 2040.

Table 41: Population Over 60 years of Age, 2020-2040, Greater St. Johns

	2020	2030	2040
Total Population	10,855	11,487	12,133
Over 60	2,550	3,186	3,824
Percentage	22.9%	27.7%	31.5%

Source: US Census, McKenna Calculation

Of those over 60, most people are currently between the ages of 60 and 69. But that is projected to shift significantly over the next 20 years. By 2040, over two thirds of residents over 60 years old will be over 70 years old, with nearly one third over 80. The increase is notable in raw numbers, as well. By 2040, there will be nearly 21,000 additional residents of Clinton County over the age of 70.

Table 42: Population 60-69, 70-79, and 80+ Years of Age, 2020-2040, Greater St. Johns

	2020	2030	2040
60-69	1,251	1,317	1,261
70-79	684	1,060	1,115
80+	615	809	1,447

Source: US Census, McKenna

PERCENTAGE OF SENIORS SEEKING SENIOR HOUSING

As residents grow older, many people will seek new living arrangements, including ongoing healthcare and living assistance. However, a large proportion of seniors will remain at home, move to housing that is not dedicated to seniors, or move in with relatives.

Currently, in Michigan, approximately 1 out of every 40 people over 60 years of age lives in dedicated senior housing (either age limited independent living or assisted living). The analysis below assumes that ratio will continue over the next two decades.

NUMBER OF UNITS DEMANDED

Because of the projected increase in the number of seniors, the demand for senior housing will rise over the next 20 years. Because of the scale of Greater St. Johns, the demand can likely be met in 1 or 2 developments, but the growth means those developments need to be planned for.

Table 43: Estimated Senior Housing Demand, 2020-2040, Greater St. Johns

	2020	2030	2040
Total Population	10,855	11,487	12,133
60+ Population	2,550	3,186	3,824
Senior Housing Units Needed	64	80	96

Source: US Census, McKenna Calculation

Sub-Market Analysis – Starter Homes

INTRODUCTION

This analysis will determine the Supply-Demand Gap for Starter Housing in Greater St. Johns. For the purposes of this analysis, the “demand” side of the gap will be determined based on the number of households headed by people between the ages of 20 and 40 that will seek homeownership, based on national rates.

The “supply” side will be defined as housing units in the “for sale” market that are affordable to householders in their 20s and 30s.

DEMAND FOR STARTER HOMES

The number of people between 20 and 39 years of age, as well as the number of households headed by people in that age range, is projected to stay stable over the next 20 years, with a slight increase between 2019 and 2030, and then a small decrease. Ultimately, the cohort-component model shows the number of households seeking starter homes dipping slightly over the coming decades. This trend could change if St. Johns can attract an in-migration of young families by being proactive about quality of life and providing attainably priced homeownership.

Table 44: Population 20-39 years of Age, 2020-2040, Greater St. Johns

	2020	2030	2040
Total Population	10,855	11,487	12,133
Ages 20-39	2,672	2,512	2,638
Percentage	24.6%	21.8%	21.7%

Source: US Census, McKenna Calculation

Table 45: Estimated Household Formation, Ages 20-39, 2020 to 2040

	2020	2030	2040
Population Ages 20-39	2,672	2,512	2,638
Households	1,266	1,164	1,228
Homeowners	751	672	713

Source: US Census, McKenna Calculation

SUPPLY OF STARTER HOMES

The median household income in Michigan for a household headed by someone in their 20s or 30s is \$78,329, according to the US Census. This analysis will determine the price of a home affordable to a household at or below that income level.

Based on the affordability standard described above (25% of gross income), and an interest rate of 6.5%, a 30-year mortgage, and a 10 percent down payment, the maximum home price affordable to the median household looking for a starter home is approximately \$295,000.

Census estimates state that there are 2,664 housing units in the ownership market valued at \$300,000 or less, easily enough to meet demand, at least for those making close to, or above, the median income. Homeownership remains difficult to obtain for low-income households.

This trend is contrary to a national trend of homeownership being unobtainable for young families in many markets. St. Johns bucking that trend may mean that young families begin to seek out the City (and Bingham Township), especially because of the proximity to major job centers in the Lansing area. If that occurs, it will alter the population trends described in this analysis, and may result in an undersupply of starter homes in St. Johns, just like in other communities.

Buildout Analysis

To determine whether St. Johns has planned for an appropriate amount of housing, and inform policy decisions related to planning and zoning, this report includes a build-out analysis of the Future Land Use Map, including the Joint Planning Areas.

The total additional housing that could be built under the plan will be compared to the projected demand as determined by the housing analysis on the previous pages.

The build-out analysis was conducted using the following steps:

- 1) Identifying undeveloped and underdeveloped parcels that are planned for housing on the Future Land Use Map. "Underdeveloped" parcels were defined as those that have a current active non-agricultural use but are well below the maximum permitted housing density permitted, and thus may be attractive for redevelopment. The parcels identified for the analysis are shown on the map on the following page.
- 2) Determining the number of acres available on undeveloped or underdeveloped parcels within each Zoning category.
- 3) Calculating the maximum number of housing units that could be built within each Future Land Use category, based on the maximum density. 20% of the total acreage was removed from each category to account for infrastructure, open space, drainage, and other non-housing site features.

The buildout analysis concludes that current zoning would allow for 1,934 new housing units, along with 42,612,979 square feet of commercial or industrial space. When added to the 4,168 housing units currently existing in Greater St. Johns, the combined "housing capacity" of St. Johns and Bingham Township is 6,102 dwelling units.

Under the Baseline and +2% migration scenarios, Greater St. Johns has planned for enough housing to meet demand to 2040. Under the Stress Test scenario, Greater St. Johns would reach its housing capacity just before 2040, meaning additional land would need be planned for housing, or additional density would have to be allowed for infill, some time in the 2030s.

Table 46: Projected Housing Capacity Used, Greater St. Johns – Baseline Scenario (-1.9% Migration)

YEAR	TOTAL HOUSING UNITS DEMANDED	HOUSING CAPACITY (PER FUTURE LAND USE PLAN)	PERCENTAGE OF CAPACITY USED
2024	4,486	6,102	73.5%
2030	4,719	6,102	77.3%
2040	4,966	6,102	81.4%

Source: McKenna Calculation

Table 47: Projected Housing Capacity Used, Greater St. Johns – +2% Migration Scenario

YEAR	TOTAL HOUSING UNITS DEMANDED	HOUSING CAPACITY (PER FUTURE LAND USE PLAN)	PERCENTAGE OF CAPACITY USED
2024	4,486	6,102	73.5%
2030	4,901	6,102	80.3%
2040	5,351	6,102	87.6%

Source: McKenna Calculation

Table 48: Projected Housing Capacity Used, Greater St. Johns – Stress Test Scenario (+10% Migration)

YEAR	TOTAL HOUSING UNITS DEMANDED	HOUSING CAPACITY (PER FUTURE LAND USE PLAN)	PERCENTAGE OF CAPACITY USED
2024	4,486	6,102	73.5%
2030	5,296	6,102	86.7%
2040	6,233	6,102	102%

Source: McKenna Calculation

Table 49: St. Johns City Limits Vacant Parcels

ADDRESS	PARCEL NUMBER	ZONING DISTRICT	FUTURE LAND USE	ACREAGE	SQUARE FOOTAGE
110 W WALKER ST	300-000-006-011-00	CBD	Core Downtown	0.29	12,632.40
107 W HIGHAM ST	300-000-006-017-00	CBD	Core Downtown	0.06	2,613.60
206 BRUSH ST	300-000-006-014-00	CBD	Core Downtown	0.09	3,920.40
106 E HIGHAM ST	300-000-007-002-00	CBD	Core Downtown	0.06	2,613.60
205 SPRING ST	300-000-007-014-00	CBD	Core Downtown	0.07	3,049.20
118 E WALKER ST	300-000-010-017-00	CBD	Core Downtown	0.1	4,356.00
107 SPRING ST BEHIND	300-000-010-015-60	CBD	Core Downtown	0.1	4,356.00
106 BRUSH ST	300-000-011-011-00	CBD	Core Downtown	0.11	4,791.60
120 DAISY DR	300-009-200-070-00	GC	Gateway Commercial	0.732	31,885.92
1000 N LANSING ST	300-009-200-054-00	GC	Traditional Walkable Residential	1.14	49,658.40
121 DAISY DR	300-009-200-058-00	GC	Traditional Walkable Residential	1.14	49,658.40
803 N US127 BR	300-370-000-058-00	GC	Gateway Commercial	0.969	42,209.64
811 N US127 BR	300-370-000-057-00	GC	Gateway Commercial	0.672	29,272.32
609 E GIBBS ST	300-009-100-001-56	GC	Gateway Commercial	13.723	597,773.88
606 E GIBBS ST	300-490-107-004-11	GC	Industrial	0.44	19,166.40
706 N US127 BR	300-490-107-004-12	GC	Industrial	0.627	27,312.12
100 S SCOTT RD	300-413-000-001-00	GC	Community Commercial	0.371	16,160.76
2138 S US-27	030-021-100-005-51	GC	Gateway Commercial	13.4	583,704.00
N US127 BR	300-004-300-093-51	I1	Industrial	30.88	1,345,132.80
1400 N US127 BR	300-004-300-096-50	I1	Industrial	3.822	166,486.32
1400 N US127 BR	300-004-300-094-00	I1	Industrial	5.67	246,985.20
TOLLES RD	300-004-300-081-01	I1	Industrial	5.32	231,739.20
1400 N US127 BR	300-004-300-096-11	I1	Gateway Commercial	2.625	114,345.00
1400 N US127 BR	300-004-300-097-00	I1	Gateway Commercial	1.72	74,923.20
810 E STEEL ST BEHIND	300-490-099-001-01	I1	Parks, Open Space, and Greenways	0.3	13,068.00
215 N SCOTT RD	300-440-000-114-01	I1	Industrial	10.04	437,342.40
909 W GIBBS ST	300-008-400-015-00	I2	Industrial	14.95	651,222.00
909 W GIBBS ST	300-008-400-020-00	I2	Industrial	8	348,480.00
2471 N SCOTT RD	030-004-400-002-00	I2	Industrial	14.1	614,196.00
W GIBBS ST (Directly west of 834 W GIBBS ST)	030-008-100-010-00	MC	Modern Spacious Residential	5.95	259,182.00
834 W GIBBS ST	300-008-100-010-00	MC	Modern Spacious Residential	1.147	49,963.32
409 E GIBBS ST	300-009-100-055-00	MC	Gateway Commercial	0.48	20,908.80
900 E STEEL ST	300-490-126-001-00	MC	Industrial	2.91	126,759.60
608 E STEEL ST	300-490-101-009-10	MC	Traditional Walkable Residential	0.196	8,537.76
611 FRANKLIN ST	300-490-101-004-00	MC	Traditional Walkable Residential	0.55	23,958.00
105 LINDEN ST	300-000-014-002-00	MC	Mixed Use	0.08	3,484.80
309 S US127 BR	300-000-046-002-00	MC	Modern Spacious Residential	0.94	40,946.40
301 CHURCH ST	300-000-020-008-00	MC	Mixed Use	0.18	7,840.80
303 CHURCH ST	300-000-020-007-00	MC	Mixed Use	0.18	7,840.80

ADDRESS	PARCEL NUMBER	ZONING DISTRICT	FUTURE LAND USE	ACREAGE	SQUARE FOOTAGE
307 CHURCH ST	300-000-020-007-01	MC	Mixed Use	0.18	7,840.80
1357 E TOWNSEND RD	300-015-300-030-52	MC	Public/Institutional	20.26	882,525.60
105 E TOWNSEND RD	300-016-300-050-10	MC	Modern Spacious Residential	1.72	74,923.20
2144 S US-127 BR	300-021-100-005-13	MC	Gateway Commercial	7.1	309,276.00
500 N LANSING ST	300-500-000-001-00	MU	Mixed Use	0.579	25,221.24
901 W WALKER RD	300-008-100-002-55	R1	Modern Spacious Residential	38.854	1,692,480.24
610 E WALKER RD	300-009-100-001-59	R1	Industrial	65.72	2,862,763.20
102 S SCOTT RD	300-413-000-012-01	R1	Modern Spacious Residential	0.375	16,335.00
905 W CASS ST	300-160-019-007-01	R1	Modern Spacious Residential	0.502	21,867.12
314 S SCOTT RD BEHIND	300-480-000-004-00	R1	Modern Spacious Residential	2.579	112,341.24
901 W BALDWIN ST	300-160-021-006-10	R1	Modern Spacious Residential	0.688	29,969.28
W BALDWIN ST (Directly east of 805 W BALDWIN ST)	300-160-021-003-02	R1	Modern Spacious Residential	0.391	17,031.96
609 S BAKER ST	300-480-000-023-01	R1	Modern Spacious Residential	0.38	16,552.80
309 E OAK ST	300-407-000-029-10	R1	Modern Spacious Residential	0.276	12,022.56
1303 S OAKLAND ST	300-407-000-012-01	R1	Modern Spacious Residential	0.177	7,710.12
1003 WIGHT ST	300-130-004-003-00	R1	Modern Spacious Residential	0.151	6,577.56
1304 S OAKLAND ST	300-130-005-006-00	R1	Modern Spacious Residential	1.058	46,086.48
209 E TOWNSEND DR	300-130-005-019-50	R1	Modern Spacious Residential	0.635	27,660.60
211 W TOWNSEND RD	300-021-200-012-00	R1	Modern Spacious Residential	1.435	62,508.60
1514 S LANSING ST	300-020-100-060-01	R1	Modern Spacious Residential	8.26	359,805.60
1522 S LANSING ST	300-020-100-056-00	R1	Modern Spacious Residential	0.381	16,596.36
1604 S LANSING ST	300-020-100-048-00	R1	Modern Spacious Residential	2.11	91,911.60
1612 S LANSING ST	300-020-100-040-00	R1	Modern Spacious Residential	7.09	308,840.40
450 E TOWNSEND RD	300-021-200-050-11	R1	Modern Spacious Residential	3.88	169,012.80
1522 COUNTY FARM RD	300-021-200-050-51	R1	Modern Spacious Residential	25.44	1,108,166.40
1612 COUNTY FARM RD	300-021-200-040-00	R1	Modern Spacious Residential	2	87,120.00
E TOWNSEND RD	300-021-200-050-12	R1	Modern Spacious Residential	0.5	21,780.00
600 E TOWNSEND RD	300-021-100-010-10	R1	Modern Spacious Residential	30	1,306,800.00
W GIBBS ST (Directly west of 618 W GIBBS ST)	300-421-000-014-01	R2	Modern Spacious Residential	2.07	90,169.20
208 W GIBBS ST	300-520-002-002-00	R2	Traditional Walkable Residential	0.19	8,276.40
601 E WALKER ST	300-000-042-004-00	R2	Traditional Walkable Residential	0.303	13,198.68
206 W BALDWIN ST	300-000-019-006-00	R2	Traditional Walkable Residential	0.115	5,009.40
707 GREENGATE DR	300-360-000-019-00	R2	Modern Spacious Residential	0.332	14,461.92
708 GREENGATE DR	300-360-000-048-00	R2	Modern Spacious Residential	0.418	18,208.08
504 S OTTAWA ST	300-401-000-012-01	R2	Modern Spacious Residential	0.117	5,096.52
1124 N LANSING ST	300-009-200-042-00	R3	Gateway Commercial	2.41	104,979.60
911 JOYCE LN	300-009-100-001-50	R3	Modern Spacious Residential	11.94	520,106.40
600 E WALKER RD	300-009-100-001-58	R3	Industrial	10	435,600.00
610 W STATE ST	300-170-009-013-00	R3	Traditional Walkable Residential	0.553	24,088.68
101 W MCCONNELL ST	300-000-020-001-00	R3	Mixed Use	0.91	39,639.60
700 E TOWNSEND RD	300-021-100-010-53	R3	Modern Spacious Residential	14.76	642,945.60

Table 50: Clinton County Joint Planning Area Vacant Parcels

ADDRESS	PARCEL NUMBER	ZONING DISTRICT	FUTURE LAND USE	ACREAGE	SQUARE FOOTAGE
N US 27 VACANT	030-004-300-025-50	C-2	Commercial/Industrial	4.62	201,247.20
None listed (Directly north of 1701 TECHNICAL DR.)	030-004-300-005-00	A-2	Industrial	2.75	119,790.00
None listed (Directly north of 1818 W WALKER)	030-004-300-051-00	R-1	Traditional Walkable Residential	3.19	138,956.40
BUS U 27	030-015-300-090-05	C-2	Gateway Commercial	1.57	68,389.20
SCOTT RD	030-015-300-090-06	C-2	Gateway Commercial	1.58	68,824.80
SCOTT RD	030-015-300-090-07	C-2	Gateway Commercial	1.6	69,696.00
SCOTT RD	030-015-300-090-08	C-2	Gateway Commercial	8.97	390,733.20
SCOTT RD	030-015-300-090-09	C-2	Gateway Commercial	3.35	145,926.00
SCOTT RD	030-015-300-091-00	A-2	Gateway Commercial	1.03	44,866.80
E TOWNSEND RD	030-022-200-010-03	C-2	Gateway Commercial	0.93	40,510.80
V/L S US 27	030-022-200-015-02	C-2	Gateway Commercial	1.14	49,658.40
x	030-022-200-060-50	C-2	Gateway Commercial	1.75	76,230.00
ONTARIO DRIVE VACANT	030-022-200-083-00	C-2	Gateway Commercial	3.22	140,263.20
x	030-022-300-010-54	A-2	Gateway Commercial	22.54	981,842.40
2705 HARBOR DRIVE	030-220-000-002-05	A-2	Multiple Family Residential	0.27	11,761.00
2725 HARBOR DRIVE	030-220-000-002-07	A-2	Multiple Family Residential	0.25	10,890.00
2735 HARBOR DRIVE	030-220-000-002-08	A-2	Multiple Family Residential	0.49	21,344.40
2745 HARBOR DRIVE	030-220-000-002-09	A-2	Multiple Family Residential	0.46	20,037.60
2740 HARBOR DRIVE	030-220-000-002-10	A-2	Multiple Family Residential	0.52	22,651.20
2730 HARBOR DRIVE	030-220-000-002-11	A-2	Multiple Family Residential	0.83	36,154.80
2720 HARBOR DRIVE	030-220-000-002-12	A-2	Multiple Family Residential	0.51	22,215.60
1336 SUPERIOR DRIVE	030-220-000-002-04	A-2	Multiple Family Residential	0.28	12,196.80
1324 SUPERIOR DRIVE	030-220-000-002-03	A-2	Multiple Family Residential	0.23	10,018.80
1310 SUPERIOR DRIVE	030-220-000-002-02	A-2	Multiple Family Residential	0.21	9,147.60
1300 SUPERIOR DRIVE	030-220-000-002-01	A-2	Multiple Family Residential	0.23	10,018.80
x	030-008-300-005-50	A-2	Industrial	32.49	1,415,264.40
x	030-008-300-005-01	A-2	Industrial	51.7	2,252,052.00
W M-21	030-008-300-035-00	I-1	Commercial/Industrial	11.71	510,087.60
x	030-008-300-025-00	I-1	Commercial/Industrial	2.79	121,532.40
x	030-008-300-020-00	A-2	Commercial/Industrial	2.37	103,237.20
x	030-008-300-040-51	A-2	Commercial/Industrial	41.03	1,787,266.80
x	030-017-200-015-00	A-2	Commercial/Industrial	6.68	290,980.80
W M-21	030-017-200-020-50	A-2	Modern Spacious Residential	39	1,698,840.00
W M-21	030-017-200-021-00	A-2	Modern Spacious Residential, Gateway Commercial	17.5	762,300.00
COUNTY FARM VACANT	030-021-200-005-50	A-2	Modern Spacious Residential	197	8,581,320.00
2588 S US 27	030-021-400-005-00	C-2	Modern Spacious Residential, Gateway Commercial	70.5	3,070,980.00
x	030-022-300-005-00	A-2	Multiple Family Residential	20	871,200.00

Clinton County Joint Planning Area Vacant Parcels (continued)

ADDRESS	PARCEL NUMBER	ZONING DISTRICT	FUTURE LAND USE	ACREAGE	SQUARE FOOTAGE
x	030-015-200-010-50	R-1	Multiple Family Residential/Rural Estate/Agriculture-Energy	47.24	2,057,774.40
1223 WILDCAT RD	030-015-200-010-01	R-1	Rural Estate/Agriculture-Energy	9.57	416,869.20
x	030-015-200-035-00	A-2	Rural Estate	3.54	154,202.40
S SCOTT RD	030-015-100-005-52	MF	Multiple Family Residential/Gateway Commercial	45.68	1,989,820.80
S SCOTT RD	030-015-100-040-51	MF	Gateway Commercial, Commercial/Industrial	43.79	1,907,492.40
WILDCAT RD	030-014-200-010-50	C-3	Gateway Commercial	6.73	293,158.80
x	030-014-200-009-00	C-3	Gateway Commercial	2.47	107,593.20
x	030-011-300-025-01	A-2	Gateway Commercial	7.25	315,810.00
x	030-010-400-005-01	A-2	Gateway Commercial	28.63	1,247,122.80
V/L M-21	030-010-300-090-00	RO	Gateway Commercial, Modern Spacious Residential	57.66	2,511,669.60
x	030-010-300-010-00	R-1	Modern Spacious Residential, Gateway Commercial, Agriculture-Energy/Industrial	41.65	1,814,274.00
x	030-010-300-015-00	A-2	Modern Spacious Residential	4	174,240.00
x	030-010-300-005-00	R-2	Modern Spacious Residential	22.6	984,456.00
x	030-010-400-010-00	A-2	Modern Spacious Residential	48	2,090,880.00
STEEL RD	030-010-400-005-50	A-2	Modern Spacious Residential	20.41	889,059.60
STEEL RD	030-010-400-003-00	A-2	Modern Spacious Residential	1.25	54,450.00
x	030-011-300-020-00	A-2	Modern Spacious Residential	19.78	861,616.80
1600 N SCOTT RD	030-010-200-035-00	A-2	Public/Institutional	40	1,742,400.00
x	030-010-200-045-00	A-2	Agriculture-Energy/Industrial	44.3	1,929,708.00
x	030-010-200-055-00	A-2	Rural Estate	1.03	44,866.80
x	030-010-200-060-00	A-2	Agriculture-Energy/Industrial	12.5	544,500.00
x	030-010-200-025-51	A-2	Agriculture-Energy/Industrial	48.029	2,092,143.24
x	030-010-200-027-00	A-2	Rural Estate	1.591	69,303.96
1484 E WALKER RD	030-010-200-015-00	A-2	Rural Estate	1.33	57,934.80
x	030-003-400-005-00	A-2	Agriculture-Energy/Industrial	110.66	4,820,349.60
SCOTT RD	030-003-300-005-00	A-2	Agriculture-Energy/Industrial	141.4	6,159,384.00
x	030-003-300-010-00	A-2	Agriculture-Energy/Industrial	10.32	449,539.20
N SCOTT RD VACANT	030-004-400-030-00	A-2	Rural Estate	1.04	45,302.40
1030 W WALKER RD	030-004-400-029-00	A-2	Rural Estate	1.3	56,628.00
1230 W WALKER RD	030-004-400-014-00	A-2	Rural Estate	1.04	45,302.40
N LANSING ST	030-005-400-039-00	R-2	Modern Spacious Residential	0.35	15,246.00
WALKER RD	030-005-400-040-00	R-2	Commercial/Industrial	6.25	272,250.00
N US-27	030-005-400-030-00	C-2	Commercial/Industrial	1	43,560.00
x	030-005-100-015-00	C-3	Commercial/Industrial	1.21	52,707.60
2525 N US-27	030-005-100-005-40	C-3	Commercial/Industrial	3.08	134,164.80
2105 KINLEY RD	030-005-100-005-39	I-1	Commercial/Industrial	3.56	155,073.60

ADDRESS	PARCEL NUMBER	ZONING DISTRICT	FUTURE LAND USE	ACREAGE	SQUARE FOOTAGE
N US-27	030-005-100-005-50	I-1	Commercial/Industrial	64.1	2,792,196.00
x	030-004-200-060-00	I-1	Commercial/Industrial	1.21	52,707.60
2165 W KINLEY RD	030-005-100-004-00	RR	Commercial/Industrial	2.425	105,633.00
x	030-005-100-030-01	I-1	Commercial/Industrial	20.91	910,839.60
KINLEY RD VACANT	030-005-100-012-00	I-1	Commercial/Industrial	6.83	297,514.80
x	030-005-100-030-02	C-3	Commercial/Industrial	1.52	66,211.20
None listed, W KINLEY RD	030-004-200-020-00	C-3	Commercial/Industrial	19.36	843,321.60
2353 W WINNERS CIRCLE	030-105-000-078-00	R-1	Modern Spacious Residential	0.37	16,117.20
2226 SECRETARIAT LN	030-105-000-086-00	R-1	Modern Spacious Residential	0.472	20,560.32
2248 SECRETARIAT LN	030-105-000-087-00	R-1	Modern Spacious Residential	0.374	16,291.44
2266 SECRETARIAT LN	030-105-000-088-00	R-1	Modern Spacious Residential	0.345	15,028.20
2282 SECRETARIAT LN	030-105-000-089-00	R-1	Modern Spacious Residential	0.345	15,028.20
2306 SECRETARIAT LN	030-105-000-090-00	R-1	Modern Spacious Residential	0.345	15,028.20
2320 SECRETARIAT LN	030-105-000-091-00	R-1	Modern Spacious Residential	0.345	15,028.20
2336 SECRETARIAT LN	030-105-000-092-00	R-1	Modern Spacious Residential	0.375	16,335.00
2352 SECRETARIAT LN	030-105-000-093-00	R-1	Modern Spacious Residential	0.383	16,683.48
None listed, SECRETARIAT LN	030-105-000-094-00	R-1	Modern Spacious Residential	0.509	22,172.04
2395 GALLANT FOX WAY	030-105-000-096-00	R-1	Modern Spacious Residential	0.344	14,984.64
2391 GALLANT FOX WAY	030-105-000-097-00	R-1	Modern Spacious Residential	0.344	14,984.64
2387 GALLANT FOX WAY	030-105-000-098-00	R-1	Modern Spacious Residential	0.344	14,984.64
2383 GALLANT FOX WAY	030-105-000-099-00	R-1	Modern Spacious Residential	0.344	14,984.64
x	030-105-000-100-00	R-1	Modern Spacious Residential	0.449	19,558.44
2351 SECRETARIAT LN	030-105-000-101-00	R-1	Modern Spacious Residential	0.369	16,073.64
2333 SECRETARIAT LN	030-105-000-102-00	R-1	Modern Spacious Residential	0.369	16,073.64
2315 SECRETARIAT LN	030-105-000-103-00	R-1	Modern Spacious Residential	0.369	16,073.64
2295 SECRETARIAT LN	030-105-000-104-00	R-1	Modern Spacious Residential	0.369	16,073.64
2275 SECRETARIAT LN	030-105-000-105-00	R-1	Modern Spacious Residential	0.357	15,550.92
2257 SECRETARIAT LN	030-105-000-106-00	R-1	Modern Spacious Residential	0.357	15,550.92
2239 SECRETARIAT LN	030-105-000-107-00	R-1	Modern Spacious Residential	0.431	18,774.36
2227 SECRETARIAT LN	030-105-000-108-00	R-1	Modern Spacious Residential	0.446	19,427.76
2209 SECRETARIAT LN	030-105-000-109-00	R-1	Modern Spacious Residential	0.391	17,031.96
2272 W GALLANT FOX WAY	030-105-000-053-00	R-1	Modern Spacious Residential	0.36	15,681.60
2294 W GALLANT FOX WAY	030-105-000-052-00	R-1	Modern Spacious Residential	0.35	15,246.00
2312 W GALLANT FOX WAY	030-105-000-051-00	R-1	Modern Spacious Residential	0.35	15,246.00
2330 W GALLANT FOX WAY	030-105-000-050-00	R-1	Modern Spacious Residential	0.35	15,246.00
2177 W GALLANT FOX WAY	030-105-000-031-00	R-1	Modern Spacious Residential	0.63	27,442.80
x	030-140-000-005-00	A-2	Modern Spacious Residential	1	43,560.00
2588 S US 27	030-021-400-005-00	C-2	Modern Spacious Residential, Gateway Commercial	70.5	3,070,980.00
1250 E PARKS RD	030-021-400-020-00	A-2	Modern Spacious Residential	1	43,560.00

Clinton County Joint Planning Area Vacant Parcels (continued)

ADDRESS	PARCEL NUMBER	ZONING DISTRICT	FUTURE LAND USE	ACREAGE	SQUARE FOOTAGE
S V/L US 27	030-022-300-015-00	C-2	Modern Spacious Residential, Gateway Commercial	62.19	2,708,996.40
3003 S US-27	030-027-200-013-00	C-2	Gateway Commercial	5	217,800.00
E PARKS	030-027-200-011-01	A-2	Modern Spacious Residential	1.21	52,707.60
x	030-027-200-015-00	A-2	Modern Spacious Residential, Gateway Commercial	40	1,742,400.00
x	030-028-100-010-00	A-2	Modern Spacious Residential, Gateway Commercial	20	871,200.00
x	030-028-100-055-00	A-2	Modern Spacious Residential, Gateway Commercial	41	1,785,960.00
3770 S BUS127	030-028-400-038-01	C-2	Gateway Commercial	6.5	283,140.00
E TAFT RD	030-027-300-025-50	A-2	Modern Spacious Residential, Gateway Commercial	35.55	1,548,558.00
x	030-027-300-020-52	A-2	Modern Spacious Residential	33.95	1,478,862.00
1015 WOODRIDGE DR	030-195-000-001-00	A-2	Modern Spacious Residential	0.5	21,780.00
1035 WOODRIDGE DR	030-195-000-002-00	A-2	Modern Spacious Residential	0.35	15,246.00
1055 WOODRIDGE DR	030-195-000-003-00	A-2	Modern Spacious Residential	0.35	15,246.00
1055 SUMMERFIELD LN	030-195-000-006-00	A-2	Modern Spacious Residential	0.34	14,810.40
1075 SUMMERFIELD LN	030-195-000-007-00	A-2	Modern Spacious Residential	0.37	16,117.20
1095 SUMMERFIELD LN	030-195-000-008-00	A-2	Modern Spacious Residential	0.34	14,810.40
1115 SUMMERFIELD LN	030-195-000-009-00	A-2	Modern Spacious Residential	0.5	21,780.00
1135 SUMMERFIELD LN	030-195-000-010-00	A-2	Modern Spacious Residential	0.84	36,590.40
1155 SUMMERFIELD LN	030-195-000-011-00	A-2	Modern Spacious Residential	0.67	29,185.20
1175 SUMMERFIELD LN	030-195-000-012-00	A-2	Modern Spacious Residential	0.52	22,651.20
1195 SUMMERFIELD LN	030-195-000-013-00	A-2	Modern Spacious Residential	0.44	19,166.40
1215 SUMMERFIELD LN	030-195-000-014-00	A-2	Modern Spacious Residential	0.35	15,246.00
1275 SUMMERFIELD LN	030-195-000-017-00	A-2	Modern Spacious Residential	0.44	19,166.40
1290 SUMMERFIELD LN	030-195-000-021-00	A-2	Modern Spacious Residential	0.51	22,215.60
1280 SUMMERFIELD LN	030-195-000-022-00	A-2	Modern Spacious Residential	0.5	21,780.00
1270 SUMMERFIELD LN	030-195-000-023-00	A-2	Modern Spacious Residential	0.41	17,859.60
1250 SUMMERFIELD LN	030-195-000-024-00	A-2	Modern Spacious Residential	0.37	16,117.20
1230 SUMMERFIELD LN	030-195-000-025-00	A-2	Modern Spacious Residential	0.38	16,552.80
1190 SUMMERFIELD LN	030-195-000-027-00	A-2	Modern Spacious Residential	0.57	24,829.20
1070 SUMMERFIELD LN	030-195-000-028-00	A-2	Modern Spacious Residential	0.49	21,344.40
		A-2	Modern Spacious Residential	0.47	20,473.20
1040 SFIELD/1155 WRIDGE DR	030-195-000-030-00	A-2	Modern Spacious Residential	0.47	20,473.20
1150 WOODRIDGE DR	030-195-000-031-00	A-2	Modern Spacious Residential	0.47	20,473.20
S US 27	030-027-300-021-00	A-2	Modern Spacious Residential	0.41	17,859.60
1100 WOODRIDGE DR	030-195-000-032-00	A-2	Modern Spacious Residential	0.41	17,859.60
1080 WOODRIDGE DR	030-195-000-033-00	A-2	Modern Spacious Residential	0.38	16,552.80
1060 WOODBRIDGE DR	030-195-000-034-00	A-2	Modern Spacious Residential	0.37	16,117.20
1030 WOODRIDGE DR	030-195-000-035-00	A-2	Modern Spacious Residential	0.61	26,571.60

St. Johns Analysis

Zoning District	Total Vacant Area		Infrastructure Adjustment		# Lots	Maximum Lot Coverage (sf)	Maximum Buildable Square Footage (Residential and Commercial)	Maximum Buildable Dwelling Units (Residential)	Calculation notes
	Acres	Square Feet	Acres	Square Feet					
R1									
under 7500 (.17 acres)	0.15	6,577.56	0.15	6,577.56		2,631.02	6,577.56	13	max buildable square footage/ minimum dwelling unit size
7500 and over	192.73	8,395,362.36	154.18	6,716,289.89		2,686,515.96	6,716,289.89	716	infrastructure adjusted square footage/minimum lot size
R2									
under .25	0.422	18,382.32	0.42	18,382.32	3	8,272.04	20,680.11	3	number of lots x maximum units per acre
.25-.4	0.635	27,660.60	0.64	27,660.60	2	12,447.27	31,118.18	4	number of lots x maximum units per acre
.41-.5	0.418	18,208.08	0.42	18,208.08	1	8,193.64	20,484.09	3	number of lots x maximum units per acre
over .5	2.07	90,169.20	2.07	90,169.20	1	40,576.14	101,440.35	4	number of lots x maximum units per acre
R3									
40.57	1,767,359.88	40.57	1,767,359.88			972,047.93	2,430,119.84	405	infrastructure adjusted acres/max units per acre
MC	41.87	1,823,987.88	41.87	1,823,987.88		1,094,392.73	2,735,981.82	-	
GC	33.21	1,446,801.84	33.21	1,446,801.84		1,012,761.29	2,531,903.22	-	
CBD									
CBD	0.88	38,332.80	0.70	30,666.24		30,666.24	76,665.60	153	max buildable square footage/ minimum dwelling unit size
O	-	-	-	-		-	-	-	
I1	60.38	2,630,022.12	60.38	2,630,022.12		1,841,015.48	1,841,015.48	-	
I2	37.05	1,613,898.00	37.05	1,613,898.00		1,129,728.60	1,129,728.60	-	
P	-	-	-	-		-	-	-	
T	-	-	-	-		-	-	-	
MU	0.58	25,221.24	0.58	25,221.24		15,132.74	37,831.85	-	
	410.97	17,901,983.88	372.25	16,215,244.85		8,854,381.09	17,679,836.59	1,301	

Clinton County Joint Planning Area Analysis

Zoning District	Total Vacant Area		Infrastructure Adjustment		-	Maximum Lot Coverage (sf)	Maximum Buildable Square Footage (Residential and Commercial)	Maximum Buildable Dwelling Units (Residential)	Calculation notes
	Acres	Square Feet	Acres	Square Feet					
A-1	-	-	-	-		-	-	-	
A-2	1,172.31	51,065,823.60	1,172.31	51,065,823.60		12,766,455.90	38,299,367.70	117	infrastructure adjusted square footage/min lot size
A-3	-	-	-	-		-	-	-	
RR	2.43	105,633.00	2.43	105,633.00		31,689.90	95,069.70	2	infrastructure adjusted square footage/min lot size
R-1	112.84	4,915,136.16	112.84	4,915,136.16		1,474,540.85	4,423,622.54	327	infrastructure adjusted square footage/min lot size
R-2	29.20	1,271,952.00	29.20	1,271,952.00		381,585.60	1,144,756.80	158	infrastructure adjusted square footage/min lot size
MF	89.47	3,897,313.20	89.47	3,897,313.20		1,169,193.96	3,507,581.88	29	infrastructure adjusted square footage/min lot size
MH	-	-	-	-		-	-	-	
C-1	-	-	-	-		-	-	-	
C-2	244.42	10,646,935.20	244.42	10,646,935.20		5,323,467.60	15,970,402.80	-	
C-3	34.37	1,497,157.20	34.37	1,497,157.20		898,294.32	2,694,882.96	-	
MR	-	-	-	-		-	-	-	
RO	57.66	2,511,669.60	57.66	2,511,669.60		1,255,834.80	5,023,339.20	-	
I-1	111.11	4,839,951.60	111.11	4,839,951.60		2,661,973.38	10,647,893.52	-	
I-2	-	-	-	-		-	-	-	
	1,853.80	80,751,571.56	1,853.80	80,751,571.56		25,963,036.31	81,806,917.10	633	

St. Johns and Joint Planning Area Analysis Totals

	Total Vacant Area	Infrastructure Adjustment	-	Maximum Lot Coverage (sf)	Maximum Buildable Square Footage	Maximum Buildable Dwelling Units
	Acres	Square Feet	Acres	Square Feet		
Totals	2,264.77	98,653,555.44		96,966,816.41		34,817,417.40
					99,486,753.70	1,934
					Commercial Total	
					42,612,979.46	
					Residential Total	
					56,873,774.23	

Analysis considers development styles permissible by right only.

St. Johns Zoning Requirements

Zoning District	Maximum Lot Coverage	Maximum Height (Stories)	Infrastructure Adjustment	Minimum Dwelling Unit Size (sf)	Minimum Lot Size (sf)	Maximum Units/Acre
R1						
under 7500 (.17 acres)	40%	2.5	0%	500	7,500	
7500 and over	40%	2.5	20%	500	7,500	
R2						
under .25	45%	2.5	0%	500	5,000	1
.25-.4	45%	2.5	0%	500	5,000	2
.4-.5	45%	2.5	0%	500	5,000	3
over.5	45%	2.5	0%	500	5,000	4
R3						
MC	60%	2.5	0%	-	6,000	
GC	70%	2.5	0%	-	10,000	
CBD	100%	2.5	20%	500	-	
O	60%	2.5	0%	500	7,000	10
I1	70%	1.0	0%	-	-	
I2	70%	1.0	0%	-	-	
P	0%	1.0	0%	-	-	
T	0%	1.0	0%	-	-	
MU	60%	2.5	0%	500	4,000	

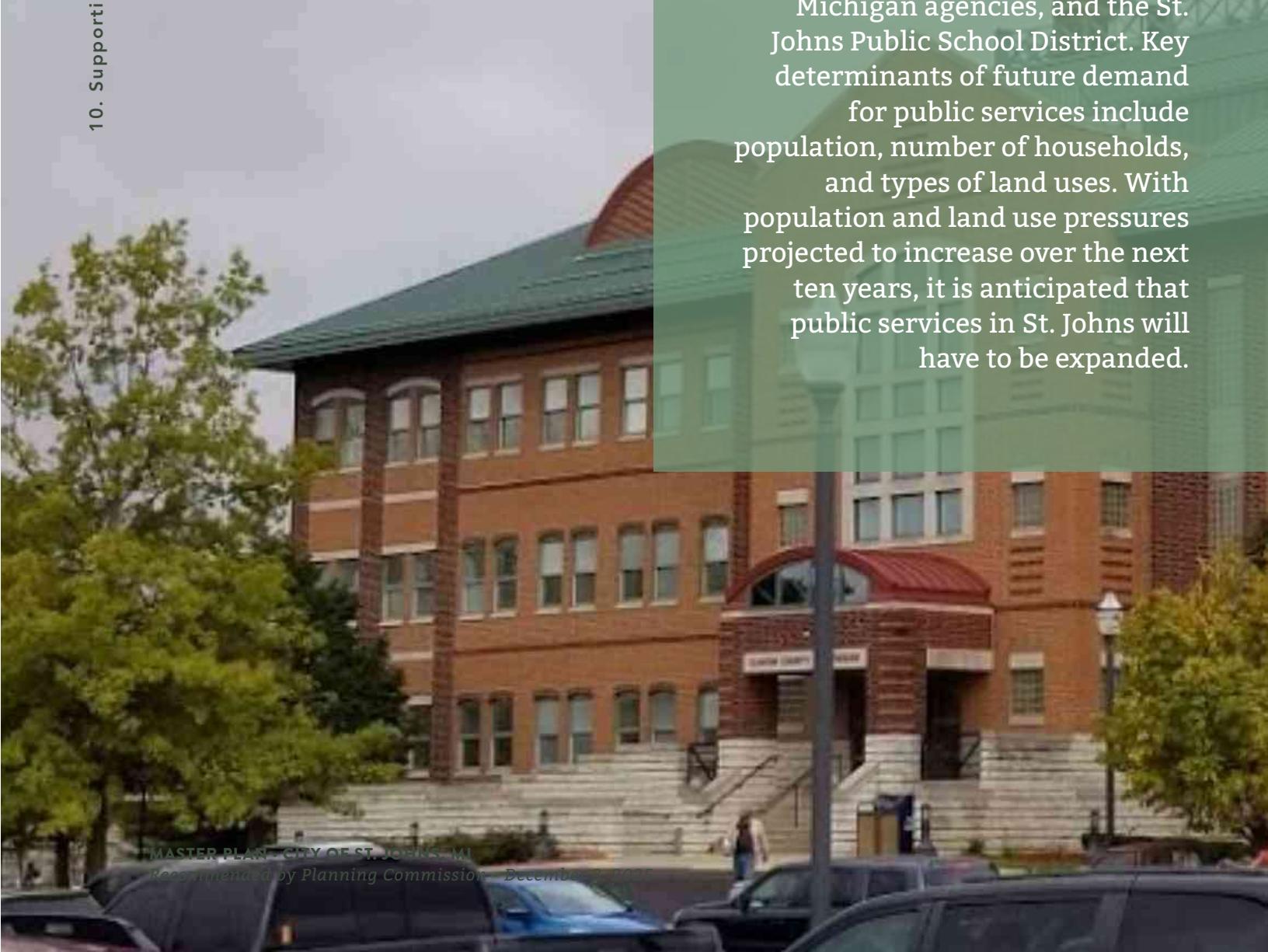
Clinton County Zoning Requirements

Zoning District	Maximum Lot Coverage	Maximum Height (Stories)	Infrastructure Adjustment	Minimum Dwelling Unit Size (sf)	Minimum Lot Size (sf)	Maximum Units/Acre
A-1	5%	3	0%		1,742,400	
A-2	25%	3	0%		435,600	
A-3	25%	3	0%		217,800	
RR	30%	3	0%		43,560	
R-1	30%	3	0%		15,000	
R-2	30%	3	0%		8,000	
MF	30%	3	0%		130,680	
MH	0%	3	0%		-	
C-1	50%	3	0%		20,000	
C-2	50%	3	0%		20,000	
C-3	60%	3	0%		20,000	
MR	0%	1	0%		435,600	
RO	50%	4	0%		43,560	
I-1	55%	4	0%		43,560	
I-2	60%	4	0%		87,120	



10.

Supporting Analysis: Community Development and Facilities



The pride, identity, and desirability of a community are each related in part to the level and quality of public services it can offer, including education, parks and recreation, police and fire services. The responsibility for providing public services to residents of the City of St. Johns is shared by several public entities, including several Clinton County departments, various State of Michigan agencies, and the St. Johns Public School District. Key determinants of future demand for public services include population, number of households, and types of land uses. With population and land use pressures projected to increase over the next ten years, it is anticipated that public services in St. Johns will have to be expanded.

Municipal Offices

The City administration is located at 100 E. State Street, Suite 1100, P.O. Box 477, St. Johns, MI 48879, first floor, West Wing. The building contains City offices and meeting space for the Planning Commission and City Commission. Key public facilities are also located within the building. Examples include meeting places for community engagement and the County District Court.

Fire Protection

The St. Johns Fire Department currently operates out of one station, which is located at 109 E. State Street, St. Johns, MI 48879. This is in close proximity to Downtown and Municipal offices. It is located in an ideal area because it is close to the center of the City and is on a major street that leads to Old 127. The location is ideal for public facilities because the close proximity to E. State Street and Old 127. These roads run horizontally and vertically through the City which allows service to the most outer edges of the City. The City of St. Johns Fire Department provides fire and emergency services to the residents and businesses within Bingham and Bengal Townships and the City of St. Johns. The Fire Department is staffed by Paid-On-Call Firefighters. The Department actively trains two (2) times per month. The Department provides response and assistance to accidents, hazardous materials, storm alerts and fires with up-to-date 'Jaws of Life' (two sets), Auto Air Bags (to stabilize auto after accident), fire trucks (four) and firefighting equipment.

Police Protection

The efforts of the men and women of the department in partnership with our residents have established St. Johns as one of the safest communities in Michigan. The services provided by the department, which is located at 409 S. US-127 Business Route, include police protection as well as the issuing of permits for, bike licenses, burn permits, lock out assistance, property checks and an abundance of information for residents, patrons and, children. Crime is on an overall decrease with 322 crimes committed in 2010 to 200 crimes committed in 2017. The police department has served St. Johns for over 150 years.

Libraries

Briggs District Library provides services to the City of St. Johns. The library has the mission of actively providing easily accessible services, materials and programs to people of all ages in their service area to meet the residential demand for evolving recreational, cultural, informational and educational needs. Programs for children and families, teens and tweens, and adults are provided at the library. The Library is located in downtown St. Johns, three blocks north of the Clinton County Courthouse on Railroad Street.

St. Johns Post Office

There is one post office in the City. It is located on 106 W. State Street, St. Johns, MI 48879-9998. Recent improvements to the post office include improvements to the sidewalk and buffers for dropping off mail. The Post Office has considered moving to a new facility. If the Post Office does vacate the historic building on State Street, the building should be preserved and re-used.

St. Johns Schools

There is a total of seven schools within the St. Johns Public school district. Five of the seven schools are elementary schools and there is only one middle school. Four of the education facilities are located within the City's borders. These schools are, Gateway Elementary School, St. Johns Middle School, Oakview Elementary School, and St. Johns High School. There are also private schools in and around St. Johns - St. Joseph Catholic School in the City's downtown, and St. Peter Lutheran School in Riley Township.

Natural Features

There are a small percentage of wetlands within the border of St. Johns. Based on the open data portal from the Department of Environmental Quality the number of wetlands in St. Johns is very low. About one percent of the total land is wetland. Forty to forty-five percent of the land cover falls in the category of wetland soil. This is not a wetland but it is soils that become saturated enough to produce the anaerobic conditions to support wetland vegetation on the top of the soil during the growing period.

Flood Plain

A very small portion of the City is in a 100-year flood plain. The area between Townsend Road, Sunview Road, and Old 127 is covered in a 100-year flood plain. It covers three parcels. One parcel is seven acres and the other are around three acres. St. Johns appears to have a very low risk of flooding. There are hardly any wetlands in St. Johns and only a small portion is covered in floodplains. There is a larger percent of hydric soils but these soils are outside of floodplains.

Farm Land

St. Johns has some farm land in it but most of the City is developed. There are large amounts of farmland all around St. Johns. The majority of the City is residential. Based on the soil survey seventy-five percent of the soil in and around St. Johns is classified as 2w. This is based on a web soil survey tool from usda.gov. DEQ found similar results because they show St. Johns as having a large percentage of hydraulic soil with in its boundaries. Soils that are classified as 2w have difficulty supporting farm land and are, "soils have moderate limitations that restrict the choice of plants or that require moderate conservation practices". The "w" means that the water in the soil causes the interference with cultivation and growth of plants for agricultural purposes.

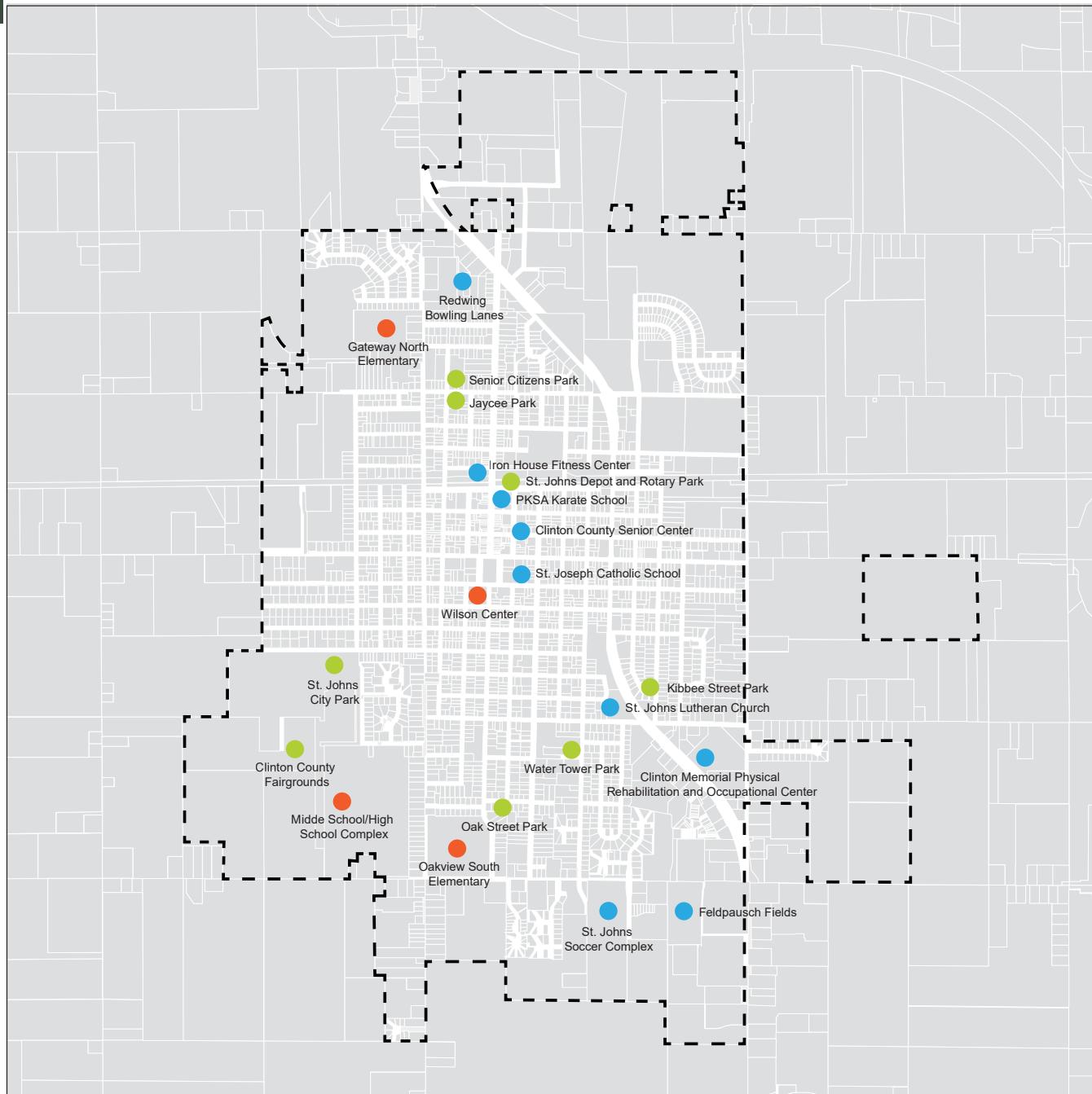
Transportation

The major roadway that passes through the City of St. Johns is Old 127. Other arterial roads that connect the City to Old 127 include W. State Street and E. State Street. Old 127 reconnects with U.S. 127 just north of the City border. While the new 127 does not enter the City it runs parallel with the Old 127 and goes all the way to Lansing. In general, the region's road system includes adequate north-south roadways. Old 127 is the major roadway to the City but there are plenty of smaller streets that run north and south through the City. Examples include, North and South Lansing Street, North and South Clinton Street, and North and South Oakland Street. There are also numerous east-west roads that traverses the entire width of the City. The major roads that serve this purpose include East and West State Street. East and West Gibbs Street and East and West Townsend Road also travel the entire width through the City.

Parks Inventory

The City of St. Johns conducted an updated inventory of its parks and recreation facilities to assess current conditions and identify future needs. This inventory builds on the City's 2021–2025 Parks and Recreation Plan as well as City records and the Clinton County 2025-2029 Parks, Recreation, and Open Space Plan. Facilities were categorized by type—including regional, public, and private—and updated to reflect recent changes in the park system. These updates include______. A full site tour was conducted to verify and document current conditions, allowing for direct comparison to the previous inventory and ensuring an accurate foundation for future planning.





MAP 13. Parks Inventory

City of St. Johns, Michigan

July 15, 2025

LEGEND

- Public
- Public Schools
- Private

0 1,000 2,000
Feet

Basemap Source: Michigan Geographic Framework. City of St. Johns, 2025.
McKenna 2025.



Recreational Facilities Inventory

The table below summarized the type, service area, accessibility rating, acreage, and recreation facilities available at public, private, and regional facilities in the St. Johns area.

RECREATIONAL FACILITIES INVENTORY			PARK TYPE*	SERVICE AREA**	ACCESSIBILITY RATING***	ACREAGE	BALL DIAMONDS	BATTING CAGES	BASKETBALL COURTS	FOOTBALL FIELD	SOCCER FIELDS	TRACK	GYM	TENNIS/PICKLEBALL COURTS	SHUFFLEBOARD COURT	SAND VOLLEYBALL COURTS	DISC GOLF COURSE	PERFORMANCE SHELL	ICE RINK	PLAY EQUIPMENT	OPEN PLAY FIELD	SLEDDING HILL	BEACH/SWIMMING AREA	CAMPGROUND	BOAT LAUNCH	TRAILS / PATHS	SPLASH PAD	PAVILION	PICNIC AREA	BENCHES	GRILLS	DRINKING FOUNTAINS	RESTROOMS	BIKE RACKS	OTHER
PUBLIC FACILITIES																																			
St. Johns City Park	LUP	SJA	3	92.5	x	x	x	x		2	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	Warming House				
St. Johns Depot and Rotary Park	CP	SJA	2	1.9																	x	x	x	x	x	x	x	x	x	x	Train Depot Museum				
Jaycee Park	MP	NB	4	0.62												x	x	x	x	x	x	x	x	x	x	x	x	x	x	x					
Kibbee Street Park	MP	NB	4	0.3		x										x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x				
Water Tower Park	MP	NB	1	0.72		x										x	x	x	x	x	x	x	x	x	x	x	x	x	x	x					
Oak Street Park	MP	NB	1	0.7												x	x	x	x	x	x	x	x	x	x	x	x	x	x	x					
Senior Citizen Park	MP	NB	1	1.59		2				2					x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x					
Clinton County Fairgrounds (County Operated)																																			
Gateway North Elementary School					2	2	x	x											2						x										
Middle School/High School Complex					2	4	x	6	x	3	10																								
Oakview South Elementary					x	2	x	x	x										2						x										
Wilson Center									x										x																
PRIVATE FACILITIES								x	x							x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x				
First Baptist Church																									x										
St. Josephs Catholic School							x									x																			
St. Johns Lutheran Church							x									x																			
Feldpausch Fields					5	x											x																		
Clinton County Senior Center																																			
Clinton Memorial Physical Rehab. and Occupational Center																																			
Iron House Fitness																																			
PKSA Karate School																																			
Redwing Bowling Lanes																																			
St Johns Soccer Complex										5																									
Regional Facilities																																			
Looking Glass Riverfront park																				x				x		x									
Babcock's Landing																	x																		
Maple River State Game Area																	x																		
Grand River																	x																		
Muskrat Lake Game Area																	x				x								x						
Sleepy Hollow State Park																	x		x	x	x	x	x												
Motz County Park																	x		x	x	x	x	x	x	x	x	x	x	x	x	x	x			
Clinton Lakes County Park																	x		x	x	x	x	x	x	x	x	x	x	x	x	x	x			
Clinton Trails County Park																	x		x	x	x	x	x	x	x	x	x	x	x	x	x	x			

Park Type CP = Community Park LUP = Large Urban Park MP = Mini-Park NP = Neighborhood Park

Service Area NB = Neighborhood SJA = St. Johns Area

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Public Facilities

The following is a comprehensive list of public recreational facilities within the City of St. Johns, including seven City-owned parks and St. Johns Public School recreation facilities.

St. Johns City Park

The Main City Park is the largest park in the city (92.5 acres) and hosts the majority of the City's recreational activities and amenities. Categorized as a Large Urban Park, it serves not only the City of St. Johns but surrounding communities as well. The park has many athletic facilities, including a baseball/softball diamond, basketball courts, a disc golf course, shuffleboard court, sand volleyball court, tennis courts, and a youth soccer field. The park has several picnic shelters/pavilions and restroom facilities, some of which are accessible. Additionally, it has several play areas, including the community-funded "Fantasy Forest", a popular wooden play structure. It also has an accessible spray park with accessible bathroom/ changing restrooms. Nature walking trails connect various aspects of the park and provide for passive recreation. A renovated performance shell provides for many activities in the warmer months, while a seasonal skating rink, warming house, and sledding hill provide winter recreation.

Based on accessibility guidelines, the site would be ranked 3—most of the facility currently meets accessibility guidelines. In the last 5 years, the main restrooms and pavilion have been renovated for universal accessibility. Within the park, there are paved walkways to all pavilions, the Performance Shell, and the Fantasy Forest play structure. The parking lot by the spray park was improved by adding a new surface with curb/gutter and sidewalk running along it. Wooded walking/jogging trails are not barrier free. Roads that run through the park are scheduled to be rehabbed in the near future.





St. Johns Depot and Rotary Park

Rotary Park is a community park (≈ 1.9 acres) located along the recently developed Fred Meijer Clinton-Ionia-Shiawassee Trail. The depot was purchased in 1998, with additional surrounding lands acquired in 2010. Adjacent to downtown, this renovated train depot hosts city events, rentals, and serves the trail users. The trailhead park with a restroom building, picnic tables, benches, wayfinding sign, accessible walkways, and new parking lot were completed in 2017. Improvements to Railroad Street will increase the parking capacity around this park. Based on accessibility guidelines, the site would be ranked 2—some of the facility currently meets accessibility guidelines. This site is fully accessible.

Jaycee Park

Jaycee Park is a mini-park (0.62 acres) located at the corner of Ottawa Street and Gibbs Street. Designed as a space for families to play and exercise, this park features play equipment, grills, drinking fountains, benches, bike racks, and a picnic table. Renovated in 2009, the park has accessible sidewalks to all park features, as well as a new accessible drinking fountain and parking. Based on accessibility guidelines, the site would be ranked 4—the entire park meets accessibility guidelines.

Kibbee Street Park

Kibbee Street Park is a mini-park (0.30 acres) located on the corner of Kibbee Street and South Traver Street. Designed as a place for families to play and exercise, it features a half-court basketball hoop, play equipment, a picnic table, benches, and bike racks. Also renovated in 2009, the park has connective sidewalks to all major features and an accessible drinking fountain. Based on accessibility guidelines, the site would be ranked 4—the entire park meets accessibility guidelines.

Water Tower Park

Water Tower Park is a mini-park (0.72 acres) located at the corner of Elm Street and Swegles Street. The park has a half-court basketball hoop, picnic area, and playground equipment. The park land is leased from the adjacent hospital, which makes investment in improvements difficult to justify. Communication should be opened about purchasing this land or more permanently acquiring the property. Playground equipment was installed before US Consumer Product Safety Commission standards were established. Most do not have safety surfacing and there are no sidewalks. Playground does not meet barrier-free compliance. Based on accessibility guidelines, the site would be ranked 1—none of the facility currently meets accessibility guidelines.

Oak Street Park

Oak Street Park is a mini-park (0.7 acres) located along East Oak Street at its intersection with Wight Street. The park was converted from a small orchard to a community park in the 1970s. It has play equipment and a picnic table, as well as a large open grass area for free play. The park is less than $\frac{1}{4}$ mile from Oakview South Elementary School, which has a substantial play area in place. In its current condition, this park is underutilized, and not wishing to duplicate an existing resource, the park has undergone little renovation. The community may be ready to explore a new use for the site, such as a community garden, a dog park, or selling it and using proceeds to improve other parks. Based on accessibility guidelines, the site would be ranked 1—none of the facility currently meets accessibility guidelines. Playground equipment was installed before US Consumer Product Safety Commission standards were established. They have no safety surfacing and no sidewalks. Playground does not meet barrier-free compliance.



Oak Street Park

Senior Citizen Park

Senior Citizen Park is a mini-park (1.59 acres) located at the corner of Ottawa Street and Gibbs Street, across the street from Jaycee Park. Designed for passive recreation, the park features a picnic shelter, tennis/pickleball courts, basketball hoops, glider playground equipment, benches, and restrooms. Based on accessibility guidelines, the site would be ranked 1—none of the facility currently meets accessibility guidelines. There are no sidewalks leading to any facility in this park, and the bathroom does not meet barrier-free compliance.



Senior Citizen Park

Clinton County Fairgrounds

Located directly next to the High School and St. Johns City Park, the Clinton County Fairgrounds is home to multiple indoor spaces including Smith and Peck Halls, multiple animal barns and arenas utilized for 4-H programming and public restrooms. A variety of community events are hosted on the site throughout the year.



Clinton County Fairgrounds

Wilson Center

The Wilson Center serves as a key recreational hub in St. Johns. Operated in partnership with the school district since 2018, the facility includes a gymnasium, playground, auditorium, and multiple meeting rooms. The gym hosts a wide range of city-run programming such as open gym basketball, volleyball, pickleball, yoga, Zumba, and youth sports leagues. The auditorium and meeting rooms are used for concerts, performances, classes, and community events. The City of St. Johns is actively exploring long-term redevelopment of the Wilson Center as a permanent community center, with goals to expand programming for residents of all ages.



Wilson Center

Gateway North Elementary School

This school site offers a wide range of recreational amenities including a soccer field, two basketball courts, a baseball backstop, two swing sets, two play structures, picnic tables, and a gym, supporting both active play and organized sports.

Oakview South Elementary School

Includes a soccer field, two basketball courts, a baseball backstop, swing set, two play structures, picnic tables, a gym, and a designated quiet area—offering opportunities for both active and passive recreation.

Middle School/High School Complex

A major recreational site featuring two baseball diamonds, four practice cages, six soccer fields with nets, a combined soccer/football field, a separate football field, a middle school track, ten tennis courts, and three gyms. The complex supports school athletics, practices, and community sports events.



St. Johns Middle School / High School Complex

Private Facilities

In St. Johns, as in many Michigan communities, local schools, churches, and private facilities like gyms and martial arts studios offer valuable recreational programs and spaces. Private recreational facilities, while generally pay-per use, provide an excellent source for recreational opportunities that help to alleviate the pressures on public facilities. For this reason, an inventory of the these facilities has been included.

Clinton County Senior Center

Provides indoor passive recreation opportunities and food services, catering to the social and wellness needs of older adults.

Clinton Memorial Physical Rehabilitation and Occupational Center

Offers specialized spaces for exercise, physical therapy, and rehabilitation.

First Baptist Church

Offers a gym, playground, soccer field, and benches for recreational use by the community.

Iron House Fitness

A full-service gym focused on weight training and general fitness.

Little League Baseball Park

Features five baseball diamonds and a batting cage, serving as the primary venue for youth baseball in the area.

PKSA Karate School

Provides martial arts training and fitness programming for a range of ages and skill levels.

Redwing Bowling Lanes

A community bowling alley offering recreational and league play.

St. Johns Lutheran Church

Includes a gym, basketball courts, and playground supporting both indoor and outdoor recreation.

St. Johns Soccer Club

Maintains five soccer fields for youth and adult soccer programming and events.

St. Josephs Catholic School

Provides a gym, basketball hoop, and playground for student and community activities.





Regional Facilities

Outside the City of St. Johns—but within a 20-mile radius—numerous recreational opportunities are available in neighboring townships and surrounding Clinton County. These facilities primarily offer water-based activities, but also provide options for camping, hiking, and nature exploration. Location, distance from St. Johns, and a summary of facilities is included in the descriptions below.



Looking Glass Riverfront Park

Looking Glass Riverfront Park

Location: DeWitt Township

Distance: 15 miles

This 5.2-acre park provides direct access to the meandering Looking Glass River, and includes picnic tables, grills, canoe access, and a river observation deck. The park has 930 feet of river frontage and includes a gravel parking area.



Babcock's Landing

Babcock's Landing

Location: Bath Township

Distance: 15 miles

Another facility with boat launch access on the Looking Glass River is Babcock Landing, accessed from Babcock Road. A back-in launch area is provided, with a minimally improved boat launch. It is suitable for car-top boats, small, trailered boats and canoes and kayaks.



Maple River State Game Area

Maple River State Game Area

Location: Clinton, Gratiot, and Ionia Counties

Distance: 17 miles

Covering over 11,000 acres, the Maple River State Game Area offers extensive opportunities for wildlife viewing, hunting, and water-based recreation. Managed as a natural habitat, the area includes restored wetlands, river access sites, farm fields, woodlands, grasslands, and cattail marshes. The Maple River winds through the landscape, providing boating access for canoes and small boats, as well as fishing opportunities. Recent improvements—such as new pumping stations, upgraded water control structures, and dike repairs—have further enhanced habitat conditions and expanded opportunities for outdoor recreation.



Grand River

Location: Clinton and surrounding Counties
Distance: Approximately 20 miles

Boat launches, such as the Lyons Grand River Boat Ramp in Lyons Township, offer Grand River boating access.



Muskrat Lake Game Area

Location: Olive Township
Distance: 13 miles

Covering over 200 acres, the Muskrat Lake Game Area is home to a public access lake and surrounding uplands managed for wildlife habitat and hunting. Clinton County has partnered with multiple state and county conservation agencies to slightly raise the water level in Muskrat Lake to enhance fish and wildlife habitat, make the watershed less "flashy", and better regulate outflow. The DNR also renovated the water access site by improving parking and the trailered boat launch and providing an accessible vault toilet.

Sleepy Hollow State Park

Location: Ovid and Victor Townships
Distance: 8 miles

Sleepy Hollow State Park covers over 2,600 acres of land. The Little Maple River winds through the site and is the source of the 410-acre Lake Ovid, an impoundment located in the center of the park that is a popular cool water fishery. The park contains a modern campground, a primitive organization campground, three picnic areas, a half-mile beachfront, 16 miles of non-motorized trails, a boat launch, fishing piers, and hunting during the appropriate seasons. Mountain biking and cross-country skiing are also popular uses of the various trails. Several playground areas are also located adjacent to the picnic areas providing swings, slides and other equipment.



Motz County Park

Location: Greenbush Township

Distance: 5 miles

Motz County Park is a 42-acre regional destination built on a former sand and gravel quarry. Acquired in 2007 with support from the Michigan Natural Resources Trust Fund, the park is designed for universal access and water-based recreation. With free admission, it welcomes 60,000–80,000 visitors annually—15% from outside Clinton County. Facilities are thoughtfully designed and well-maintained, earning the park the 2010 DaVinci Award from the MS Society. It also hosts youth-focused conservation and recreation programs.



Motz County Park

Clinton Lakes County Park

Location: Greenbush Township

Distance: Approximately 6 miles southeast of St. Johns

Clinton Lakes County Park spans 272 acres and offers a wide range of outdoor activities, including fishing, swimming, hiking, canoeing, nature observation, and seasonal hunting. Like its neighbor Francis Motz Park, the site was once a sand and gravel quarry. Its two lakes—Big Clinton and Little Clinton—have been stocked with game fish under DNR guidance.

Acquired in 2013 with support from the Michigan Natural Resources Trust Fund and County funds, the park has seen phased development, including paved roads, ADA beach access, and a dog-friendly shoreline. An 87-acre former farm field has been restored as native prairie, enhancing opportunities for wildlife viewing and upland hunting. Continued improvements have been supported by partnerships with the DNR, U.S. Fish & Wildlife Service, and local conservation organizations.



Clinton Lakes County Park

Clinton Trails County Park

Location: Riley Township

Distance: 14 miles

Clinton Trails County Park is an undeveloped 67-acre property acquired in September, 2023. The property is located about a mile west of Riley Township Hall on Pratt Road. The park features amenities such as outstanding shore and paddle craft fishing, miles of hiking trails, and nature watching and photography opportunities.



Clinton Trails County Park



11.

Supporting Analysis: Public Input

Community Open House and Plan Feedback Survey

On October 27, 2025 the City of St. Johns hosted a community open house to share key elements of the Draft Master Plan and gather public feedback. The event featured a series of large-format display boards highlighting major components of the plan—including the Future Land Use Map, Non-Motorized Trails Map, and redevelopment concepts for both the Meijer Trail and Old US-127 corridors.

Attendees were invited to review materials, ask questions, and provide feedback through an online survey, in-person comment cards, and red/green stickers placed on boards to indicate priorities. Take-home copies of the Master and Parks Action Plans were available for participants to browse in more detail.

A survey touching on the same core plan topics covered in the Open House was also distributed via the City website to solicit feedback from those unable to attend the event, which remained available throughout the comment period and closed on November 26th with a total of 118 responses.

The following sections summarize the themes and comments distilled from the results of the event and survey. Full survey results and Open House materials can be found in Appendix B.

MASTER AND PARKS ACTION PLANS

The top two themes from the Master Plan Action Items as indicated by participants with stickers were *Redevelopment of Key Sites* and *A More Beautiful Community*. One participant indicated that *Expansion of Housing Options* was not a priority. Selections across survey responses varied slightly from Open House feedback with *business and job growth, development and redevelopment, and a better connected sidewalk and trail system* being the top three most frequently selected action themes. These were closely followed by *safer routes for kids and expansion of housing options*.

●	Continued business and job growth	48.25%
●	Attraction of development and redevelopment	40.35%
●	Better connected sidewalk and trail system	39.47%
●	Safer routes for kids	38.60%
●	Expansion of housing options	36.84%

Themes of the least importance to respondents included *A Unique Local Identity and Strengthened Regional Infrastructure, and Improvement of Downtown Streets and Spaces*. Respondents were also asked to leave comments regarding additional action items they saw as missing from the plan. Suggested additions involved changing the City's stance on Marijuana to leverage it as a source of tax revenue, creation of a community center, installation of City entrance signage, improvement of deteriorating sidewalk, sewer, and water infrastructure, and further support for affordable housing options.

In the Parks Action Plan, the most highly rated theme at the Open House event was *Playground and Recreation Updates*, followed by *Accessibility and Circulation Improvements*, *Community and Specialized Recreation Facilities*, and *Improved Parking, Lighting, and Safety*. Both *Park Landscaping and Beautification* and *Pavilions, Shelters, and Gathering Spaces* were marked as lower priorities by one participant.

Survey results showed *specialized recreation facilities* as the highest priority. Accessibility and Lighting also ranked among the top 5 choices, similar to Open House results.

●	Community and specialized recreation facilities (e.g., dog park, skate park, community building)	64.86%
●	Playground and recreation upgrades (e.g., new play equipment, pickleball courts, sledding hill)	54.95%
●	Parking, lighting, and safety improvements	50.45%
●	Trail and connectivity enhancements (e.g., new trail links to the CIS Trail and neighborhoods)	47.75%
●	Accessibility and circulation improvements (e.g., paved paths, ADA connections)	35.14%

When asked if anything was missing from the action plan, respondents mentioned wanting more parking for those seeking to use the Meijer Trail, a dedicated mountain bike trail at the City Park, and safety upgrades for children to move more safely through the City. General and accessibility upgrades to the Skating Rink at City Park were also requested.

Action Plan Summaries

MASTER PLAN ACTION

This Action Plan outlines the steps and tools needed to achieve the vision established in the Master Plan. The following twelve themes summarize its primary goals and intended outcomes.

- 1 REDEVELOPMENT OF KEY SITES. Transform vacant/underused sites throughout the city such as those along the Meijer Trail corridor, the silo property, and 450 Townsend into new housing, businesses, or public amenities. Action Items: R-1, R-2, R-4, R-7
- 2 EXPANSION OF HOUSING OPTIONS. Support more housing types— including downtown living, higher-end units to free up mid-market stock, and neighborhood infill— so more people can live in St. Johns. Action Items: R-8, R-9
- 3 IMPROVEMENT OF DOWNTOWN STREETS & SPACES. Upgrade streetscapes, landscaping, parking, signage, and sidewalks downtown to make it more attractive, walkable, and welcoming. Action Items: R-3, M-1, M-2, M-3, P-2, P-3, P-4, P-7
- 4 STRENGTHENED REGIONAL INFRASTRUCTURE. Finalize agreements with Brighton Township and work with MDOT/others to ensure water, sewer, and road infrastructure supports growth. Action Items: R-5, R-10, M-7
- 5 SAFER & MORE WALKABLE STREETS. Redesign roads (like Old 127 and M-21) and intersections to prioritize pedestrian safety and complete streets. Action Items: M-1, M-7, M-10, M-12, R-10
- 6 A BETTER CONNECTED SIDEWALK AND TRAIL SYSTEM. Complete missing sidewalks, add north-south and east-west bike routes, and connect into the regional trail system. Action Items: M-6, M-8, M-9, M-10, M-11

PARKS PLAN ACTION

The Parks and Recreation Plan includes its own Action Plan, which is designed to guide improvements across the following themes:

- 1 PLAYGROUND AND RECREATION UPDATES. Replace or improve playgrounds and recreation facilities, including new swings, nature play concepts, sledding hill improvements, pickleball courts, and soccer fields. Action Items: PR-3, PR-7, PR-8, PR-11, PR-12, PR-16, PR-19, PR-21, PR-26
- 2 ACCESSIBILITY AND CIRCULATION IMPROVEMENTS. Expand accessible sidewalk systems, upgrade sidewalk networks, and ensure ADA-compliant routes across parks. Action Items: P-1, P-2, P-3, P-4, P-5, P-6, P-7, P-8
- 3 TRAIL AND CONNECTIVITY ENHANCEMENTS. Extend and improve trail systems, including new links between the CIS Trail, downtown, and neighborhood parks. Action Items: PR-15, PR-28, PR-29, PR-30
- 4 PARK LANDSCAPING AND BEAUTIFICATION. Enhance park appearance through landscaping, plantings, and site beautification projects. Action Items: PR-1, PR-4, PR-17
- 5 PAVILIONS, SHELTERS, AND GATHERING SPACES. Renovate or construct pavilions, shelters, and other structures that support community gatherings. Action Items: PR-2, PR-5, PR-18
- 6 PARKING, LIGHTING, AND SAFETY. Improve site access, expand parking areas, and conduct lighting and safety evaluations to enhance park usability. Action Items: PR-9, PR-22, PR-33
- 7 PARK IDENTITY AND WAYFINDING. Implement consistent park signage and branding to strengthen community identity and aid navigation. Action Items: PR-31
- 8 PARK-SPECIFIC PLANNING AND REDEVELOPMENT. Prepare or update park improvement plans to guide future investment and redevelopment. Action Items: PR-8, PR-20, PR-27, PR-34
- 9 COMMUNITY AND SPECIALIZED RECREATION FACILITIES. Identify or develop new amenities such as a dog park, skate park, or community building. Action Items: PR-34, PR-35, PR-36
- 10 MANAGEMENT, FUNDING, AND ENGAGEMENT. Expand digital outreach, update the City recreation website, and pursue diverse funding and partnership opportunities. Action Items: PR-32, PR-37


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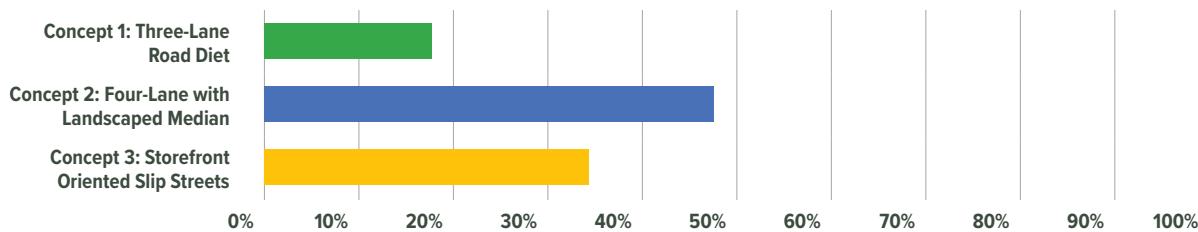
Old US-127 Redevelopment

Participants reviewed three Old US-127 Redevelopment Concepts from the draft plan and identified their preferred alternative.

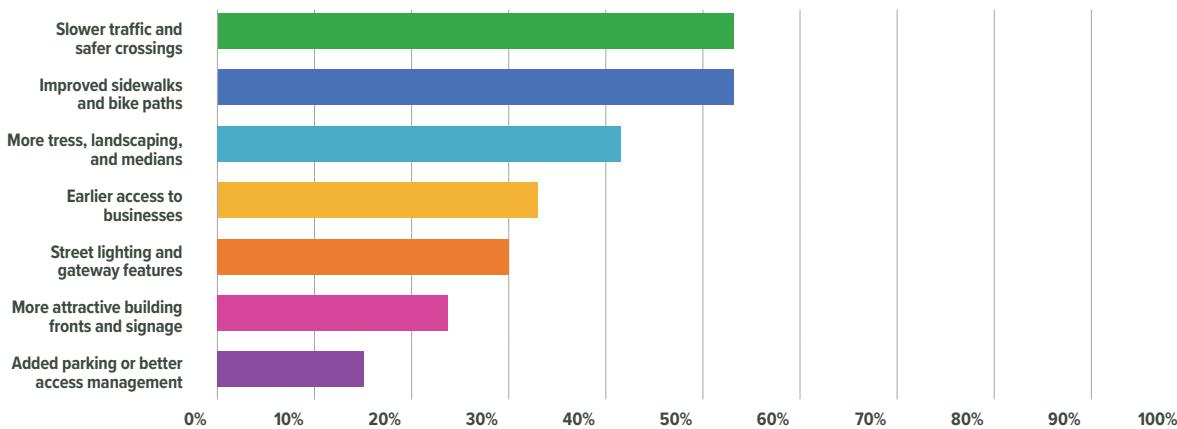
- » **Concept 1:** Three-Lane Road Diet received the most positive feedback, with seven high-priority stickers. Participants appreciated the reduction in travel lanes and found the concept the simplest to understand.
- » **Concept 2:** Landscaped Median Four-Lane Configuration generated mixed feedback. Some attendees supported the added greenery and landscaping, while others expressed concerns about Michigan left turns and traffic circulation.
- » **Concept 3:** Storefront and Streetscape Focus—which proposed bringing buildings closer to the street with angled parking and enhanced pedestrian facilities—received the least support. Participants generally favored safety and traffic flow improvements over more intensive redevelopment interventions.

Beyond the individual concepts, there was broad support for reconstructing the roadway, with many attendees sharing experiences of speeding, unsafe merging, and close calls along the corridor.

Survey responses show slightly different results from Open House engagement, with respondents selecting Concept 2 (Landscaped Median) most frequently, followed by Concept 3 (Storefronts). The Three-Lane Road Diet of Concept 1 was least popular.



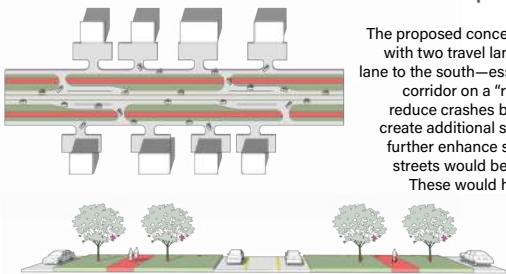
When asked to select highest priority improvements to Old US-127, decreasing traffic and improving crossing safety was most frequently selected. Also popular were Improved sidewalks and bike paths, and Easier access to businesses. Of lowest importance to this group was improving the attractiveness of building frontage and signage and additional parking.



Old US 127 Redevelopment Concept One

Old US 127 runs right through the heart of St. Johns and is one of the main roadways of travel within our town. That being said, with the expansion of St. Johns, Old US 127 needs to be reworked in order to keep up with our growing city.

Redevelopment Concept 1: Three Lane Road Diet



The proposed concept introduces a redesigned roadway with two travel lanes and a continuous center left-turn lane to the south—essentially placing the existing six-lane corridor on a “road diet.” This approach is proven to reduce crashes by 20–50%, calm vehicle speeds, and create additional space for pedestrians and cyclists. To further enhance safety and accessibility, one-way slip streets would be added on both sides of the corridor. These would help consolidate business driveways, minimize conflicts across pedestrian and bicycle paths, and maintain convenient vehicle access to adjacent properties.

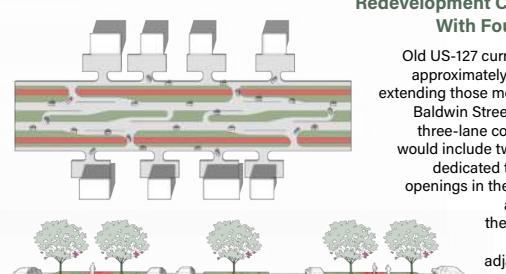
Please use your comment card to answer the following question:
Which of the three Old US 127 concepts listed do you think would make Old US 127 the easiest to navigate? Which do you think would make it the hardest?
Please list any other ideas you may have.

YES =  NO = 

Old US 127 Redevelopment Concept Two

Old US 127 runs right through the heart of St. Johns and is one of the main roadways of travel within our town. That being said, with the expansion of St. Johns, Old US 127 needs to be reworked in order to keep up with our growing city.

Redevelopment Concept 2: Landscaped Median With Four-Lane Configuration



Old US-127 currently features several grass medians approximately 25 feet wide. This concept proposes extending those medians from Townsend Road north to Baldwin Street, gradually tapering into the existing three-lane configuration. The redesigned roadway would include two travel lanes in each direction, with dedicated turn lanes provided through strategic openings in the median. One-way slip streets would also be incorporated on both sides of the corridor to manage driveway access and maintain convenient entry to adjacent businesses, while supporting a continuous non-motorized path for pedestrians and cyclists.

Please use your comment card to answer the following question:
Which of the three Old US 127 concepts listed do you think would make Old US 127 the easiest to navigate? Which do you think would make it the hardest?
Please list any other ideas you may have.

YES =  NO = 

Old US 127 Redevelopment Concept Three

Old US 127 runs right through the heart of St. Johns and is one of the main roadways of travel within our town. That being said, with the expansion of St. Johns, Old US 127 needs to be reworked in order to keep up with our growing city.

Redevelopment Concept 3: Storefront-Oriented Slip Streets

Building on the previous two concepts, this approach reimagines the slip streets as pedestrian-oriented spaces. It brings buildings closer to the roadway and integrates public space design directly into the corridor. In this concept, the non-motorized path would shift to the far side of the slip streets, positioning pedestrians and cyclists directly in front of stores and businesses rather than between moving traffic and parked vehicles. The slip streets would also provide 45-degree angled parking within the right-of-way, supporting convenient access while enhancing the pedestrian experience.



Concept 3A **Concept 3B**

Please use your comment card to answer the following question:
Which of the three Old US 127 concepts listed do you think would make Old US 127 the easiest to navigate? Which do you think would make it the hardest?
Please list any other ideas you may have.

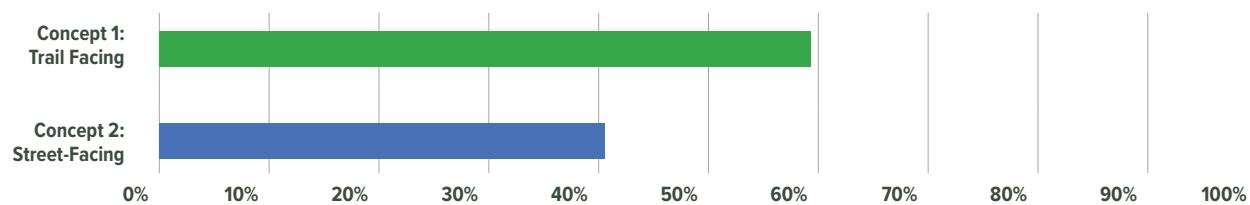
NO = 

Meijer Trail Redevelopment

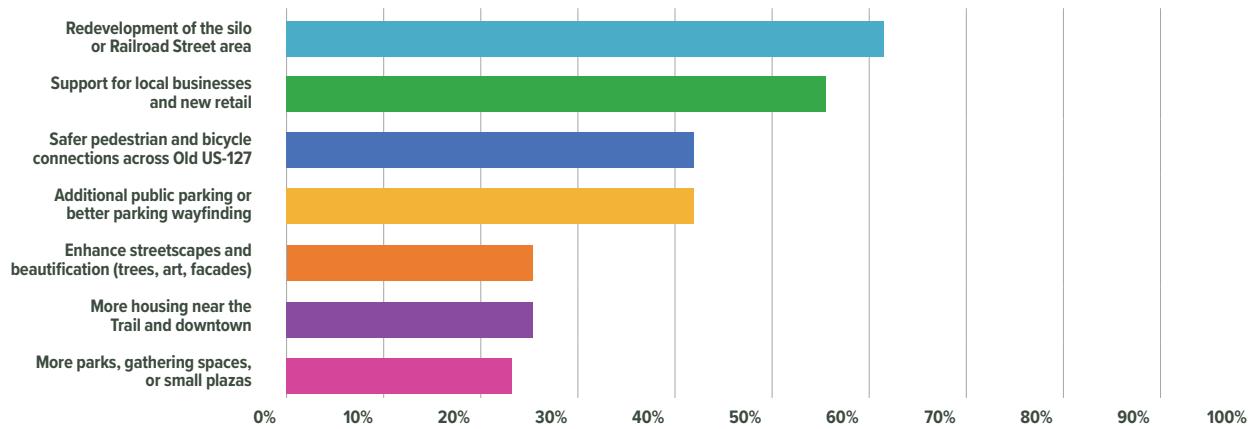
Two Meijer Trail Redevelopment Concepts were presented for feedback.

- » **Concept 1:** maintained the trail's current alignment and emphasized a pedestrian-oriented corridor framed by mixed-use and residential development. Feedback was mixed, though several participants noted appreciation for the variety of housing options shown.
- » **Concept 2:** proposed shifting the Meijer Trail south to align with Railroad Street from Lansing Street to Mead Street. This option was more popular, with residents highlighting the expanded park area, more flexible development lots, and fewer vehicle-pedestrian conflict points.

Survey respondent preferences were flipped. A majority of respondents preferred Concept 1 (59.41%) vs. Concept 2 (40.59%).



When asked which downtown improvements should be prioritized, support for local businesses and new retail was most popular, followed by improved pedestrian and bicycle connections across Old US-127 and additional parking. Additional suggestions for improvements in the Greater Downtown Area included taking out the silos, replacing dead and dying trees in the City-owned rights-of-way, and leaving the area around the Meijer Trail as green space rather than encouraging development.



Meijer Trail Redevelopment Concept One

The Meijer Trail is a 41.3 mile trail that was previously a railroad corridor. This trail now runs through St. Johns connecting it to Owosso, Ovid, Fowler, Pewamo, and Ionia. Both of the Meijer Trail Redevelopment Concepts aim to create more housing for residents.



Redevelopment Concept 1: Trail Facing Houses

Currently the Meijer Trail has many vacant lots waiting to fill. This concept aims to bring in a variety of housing options that face towards the trail rather than the road. This being said the garages for these homes will be located on the rear side of the houses rather than in the front in order to face the streets. This idea helps to encourage the idea of the trails being a public, shared, recreation space.

Please use your comment card to
answer the following question:

What type of housing would you like to see introduced
Adjacent to the trails and why?

THE CITY OF
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YES =



NO =



Meijer Trail Redevelopment Concept Two

The Meijer Trail is a 41.3 mile trail that was previously a railroad corridor. This trail now runs through St. Johns connecting it to Owosso, Ovid, Fowler, Pewamo, and Ionia. Both of the Meijer Trail Redevelopment Concepts aim to create more housing for residents.

Corridor Redevelopment Concept 2: Street Facing Houses



This concept explores the idea of moving the Meijer Trail's corridor to the southern side of the vacant railroad blocks. Vehicle crossing on the trail will be reduced as vehicle access will be behind the housing through an alleyway. Since the trail would be relocated in this concept, Railroad street would undergo partial reconstruction. This reconstruction turns the street into two drive lanes and a parking lane. The parking lane on the north side will be removed in order to create a green buffer to protect the trail, sidewalk, and building frontages from the street.



Please use your comment card to
answer the following question:

What type of housing would you like to see introduced
Adjacent to the trails and why?

THE CITY OF
St. Johns

YES =



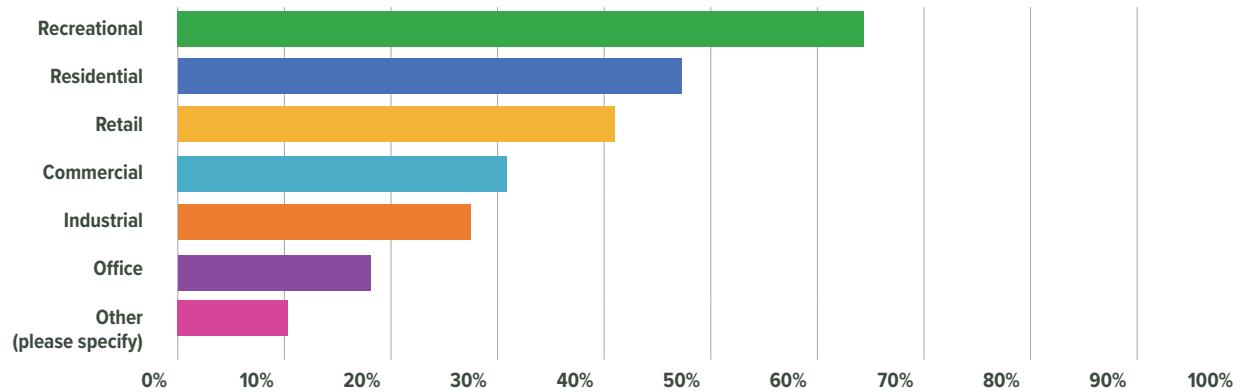
NO =



Future Land Use

Feedback on the Future Land Use Map indicated support for the Modern Spacious Residential and Public/Institutional categories, which each received positive votes. The Multiple-Family Residential category received several negative votes and one positive vote, reflecting a mix of preferences, with some residents favoring single-family housing and others acknowledging the need for more attainable housing options.

On the survey, residents were asked what land uses they believed the Federal-Mogul Property should include. The most frequently chosen options, from highest to lowest, were recreational, residential, and retail. Industrial and office uses were less popular.



Future Land Use Categories

MODERN SPACIOUS RESIDENTIAL MSR

TRADITIONAL WALKABLE RESIDENTIAL TWR

MULTIPLE FAMILY RESIDENTIAL MER

CORE DOWNTOWN CDT

INDUSTRIAL I

OLD VILLAGE OVERLAY OVN

COMMUNITY COMMERCIAL CC

GATEWAY COMMERCIAL GC

FLEXIBLE REDEVELOPMENT FR

PARKS, OPEN SPACE, & GREENWAYS POS

MIXED-USE MU

PUBLIC / INSTITUTIONAL PI

Appropriate Uses:

- Office
- General retail commercial
- Food service
- Entertainment
- Automotive oriented uses
 - Gas stations
 - Auto repair
 - Drive-through facilities

Appropriate Uses:

- Office
- General retail commercial
- Food service
- Entertainment
- Automotive oriented uses
 - Gas stations
 - Auto repair
 - Drive-through facilities

Appropriate Uses:

- Residential and commercial uses of various densities, except for single family homes.
- Flexible technology and creative spaces

Appropriate Uses:

- Residential and commercial uses of various densities, except for single family homes.
- Flexible technology and creative spaces

Appropriate Uses:

- Detached single family residential units, two-family attached residential dwelling units, traditional mixed-use developments, primarily residential, small manufacturing businesses, schools, parks, and other compatible municipal and civic uses.

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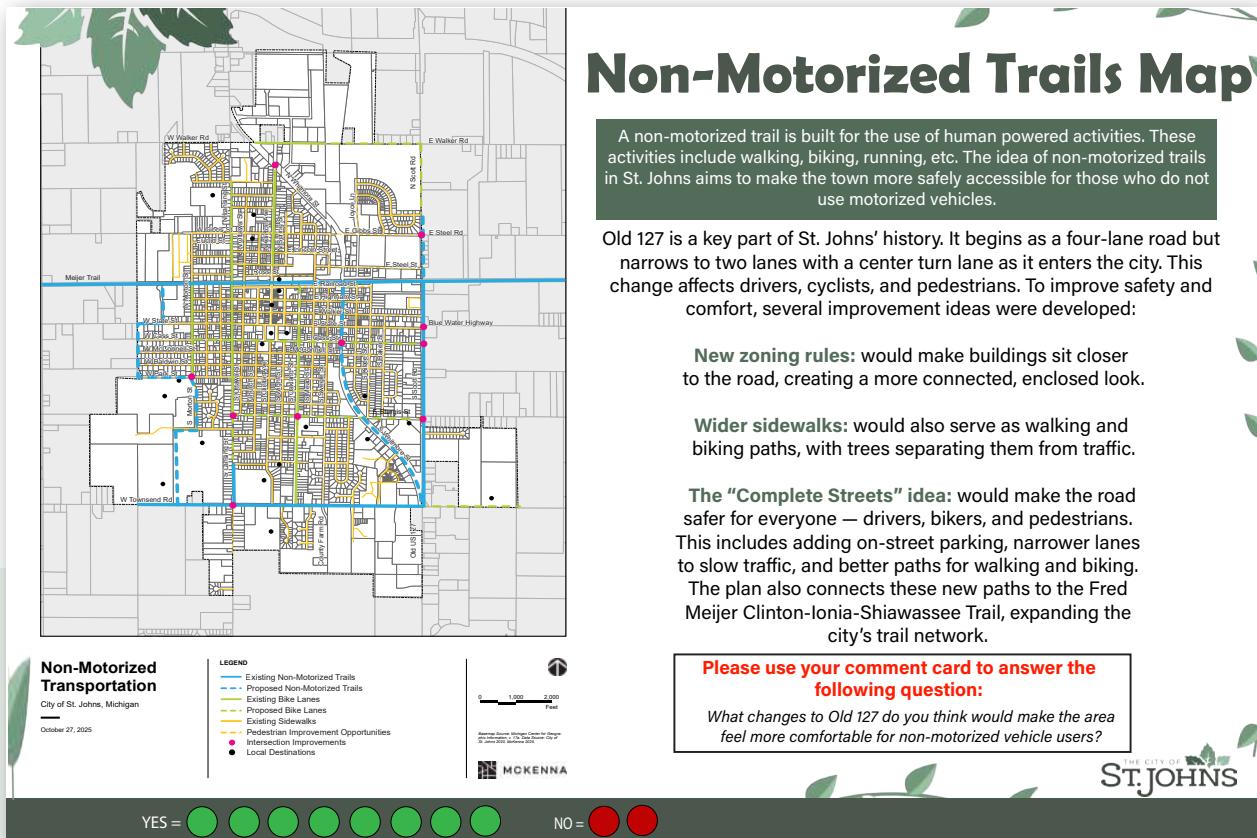
Recommended by Planning Commission - December 3, 2025

Non-Motorized Trails

Participants generally supported the proposed Non-Motorized Network Improvements, especially the planned path through the High School campus, the extension of the Scott Road path north to Searles Estates, and trail enhancements along Old US-127 in coordination with the corridor redevelopment. One resident expressed concern about the proposed east-west bike lanes on Sturgis and Cass Streets, citing heavy school-related traffic along those routes.

When asked to select specific proposed improvements, respondents responded most positively to general sidewalk connectivity improvements throughout the City (71.3%), as well as to non-motorized trail through the St. Johns Public Schools campus (43.57%). The proposed non-motorized trail on Old US-127 was selected by 44.44% of participants, while Bike lanes on Walker and Townsend Roads made up 28.7%. Less popular were the proposed bike lanes on Sturgis and Cass, both receiving less than 18%.

●	Sidewalk Additions and Improvements (yellow dashed lines throughout the City)	71.30%
●	Non-Motorized Trail through St. Johns Public Schools Campus (blue dashed line on west side of town)	45.37%
●	Non-Motorized Trail along Old US-127 (blue dashed line on east side of town)	44.44%
●	Bike Lanes near City boundaries on Walker and Townsend Roads (green dashed line)	28.70%
●	Bike Lane on Sturgis St. (green dashed line)	17.59%
●	Bike Lane on Cass St. (green dashed line)	9.26%



Non-Motorized Trails Map

A non-motorized trail is built for the use of human powered activities. These activities include walking, biking, running, etc. The idea of non-motorized trails in St. Johns aims to make the town more safely accessible for those who do not use motorized vehicles.

Old 127 is a key part of St. Johns' history. It begins as a four-lane road but narrows to two lanes with a center turn lane as it enters the city. This change affects drivers, cyclists, and pedestrians. To improve safety and comfort, several improvement ideas were developed:

New zoning rules: would make buildings sit closer to the road, creating a more connected, enclosed look.

Wider sidewalks: would also serve as walking and biking paths, with trees separating them from traffic.

The "Complete Streets" idea: would make the road safer for everyone — drivers, bikers, and pedestrians. This includes adding on-street parking, narrower lanes to slow traffic, and better paths for walking and biking. The plan also connects these new paths to the Fred Meijer Clinton-Ionia-Shiawassee Trail, expanding the city's trail network.

Please use your comment card to answer the following question:

What changes to Old 127 do you think would make the area feel more comfortable for non-motorized vehicle users?



2025 Parks Survey

Public input was the primary guide to developing the Parks and Recreation Plan. Several methods were used, including a community survey at the beginning of the process, a public posting of the plan for community review, and a community meeting near the end of plan development.

*Two community surveys were developed based on the previous recreation plan's questions and responses. Several recreation plans, including the State of Michigan and Clinton County, were reviewed for applicable questions to incorporate into the surveys. Special care was taken to process and incorporate any written feedback received during the last community survey. Developed online using Survey Monkey, the surveys were distributed using the City's website and social media presence, and sent to approximately 800 recipients in the City's email database. A press release was also sent out in a local newspaper giving residents options to take the surveys. Community members could take the surveys online or call the City Offices to have paper copies mailed. An effort was made to reach as many citizens as possible. A total of 283 people responded to the Park Facility survey, roughly half of them were from the city (159), representing approximately 2.1% of the population of the City of St. Johns. About 160 people responded to the Recreation survey, some of which may have overlapped with the Park Facility Survey. Survey responses are incorporated into the Action Program Rationale and a full copy of the survey and responses can be found in Appendix C: Parks and Recreation Survey Results.

The plan was posted for community review on September 23, 2025. Citizens could contribute feedback in several ways, including through an online comment form, email, and phone.

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12.

Redevelopment Ready Checklist

The Redevelopment Ready Communities (RRC) program, administered by the Michigan Economic Development Corporation (MEDC), supports communities in becoming more attractive for investment and redevelopment. Through a structured, best-practice framework, the program helps cities align their policies, plans, and processes with modern development standards. Certification signals to developers and businesses that a community has removed unnecessary barriers and is committed to efficient development processes.

The City of St. Johns achieved full RRC certification in April 2021, following a comprehensive evaluation of its development practices and a focused effort to align local policies with RRC standards. Since certification, the city has benefited from increased visibility to investors and a stronger foundation for planning and economic development.

As the city approaches the five-year mark since certification, it must complete a series of updates to maintain its status. RRC certification is not permanent, and requires continued alignment with best practices, annual progress reporting, and periodic policy review. The following checklist outlines the items the City of St. Johns has already completed as well as those it must revisit to ensure renewal of its RRC Certification.

KEY:	
Green	Complete
Orange	To Be Completed for Certification
Grey	Not Completed, Unnecessary for Certification

Best Practice 1.1: Master Plan

EXPECTATION	STATUS	NOTES
The master plan reflects the community's desired direction for the future.		The Introduction, Goals & Objectives (Chapter 3), and Community Character Plan (Chapter 4) collectively reflect a vision based on extensive analysis, public input, and collaboration with Bingham Township.
The master plan identifies strategies for priority redevelopment areas.		Chapter 2 (Action Plan) includes a Redevelopment Action Plan with specific sites (e.g., silos site, Meijer Trail, FC Mason) and actions such as developer recruitment and infrastructure investment. Chapter 4 covers the Greater Downtown Redevelopment Plan and other priority corridors.
The master plan addresses land use and infrastructure, including complete streets.		Chapters 4 (Redevelopment), 6 (Mobility), and 7 (Land Use) address infrastructure systems, walkability, and corridor redesign. Complete streets concepts are emphasized in mobility goals, with detailed plans for bike lanes, tree plantings, sidewalk connectivity, and traffic calming (e.g., Meijer Trail and Old 127 corridors).
The master plan includes a zoning plan.		The Zoning Plan (pages 13–16) outlines existing districts, their relationship to character areas, and specific zoning changes needed. It includes dimensional standards and recommendations for ordinance updates (e.g., to support Missing Middle Housing and Form-Based Code).
The master plan establishes goals, implementation actions, timelines and responsible parties.		The Action Plan (pages 8-12) provides a matrix with each project's: <ul style="list-style-type: none"> » Priority level (A, B, C), » Timeline (1 = 1 year, 2 = 1–3 years, etc.), » Responsible parties (City, County, DDA, Developers, etc.), » Funding source categories (City Operating, Grants, Private, TIF/ DDA).
The master plan is accessible online.		Master Plan is accessible via the City of St. Johns website.
Progress on master plan implementation is assessed annually.		No annual PC reports on city website for last several years.

Best Practice 1.2: Downtown Plan

EXPECTATION	STATUS	NOTES
The downtown or corridor plan identifies development area boundaries.		The Downtown Future Land Use map on page 6 of the 2020 Downtown Plan clearly shows the downtown area boundaries.
The downtown or corridor plan clearly identifies priority projects.		The Action Plan (Chapter 6) include numerous downtown-specific projects, with each assigned priority levels, timelines, responsible parties, and potential funding sources.
The downtown or corridor plan includes mixed-use and pedestrian-oriented development elements.		The Community Character Districts for Core Downtown and Mixed Use explicitly support mixed-use development, including commercial, housing, and civic functions; as well as pedestrian-oriented streetscapes, with guidance on sidewalks, storefronts, building placement, and amenities.
The plan is available online.		Master Plan is accessible via the City of St. Johns website.

	Complete
	To Be Completed for Certification
	Not Completed, Unnecessary for Certification

Best Practice 1.3: Capital Improvements Plan

EXPECTATION	STATUS	NOTES
The capital improvements plan details a minimum of six years (beginning with the current year) of public structures and improvements and is updated annually.		The plan spans FY24/25 through FY29/30 and includes a column labeled "After 6th Year", providing the minimum six-year window required.
The capital improvements plan coordinates projects to minimize construction costs.		
The capital improvements plan coordinates with adopted community plans and the budget.		CIP is updated annually to reflect goals stated in the Master Plan and other community needs.
The plan is available online.		Plan is accessible via the City of St. Johns website.

Best Practice 1.4: Public Participation Plan

EXPECTATION	STATUS	NOTES
The plan identifies key stakeholders, including those not normally at the visioning table.		The City's public participation plan isn't clearly outlined in the plan.
The plan describes public participation methods and the appropriate venue to use each method.		
The plan includes the use of both traditional and proactive engagement methods.		
The plan identifies how the community will report out results of engagement efforts.		
The community reviews and updates the plan on a regular basis.		
The community provides an update on engagement activity to the governing body at least annually.		

Best Practice 2.1: Zoning Alignment with Master Plan

EXPECTATION	STATUS	NOTES
The community has evaluated the master plan's recommendations to determine if changes to the zoning map or ordinance are needed.		A Zoning Action Plan is included in Chapter 2 which lists recommended changes to the Zoning Ordinance based on Master Plan goals and objectives.
The community has made updates to the zoning ordinance to align with the goals and zoning recommendations from the master plan.		

Best Practice 2.2: Zoning Accessibility and User-Friendliness

EXPECTATION	STATUS	NOTES
The ordinance and zoning map are accessible online.		Both are accessible via the City of St. Johns website.
The ordinance portrays clear definitions and requirements.		
The ordinance includes graphics, tables or charts.		

Complete
To Be Completed for Certification
Not Completed, Unnecessary for Certification

Best Practice 2.3: Zoning for Concentrated Development

EXPECTATION	STATUS	NOTES
The ordinance allows mixed-use buildings by-right in designated areas of concentrated development.		Mixed-use is allowed by-right within the Central Business District; residential units are permitted above ground-floor commercial.
RRC requires ONE or more of the following elements in areas of concentrated development for Essentials, and TWO for Certified.		
Build-to lines		Allowed in the Central Business District per § 155.170.
Open store fronts		
Outdoor dining		Allowed by default.
Minimum ground floor transparency		
Front-facing doorways		Required per § 155.196.B.
Parking located in the rear of the building		
Walk-up windows		
Public art program		
Temporary or permanent parklets		

Best Practice 2.4: Zoning for Housing Diversity

EXPECTATION	STATUS	NOTES
RRC requires TWO or more of the following elements for Essentials, and THREE for Certified.		
Accessory Dwelling Units		Allowed by default, depending on lot size.
Townhouses/Rowhouses		Permitted by right in the Mixed Uses and Planned Unit Development Districts.
Triplexes		Permitted by right in the R-2 Medium Density Residential and R-3 Medium Density Residential Districts based on lot size.
Quadplexes		Permitted by right in the R-2 Medium Density Residential and R-3 Medium Density Residential Districts based on lot size.
6-Plexes		Permitted by right in the R-3 Medium Density Residential Districts.
Commercial		Permitted by right in the MC Municipal Center, GC General Commercial, CBD Central Business District, and O Office District.
Stacked Flats		
First Floor Residential with Commercial		
Residential Above Commercial		Permitted in Mixed Use Buildings in the CBD Central Business District.
Micro Units		The City Commission may allow the construction of units that are smaller than the minimum by special use approval, per § 155.043.
Cottage Housing/Bungalow Courts		Allowed in PUDs.
Tiny Houses		

	Complete
	To Be Completed for Certification
	Not Completed, Unnecessary for Certification

Best Practice 2.5: Zoning for Parking Flexibility

EXPECTATION	STATUS	NOTES
RRC requires TWO or more of the following elements for Essentials, and THREE for Certified.		
Reduction or elimination of required parking when on-street or public parking is available		Parking exemption and parking reduction zones surrounding the city center are established in § 155.342(C).
Connections between parking lots		
Shared parking agreements		Allowed per § 155.340(E).
Parking Maximums		
Elimination of Parking Minimums		
Parking Waivers		Parking exemption and parking reduction zones surrounding the city center are established in § 155.342(C).
Electric Vehicle Charging Stations		Permitted per § 155.343(J).
Bicycle Parking		Providing Bicycle parking is encouraged by reducing car space requirements by 1 for every 5 bike spaces provided per § 155.342(D) (1)(c)1.
Payment in Lieu of Parking		§ 155.342(D)(1)(c)3.
Reduction of Required Parking for Complementary Mixed Uses		Allowed per § 155.340(E).
Banked/Deferred Parking		

Best Practice 2.6: Zoning for Green Infrastructure

EXPECTATION	STATUS	NOTES
These are only required for Certified (where at least THREE must be included).		
» Low impact development techniques (rain gardens, bioswales, etc.) » Rain water collection (blue roofs, cisterns, water harvesting, stormwater vaults, etc.) » Green roofs		
Permeable pavement		Permitted for use in parking areas per § 155.341(E).
Steep-slope Protections		
Street-Tree Planting Standards		Deciduous trees are required every 30 linear feet along public street frontage per § 155.299.
Tree Preservation or Replacement Standards		
Parking Lot Internal Landscaping Standards		Parking lots that exceeding 16 spaces shall be landscaped with one tree per eight spaces, and subject to additional requirements in § 155.298.
Open space preservation development (i.e., cluster housing)		Residential Cluster Housing Developments are permitted by special use permit in R-1, R-2, R-3 District per § 155.443.
Required Native or Low-Maintenance Plantings		
Renewable Energy		
Buffering standards around water bodies or other natural resources		
Off-site stormwater regulations allowing site developers to participate in district-scale stormwater management plans		

	Complete
	To Be Completed for Certification
	Not Completed, Unnecessary for Certification

Best Practice 3.1: Defined Processes

EXPECTATION	STATUS	NOTES
Processes for site plan review, special land use, rezoning, variances, and text amendments are clearly laid out in the zoning ordinance.		Descriptions of these processes can be found in the Site Plan Review Special Uses, ZBA, and Amendment Procedures chapters of the Zoning Ordinance.
Development review standards are clearly defined.		

Best Practice 3.2: Point of Contact

EXPECTATION	STATUS	NOTES
The community has an identified development review point of contact, which is clearly indicated on the website.		McKenna's contact info is clearly listed.

Best Practice 3.3: Conceptual Review

EXPECTATION	STATUS	NOTES
The community advertises online that conceptual site plan review meetings are available.		Conceptual Site Plan Review Meetings are advertised on the Community Development and Zoning page of the city website.
The community has clearly defined expectations posted online and a checklist to be reviewed at conceptual meetings.		Also found on the Community Development and Zoning page of the city website.

Best Practice 3.4: Internal Review Process

EXPECTATION	STATUS	NOTES
The internal review process addresses key steps of the application from submittal to permit, timelines, reviewers, and approval standards.		Internal Review processes are clearly outlined in the Special Use and Site Plan Review Chapters.
The community has established a joint review team.		Committee and Planning Commission currently review Site Plans, no joint review team.

Best Practice 3.5: Approval Process

EXPECTATION	STATUS	NOTES
Site plans for permitted uses are approved administratively or by the planning commission.		Depending on project size, site plans for permitted uses are approved administratively (small scale) by Committee (medium) or by Planning Commission (large).
Permitted uses do not require a formal public hearing (but allow for public comment and other engagement as deemed necessary).		

Best Practice 3.6: Fee Schedule

EXPECTATION	STATUS	NOTES
The fee schedule is available online in an easy-to-find location.		The Fee Schedule is easily accessible on the Fee and Rate Schedule page of the city website, although the link to the latest Fee Schedule has not been updated on the Community Development and Zoning page.
The fee schedule is reviewed annually and updated as needed.		

Complete
To Be Completed for Certification
Not Completed, Unnecessary for Certification

Best Practice 3.7: Payment Methods

EXPECTATION	STATUS	NOTES
The community clearly indicates on its website accepted method(s) of payment for development fees.		Accepted forms of payment are outlined in the Online Permit Application Guide PDF on the Community Development and Zoning page of the city website.
The community accepts credit card payment for development fees.		BS&A permitting software accepts credit card payments.

Best Practice 3.8: Access to Information

EXPECTATION	STATUS	NOTES
The Community has compiled a “Guide to Development” which includes the following:		
Relevant Contact Information		Contact information for Chris Khorey is found at the end of the Online Permit Application Step-by-Step Guide on the Community Development and Zoning page.
Relevant meeting schedules; flowcharts of development review processes		Development Review Flowchart link is broken.
Conceptual meeting procedures		Site Plan Pre-Application Checklist is available on the Community Development and Zoning page.
Applications for all major development review processes (at least site plans, special land-uses, variances, and rezoning)		Available through BS&A, linked on the Community Development and Zoning page.
Fee schedule		The Community Development and Zoning page links to the 2020-21 Fee Schedule and should be updated.
Special meeting procedures		-
Financial assistance tools		-
Design standards and other local guidelines		The Master Plan is easily accessible via the Community Development and Zoning page, but design standards can't be found in an independent document.
Information on building processes and contacts		Links and contact information for the Clinton County Building Department are provided.
The Guide to Development is Available Online		The above items are not contained in one comprehensive “Guide to Development” document, but are available on the Community Development and Zoning page.

Best Practice 3.9: Project Tracking

EXPECTATION	STATUS	NOTES
The community uses a tracking mechanism for projects during the development process, from application to permits.		The City uses BS&A permitting software.

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To Be Completed for Certification
Not Completed, Unnecessary for Certification

Best Practice 4.1: Board and Commission Recruitment Process

EXPECTATION	STATUS	NOTES
Board and commission applications are available online.		The Boards and Committees Application can be found on the Boards and Committees page of the city website.
The community has clearly documented the process for board and commission appointments online.		

Best Practice 4.2: Expectations and Interests

EXPECTATION	STATUS	NOTES
The community outlines expectations for board and commission positions.		Expectations are not clearly outlined.
The community identifies associated interests and background for board and commission positions.		Preferred backgrounds are not clearly defined.

Best Practice 4.3: Orientation

EXPECTATION	STATUS	NOTES
The orientation materials include all relevant planning, zoning and development information.		Orientation guidebooks containing the necessary information for the ZBA, Planning Commission and City Commission are available on the city website.

Best Practice 4.4: Bylaws

EXPECTATION	STATUS	NOTES
The community has adopted bylaws for appointed development-related boards and commissions.		Bylaws can be found in the City Ordinances, hosted online via American Legal Publishing eCode.
The bylaws are available online.		

Best Practice 4.5: Planning Commission Annual Report

EXPECTATION	STATUS	NOTES
The Planning Commission prepares an annual report for the governing body.		Annual reports are available on the Planning Commission page of the city website through 2020, but more recent reports are not available.

Best Practice 4.6: Training Plan

EXPECTATION	STATUS	NOTES
The Training Plan identifies training goals and expectations.		A Training Opportunities section is present on the Boards and Committees page of the city website, but only includes city manager contact information.
The Training Plan identifies funding sources.		
The Training Plan identifies how training participants share outcomes with other officials and staff.		
The Training Plan identifies how the community consistently encourages training.		
The Training Plan is updated annually.		

Best Practice 4.7: Joint Meetings

EXPECTATION	STATUS	NOTES
The community holds collaborative work sessions, meetings, trainings or other joint events at least annually.		Joint Special Meetings of the City Commission and Planning Commission are held several times a year.

Best Practice 5.1: Economic Development Strategy

EXPECTATION	STATUS	NOTES
The economic development strategy identifies the economic opportunities and challenges of the community.		Latest Economic Development Strategy available online is from January 2021.
The strategy addresses activities related to key economic development initiatives including business and talent attraction/retention, education and infrastructure.		
The economic development strategy defines specific goals, actions, timelines and responsible parties for implementation.		
The economic development strategy coordinates with a regional economic development strategy.		
The economic development strategy is accessible online.		
Progress on the economic development strategy is reported annually to the governing body.		

Best Practice 5.2: Incentive Tools

EXPECTATION	STATUS	NOTES
The community's identified local economic development tools are outlined online.		Links to Economic Development resources through LEAP are available on the Economic Development page of the city website.
The process for accessing the local economic development tools, and application materials (if applicable) are available online.		Also available through LEAP.

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13.

Appendix

Appendix A: Michigan State University Student Design Project



St. Johns Gateway Improvement Plan



**Michigan State University
Planning Practicum
Spring 2024**

**Thomas Boss, Sommer Nafal, Gaurav
Sagvekar, Tyler Schewe, Josh Shelton**

Acknowledgments

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Executive Summary

St. Johns is the largest city in Clinton County and serves as the county seat. It is known as the “Mint City” due to the local environmental conditions granting the ability to grow mint in abundance. The community has found identity in hard work and its roots in farming. This history of farming and mint export has left its mark on the town, including on the Gateway project site.

The Gateway is a site consisting of several parcels of land situated north of the downtown area. The site contains five grain silos, four historic train cars, and a railroad track which has been converted into a bike path that connects seven communities over 41.3 miles of trail. The goals of this project aim to introduce strategies focusing on land repurposing and economic development on the project site to improve the St. Johns community.

Demographics help provide basic, but much-needed information for a planner when assessing a community. St. Johns has kept a stable population from 2000 to 2020, fluctuating between 7,458 and 7,865 people living in the city. The city experienced a drop in educational attainment rate from 28.6% in 2010 to 19.8% in 2015, it has since climbed slightly, up to 23.7% in 2022. St. Johns income showed that they had a 9.3% rate of change from 2010 to 2022, starting at a median household income of \$57,905 in 2010 and increasing to \$63,313 in 2022.

Unemployment in St. Johns has had a significant bounce back from the 2008 depression, dropping from 10.37% in 2010 to 2.47% in 2022, producing an unemployment rate lower than both the state (4.65% in 2022) and the county (3.18% in 2022).

St. Johns is a housing market dominated by owner-occupied residences, with a rate of 71.3% from 2018 to 2022. This signifies that the community has quality homeowner stability, this indicates that St. Johns is more of a traditional housing market, as well as a need to diversify their housing options. St. Johns’ total crime index is at 79, which is two points behind the state average of 81.

A conducted a shift-share analysis that allows for an analysis of the change in employment compared to the national average. Clinton County has a net percent change in employment of 6.65% from 2018 to 2022, which is greater than the national growth rate of 6.07%. Clinton County achieved the spot of the third-highest employment growth in Michigan during this period as well.

There are quite a few challenges and threats facing this project, though none that are detrimental to the project site or to the economic wellness of the city. The first and foremost challenge is the grain silos taking up the west end of the project site. The silos take up thousands of square feet but are extremely costly to remove. Other challenges include a stormwater pipe running North-South through the middle of the project site, as well as an aging population in the city.

The recommendations of this report are reflected by four goals: enhancing the gateway, community involvement, encouraging patronage and tourism, and preserving history. First, the Practicum team created a survey for the residents of St. Johns. After collecting community input, recommendations were devised.

The first set of recommendations focuses on the grain silos, which have not been in use for several years. Ideas for short-term upkeep include cleaning and surface image changes, specifically painting the silos with colors or murals. While the long-term, higher-cost recommendations encourage demolishing the silos.

The train depot serves as a public-use venue. The survey results indicated that 72% of residents want the train depot to remain as it is. Therefore, the Practicum team recommends it to remain for public use. However, if St. Johns would like to repurpose it into a private use, case studies are provided as examples. Regarding the train cars, St. Johns should remove all but one. If the train depot is repurposed, the train car may serve as an attachment to it.

Strengthened connectivity and wayfinding are strongly suggested for St. Johns. The survey has 63 responses for those wanting more parking in Downtown St. Johns. However, this seeming lack of parking may be a lack of knowledge of available public parking. Increased signage can provide better promotion of parking near the Gateway site.

Mixed-use development should account for a great portion of new development on the Gateway site. Mixed-use structures will provide higher-density housing and more units for restaurants and local businesses.

The Practicum team recommends four social events and activities to increase patronage and community gathering in the downtown area. The first is an elevated farmers market. St. Johns can improve its farmers market by moving

its location to the Gateway site, increasing its marketing, and changing its date to not conflict with competing farmers markets. The second recommendation is to host food truck events in the summer months. Next, St. Johns can implement live music events in the outdoor areas or inside restaurants in the downtown area. Lastly, a social district, which is a designated, outdoor alcoholic drinking area, will provide entertainment and a lively environment.

1. Introduction

Planning Practicum is the capstone course for Urban and Regional Planning students at Michigan State University's (MSU) School of Planning, Design, and Construction. It is a summation of our academic journey and a production of the planning skills we have acquired.

Michigan State University's Planning Practicum Team has partnered with the City of St. Johns, Michigan, to comprehensively analyze the St. Johns Gateway and provide a site improvement plan.

The St. Johns Gateway consists of several parcels that contain five retired grain silos, retired railcars, and a train depot that is no longer in operation. A small pavilion, a venue for events in the area, is also present. The majority of the site is grassland and a gravel parking lot.

The goal of this report is to introduce ideas focusing on redevelopment options for this site that can positively impact the St. Johns community. The key focus areas will be the grain silos, train depots, train cars, and wayfinding and placemaking.

1.1 City Location

The City of St. Johns is in Clinton County, Michigan. It is the largest city in the county and serves as the county seat. The city has a total area of 3.87 square miles. St. Johns is located 18 miles north of the state capital in the Lansing-East Lansing Metropolitan Statistical Area (MSA). The Lansing-East Lansing MSA is the third most populous in the state, following the Detroit MSA and Grand Rapids MSA.

The project area, referred to as The Gateway, is located at $43^{\circ} 00' 20''$ N, $84^{\circ} 33' 20''$ W and sits north of East Railroad Street, between North Clinton Avenue and North Mead Street. The project area currently features five large grain silos, the train depot, several railcars, a pavilion, a gazebo, several picnic tables, and a bathroom. Figure 2 shows the site outlined in red.

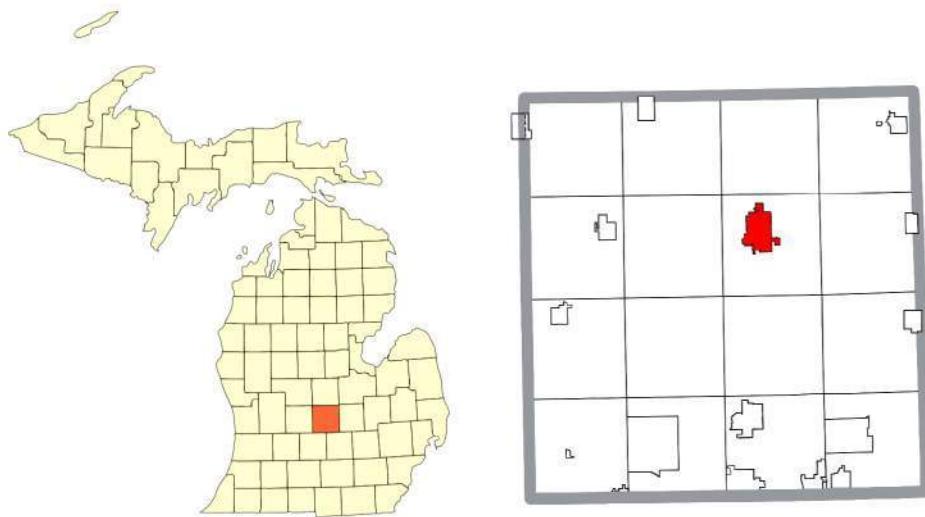


Figure 1: Map Indicating St. Johns and Clinton County, Wikipedia



Figure 2: Map Indicating the St. Johns Gateway Location, Nearmap

1.2 City Background and History

St. Johns's first settlement dates to the mid-19th century when the village was founded in 1853. It was not until the addition of a railroad and train depot that the community began to grow. St. Johns became a city in 1904.

St. Johns, also called the "Mint City," prides itself on being the "Mint Capital of the World." What contributed the most to the success and character of St. Johns are the environmental conditions granting the ability to grow mint in abundance. Following the end of the Civil War, many people began to migrate to the Midwest from New York, the spearmint plant's leading producer. During this time, the St. Johns community recognized the muck ground as perfect for mint cultivation and began to boom. At the beginning of the 20th century, wholesale buyers settled in St. Johns. The production of mint flourished throughout the decades, allowing the area to be the largest native spearmint plant grower in the world. Today, St. Johns's mint production has declined, but is still a prominent industry. One of the first mint farmers in the St. Johns area, the Livingston Family, has had their mint farm passed down through generations. While they once farmed three hundred acres of mint, they now farm just thirty (The Nordic Pineapple).

This success has allowed St. Johns to assume the identity of the Mint City. To celebrate pride and honor the hardworking farming community and their contribution to the upbringing of St. Johns, the city holds the Mint Festival every year.



Figure 3: Image of Train and Depot in St. Johns, Michigan Railroads



Figure 4: Image of Old St. Johns Railroad, Michigan Railroads



Figure 5: Farmers Harvesting Mint in St. Johns, Mint

2. Community Profile

2.1 Demographics

Demographic data provides a basis for planners to understand the needs of their communities. This data can range from basic features such as age and gender to social features such as educational attainment or economic factors such as income and employment. In addition to current conditions, demographic data also allows planners to track changes over time and prepare for changes that are likely to occur in the future.

2.2 Population

According to the US Census Bureau, St. Johns has maintained a stable population for the past decades, with the most recent census result showing 7,698 people living in the city of St. Johns, a slight decline in population from its population of 7,865 in 2010, as seen in Figure 6. This contrasts with the state of Michigan, which experienced net population growth in the same period. ESRI predicts population stagnation for St. Johns in their 2028 forecast.

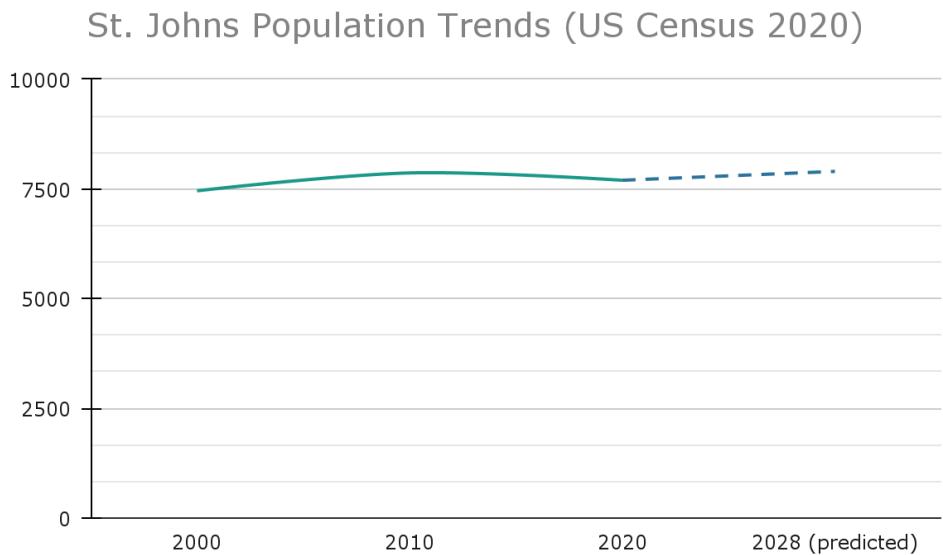


Figure 6: Total Population in St. Johns 2000-2028

The estimated population breakdown of St. Johns is 47.3% male and 52.7% female, with a median age of 41.3, like the rest of the state of Michigan. Most of the population (90.8%) identifies as white, more than the state of Michigan (78.8%).

Median Age Trends (US Census 2022)

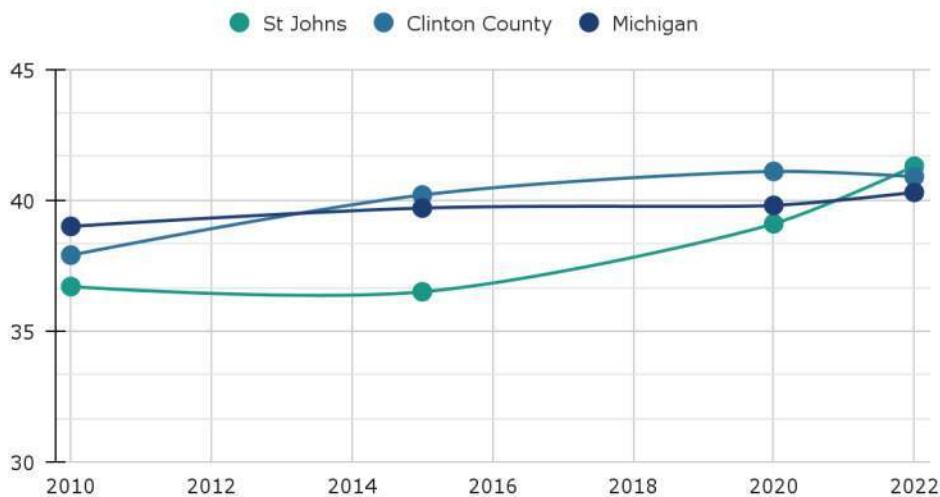


Figure 7: Median Age Trends

A population pyramid can be found in Figure 8, which shows that about a quarter of the population (24.6%) is between the ages of 25 and 44. There are also substantial numbers of people within the 55-64 and 5-14 age ranges; however, there is a notable drop in population for the 20-24 age range. This shows that the population is evenly distributed across age ranges but residents tend to move away from St. Johns in young adulthood.

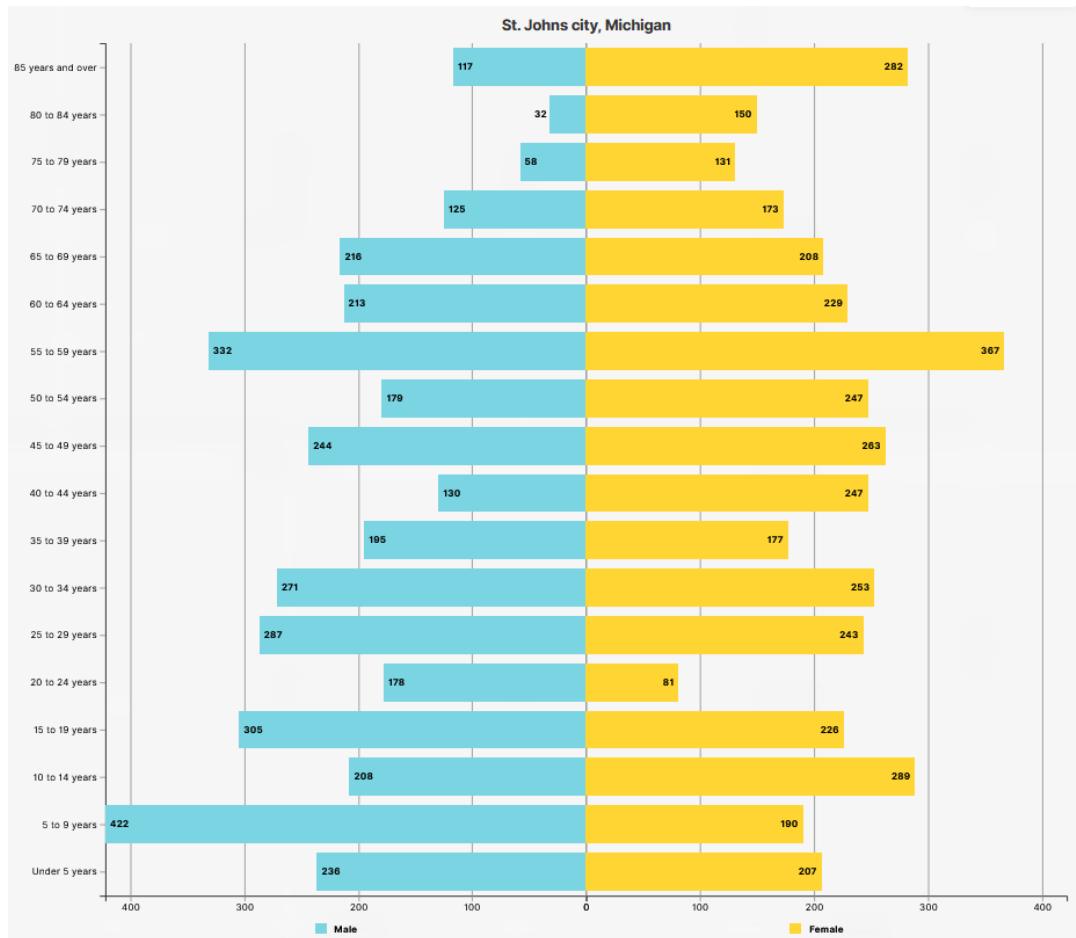


Figure 8: Population Pyramid for St. Johns, Michigan, US Census Bureau 2022

2.3 Education

The US Census tracks the educational attainment rate of American communities. The educational attainment rate refers to residents over the age of 25 who have graduated with a bachelor's degree or higher and can be an important indicator of the economic health of a community, especially when compared to the state.

As seen in Figure 9, St. Johns entered 2010 with a slightly higher educational attainment rate than the State of Michigan, with 28.6% of St. Johns having at least a bachelor's degree versus 25.7% in Michigan. By 2015, St. Johns's educational attainment rate had fallen to 19.8% compared to Michigan's 26.9%. Although the educational attainment of St. Johns has steadily increased since 2015, to 23.7% in 2022, it has not yet reached the same levels as in 2010.

Comparative Educational Attainment (US Census 2022)

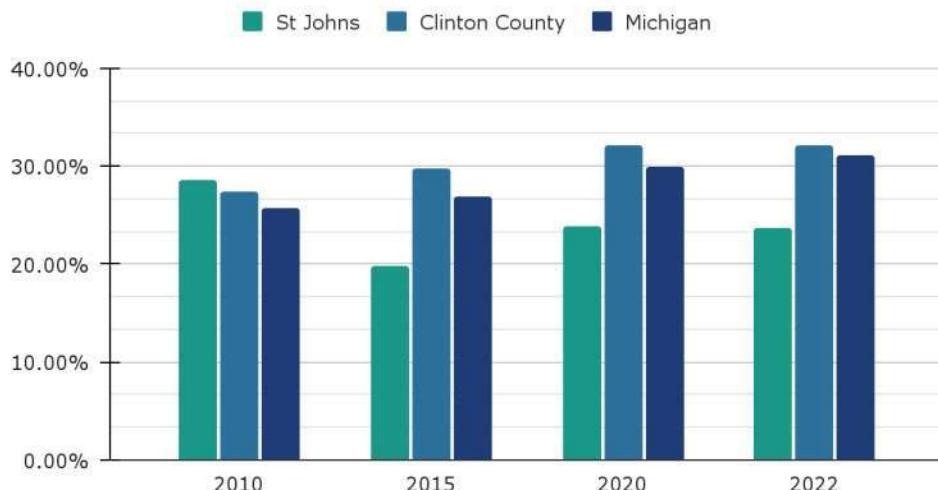


Figure 9: Educational Attainment Rate across St. Johns, Clinton County, and Michigan State

Declining educational attainment rates may suggest that the town of St. Johns has become less attractive to college graduates, despite the relative proximity of major academic institutions, compared to the state of Michigan or Clinton County. Since St. Johns has experienced population decline in recent years, most pronounced among the 20-24 age range, that suggests that the decline

has been concentrated among the college-age population in St. Johns. Students leaving St. Johns to pursue higher education may or may return. Attracting more recent college graduates to balance the state average and fill the gap in demand would be beneficial.

2.4 Income

Income statistics provide a snapshot of how healthy a city's economy is. This data is a significant factor in the quality of life of a city. Income can alter the amount a citizen will spend on goods, entertainment, education, and medical needs. By comparing St. John's income data to the rest of the county and state of Michigan, solutions can be identified from communities with access to similar levels of financial resources.

According to 2020 US Census data displayed in Figure 10, St. Johns has seen slower growth than Clinton County and the state of Michigan's rapid growth. In 2010, St. Johns had a median household income of \$57,905 2022, it was \$63,313, a 9.3% rate of change. In Clinton County, the median household income in 2010 was \$58,288; in 2022, it increased to \$78,702; a 35% rate of change. For the state of Michigan in 2010, household income was \$45,413 and increased to \$66,986 in 2022; a 47.5% increase.

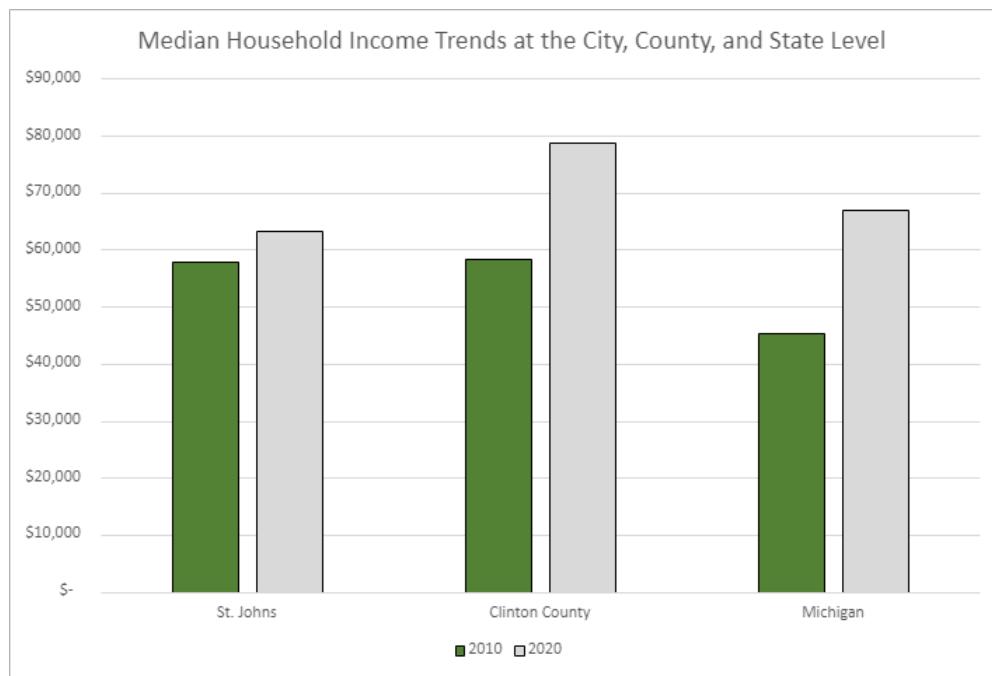


Figure 10: Median Household Income Trends

2.5 Unemployment

Unemployment Rate is another key indicator for the economic health of a community. A high unemployment rate suggests that economic challenges exist. Meanwhile, a low unemployment rate may indicate strong economic prospects.

St. Johns has rebounded from the 2008 depression more successfully than Clinton County and the state of Michigan. St Johns's unemployment rate dropped from 10.37% in 2010 to 2.47% in 2022. Clinton County saw a drop from 9.75% in 2010 to 3.18% in 2022. The state of Michigan dropped from 15.04% in 2010 to 4.65% in 2022.

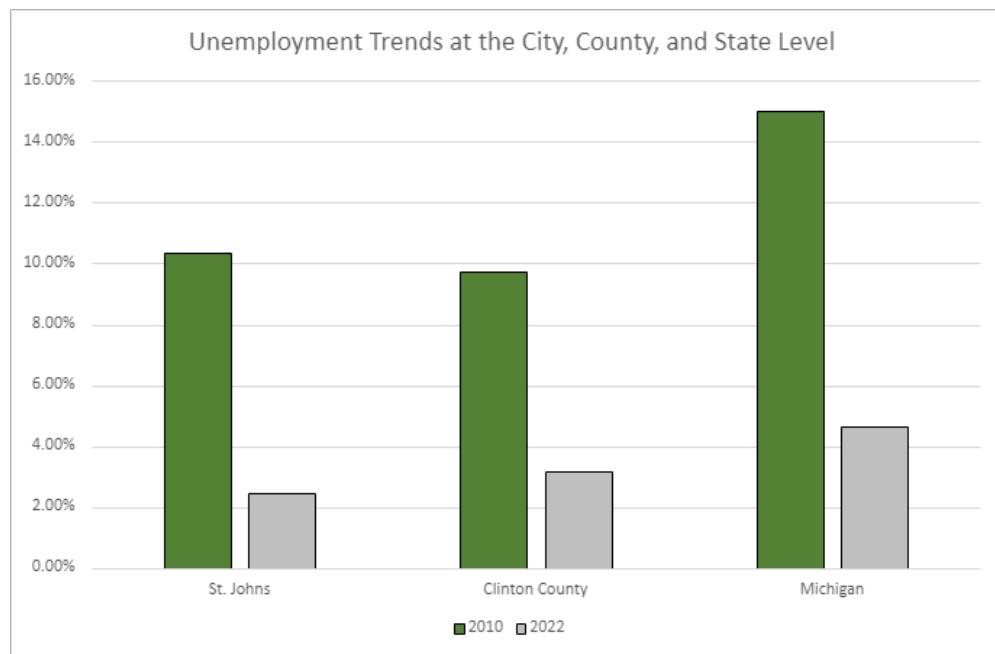


Figure 11: Unemployment Trends

2.6 Housing Profile

The housing market in St. Johns has 3,089 housing units most of which are predominantly composed of owner-occupied residences, with an owner-occupancy rate of 71% signifying a community with substantial homeowner stability. The median value of these homes is an affordable \$159,700. However, homeowners with mortgages bear a median monthly cost of \$1,236, notably higher than the \$630 for those without mortgages, underscoring the financial impact of mortgage payments. The 29% renters base of the city faces a median gross rent of \$877 (based on US Census five-year estimates)

Type of Housing Unit	Percentage of Housing Units
1, detached	70%
1, attached	4%
2	2%
3 or 4	5%
5 to 9	6%
10 to 19	4%
20 to 49	4%
50 or more	3%
Mobile home	4%

Figure 12: Housing Type as compared to total housing units

The predominance of single-family detached and attached homes (74% of housing units) suggests that the city has a traditional suburban residential pattern focusing on individual homeownership. Meanwhile, 26% of the city's housing units are all forms of denser options combined. To accommodate housing dwellers from various economic backgrounds the city needs to diversify its housing type to provide affordable and comparatively modern accommodation options for different family sizes and income levels, such as townhouses, multi-family condominiums, and denser housing forms.

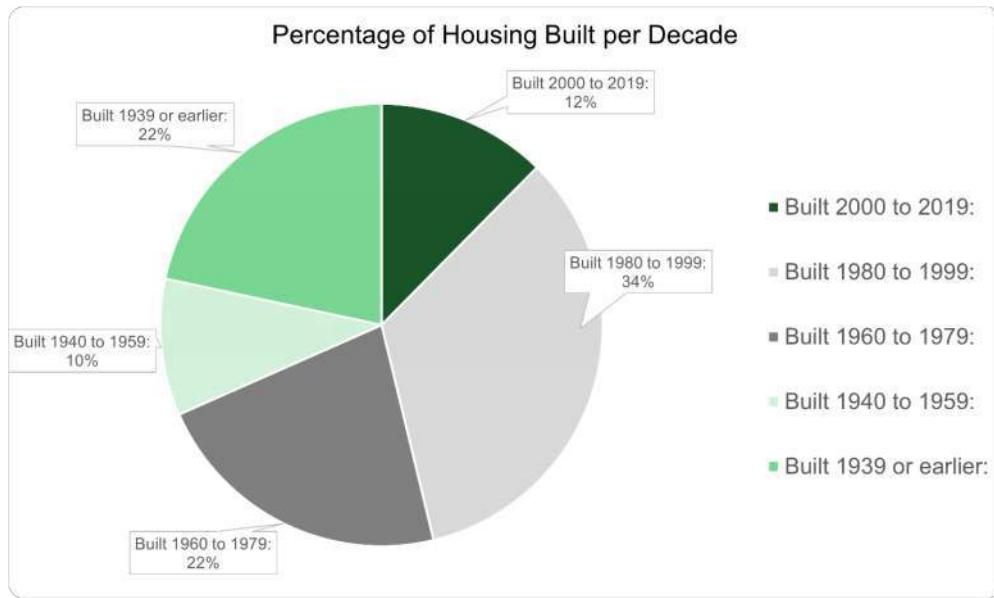


Figure 13: St. Johns Housing Stock by Decade of Construction

The age of the housing stock also indicates that 34% of the homes were built between 1980 and 1999. Only a small portion of the homes (12%) were built from 2000 to 2019, suggesting a construction slowdown. This reduction in new housing development is likely attributable to the impact of the Great Recession. A recent market study by “Moody on the Market” shows Michigan building new homes at the sixth slowest rate among US states. This is further tied to the state’s struggling economy pressurized by rising real estate values and rents, which strain budgets for both homebuyers and renters, further intensified by the COVID-19 pandemic effects. It is also affected by post-recession recovery challenges and recent inflation.

Figure 14 illustrates the housing cost burden is significant across all income levels, particularly for renter-occupied housing units. This suggests a gap in affordable rental options available in the city, as those with lower incomes, nearly 90% of renters, are spending more than 30% of their income on housing. The data further reveals that many renters earning less than \$20,000 to \$49,999 annually are cost-burdened, indicating a need for more attainable rental housing.

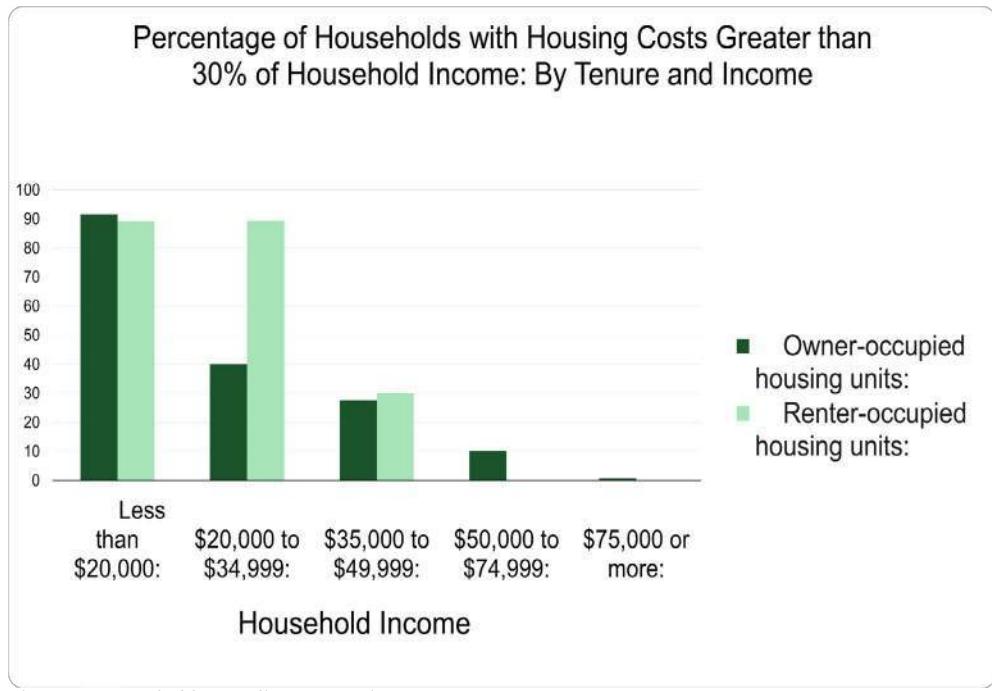


Figure 14: Households Spending on Housing Costs

Householders aged 25 to 34 are most affected by housing costs, with around 25% spending 30% or more of their income on housing. This may reflect the challenges young adults face early in their careers and potentially earning less. The data also shows that seniors (65 years and over) are significantly burdened by housing costs, likely due to fixed retirement incomes.

According to St. Johns 2020 master plan “St. Johns must address the need for higher density options, missing middle and single-family residential. Providing an adequate housing stock allows for a robust workforce and thriving local economy” (St. Johns, 2021). Given the age of the housing stock and the high-cost burden households across all age groups, St. Johns will likely need to focus on affordable housing solutions, particularly rental options for low-income residents, older adults, and young adults starting their careers. According to the 2020 Master Plan the City plans to develop new subdivisions that offer a variety of housing options alongside open spaces, including sidewalks and trails for connectivity for the growing workforce.

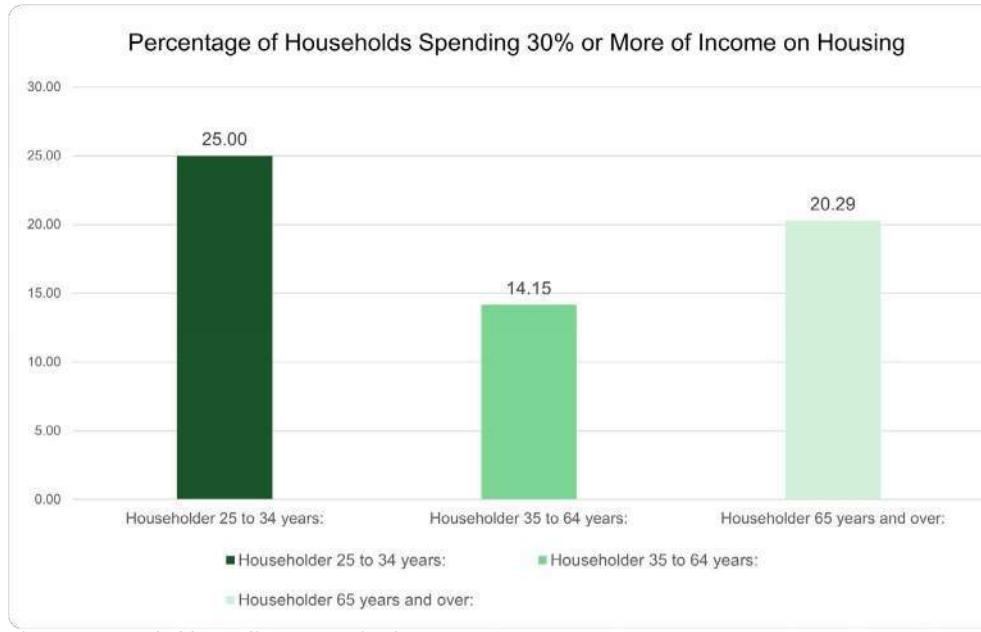


Figure 15: Household Spending on Housing by Age

The Tri-County Regional Planning Commission's Housing Drives is a housing assessment of urban, rural, and suburban communities throughout the Clinton, Eaton, and Ingham counties. The report identifies different housing requirements of current and future Greater Lansing citizens and studies what the region can do to address those challenges and opportunities, to create affordable and attainable housing options for the residents. It collaborates with various stakeholders to assess regional housing needs and develop strategies for safe, healthy, affordable, accessible, and attainable housing for everyone.

According to the Housing Drives data summary book for St. Johns, the city added 160 households during the past decade. Assuming the current growth rate continues, St. Johns is projected to need 135 housing units over the next five years, primarily at price points attainable for moderate-income households. Currently, the city has one percent of the region's affordable housing supply, indicating a need for more options to balance the market.

2.7 Crime

Crime rates offer an important insight into the community when it comes to businesses and residents looking to move into an area. High crime in an area may turn away potential development as well as create tension and insecurity among customers and staff, overall impacting performance.

The Crime Index indicates the relative risk of a crime occurring and is measured against the overall risk at a national level. Values above 100 indicate above-average risk, and values below 100 indicate below-average risk.

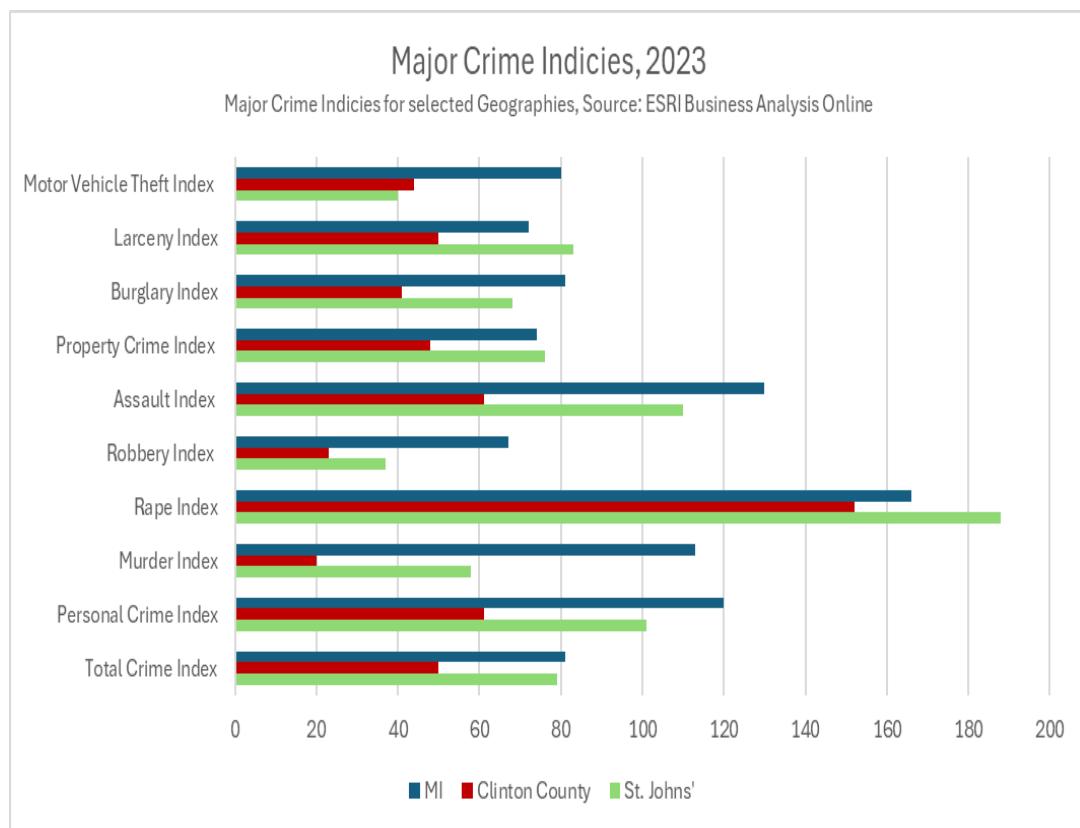


Figure 16: Major Crime Indices, ESRI

The city of St. Johns has a crime rate similar to Michigan as a whole, with the total crime index being 2 points lower than the state average. The city does have a higher crime index than the county. There are areas of concern such as

the assault index being 110 though still lower than the state average. The rape index of 188 is higher than the state average of 166 and higher than the national average of 100. Personal crime is just above the national average at 101 as well. St. Johns is below the national average on most crime indices and similar to the state average in most crimes. Overall St. Johns is considered a safe place to live and own a business, with the total crime index below the national average by 21 points.

2.8 Location Quotient

Location quotient indicates a city's economic sector compared to the rest of the United States. It shows how key sectors in a city and if the city has a diverse economy or one dominated by one industry.

Location quotient values will be over one if they have a higher percentage of an industry than the entire country. Values will be under one if they have a lower percentage of an industry than the rest of the country. St. Johns' industries with a location quotient (LQ) greater than one are natural resources and mining, construction, and goods production. Key sectors with less than one LQ value are information, education and health services, and professional and business services.

Industry	Location Quotient
1011 Natural resources and mining	3.94
1012 Construction	2.37
101 Goods-producing	1.88
1027 Other services	1.63
1021 Trade, transportation, and utilities	1.4
1013 Manufacturing	1.36
10 Total, all industries	1.02
1029 Unclassified	0.99
1026 Leisure and hospitality	0.88
102 Service-providing	0.82
1023 Financial activities	0.8
1025 Education and health services	0.64
1024 Professional and business services	0.55
1022 Information	0.14

Figure 17: Location Quotient for Clinton County, US BLS 2022

2.9 Shift-Share Analysis

Shift-share analysis is an economic tool used to understand employment in a certain region. It calculates the employment growth and the competitiveness of different industries in a region compared to the national economy (REAP). Shift-share allows us to better analyze the local economy trends and changes to make informed decisions (Ziuznys, 2021).

To conduct the shift-share analysis, we used the Michigan Regional Economic Analysis Project for Clinton County for a five-year period between 2018 and 2022. For these five years, Clinton County has seen a net percent change in employment of 6.65%. As shown in Figure 18, Clinton County was one of 10 counties and seventh overall in Michigan to surpass the national average for employment growth over these five years. Figure 19 shows that employment in the county has increased from 27,921 to 29,778, with a net gain of 1,857 jobs. The employment growth index, shown in figure 20, is at 100% and is the same as the United States in 2018

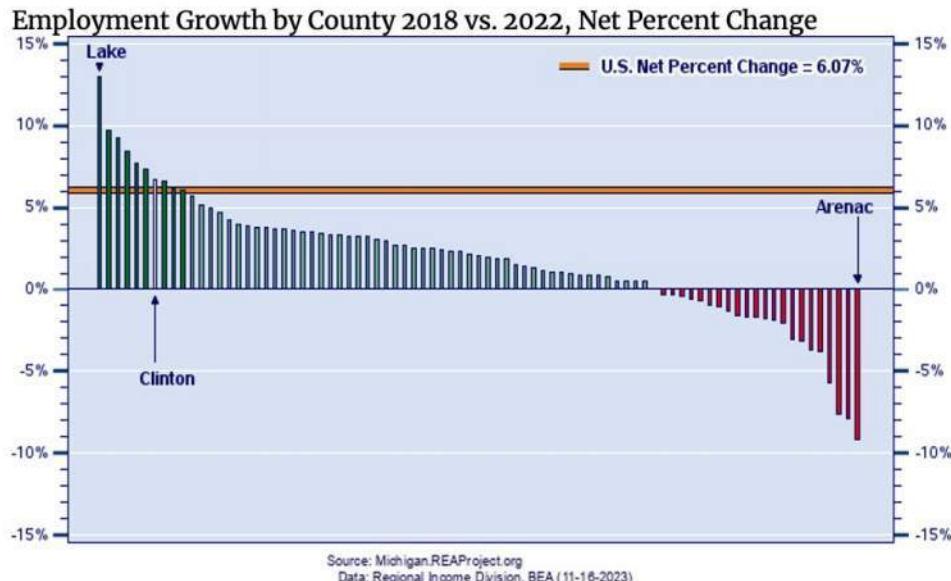


Figure 18: Employment Growth 2018 vs. 2022, MI REAP

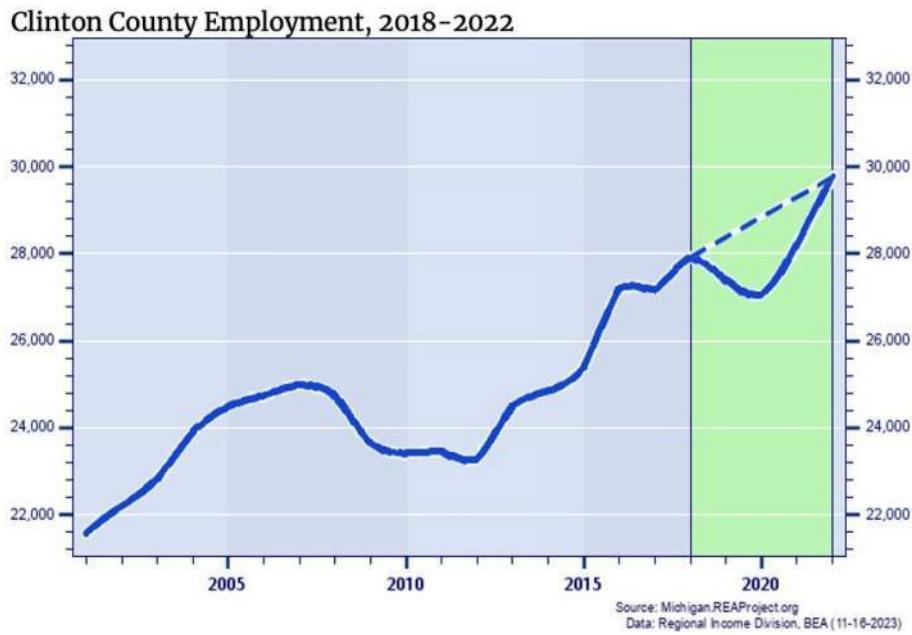


Figure 19: Clinton County Employment, MI REAP



Figure 20: Employment Growth Index, MI REAP

Figure 21 depicts the actual growth with a solid blue line. The actual growth is a sum of three calculations:

- the National Growth component (6.07%) depicted by the green line;
- the Industry Mix component (0.01%) shown by the orange dashed line; and
- the Regional Shift component (0.57%) portrayed by the red dashed line.

A Graphical Summary of Shift-Share Analysis Results Clinton County Employment Change Over 2018–2022

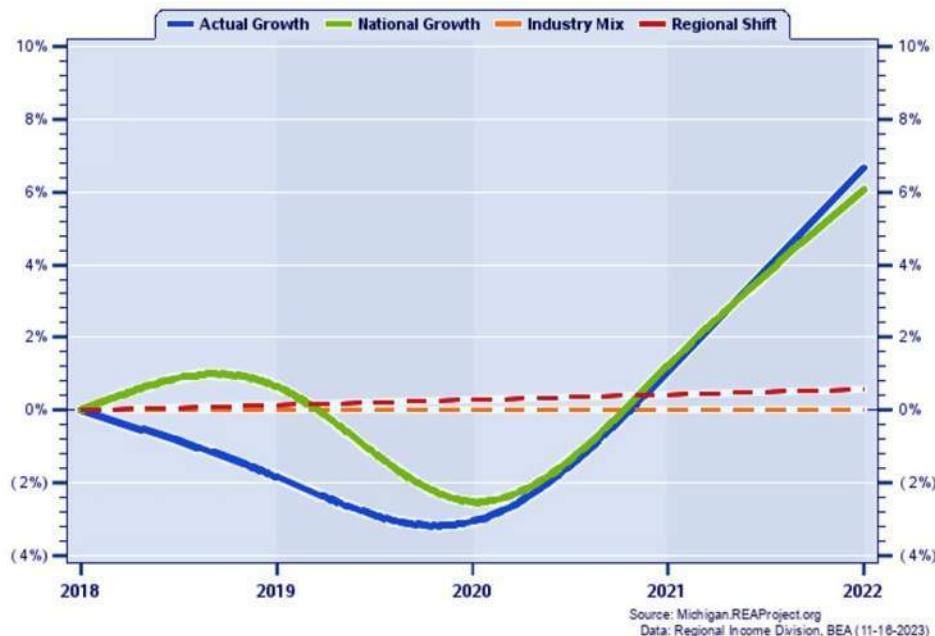


Figure 21: Shift-Share Analysis of Clinton County 2018–2022, MI REAP

There was a drop in employment with the lowest point in 2020, likely due to the COVID-19 global pandemic. This pandemic greatly affected employment across the United States in 2020 and the years following. Clinton County has seen much growth in these five years. However, in order to determine the economic conditions of the industries in the years leading up to the pandemic, an analysis over 10 years was also conducted. Figure 22 features a shift-share analysis of Clinton County from 2012–2022. It appears actual growth has been steadily increasing over the years at a rate higher than the national growth.

Clinton County has excelled in employment in recent years, placing third for the highest employment growth in Michigan's 83 counties.

A Graphical Summary of Shift-Share Analysis Results Clinton County Employment Change Over 2012-2022

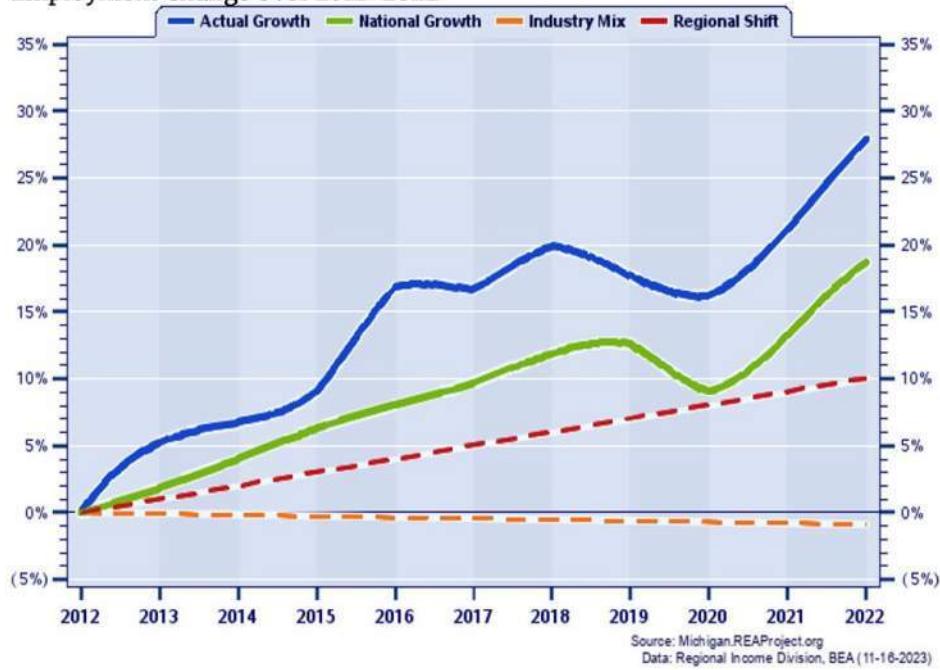


Figure 22: Shift-Share Analysis Clinton County 2012-2022, MI REAP

3. Site Analysis

3.1 Site Conditions



Figure 23: Counter-Clockwise from top left:
Parcel 1 – Grain Silos; Parcel 2 – Train Depot; Parcel 3 – Bathrooms; Parcel 4 – Vacant Lot in Downtown Edge;
Parcel 5 – Fred Meijer Trail; Parcel 6 – Vacant Lot in Creative Reuse District

The gateway project site is a collection of five parcels between N Clinton Ave bordering the west and N Mead St bordering the east. In Figure 23, the six parcels are labeled by notable features and colored by what designated district they are located in. Four of the parcels are owned by the City of St. Johns; these parcels are labeled above as 'Grain Silos,' 'Train Depot,' 'Bathrooms,' and the vacant lot on the south side. The Northeast vacant lot and the Fred Meijer Trail are both currently owned by the Michigan Department of Transportation (MDOT). These parcels total just above eight acres of land.

Varying structures and amenities currently occupy the site. Located in the Northwest parcel, there are five vacant grain silos of varying sizes. The Southwest parcel holds a historic train station as well as a large gazebo; both structures serve as community/event space. The southern middle parcel, labeled above as bathrooms, holds a small public bathroom. The project site also has four historic train cars adjacent to the train depot. Lastly, the site also is host to the Fred Meijer Clinton-Ionia-Shiawassee Trail, a bike trail that spans over 41 miles and connects eight communities.



Figure 24: Aerial View of St. Johns downtown with project site outlined in red

Figure 24 shows an aerial view of the project site's proximity to downtown St. Johns. Aside from parts of the site being in the downtown district, the site is close to the downtown core. The main connection to the site is a crosswalk along N Clinton Ave, crossing E Railroad St; the crosswalk is along the main downtown corridor and has a stop sign. There are six crosswalks entering the project site from the south, one from the east, and one from the west. This makes for good, safe access to the project site, particularly from the downtown area to the south.



Figure 25: Project area with stormwater sewers outlined in yellow.

Figure 25 highlights potential hindrances to development in the project area. The site has two obstacles spanning the length of the site, both north-south and east-west. The Fred Meijer Clinton-Ionia-Shiawassee Trail poses both opportunities and challenges, as it will provide a flow of people through the site along the trail but will also have to be developed around. The second obstacle is the municipal storm sewers that run north-south through the project site; with these sewers come easements that must be built around in the event of development.

3.2 Land Use

The 2020 Master Plan adopted by St. Johns in 2020 was developed by McKenna. McKenna is a firm specializing in community development and planning services. They offer a comprehensive approach to urban planning, including master planning, economic development, transportation, neighborhood planning, and more. McKenna has played a pivotal role in the development of the 2020 Master Plan for St. Johns, offering a blend of innovation and community-focused planning and laid the groundwork for sustainable growth and the preservation of St. Johns' unique character, ensuring that future developments harmonize with the existing urban landscape.

The 2020 Master Plan for St. Johns has laid out a strategy for updating the city's core infrastructure and provides actions and tools needed to implement the Plan's vision such as redevelopment, beautification, mobility, marketing and zoning. The Master Plan also proposes a future land use map for St. Johns Downtown District, as shown in Figure 26, the map features distinct zones with various land uses present and proposed. This plan emphasizes aligning new developments with the current urban landscape, utilities, and buildings. Moreover, the future downtown land use plan within the 2020 Master Plan by McKenna outlines a vision for multiple districts within the city, each with its own character and developmental guidelines to foster connectivity and maintain the city's urban fabric.

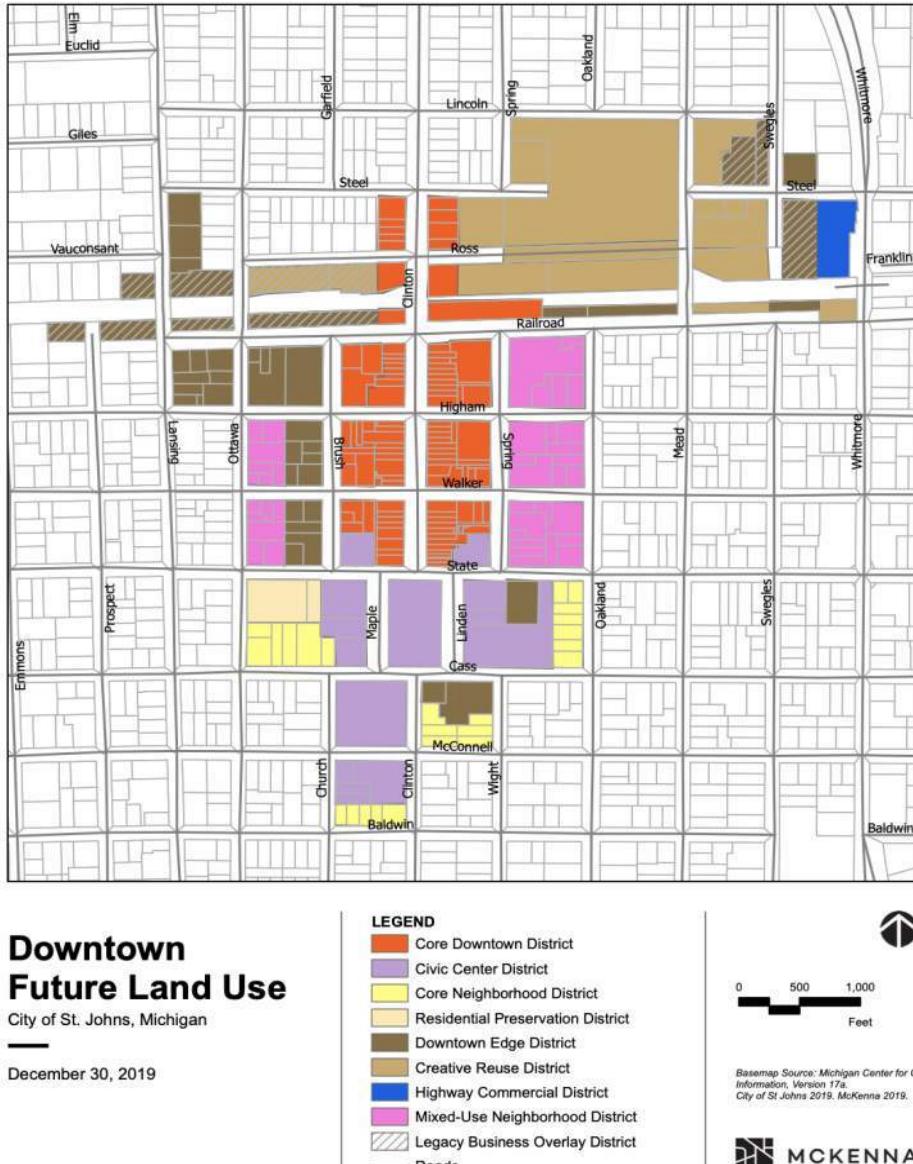


Figure 26: Future Land Use Plan for Downtown St. Johns, St. Johns Master Plan

3.3 Zoning

The site had six different parcels and had assigned uses like - Municipal Center (MC), Mixed Use (MU), I1 & I2 Industrial (High performance & Liberal Performance. However, the Future land use adopted in 2020 rezoned the site to Core Downtown, Downtown Edge District, and Creative Reuse. The rezoning aligns with the adopted master plan mixed-use developments, incentivizes residential and commercial growth in designated areas, and implements design standards to preserve community character and history.

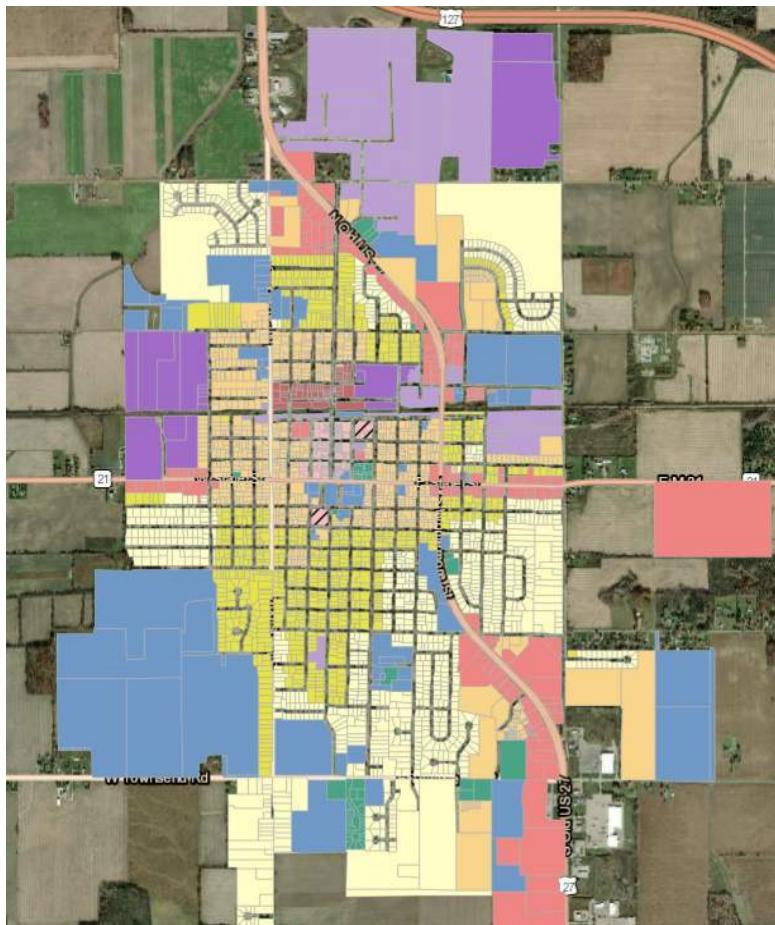


Figure 27: City of St. Johns citywide zoning map



Figure 28: City of St. Johns Zoning Map - closeup of downtown area.

3.4 Downtown Description

These area descriptions are based on the Master Plan adopted by the city in 2020 along with the Downtown Development Authority / Principal Shopping District board's intent to continue the planning process with a specific, detailed, and action-oriented Downtown Plan. Further providing recommendations and guidelines on the look and feel of streets, how buildings should look and function, how uses relate to each other, and the overall intensity of development within a specific area.

During a site visit to St. Johns, the practicum team observed the streetscape improvements and some areas' current state align well with the Master Plan. Moreover, in the downtown area, ongoing beautification and development efforts resonate with the Master Plan's recommendations.

Downtown Area Description

The Downtown Core (DC) of St. Johns is characterized as a vibrant, mixed-use hub that underlines the importance of pedestrian-friendly spaces and local retail and commerce availability. The downtown currently differs from other commercial areas due to its core center location within the municipality. The downtown boundaries are defined by one block on each side of N Clinton Ave and host cafes, bars, restaurants, municipal buildings, and a few retail stores. The city intends to cultivate a downtown experience where street-level retail is not only the mainstay but also provides a sense of place through engaging and interactive walkways. Moreover, it is complemented by residential living spaces and various services, creating a dynamic and engaging urban environment.

The following form elements are proposed in the 2020 master plan:

- Buildings closely attached, creating a continuous streetscape.
- Buildings must have a minimum of two floors with ground-level retail spaces, while residential and office use are allocated to higher levels.
- Narrow side yard gaps, maximizing the development footprint while maintaining a uniform cityscape.
- Varied storefront designs that prioritize ground-level retail activity, contributing to a lively street presence and interaction.

Downtown Edge & Transitional Neighborhood Core Area Description

The Downtown Edge (DE) and Transitional Neighborhood Core (TNC) area in St. Johns is designed as a multipurpose zone that bridges the expanding downtown with the tranquility of surrounding residential neighborhoods. It

serves as a node of activity with a mix of retail and residential units and missing middle/multi-family housing, contributing to the area's liveliness and providing essential services within a walkable distance.

The DE & TNC area typically includes:

- A mix of attached buildings to facilitate interaction among various uses.
- Single-family conversion to Business and Multi-Family.
- Encourage horizontal Mixed Use with different uses in existing buildings.
- Variation in front setbacks to create an engaging and less uniform streetscape that caters to different types of buildings and uses.
- Small and flexible side setbacks to maintain the area's compact nature while allowing for a mix of uses.

The Creative Reuse and Mixed-Use Neighborhood Districts in St. Johns are designed to foster a community that seamlessly integrates living, working, and retail spaces while revitalizing underutilized areas. These districts promote adaptive reuse of existing structures for new residential and retail opportunities. This approach aims to preserve the historical essence of the community while accommodating a modern, flexible lifestyle that can evolve with the city's growth:

- Primary development focuses on residential and low-intensity retail.
- Provision of social open spaces to host city events.
- Preservation and reactivation of historic structures.

3.5 Urban Fabric

Urban fabric refers to the physical structure of a city and encompasses its buildings, streets, parks, and utilities. Urban fabric influences how much a city is connected, mobile, and has a sense of community. Well-planned cities will have efficient land design with no wasted space. Cities can also use an architectural style throughout the downtown to help elevate the sense of community. Planners can use urban fabric analysis to help understand where their city can improve and what strengths it already possesses. This analysis can help guide the decision-making process for urban planners.

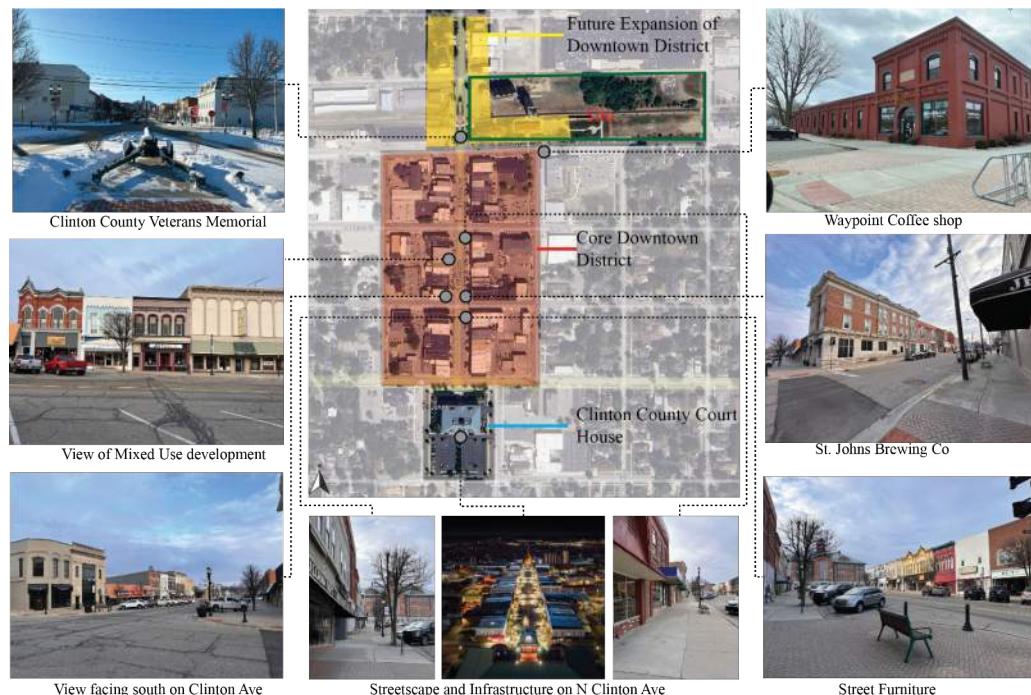


Figure 29: Map Highlighting the Urban Fabric and Character of N. Clinton Ave. in the St. Johns Downtown District

St. John's downtown corridor is Clinton Avenue and is three blocks long. On the south side of the downtown district lies the St John's City Hall. This landmark can be seen when entering from the north gateway.

Throughout this downtown corridor lies a traditional Michigan downtown. That said, there is no consistent theme or colorway throughout the corridor. Building material is inconsistent throughout the corridor, with most buildings

being brick, but even the color of brick varies. Along with this, many different types of facades create an inconsistent and incoherent design style.

As shown in Figure 29, St. John's has trees throughout Clinton Avenue. These trees are well-developed and provide healthy greenery to the urban environment. There is a lack of greenery on side streets extending from Clinton Avenue, creating a division between downtown and the rest of the city. It would be an excellent way to extend the downtown east and west throughout the side streets on Clinton Avenue.

3.6 The Project Site and the Surrounding Environment

The site is located right above and on the edge of the core downtown district and has clear accessways from downtown amenities and nearby surroundings. The three-block downtown stretches around 0.25 miles from the Clinton County Court House towards the site, resulting in a 15-minute walk. The site is accessible from N Clinton Ave and N Spring St within the downtown district. further, N Oakland St and N Mead St provide the high-density and mixed-use neighborhoods access to the site.

The practicum team identified and analyzed the site's immediate surroundings and observed that the site is encircled by a dynamic mix of industry and commerce, particularly to the southeast with its various industries, retail and service shops. To the west and north, there is a blend of service industries, mixed-use spaces, and residential neighborhoods, creating a diverse environment around the site. This pattern of industrial, commercial, and residential zones enveloping the site suggests a robust, multi-faceted community, offering a range of amenities and living options within a short distance from the core downtown district.



Figure 30: Map highlighting various points of interest within the Project Area

3.7 Parking

Parking is a concern for many residents of St. Johns, with its value judged largely by its convenience. Figure 31 shows the extensive availability of parking lots and street parking available in the downtown area. Despite the wide availability of parking many residents still believe more parking is necessary, as reflected in Figure 32. The Clinton Avenue's street parking is the most sought-after due to its proximity to retail stores, restaurants, and other amenities in the downtown district. Street parking allows for better urban design by not having dead space created by parking lots. Street parking is also available on Spring Street and Brush Street, parallel to Clinton Avenue, and E Railroad St towards the northeast side of downtown. These parking spots remain relatively empty as most of St. Johns' amenities remain concentrated on Clinton Avenue.

Downtown St. Johns also has several parking lots which are situated on the side streets of Clinton Avenue. However, these lots create dead space, detracting from the overall aesthetic appeal of the downtown area. These side streets are far less walkable than Clinton Avenue. Many of these lots, especially ones that require permits or lie on the outskirts of the downtown district, remain unused. Only five of the eight parking lots downtown require daytime permits. Considering a walk from one side of downtown to the other side is only .2 miles, or a 5-minute walk, the current amount of parking is sufficient for St. Johns.

The high demand for parking in the downtown area demonstrates that the downtown area is considered an attractive destination. However, the disparity between perceived parking availability and actual parking availability demonstrates a need for better wayfinding and interconnectivity throughout the St. Johns Downtown Area. Wayfinding solutions will allow visitors to identify alternate parking lots and disperse traffic throughout the downtown area, easing the burden on the crowded Clinton Avenue street parking. Connectivity solutions will make it easier for residents to travel from one part of downtown to another on foot, promoting pedestrian transportation within the downtown area.

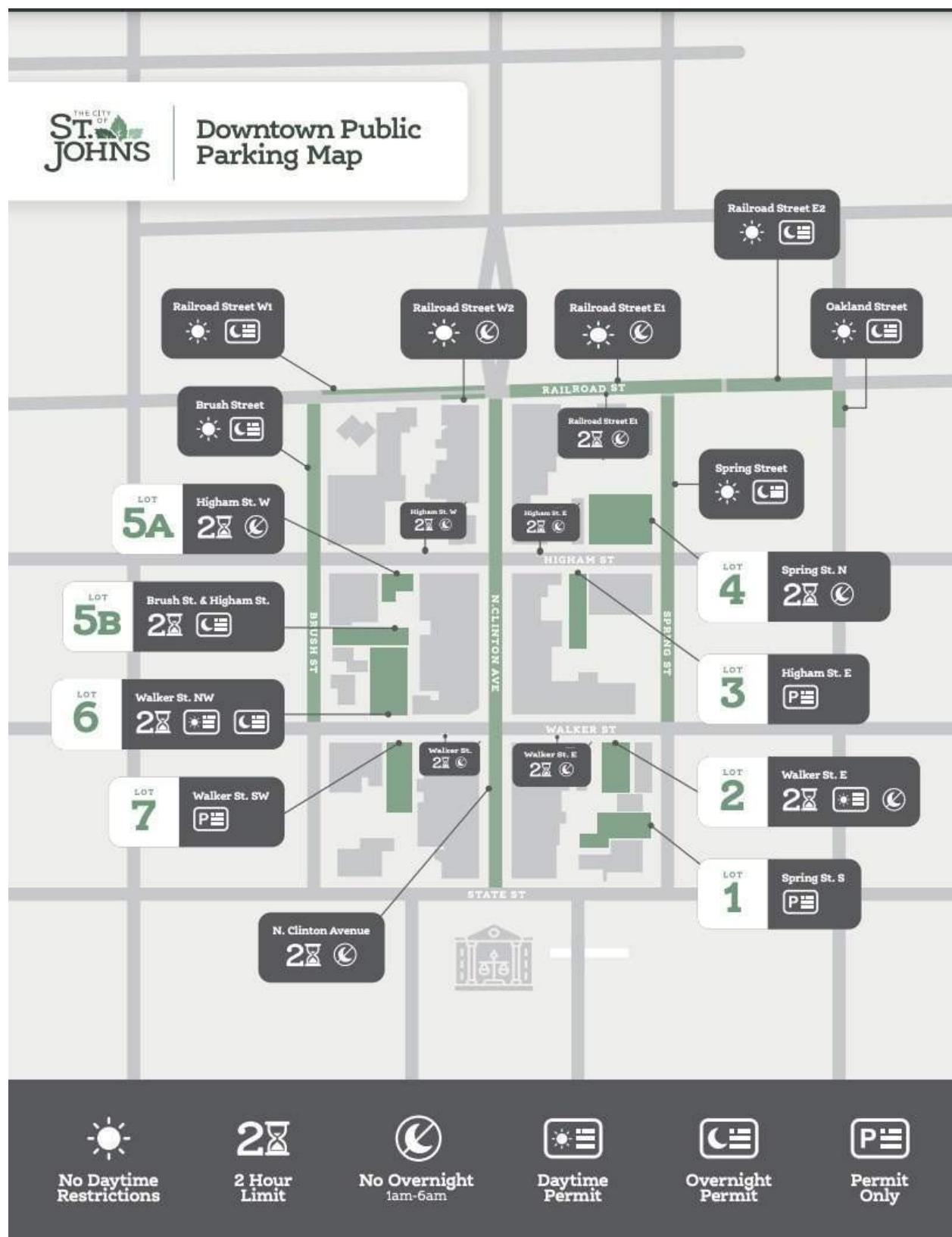


Figure 31: Downtown Public Parking Map for St. Johns

3.8. Situational Analysis

A Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis is a strategic way to evaluate a town or community. It helps to analyze the internal strengths and weaknesses and assess the external threats and opportunities that may benefit or threaten the project and town. Using the strengths and opportunities found can help bolster a plan and acknowledge and plan for the threats that face us and the weaknesses that we currently have.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none">➤ High employment growth➤ Creative Reuse District➤ Proximity to St. Johns' downtown district➤ Historic Train Depot➤ Green space	<ul style="list-style-type: none">➤ Grain Silo removal costs➤ Stormwater pipe easement➤ Personal Vehicles as Main Transportation➤ Insufficient Outdoor Social Gathering Space
OPPORTUNITIES	THREATS
<ul style="list-style-type: none">➤ Underused land around the gateway to the town➤ The Fred Meijer Clinton-Ionia-Shiawassee Trail➤ Reactivated industrial building directly north➤ Collaboration with the DDA and PSD	<ul style="list-style-type: none">➤ Aging - Population and Housing stock➤ Contamination and safety concerns on the site➤ Decline in Employment and population➤ Funding opportunities for removal of silos

4. Survey

To gather qualitative data about the site, input from St. Johns residents generated various ideas. The primary goal was to engage business owners and the local community in sharing their vision and recommendations for this site.

The team wrote a survey comprised of four multiple choice questions and two written response questions.

Question 1 asks the residents what they would like to see more of in the St. Johns downtown area. While multiple answers were allowed, the answers that received the most votes were Recreational Space, Retail/Restaurant Space, and Parking.

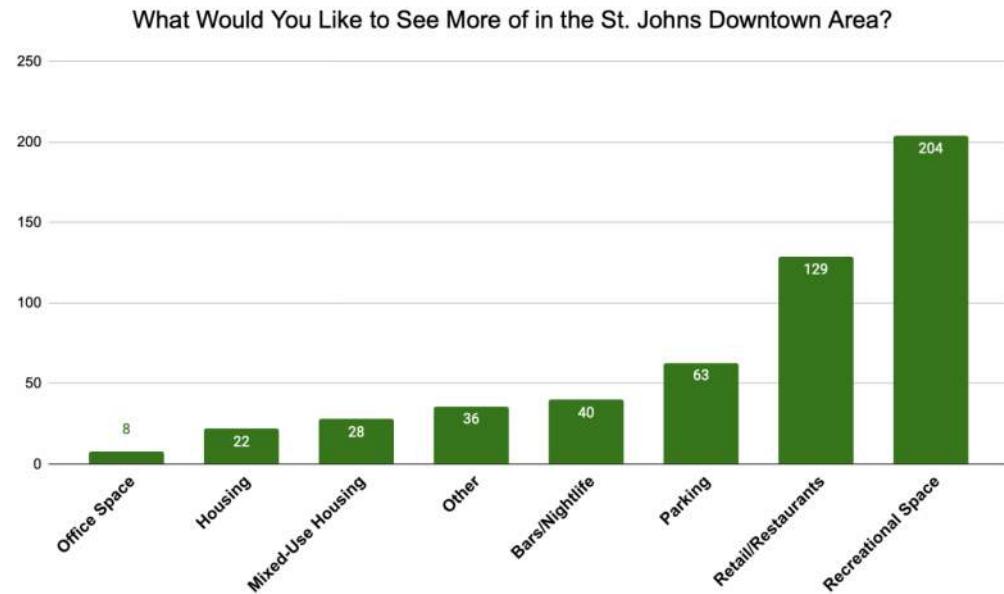


Figure 32: What Would Like to See More of in St. Johns, Survey Results

Question 2 asks what role the residents would like to see the train depot playing in the future of St. Johns. The current use of the train depot is a public space available for the residents to rent for events such as parties and baby

showers. The options were to remain as is, to convert to retail use, or to repurpose for a different use. The overwhelming majority of respondents responded they would like to see the train depot remain as a public event space. Some residents added other uses they would prefer, which include a restaurant, an ice cream shop, and a market for small businesses.

What Role Do You See the Train Depot Playing in the Future of St. Johns' Downtown?

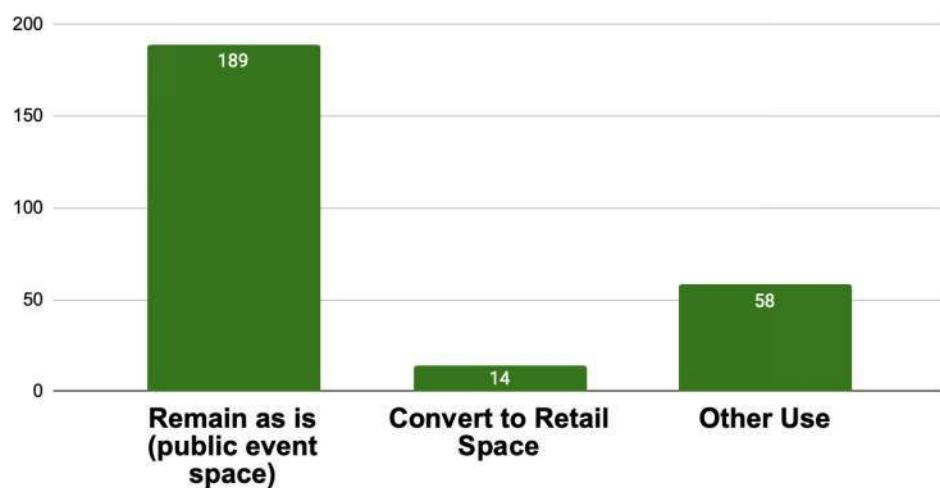


Figure 33: What Role Do You See the Train Depot Playing in the Future of St. Johns' Downtown, survey results.

The third question is focused on the five grain silos on the site. This survey question asked participants, “What role do you see the grain silos playing in the future of St. Johns downtown?” The options were to remain as is, to use as an art space or adaptive reuse, to remove all silos and convert the area to green space, or to remove all silos and convert to a different use. This question allowed the participants to provide their ideas. The top answer was to use as an art/adaptive reuse space with 43% of votes, followed by removing all silos and converting to a different use, with 30% of responses.

What Role Do You See the Grain Silos Playing in the Future of St. Johns' Downtown?

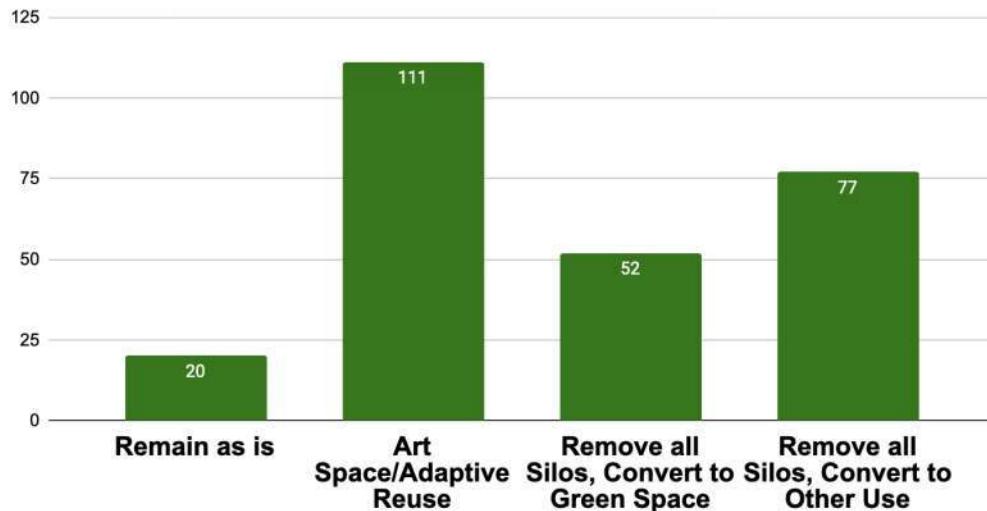


Figure 34: What Role Do You See the Grain Silos Playing in the Future of St. Johns' Downtown, survey results

Question 4 asked participants if they would prefer more green space on the train depot site. The results were that 58.3% of participants responded yes, while 31.1% responded no. Those participants who voted other, which totaled 10.6%, added their thoughts about what should be done with the silos. Their responses included different reasons to keep or remove them.

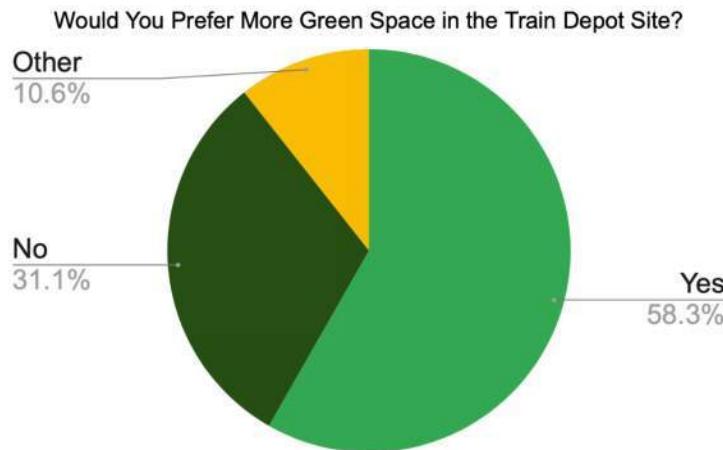


Figure 35: Would You Prefer More Green Space in the Train Depot Site, survey results.

The first written response question asked the participants to identify what they liked or enjoyed while visiting the downtown area. The responses help to identify St. Johns's strengths. Participants gave various answers, the most reoccurring being restaurants and retail shops. The participants responded that they enjoy walking around, browsing shops, and the events in the area. Others enjoy the public amenities, such as the library and the courthouse. The area's friendliness is identified as a strength of St. Johns' downtown.

Like the previous question, the last question is a written response question that asks, "How do you think the downtown area could be improved?" This warranted a wide array of answers from the participants. Some ask for a community space for events, a dog park, or an area for a roller-skating rink in the summer that becomes an ice-skating rink in the winter. The participants ask for more retail shops, specialty shops, restaurants, and high-end rental units. Many ask for more parking in the area. One resident recommends updating some uninviting façades. There were requests for more activities to attract all demographic groups: children, teenagers, and adults.

Overall, this survey provides community engagement in this project, allowing the Practicum Team to make recommendations with justifications.



77% would like to see more recreational space in the area.



92%

do not want the grain silos to remain as they are.

72%

want the train depot to remain as it is.



58%

want more green space in the area.

5. Recommendations

After analyzing the current conditions of the St. Johns Gateway, the Practicum Team identified four goals and objectives that would lead to an improvement to the project area.

5.1 Vision for the Gateway

1 Enhance the Gateway

The first goal of this project is to enhance the overall environment of the Gateway. Recommendations will be given for all current and future aspects of the project area.

2 Community Involvement

The objective of implementing community involvement will be done by considering the recommendations of St. Johns residents with responses from the survey.

3 Encourage Patronage and Tourism

Another underlying goal of this project is to promote patronage and tourism to St. Johns downtown and surrounding areas, therefore creating support of local businesses and a stronger community.

4 Preserve History

A final goal is to preserve the history of St. Johns when moving forward with new development to the area.



Figure 36: Proposed uses for the gateway project site: Urban renewal blending historic preservation with modern urban development

5.2 Grain Silos

On the northwest portion of the site, there are four towering concrete silos and one steel silo. These silos offer a unique opportunity to transform into a landmark and symbol of St. Johns. As a city that has deep agricultural roots, the silos can be used to show the historical past. There are no strong opinions among citizens of St. Johns, as the silos languish in disrepair. However, one promising way to revitalize the silos and the rest of the site is by turning them into a creative mural space.

Murals serve as a powerful tool for communities, allowing them to convey their history, values, and goals in a visually compelling manner. Murals are used constantly in major cities to make unused, neglected spaces into a place that feels safe and vibrant. In many major cities, murals are utilized to rejuvenate unused or neglected spaces, fostering a sense of safety and vibrancy. By transforming spaces like alleys, highway underpasses, and abandoned properties into art spaces, communities can enhance their quality of life. St. Johns can use the same techniques on these silos to help promote community gathering onto the site.

A nearby city that has an ongoing silo project is Saginaw, MI (Figure 37). Sitting right next to a popular bridge, are several large silos. These silos are 75 years old and after years of being unused, they have become blighted. The main purpose for this project was to create a space that can host art festivals, concerts, and community events. Before this mural, this site was abandoned and seen as unsafe. Now, it is expected to bring economic development into the immediate area. To fund this, the Michigan Economic Development Corporation (MEDC) and the Saginaw Community Foundation required \$50,000 in raised funds by the community. After this was achieved, the MEDC decided to equal the money in grants. In total, the project is estimated to cost \$750,000 for the second largest mural in America. (MEDC, 2023)



Figure 37: Saginaw's Silo Mural Project

While the silos in St. Johns present a potential opportunity to become a landmark of the community, it's crucial to address the reality of their current state. The silos remain neglected and pose a challenge to their long-term viability. Repurposing them as mural spaces may seem like a promising solution to revitalize the site, it's critical to recognize limitations this provides.

As mentioned, the silos are already labeled as blight and would require regular maintenance if they wanted to stay erected. Using these silos as a mural would be a great temporary solution, but upfront costs for maintaining and upkeeping the mural and silo will become cost in the long run. The silos may eventually have to be demolished, potentially costing several millions of dollars. Based on community input, 111 residents would like to see the silos to be used as an art space. Additionally, 129 residents want the silo to be removed for either green space or for retail use. Therefore, this practicum group recommends using murals as an innovative way to bring people to the site until long term funding can be acquired to demolish the silos. For demolition funding, we suggest using the next window of the Labor and Economic Opportunity's (LEO) "Blight Elimination Program." This grant looks to fund disproportionately impacted communities with the goal of removing blight to increase the labor force.

Deciding on a mural can be a creative process that helps unite the community. Holding a charette event to receive input from all the stakeholders in the community can be a great way to unify a community and bring popularity to the project. Being located directly on the Fred Meijer trail, we recommend having a sign or mural welcoming residents and visitors to the downtown area painted onto the pieces of the town's agricultural past. Agrarian designs such as farm animals and even mint plants could be incorporated into the imagery. This can help funnel cyclists and runners into the downtown area. Using the MEDC's "Public Spaces Community Places Initiative" grant can be a great option to help bring funding, but also experience to the project. MEDC will also bring expertise on to how to use the mural as community space for events, concerts, and fairs. (MEDC, 2024)



Figure 38: Conceptual design

Short Term Recommendations:

- **Beautifying the silos and the surrounding Gateway site:** Repainting the silos will revitalize the area and create a more welcoming environment for visitors to the Gateway site and downtown St. Johns as a whole. Murals would allow for a creative reinterpretation of the Gateway.
- **Grain Silos as a landmark:** As discussed later in chapter 8.4 many agricultural communities have transformed their unused silos into citywide landmarks which provide a unique character to the park.

Long Term Recommendations:

- **Demolishing the Grain Silos:** Maintaining unused grain silos can be a large and unnecessary expense in the long-term. However, demolition can be equally as expensive. Several resources have been discussed such as the Blight Removal Program which may be able to provide financial assistance. It may be more feasible to stagger the demolition program over several years allowing the city to demolish the silos as funds become available. This would also allow a popular symbol of the city's heritage to remain in the city center for some time.

5.3 Train Depot and Train Cars

The St. Johns Depot along with the train cars that accompany it are a great piece of history. The depot is currently used for community events and gatherings, but most of the time it is underused. We recommend that the depot be privatized, and the inside developed, while keeping the historical look of the outside. As for the train cars, we recommend that all but one of the train cars be removed from the site, leaving the final one to either be incorporated into the redevelopment of the depot, or to keep for historical preservation.

The redevelopment of historical train depots has become common in Michigan and across the country. According to The Great American Stations Project by Amtrak, redeveloping and restoring your local train station is often a beneficial move for the community for a multitude of reasons.

- ⇒ Depots are often in or near central downtown, as they used to play a major role in the community. But as that role is no longer needed, transforming it for commercial use revitalizes that central space.
- ⇒ Often generously sized along with a central, depots are great venues for restaurants, bars, and retail shops to thrive.
- ⇒ The transformation of a historical building to commercial use often increases tourism to the area, as well as holding a sense of grandeur compared to conventional retail space.
- ⇒ Has the potential to increase economic development through further real estate growth surrounding the renovated site, furthering tourism and local spending.
- ⇒ Renovating a local depot often draws attention to the historical aspect of the space and helps to revitalize and preserve the historical significance.
- ⇒ As the depots have been a part of their communities for a significant amount of time, revitalization can restore a sense of civic pride in the space from residents.

Within Michigan there are several examples to review in terms of renovated and privatized train depots. From fine dining and upscale cocktail bars to ice cream parlors and coffee shops, there is a plethora of retail users that will fill the space. Below are two local examples of renovated depots.



Figure 39: The Depot Salon, Ionia, Michigan

The Depot Salon in Ionia is a great example of renovating a local depot into a great local retail spot. The salon has been open since 2018 and is also located along the Fred Meijer Clinton-Ionia-Shiawassee Trail. As pictured above, the salon has kept the historical look of the depot, ultimately preserving the site's historical significance.



Figure 40: Lansing Union Railroad Depot, Lansing Michigan

The Lansing Union Railroad Depot is a great example of a renovation that leans more into the mix of modern style and historical architecture, it has been developed into two suites each housing a different tenant. The west side of the depot is now home to a Starbucks, while the East side is being occupied by Bobcat Bonnies, a restaurant that has even incorporated the train car by adding additional seating in the car.

5.4 Parks and Recreation

Parks and Recreation space is an important part of any city, and according to our survey 77% of people would like to see more recreational space in St. Johns. There are lots of reasons to increase the number of parks and recreation space in a community:

- ⇒ Recreation space is a great way for people to occupy the downtown space and encourage community engagement by providing a place for the community to gather.
- ⇒ Promotes public health, anytime spent actively in the outdoors is good for both your mental and physical health, and with the bike trail running through the site there is already a great resource to capitalize off.
- ⇒ Tourism, a park is a great way to bring people into the downtown area, whether it is families taking their kids to the park, or people stopping while traveling down the bike path.
- ⇒ Encourages smart growth, a park is a great way to break up a city environment and creates a more open and inviting space.



Figure 41: The St. Johns Gateway Project Site

Due to the many benefits and community input, we recommend that the west side of the project site be used as a park and recreation space outside the depot and pavilion. The way this space is converted depends on whether the silos are ultimately torn down or kept up but is possible in either scenario.

If the silos are torn down, we recommend that the entire space it occupied be converted into a park, it would provide substantial green space where the community would be more likely to gather. It would open enough space for the possible addition of a play structure to cater to families with young children. Extra picnic tables out in the park as well would be a great way to encourage people to occupy the space for picnics or even just a break from the bike trail. Overall, if the silos are torn down, we encourage the space to be landscaped with new grass and trees to make the parcel more inviting to the community.

If the silos are kept up, we recommend that the parcel be made more attractive. This can be accomplished through landscaping in the space between the bike trail and the row of silos as well as landscaping the area across the bike path from where the train cars currently sit. If this space could be converted to green space, with the addition of a few trees and picnic tables, it would be a great addition to the city and the site. It would also make the site more attractive both to look at and to occupy.



Figure 42: Silo Park, Auckland, New Zealand

Silo Park in Auckland, New Zealand is a great example of creating an inviting space around silos, with relatively little adjustment to the silos themselves. They have transformed the area with more inviting landscaping, and lots of

places for families and friends to gather. This has also allowed them to capitalize off the area by holding events in the space.



Figure 43: Brown-Forman Silo Center, Louisville, KY

Another example of a way to make the area around the silo more inviting is the Brown-Forman Silo Center in Louisville, Kentucky. They have renovated the silo to be a lookout point in the park, but it is the landscaping and the inviting nature of the area surrounding the silo that stuck out. Just the act of cleaning up the surrounding blight and completing it with grass and trees has made this park a much more pleasant place.

5.5 Connectivity and Wayfinding

According to our survey data about one in four residents believe that the downtown area needs more parking spaces. However, we believe this is due to overreliance of on-street parking, especially on N. Clinton Avenue. Many parking areas located behind buildings on this road remain relatively underused when compared to the main thoroughfare. Improving the connectivity and wayfinding in the downtown area, especially around the Gateway, will enhance the accessibility of the whole downtown area and reduce parking problems.

The Downtown Master Plan adopted in 2020 discusses these issues however they remain persistent. The Master Plan called for the improvement of pedestrian mobility throughout the downtown area, further changes could be made to improve pedestrian accessibility. For example, although St. Johns has a good network of well-maintained sidewalks the sidewalks are narrow in width which can be challenging for pedestrians to navigate especially in high traffic downtown areas. Currently the sidewalks on N. Clinton Avenue are around six feet in length which is functional but not ideal for a pedestrian focused environment.

The National Association of City Transportation Officials (NACTO) publishes guidelines for urban street design which promote safe and pedestrian friendly practices for downtown areas. These guidelines recommend sidewalk widths of eight to twelve feet wide in downtown or commercial areas. The additional width could be used to provide a buffer between pedestrians and vehicular traffic, or it could be utilized for outdoor dining space, bicycle parking, planters, and other amenities.



Figure 44: NACTO sidewalk design

Capturing visitors from the Fred Meijer Trail is one of the main objectives for St. Johns, however the city lacks sufficient bicycle infrastructure to attract cyclists. This was a problem specifically noted in the 2020 Master Plan as well. Creating dedicated bicycle lanes or cycle tracks separated from pedestrian and vehicle traffic would provide cyclists with an attractive and safe destination. In addition to this, more bike parking should be provided to cyclists especially around the Trail area and outside shops. The additional bicycle parking could be provided without impeding pedestrian navigation by expanding the sidewalk widths.

The additional space can be acquired by converting the on-street parking available on North Clinton Avenue to cycle tracks and wider sidewalks allowing the space to be repurposed for pedestrian uses. This would allow for much higher volumes of pedestrian traffic and improve the attractiveness of the downtown area to pedestrian visitors, such as cyclists from the Fred Meijer Trail.

This is a feasible option other small communities have pursued to improve their transportation access, such as Milwaukie, Oregon. In 2007 Milwaukie created a citywide bikeway as an alternative to cars for their 20,000 residents which would also connect the city's downtown area to several neighboring bike-friendly communities. The new infrastructure increased the number of

cyclists in the area and presented the community with a new issue, wayfinding signs for residents and visitors unfamiliar with the area. In order to accomplish this Milwaukie placed clearly visible wayfinding signs at all intersections and key navigation decision points which clearly identified directions and distances to important destinations. The city's 2007 transportation plans provide excellent guidelines on the creation of a community bikeway and its 2009 plan provides great examples of signage.



Figure 45: Example of bicycle wayfinding signs from Milwaukie, Oregon's 2009 Plan

Currently motorists are guided into the St. Johns downtown directly on to North Clinton Avenue, which encourages visitors to use the available on-street parking. New signage should be created to direct visitors to parking areas in the downtown off of North Clinton Avenue. This would ease the traffic burden on North Clinton Avenue and allow the on-street parking to be repurposed for a more pedestrian and bicycle friendly environment.



Figure 46: Signage on the Northeastern State Trail near Alpena, Michigan

Short-Term Recommendations:

- **Creating pedestrian-oriented signage:** Navigation in the downtown area is hindered by a lack of clear signage directing visitors from the Fred Meijer Trail to St. Johns' downtown area. Clearly identifying the directions and distances to attractions downtown will improve pedestrian navigation.
- **Reducing reliance on on-street parking on N. Clinton Avenue:** Overuse of the on-street parking available causes a perceived parking shortage downtown. Cars should instead be directed towards the parking lots on Brush Street and Spring Street using clear wayfinding signage.
- **Improving bicycle accessibility:** Currently there are few options for bicycle parking available in downtown St. Johns. More options for bicycle parking around the Gateway site and near various shops on N. Clinton Avenue will create a more bicycle-friendly environment which will encourage more visitors.

Long-Term Recommendations:

- **Removing on-street parking from N. Clinton Avenue:** Reusing the space from on-street parking to pedestrian-oriented activities will improve the accessibility of St. Johns' downtown area.
- **Creating a citywide bikeway:** A bikeway will improve non-motorized accessibility in the downtown area and reduce the need for additional car parking spaces. The additional bicycle-friendly infrastructure will also likely draw in visitors using the Fred Meijer Trail.

5.6 Downtown Activities and Placemaking

One of the major goals of this project is to encourage patronage and tourism to the area. Tourism can boost the local economy by generating business revenue. As more visitors enter an area, they purchase goods and services, as well as contributing money by paying sales taxes and parking costs. Tourism also enhances community pride and creates a sense of place. There are many ways to draw visitors to a downtown area or primary business district. Activities and events attract a diverse range of visitors. A good tourism plan will focus on the city's specific strengths and environment when organizing these activities.

The St. Johns' Gateway project area has a vast green space area that provides space for a wide array of options. The Practicum Team has created suggestions of activities and events to hold on and around the project site.

5.6.1 Food Trucks

Food trucks are a great method of drawing a community to a downtown area. The Practicum Team's survey received over 20 written requests for a food truck park area, unique food options, and outdoor eateries. There are plenty of advantages for cities to host food trucks.

According to "Food Truck Truth," a report conducted by Dick M. Carpenter II, Ph.D. and Kyle Sweetland for the Institute for Justice, allowing for food trucks "promote business growth and allow communities to flourish."

- ⇒ Food trucks increase foot traffic to an area. Food truck parks attract patrons to travel there by foot and walk around to view food options, enjoy their purchases, and explore the surrounding areas. Foot traffic and non-motorized transportation are common goals for downtown areas to create improved mobility and decrease carbon emissions.
- ⇒ Food trucks have proven increase business at takeout restaurants in cities like Atlanta, Georgia and Madison, Wisconsin. "People may go to an area for the food trucks, but they might choose to eat at a restaurant instead if the truck they planned to patronize is too busy or if they see a restaurant that appeals to them more (Carpenter II & Sweetland)."
- ⇒ Along with an increase in business to brick-and-mortar restaurants, local businesses may also gain an increase in patronage. A visitor to a city may grab a snack from a food truck at lunch, then walk around the area and enter the shops surrounding it.

- ⇒ Food trucks are a “low-cost revitalization tool on underused lots (Carpenter II & Sweetland).” If a city has a parking lot or green space that frequently sits empty, it can be repurposed.
- ⇒ An advantage food trucks have over brick-and-mortar restaurants is that they can be temporary structures. Food trucks can be disassembled and transported. Therefore, a city can control the location and frequency of the food truck services.
- ⇒ Food trucks create vibrant spaces that promote human interaction and grow connections. Food truck parks draw people to an area. They are attractions, an activity to do, and an overall improvement.
- ⇒ In the St. Johns Code of Ordinance, Section 90.06.E for Park Rules states that “All vending or peddling in the park is prohibited without express permission from the City Commission. The City of East Lansing has a “Mobile Food Vending Program” identified in its Code of Ordinance located under Ordinance No.1510. This program offers annual licenses and temporary permits for food truck vendors. An amendment like this to the St. Johns Code of Ordinance would improve food truck usage in St. Johns. <https://www.cityofeastlansing.com/2286/Mobile-Food-Vending-Program>



Figure 47: The Back Lot, Petoskey, Michigan, Aerial View



Figure 48: The Back Lot – Beer Garden, Petoskey Michigan

The Back Lot Beer Garden in Petoskey, Michigan is a parking lot featuring multiple food trucks and a main bar area. The trucks provide a variety of food and beverage options from the local restaurants. The property is surrounded by a fence, with trucks around the border. Central to the lot are multiple picnic tables and firepit seating options. The main bar area is an open-concept structure, allowing patrons to purchase a drink at the bar, use the restroom, or freely pass in and out. The Back Lot has a comforting “backyard party” ambiance with wood accents and hanging string lights. The main bar and indoor restaurants remain open year-round, while the outdoor seating and food trucks are open for the warmer months. The Back Lot is an excellent permanent use of a concrete lot.



Figure 49: Roll'N Out Food Truck Fest, Grand Rapids, Michigan Aerial View

Food trucks are often a temporary event, rather than a permanent structure. The City of Grand Rapids, Michigan has a Grand Rapids Food Truck Association which hosts many different events. The city holds their “Food Truck Fridays” every Friday during the summer in a park. Another event, the Roll’N Out Food Truck Fest is an annual event that is only held one weekend each year. This event shuts down a downtown street for its duration.

The Practicum Team recommends that St. Johns mimics a food truck event such as these. The Gateway project area has open green space that will allow for plenty of room for multiple food trucks, picnic tables, and visitors to walk around.

5.6.2 Farmers Markets

Farmers markets are great for cities for several reasons. St. Johns, along with the rest of the Clinton County area, is primarily an agricultural community. By allowing for a space for local farmers to sell their home-grown goods and produce, the city can strength its economy. Purchasing goods straight from the farmer allows the farmer to retain a greater portion of the profits, increasing their income. Additionally, farmers markets create a lively atmosphere in a city. These events encourage face-to-face interactions and community gatherings between residents.

The U.S. Department of Agriculture's author Anne L. Alonzo has written an article titled "Farmers Markets as Community Centerpieces" that highlights why farmers markets are critical aspects of the nation's economy. It identifies some benefits to farmers markets:

1. Brings in farmers and ranchers.
2. Helps local businesses.
3. Connects people between communities.
4. Increases in health and wealth.
5. Becomes a community centerpiece.

A desire for a farmers' market in an open community space was strongly reflected in the St. Johns resident's survey responses with over 20 mentions. The participants responded that they would like a "large building to hold a farmers market," a "covered farmers market pavilion," and an "outdoor farmers market." One participant suggests using the Train Depot as a venue for farmers markets. Another requests a market area for local small businesses, crafters, and farmers.

The City of St. Johns currently holds its farmers market at 100 Maple Street, St. Johns, in the parking lot of the Clinton County District Court building. However, this farmers market is limited. It is held on Saturdays from 8:00am-12:00pm. One St. Johns resident who responded to the survey shares their thoughts; "on Saturdays I travel to other local cities to their farmers markets.

Ours is so small and our dated. A larger area with shelter and could be used year around."

The St. Johns current farmers market is underachieving. The team proposes the following framework that the city could use to improve its farmers market events and community involvement.

Short-Term Recommendations:

- ⇒ **Change the date of the farmers' market:** St. Johns farmers market, which is on Saturday mornings, should be changed to a different day of the week to limit competition to other local markets. Three close farmers markets – Owosso, Ionia, and Portland – also have market hours on Saturdays. A resident of St. Johns may travel to a different market on this day in order to have better options.
- ⇒ **Relocate the current farmers market to the Gateway:** The current location of a parking lot behind a large building hinders the accessibility and ambiance of the farmers' market. An open green space, such as the area next to the pavilion would allow more mobility throughout the market. This location also provides more central access from the downtown area.

Long-Term Recommendations:

- ⇒ **Invest in market supplies:** To enhance the market, St. Johns could invest in supplies such as tables, tents, signs, banners, and other elements.
- ⇒ **Enlarge the farmer's market:** With a new location, the city could have the option to expand the number of stalls at the market. The city may advertise for more local farmers to participate. St. Johns should encourage local businesses in the area to host a stand and independent businesses to sell other products, such as homemade arts and crafts. This may be done by connecting with other local markets through the Michigan Farmers Market Association (MIFMA). St. Johns can develop relationships with other cities, and alternate hosting joint events.
- ⇒ **Increase online and social media presence:** The current primary method of advertising the St. Johns farmers market is a Facebook Page. Having an established website that shares photos and information about business hours, vendors, and sponsors will widen the outreach, leading to more patronage.



Figure 50: St. Johns Farmers Market at the Gateway Mockup, Practicum Team



Figure 51: Owosso Farmer's Market, Source: Downtown Owosso Farmer's Market

The City of Owosso, Michigan, roughly 20 miles East of St. Johns, is the largest farmers market in Mid-Michigan. During the pandemic, Owosso moved their farmers market to the downtown streets. Now, the market has over 40 vendors and has become a great way for Owosso to bring residents downtown early in the morning. This is a great short-term example as it requires no expensive infrastructure since vendors bring their own supplies. Another example is the Muskegon Famers Market, located in Muskegon, Michigan, is a popular attraction amongst its residents. This example is different as it is covered, allowing the market to run every week of the year. If St. John's market sees great success, moving to covered spaces is a great way to have these events yearlong. These are two farmers markets that are well-known in the State of Michigan due to their success. They serve as a good model to imitate when expanding a city's farmers markets.



Figure 52: Muskegon Farmer's Market

5.6.3 Live Music and Concerts

Live music events, such as concerts or a performer at a restaurant, are an exciting way to bring life and energy to an environment. Hosting artists allows for a community to come together to enjoy music, dance, and connect with others. These events contribute to the local economy. Visitors are more inclined to spend money on event tickets, food, beverages, and other goods.

The American Planning Association has devised seven strategies to strengthen their music economies in “Planning for Music Can Help Transform American Cities,” written by Christine Ro:

- ⇒ Write music-friendly policies.
- ⇒ Dedicate a music office or officer.
- ⇒ Create a music advisory board.
- ⇒ Engage the broader music community.
- ⇒ Provide access to spaces and places.
- ⇒ Cultivate audiences of all ages.
- ⇒ Develop music tourism.

The Practicum Team suggests the following to improve St. Johns live music scene:

- ⇒ **Host outdoor live music events:** Downtown East Lansing's "Albert El Fresco" is an event during the summer months with outdoor seating, games, and live music every Thursday evening. The main street is closed to vehicle traffic, which allows for leisurely strolling in and out of restaurants and shops. East Lansing also hosts a "Summer Concert Series," which are free, live performances on Friday evenings. St. Johns might mimic this by holding a similar type of event on Clinton Avenue or on the Gateway site.
- ⇒ **Hold live music events inside establishments such as restaurants:** Also in Downtown East Lansing is a recently opened bar called Mash – "a bourbon, whiskey & beer bar." Live music is offered here every Friday night, while a live DJ will perform on Thursdays and Saturdays. What is unique about Mash is that they allow local bands and musicians to sign up to perform on their website. This is an easy way to connect artists and venues. Mash is located in a mixed-use structure in the main downtown area. St. Johns might choose to develop mixed-use buildings in the project area and fill one unit with a live music bar or restaurant. Another option is to implement this process in an existing restaurant.



Figure 53: Mash Live Music, Source: @the_wildhoney_collective on Instagram

5.6.4 Social Districts

A successful downtown area has activities that promote both residents and tourists to visit. Social districts are another great addition to cities that create a lively space for people to gather. These districts often offer outdoor seating and eating, music, local art attractions, and alcoholic drinks. Social districts attract more foot traffic to an area, decreasing vehicle traffic and excess parking.



Figure 54: Downtown Kalamazoo Central Commons Refreshment Area, Source: DiscoverKalamazoo



Figure 55: Downtown Kalamazoo Central Commons Refreshment Area, Source: DowntownKalamazoo

Downtown Kalamazoo, Michigan has created a social district that “allows people to consume to-go alcoholic beverages in specially marked cups while walking through designated areas of the city (DiscoverKalamazoo).” Patrons can purchase a beverage from one of the participating restaurants and take it with them as they walk around the downtown area. This social district, also known as the Central Commons Refreshment Area, is open seven days a week.

The Practicum Team suggests St. Johns to implement a social district in coordination with the other recommended activities, such as live music events and food truck gatherings. These may be located in the Gateway project area and the main downtown area.

5.7 Mixed-Use Development

Community feedback from St. Johns residents has made it clear: there's a high demand for more retail options, restaurants, bars, nightlife, and diverse housing in downtown St. Johns. To address this need and make efficient use of available space, the practicum team proposes the revitalization of the currently vacant eastern portion of the site.

The vacant portions on the site are currently unused, sometimes used as parking spaces and often become target for vandalism and could create a sense of disorder and safety concerns within the community. However, these areas also present a prime opportunity for redevelopment. Properly addressing this issue means transforming the vacant parcel into a vibrant, engaging space that attracts people and businesses, and investments to downtown St. Johns.

The practicum team suggests redeveloping the vacant land through infill and community-led development. These approaches of development align with the existing urban landscape, making them ideal for downtown's mixed-use, residential, and industrial contexts. Infill development repurposes unused lots within developed areas, while community-led development engages residents and stakeholders to ensure the project meets community needs.

The practicum team proposes a mixed-use development on the vacant east portion of the site. According to the Michigan Economic Development Corporation (MEDC), a mixed-use development is "a single site containing two or more different land uses, such as commercial and residential use; or two or more non-residential uses, like a retail store and an office. "This mixed-use development will help blend retail, entertainment, housing, and recreational spaces. Furthermore, this development should strategically host and cater to all various above-mentioned uses. The American Planning Association (APA) blog - Supporting Active Living Through Mixed-Use Developments - lays out multiple benefits of mixed-use developments. Mixed-use development provides a variety of environmental, economic, social, and health benefits and increases physical activity. This type of development also promotes pedestrian-friendly environments and social interactions between neighbors and residents.

The practicum team has proposed the following guidelines to consider and follow, as this development can span over a longer period compared to the other recommendations by the team:

- ⇒ Identify public and private partners who can contribute to the project, such as property owners, real estate developers, and businesses.
- ⇒ Clearly define roles and responsibilities of all involved project partners, including who will be responsible for financing, designing, and managing the development.
- ⇒ Create a flexible and adaptable design, such that the mixed-use development should be in flow with the other recreational spaces and activities recommended by the practicum team.
- ⇒ Secure funding primarily from private sources, supplemented by public funds.

Funding resources and incentive programs to consider:

- Michigan Economic Development Corporation's (MEDC) - Community Revitalization Program
- The Build MI Community Initiative
- miPlace tool - Michigan Community Revitalization Program (MCRP)

The eastern end of the site serves as an entry point for visitors from the east, with the potential to draw more people towards downtown. The mixed-use development would be suitable in the eastern part as the immediate surroundings have mixed use, residential and industrial developments. To maintain the area's urban character and adhere to the 2020 master plan, few recommendations by the practicum team could also be considered are listed below:

- ⇒ The height of the development should be three stories to match the existing nearby buildings.
- ⇒ The materials for facade treatment should include brick and stone to match the look and feel of nearby structures and to ensure the building's architecture style matches the surrounding area.
- ⇒ The housing needs assessment conducted by the Practicum Team and future requirements projected by the Tri-County Regional Planning Commission's Housing Drives report suggest the addition of new housing units. Prioritize the provision of attainable housing/renting options for younger families and the aging population.
- ⇒ Allocate a higher percentage of units for rental to serve low-income and younger demographic groups, including a mix of one and two-bedroom options.
- ⇒ The street level or ground floor spaces should host cafes, small restaurants, and similar retail stores, as per the demand and needs of the city.

- ⇒ Incorporate small open or semi-open spaces with outdoor seating to boost Main Street foot traffic and foster a sense of community.
- ⇒ Prioritize the use of sustainable and environmental materials and the installation of energy-efficient fixtures to improve the project and site's viability.



Figure 56: Downtown Mixed-Use render



Figure 57: Downtown Mixed-Use Render

This section explores how cities across the state have become vibrant centers with thriving communities, retail, and entertainment through innovative redevelopment. These highlighted local transformations showcase diverse opportunities in retail, housing, and mixed-use developments. These case studies aim to inspire and guide similar efforts, showing how adaptive reuse can drive economic growth and strengthen community ties:

Cadillac, MI – Revitalizing Downtown

Cadillac has undergone a remarkable revival of its downtown core. With a population of around 10,000 residents, Cadillac is a hub for the lumber and automotive industries. However, like many small towns, it faced challenges in recent decades as industries shifted to wealthier regions and cities became less dense due to suburbanization. In response to these challenges, community leaders in Cadillac have embraced their town's heritage while fostering a spirit of innovation and revitalization. Through strategic investments in infrastructure, business incentives, and cultural initiatives, Cadillac has breathed new life into its downtown, attracting visitors and residents alike to its charming streets and vibrant local businesses.



Figure 58: Cadillac, MI. A farmer's market with fresh produce and goods..



Figure 59: Downtown Cadillac, MI. Storefront with wide sidewalks.



Figure 60: Downtown Cadillac, Michigan.

Strategies for Revitalization:

- ⇒ **Main Street Approach:** Improvements to streetscapes, support for businesses with design assistance, and funds for facade improvements.

Outcomes:

- ⇒ Cadillac became a vibrant downtown with diverse retail and housing.
- ⇒ The city has enriched its urban fabric with a healthy blend of dining, shopping, and entertainment.
- ⇒ These new developments have attracted visitors and potential residents alike to Cadillac's beautiful downtown.

Traverse City, MI – Downtown Housing Development

In Traverse City, Michigan, the Downtown Development Authority (DDA) is actively implementing its Moving Downtown Forward Plan, focusing on developing workforce and attainable housing. The DDA's commitment to creating a diverse and accessible housing market within its jurisdiction showcases its strategic approach to urban planning and community development.



Figure 61: Traverse City, MI. Main Street in downtown.



Figure 62: Two Images of Downtown Traverse City, highlighting a pedestrian-friendly streetscape

Strategies Implemented:

- ⇒ **Public-Private Partnerships:** Engaging in partnerships that encourage housing developments to cater to a broader demographic within and beyond the DDA's boundaries.
- ⇒ **Policy on Participation:** Establishing clear guidelines on what the DDA offers in terms of incentives and support to potential partners and developers.

Outcomes and Future Directions:

- ⇒ The DDA is not just considering the use of Tax Increment Financing (TIF) districts but also exploring other tools and incentives to promote housing development.
- ⇒ Discussions about expanding the DDA district and amending TIFs reflect the forward-thinking approach to accommodating the city's growth and housing needs.

Grand Haven, MI – Main Street Downtown Revitalization

Grand Haven, Michigan, represents a premier example of downtown revitalization, combining historic charm with modern innovation. The Grand Haven Main Street Downtown Development Authority (DDA) has effectively harnessed community involvement, strategic planning, and economic development to transform the downtown area into a vibrant year-round destination.



Figure 63: Grand haven Downtown, MI. Activities and streetscape on Boardwalk towards beach.



Figure 64: Grand Haven Downtown, MI. Outdoor seating space and streetscape

State of Downtown Grand Haven:

- ⇒ **Retail and Dining:** With 87 retail stores and 33 restaurants, Grand Haven offers a diverse shopping and dining experience.
- ⇒ **Residential Growth:** The downtown area boasts 543 residential units, enhancing the city's livability.
- ⇒ **Low Vacancy Rate:** A storefront vacancy rate of 1.5% underscores the economic vitality of downtown Grand Haven.

Strategic Initiatives:

- ⇒ **Pollinator Pathways:** Grand Haven has introduced Pollinator Pathways to support local ecosystems, demonstrating a commitment to environmental sustainability.
- ⇒ **The Momentum Center:** This initiative provides social and recreational programs for marginalized communities, promoting inclusivity.
- ⇒ **The Tribune Lofts:** A luxury living development that repurposes historic sites for modern use, contributing to the city's housing diversity.

5.8 Summary of Recommendations

The report recommends that, in order to achieve the goals listed in 5.1 Vision for the Gateway, the project site be transformed into a commercial park to enhance the downtown district. This would allow for the development of the site while preserving the historic architecture and green space at the site. The site will also need to be capable of attracting visitors from the Fred Meijer Trail and connecting them to the downtown area. In order to accomplish this the site should be used for various downtown activities previously discussed in section 5.6 such as designating it a social district. The city can start with lower-cost solutions such as food trucks and other temporary venues while also encouraging social activities like music at the site. Existing structures on the site can be reused for these activities as well. In the long-term the city can promote mixed-use development if there is continued public interest in the Gateway site.

Although there is interest in the removal of the grain silos they may be too expensive to remove immediately. The silos can be repainted to create a new more welcoming atmosphere in the area as shown in Figure 38. There is much more public interest in preserving the historic train depot. In the short-term it may be preferable to keep the train station as it is. In the long-term the depot could be reused and transformed into a new commercial establishment while maintaining the historic nature of the depot.

Many survey respondents highlighted two issues facing the downtown area: parks and parking. We believe downtown would benefit from preserving the green space at the Gateway site. By creating a pedestrian-oriented Gateway site the city can attract visitors from the Fred Meijer Trail. This would also allow St Johns to experiment with a pedestrian-oriented downtown. If the Gateway site is popular this could be expanded to N. Clinton Avenue using several of the methods discussed in section 5.5. Commuters should also be directed away from N. Clinton Avenue and towards other parking lots in the downtown area using clear signage. This will reduce traffic on N. Clinton Avenue while making it more pedestrian-friendly.

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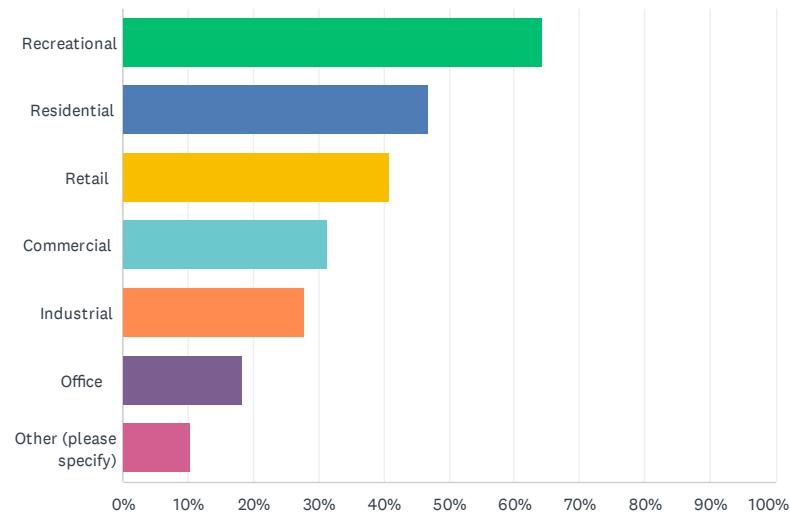
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Appendix B: Survey Results

Q1 The Master Plan allows for flexibility in the redevelopment of the old Federal-Mogul property north of Downtown, shown above in pink. For more information, see the Future Land Use section of the Master Plan.

Which uses do you believe the redevelopment of the Federal-Mogul property should include? Select as many as you feel are appropriate.

Answered: 115 Skipped: 3

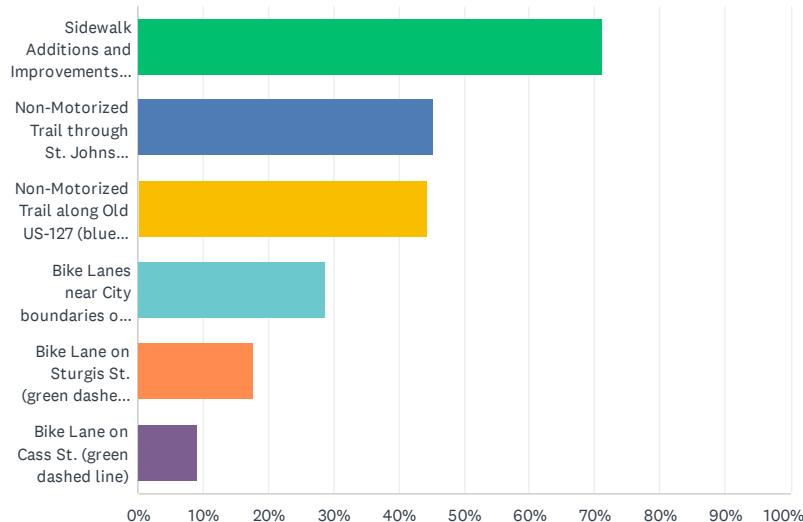


ANSWER CHOICES	RESPONSES
Recreational	64.35% 74
Residential	46.96% 54
Retail	40.87% 47
Commercial	31.30% 36
Industrial	27.83% 32
Office	18.26% 21
Other (please specify)	10.43% 12
Total Respondents: 115	

#	OTHER (PLEASE SPECIFY)	DATE
1	Community Center?	11/24/2025 9:06 PM
2	Who's behind it? The purchaser.	11/21/2025 7:56 PM
3	A community center with a movie theater and a gym	11/21/2025 3:05 PM
4	If this is where the silos are located, rno the silos and use for retail.	11/20/2025 7:31 PM
5	restaurants/cafes (perhaps included as 'retail?')	11/20/2025 12:40 PM
6	Something for kids.....maybe combination activities...if u need help I can give suggestions!	11/19/2025 7:02 PM
7	Why does the city own it?	11/19/2025 6:38 PM
8	if this will increase taxes. we have no business doing an of it. we are getting taxed right out of our home	11/19/2025 6:09 PM
9	AFFORDABLE housing	10/26/2025 6:56 AM
10	Something that has options for teenagersers	10/14/2025 8:54 PM
11	Marijuana Dispensery	10/14/2025 6:41 PM
12	Leave it as green space	10/14/2025 3:30 PM

Q2 The Master Plan proposes various pathway and bikeway upgrades, pictured above. For more information, see the Non-Motorized Transportation section of the Master Plan. Which proposed improvements to the non-motorized network do you most support? Select your top three improvements.

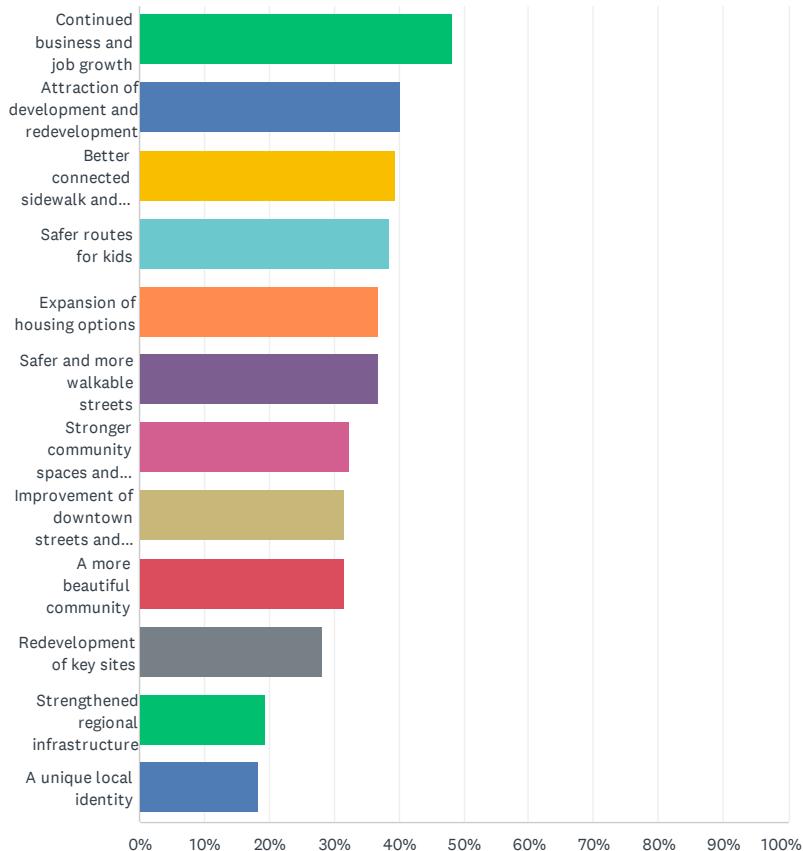
Answered: 108 Skipped: 10



ANSWER CHOICES	RESPONSES
Sidewalk Additions and Improvements (yellow dashed lines throughout the City)	71.30% 77
Non-Motorized Trail through St. Johns Public Schools Campus (blue dashed line on west side of town)	45.37% 49
Non-Motorized Trail along Old US-127 (blue dashed line on east side of town)	44.44% 48
Bike Lanes near City boundaries on Walker and Townsend Roads (green dashed line)	28.70% 31
Bike Lane on Sturgis St. (green dashed line)	17.59% 19
Bike Lane on Cass St. (green dashed line)	9.26% 10
Total Respondents: 108	

Q3 The Action Plan outlines the steps and tools needed to achieve the vision established in the Master Plan. The following twelve themes summarize its primary goals and intended outcomes. Find the full action plan here. Which of the following themes do you think should be the highest priority for the City to focus on over the next five years? Select your top five.

Answered: 114 Skipped: 4



ANSWER CHOICES	RESPONSES
Continued business and job growth	48.25% 55
Attraction of development and redevelopment	40.35% 46
Better connected sidewalk and trail system	39.47% 45
Safer routes for kids	38.60% 44
Expansion of housing options	36.84% 42
Safer and more walkable streets	36.84% 42
Stronger community spaces and programming	32.46% 37
Improvement of downtown streets and spaces	31.58% 36
A more beautiful community	31.58% 36
Redevelopment of key sites	28.07% 32
Strengthened regional infrastructure	19.30% 22
A unique local identity	18.42% 21
Total Respondents: 114	

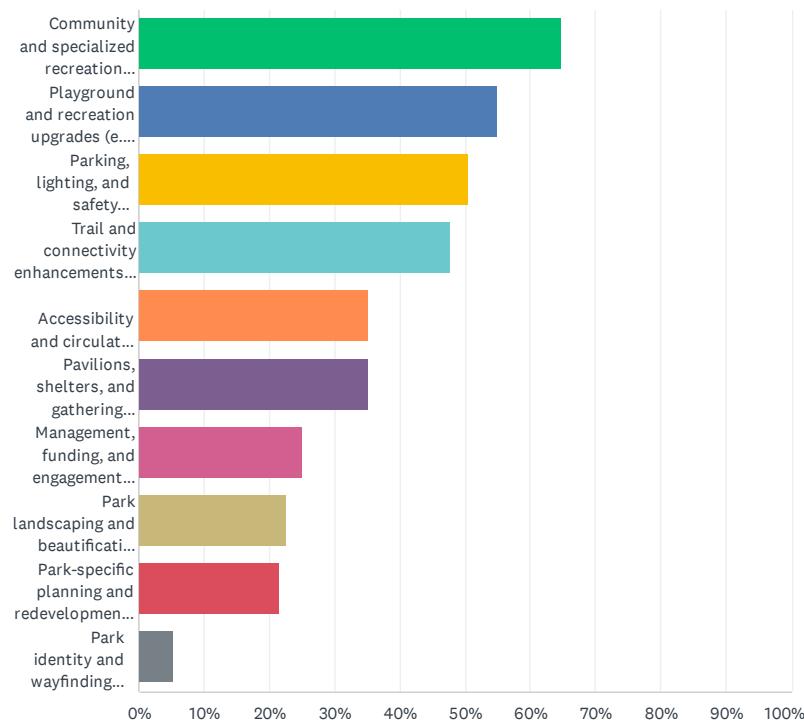
Q4 Is there anything missing from this Action Plan that you believe should be a priority for St. Johns over the next decade?

Answered: 24 Skipped: 94

#	RESPONSES	DATE
1	Adding a median (Michigan Left) to US 27 between Sturgis and Townsend - too many near miss accidents happen there daily.	11/25/2025 9:53 PM
2	A lot of the planned character photos are too vague and lack a well-defined goal that is different from the current. I would also shy away from making the community commercial and gateway commercial look blah, as the photos show. Any new development or redevelopment, or updated structures, should be modeled after the classic look of the downtown. This will help to give the St. Johns region better charm and help make our city more unique.	11/24/2025 9:06 PM
3	High focus on attracting and keeping families. Less focus on liberal, LGBTQ, trans movement ideas.	11/24/2025 10:21 AM
4	Signage on US-127 showing the route thru St. Johns and back onto US-127 to encourage travelers to stop on their way north.	11/24/2025 9:35 AM
5	Family restaurants. Movies theater?	11/22/2025 8:48 PM
6	Code enforcement for buildings (business and homes) and enforce general upkeep of homes-junk on porches, broken down vehicles, overgrown yards- the city looks SO TRASHY the last few years. Fine all the people who mow the grass into the streets! Why is this ok with the city?! People wont stop this hazardous practice unless there are consequences.	11/21/2025 6:56 PM
7	Getting people, in cars and on bikes, to stop at Cass and Lansing Streets.	11/21/2025 5:56 PM
8	Additional affordable housing, a temporary shelter for our local homeless (allowing them to live where they work until they can secure affordable housing).	11/20/2025 4:40 PM
9	Affordable housing	11/20/2025 3:28 PM
10	a daily, regular bus route within the city limits and to popular destinations on the north and south sides of town, such as Gary's Garage and Walmart	11/20/2025 12:40 PM
11	Senior housing, care options, and programs. Possibly multigenerational options.	11/19/2025 7:58 PM
12	No	11/19/2025 7:20 PM
13	I think the children need some entertainment in this town...adults have the bars...restaurants and hair salons..barbers...open activity for kids to get out..	11/19/2025 7:02 PM
14	Community center	11/19/2025 6:51 PM
15	Yes. Fixing the police dept and real transparency between the council and the public.	11/19/2025 6:40 PM
16	Lower taxes	11/19/2025 6:38 PM
17	no more higher taxes	11/19/2025 6:09 PM
18	In connection with the expansion of housing options, it is not clear if that means just creating more single-family housing options, or including alternative housing options like townhomes, apartments, and possibly allowing Accessory Dwelling Units to expand on affordable housing options within SJ	10/29/2025 4:21 PM
19	Welcome to St John's signs as you enter!	10/22/2025 12:33 AM
20	A community center	10/15/2025 9:03 AM
21	Improve deteriorating infrastructure. Cracked, uneven sidewalks don't meet ADA requirements; water and sewer lines are old and replacement/ upgrades need to be part of an overall plan. If	10/15/2025 12:37 AM
22	Change the cities stance on marijuana and get some tax money that source	10/14/2025 6:41 PM
23	Bring more businesses to St John's.	10/14/2025 3:55 PM
24	Leave it as green space stop putting up stupid apartment complexes	10/14/2025 3:30 PM

Q5 The Parks and Recreation Action Plan outlines the steps needed to carry out the Parks and Recreation Plan vision, and is designed to guide improvements across the themes listed below. Find the full action plan here. Which of the following themes do you think should be the highest priority for the City to focus on over the next five years? Select your top five.

Answered: 111 Skipped: 7



ANSWER CHOICES	RESPONSES
Community and specialized recreation facilities (e.g., dog park, skate park, community building)	64.86% 72
Playground and recreation upgrades (e.g., new play equipment, pickleball courts, sledding hill)	54.95% 61
Parking, lighting, and safety improvements	50.45% 56
Trail and connectivity enhancements (e.g., new trail links to the CIS Trail and neighborhoods)	47.75% 53
Accessibility and circulation improvements (e.g., paved paths, ADA connections)	35.14% 39
Pavilions, shelters, and gathering spaces (e.g., picnic shelters, community use areas)	35.14% 39
Management, funding, and engagement (e.g., improved website, partnerships, grants)	25.23% 28
Park landscaping and beautification (e.g., trees, native plantings, improved appearance)	22.52% 25
Park-specific planning and redevelopment (e.g., updates to key parks and facilities)	21.62% 24
Park identity and wayfinding (e.g., new signage and branding)	5.41% 6
Total Respondents: 111	

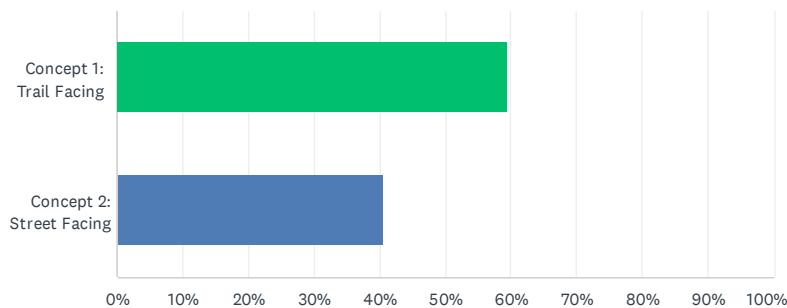
Q6 Is there anything missing from this Action Plan that you believe should be a priority for St. Johns over the next decade?

Answered: 17 Skipped: 101

#	RESPONSES	DATE
1	More walkability and Bikeability. Traveling to the south business district of St. John's is hazardous and deters anyone from walking or biking that way, with how car-centric the infrastructure design is. Making a green space buffer with some trees and a small hedgerow would do wonders to make the space more accessible and safe.	11/24/2025 9:06 PM
2	Our kids need something to do besides sit on their phones and computers. My generation has movie theaters, bowling alley and skating rinks. Something needs to be done to get younger kids interacting with one another and communicating.	11/24/2025 10:21 AM
3	Yes we need a center where all ages can go watch movies like a community theater and a gym for all the community to use.	11/21/2025 3:05 PM
4	a permanent farmer's market location with adequate shelter - protecting vendors and lengthening the market season. a european style holiday market with hours throughout the winter holiday season.	11/20/2025 12:40 PM
5	Remove sidewalks that go no where. Example S. Kibbee St	11/20/2025 6:30 AM
6	No	11/19/2025 7:20 PM
7	Activity for kids	11/19/2025 7:02 PM
8	Community center bike pump track	11/19/2025 6:51 PM
9	Yes. Focus on fixing the police dept and transparency between the council and the public.	11/19/2025 6:40 PM
10	Stop spending tax dollars	11/19/2025 6:38 PM
11	quit spending money	11/19/2025 6:09 PM
12	It's not missing, but I've said for years we NEED a dog park!!!	10/25/2025 6:26 AM
13	Full action plan link gave "page not found" error message, but I would like to see upgrades to the skating rink in the city park, specifically at least one handrail to help access ice and a couple benches at the ice edge.	10/24/2025 11:41 AM
14	Parking for people wanting to walk the trails	10/22/2025 12:33 AM
15	I am strong believer in maintaining/ upgrading what we have before adding new. There's only so much money available so fix what you already have first.	10/15/2025 12:37 AM
16	Would love to see a dedicated mountain bike trail at our city park.	10/14/2025 7:42 PM
17	Focus more on pathes and trails for children to move thru the city safely	10/14/2025 6:41 PM

Q7 Which concept do you think best supports the future of the Greater Downtown area?

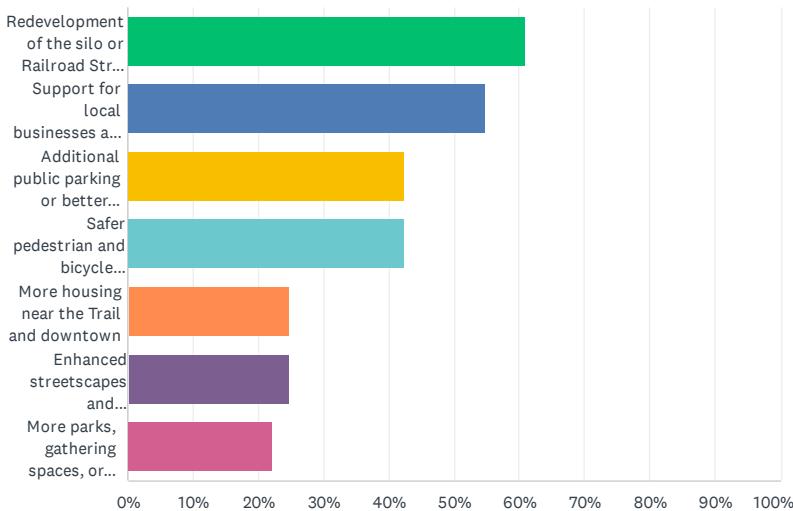
Answered: 101 Skipped: 17



ANSWER CHOICES	RESPONSES
Concept 1: Trail Facing	59.41%
Concept 2: Street Facing	40.59%
TOTAL	101

Q8 Which downtown improvements should the City and DDA prioritize as redevelopment occurs? Select your top 3.

Answered: 113 Skipped: 5



ANSWER CHOICES	RESPONSES
Redevelopment of the silo or Railroad Street area	61.06% 69
Support for local businesses and new retail	54.87% 62
Additional public parking or better parking wayfinding	42.48% 48
Safer pedestrian and bicycle connections across Old US-127	42.48% 48
More housing near the Trail and downtown	24.78% 28
Enhanced streetscapes and beautification (trees, art, facades)	24.78% 28
More parks, gathering spaces, or small plazas	22.12% 25
Total Respondents: 113	

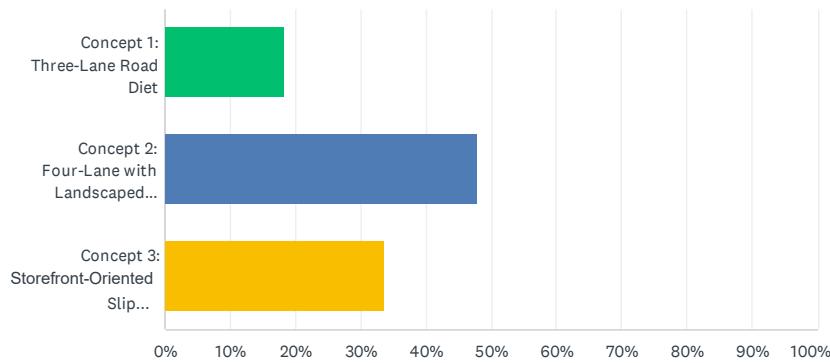
Q9 Are there other improvements you believe should be a priority downtown?

Answered: 12 Skipped: 106

#	RESPONSES	DATE
1	Better farmers market setup + space to host festivals (ie Meridian Township farmers market space). This could help boost the outdoor events to have a dedicated space and not only being able to use the streets.	11/25/2025 9:53 PM
2	More focus on bringing people down town. Monthly festivals or something that brings people into the area.	11/24/2025 10:21 AM
3	Remove times for street parking. It is hard to have friends you don't see often come and eat in the downtown district without having to watch the clock which is stressful.	11/21/2025 10:34 PM
4	No	11/19/2025 7:20 PM
5	Alleys	11/19/2025 7:02 PM
6	Businesses cant make it in St Johns we do not need to spend any tax dollar there	11/19/2025 6:38 PM
7	sip spending	11/19/2025 6:09 PM
8	I like the murals downtown! I think there should be more!!	10/25/2025 6:26 AM
9	More parking spots there is never enough parking.	10/22/2025 12:33 AM
10	Take out silos	10/16/2025 2:47 PM
11	Replace trees in City ROW...to many are dead, dying, mutilated by Consumers Energy. Take out old trees and plant new...to many are falling and destroying property	10/14/2025 8:54 PM
12	No more housing around the trail. Leave it as green space	10/14/2025 3:30 PM

Q10 Which concept do you think best supports the future of the US 127 commercial area?

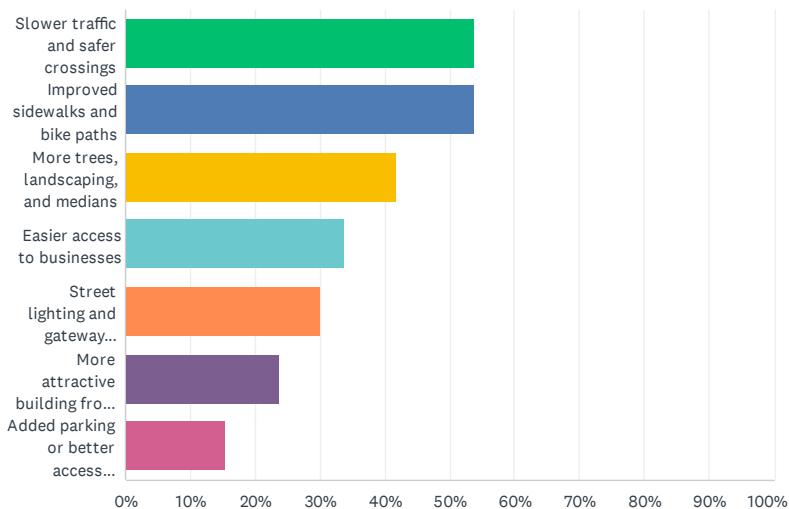
Answered: 104 Skipped: 14



ANSWER CHOICES	RESPONSES
Concept 1: Three-Lane Road Diet	18.27% 19
Concept 2: Four-Lane with Landscaped Median	48.08% 50
Concept 3: Storefront-Oriented Slip Streets	33.65% 35
TOTAL	104

Q11 What improvements along Old US-127 would make the corridor safer and more appealing? Select your top 3.

Answered: 110 Skipped: 8



ANSWER CHOICES	RESPONSES
Slower traffic and safer crossings	53.64% 59
Improved sidewalks and bike paths	53.64% 59
More trees, landscaping, and medians	41.82% 46
Easier access to businesses	33.64% 37
Street lighting and gateway features	30.00% 33
More attractive building fronts and signage	23.64% 26
Added parking or better access management	15.45% 17
Total Respondents: 110	

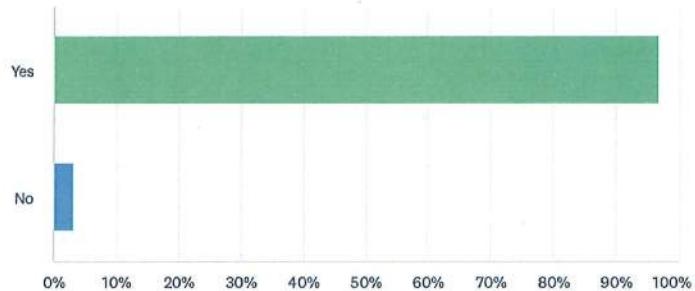
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Appendix C: Parks and Recreation Survey Results

Q1 I (or a member of my household) use the park facilities in the City?

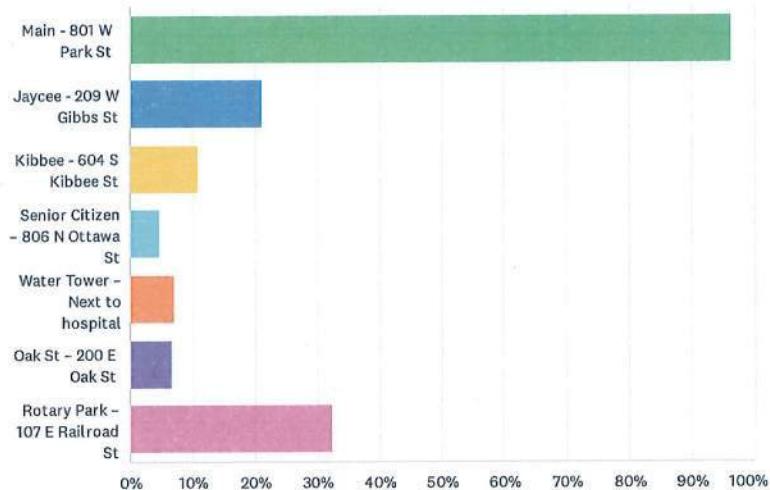
Answered: 282 Skipped: 4



ANSWER CHOICES	PERCENTAGE	RESPONSES
Yes	96.81%	273
No	3.19%	9
TOTAL		282

Q2 Which park do you use? (Select all that apply)

Answered: 274 Skipped: 12



ANSWER CHOICES	RESPONSES
Main - 801 W Park St	96.35% 264
Jaycee - 209 W Gibbs St	21.17% 58
Kibbee - 604 S Kibbee St	10.95% 30
Senior Citizen - 806 N Ottawa St	4.74% 13
Water Tower - Next to hospital	6.93% 19
Oak St - 200 E Oak St	6.57% 18
Rotary Park - 107 E Railroad St	32.48% 89
Total Respondents: 274	

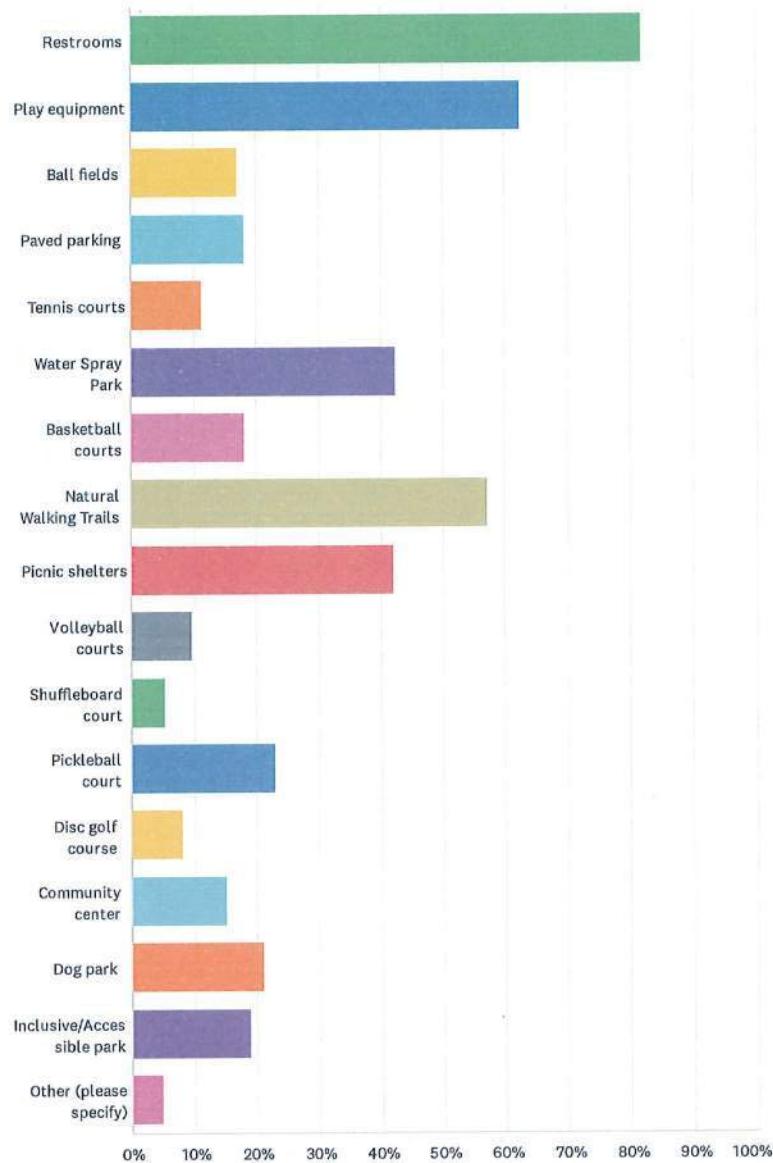
Community event (movie/concert)	170 (59.9%)	100%
Youth program activity	22.78%	64
Do not visit the parks	0.71%	2
Other (please specify)	11.74%	33
Total Respondents: 281		

#	OTHER (PLEASE SPECIFY)	DATE
1	Family or friend gatherings.	7/6/2025 4:44 PM
2	class and family reunions	3/14/2025 5:49 PM
3	Disc Golf	3/13/2025 5:26 PM
4	Picnic	3/13/2025 3:57 PM
5	Grand Children and Fantasy Forest.	3/13/2025 1:14 PM
6	Fresh air. Get out into nature.	3/13/2025 1:03 PM

#	OTHER (PLEASE SPECIFY)	DATE
1	Family or friend gatherings.	7/6/2025 4:44 PM
2	class and family reunions	3/14/2025 5:49 PM
3	Disc Golf	3/13/2025 5:26 PM
4	Picnic	3/13/2025 3:57 PM
5	Grand Children and Fantasy Forest.	3/13/2025 1:14 PM
6	Fresh air. Get out into nature.	3/13/2025 1:03 PM
7	Take our grandchildren for walks and to play at the parks.	3/13/2025 12:28 PM
8	We take our grandson to all the parks.	3/12/2025 9:16 PM
9	To enjoy an outdoor walk. To eat an occasional, peaceful take-out lunch in the car. I always include it in a scenic drive-about in the city, especially in the fall.	3/12/2025 7:41 PM
10	Work Picnics	3/12/2025 3:51 PM
11	Specifically, pickleball, and the courts need to be re-done/expanded - it is very popular!	3/12/2025 9:24 AM
12	pickleball	3/11/2025 9:20 AM
13	During 4H Fair and Mint Festival	3/7/2025 4:14 PM
14	pickleball	3/7/2025 10:08 AM
15	Pickleball	3/7/2025 10:01 AM
16	Celebration	3/7/2025 9:03 AM
17	The Main City park is a community favorite. The other parks play ground equipment needs major updates. So we find the school playground better for the young kids and playing on equipment.	3/7/2025 9:02 AM
18	Private events	3/7/2025 6:10 AM
19	Ice hockey, trails, sled, basketball	3/6/2025 10:31 PM
20	We rent the park facilities for outdoor worship and a church picnic.	3/6/2025 4:53 PM
21	Yoga at Depot, love summer gardens	3/6/2025 3:53 PM
22	Depot for parties	3/6/2025 3:18 PM
23	Mint Festival	3/6/2025 3:04 PM
24	Photo ops	3/6/2025 2:50 PM
25	Music in the Park	3/6/2025 2:39 PM
26	Walk dogs	3/6/2025 12:42 PM
27	With the grandkids to have unplanned fun	3/6/2025 12:03 PM
28	graduation party	3/6/2025 11:42 AM
29	Renting the Pavilion for baby shower	3/6/2025 11:34 AM
30	Family reunion in park pavilion	3/6/2025 11:34 AM
31	Family Reunion	3/6/2025 11:31 AM
32	specialized activity, like ice skating, tennis	3/6/2025 11:28 AM
33	Grandkids	3/6/2025 11:26 AM

Q4 Please select the existing features you would consider to be the most important when visiting a park. (Select up to three)

Answered: 283 Skipped: 3

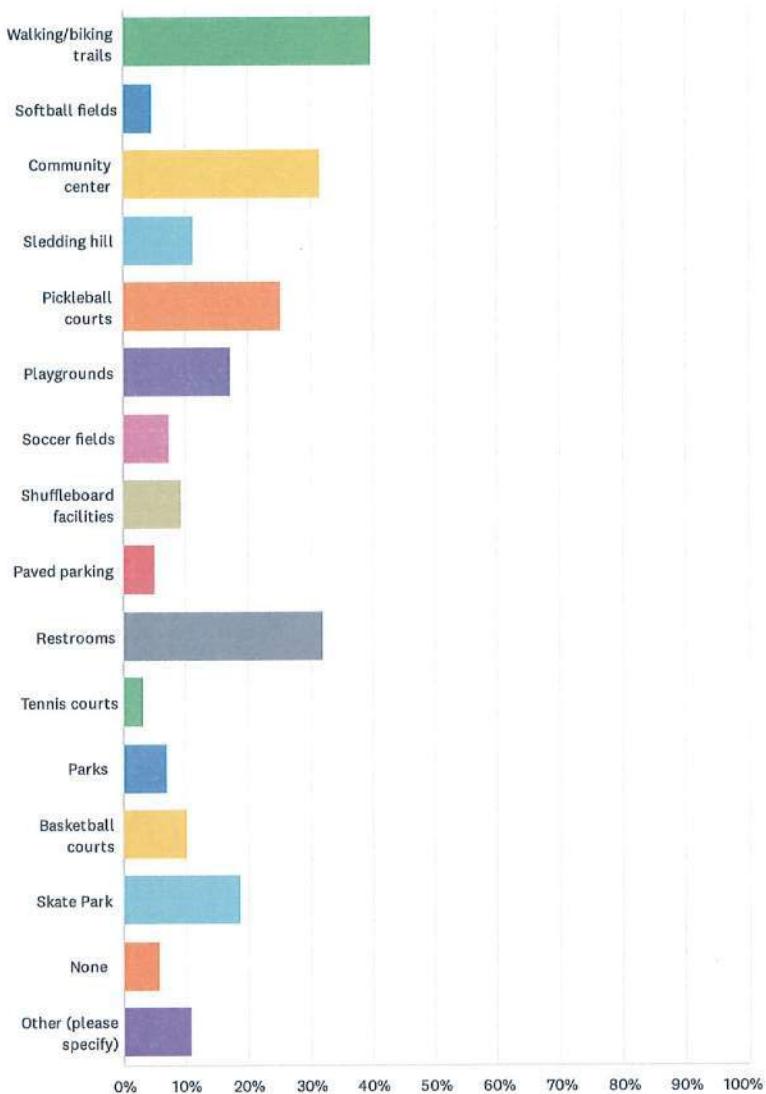


ANSWER CHOICES	RESPONSES
Restrooms	81.98%
Play equipment	62.54%
Ball fields	16.96%
Paved parking	18.02%
Tennis courts	11.31%
Water Spray Park	42.40%
Basketball courts	18.02%
Natural Walking Trails	57.24%
Picnic shelters	42.05%
Volleyball courts	9.54%
Shuffleboard court	5.30%
Pickleball court	22.97%
Disc golf course	8.13%
Community center	15.19%
Dog park	21.20%
Inclusive/Accessible park	19.08%
Other (please specify)	4.95%
Total Respondents: 283	

#	OTHER (PLEASE SPECIFY)	DATE
1	Clean restroom facilities	3/16/2025 11:20 AM
2	should have kept the pool	3/13/2025 2:57 PM
3	Youth facility	3/12/2025 8:54 PM
4	Electrical outlets, bbq/grill areas	3/12/2025 3:51 PM
5	Shade/trees	3/10/2025 7:08 AM
6	The play equipment needs to be age appropriate. Actual play equipment that kids can climb and jump on. There is a brand new play ground in Downtown Dewitt. It looks like a big pirate ship. Prime example here: They spent a lot to put that new playground in. And I noticed it's not very entertaining for the kids. It only has some steps, a bridge, some slides. There are no swings, kids love swings. There is no monkey bars, there is no rock wall. There is no merry go rounds, nothing that spins, nothing for coordination, balance. So that playground was put in more for looks in my opinion. It looks nice and expensive but it's not going to keep a kids attention very long. Kids love to hide, climb, spin, jump, run, exercise! We need more than a structure, we need it to keep the kids entertained and going! The old city park most defiantly did that for the kids, but it was too old to be safe. A great park to take pointers from is the park In East Lansing called Patriarche park. That is a park that my kids and family loves! Please put stuff like this in at the main city park. The kids and families need that	3/7/2025 9:02 AM
7	Lighting	3/6/2025 4:30 PM
8	Please add a dog park	3/6/2025 3:53 PM
9	Cleanliness of facility	3/6/2025 3:42 PM
10	Plenty of parking	3/6/2025 2:12 PM
11	Band shell	3/6/2025 1:04 PM
12	Pool	3/6/2025 12:42 PM
13	Ice rink	3/6/2025 12:09 PM
14	Shade and seating	3/6/2025 11:32 AM

Q5 What facilities are missing or should the City offer more of? (Select up to three)

Answered: 256 Skipped: 30



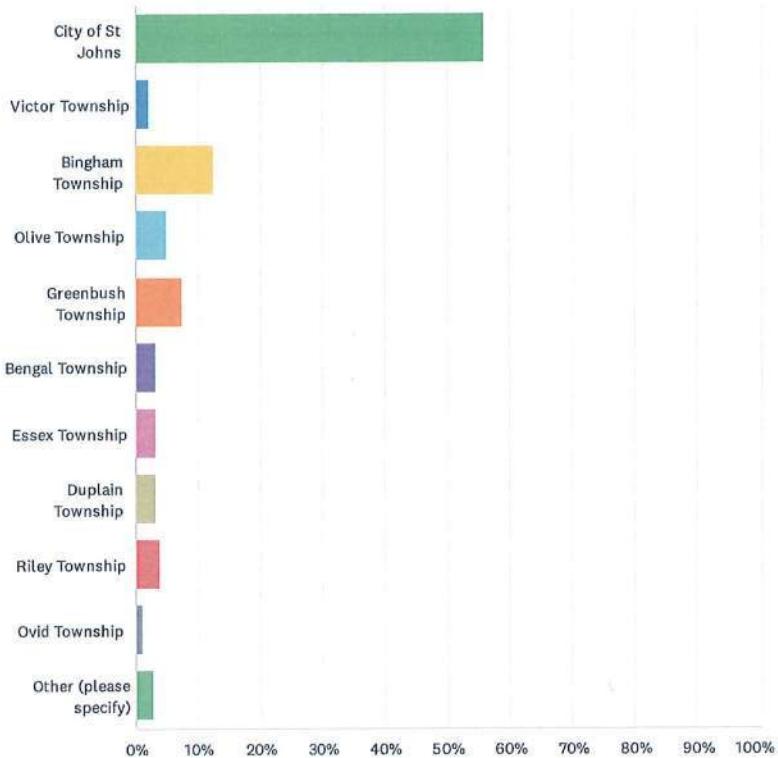
Basketball Courts		
Skate Park	18.75%	48
None	5.86%	15
Other (please specify)	10.94%	28
Total Respondents: 256		

#	OTHER (PLEASE SPECIFY)	DATE
1	A roped return system for the sledding hill	3/17/2025 4:56 PM
2	Need to maintain facilities you have	3/16/2025 11:20 AM
3	Adult friendly equipment so adults can play with their kids, especially swings or a bench swing	3/15/2025 6:27 PM
4	Disc Golf	3/13/2025 5:26 PM
5	No place on the survey for other relevant comments.	3/13/2025 1:14 PM
6	Paved and more parking for the soccer fields on Townsend.	3/13/2025 1:03 PM
7	Playround update	3/13/2025 9:21 AM

#	OTHER (PLEASE SPECIFY)	DATE
1	A roped return system for the sledding hill	3/17/2025 4:56 PM
2	Need to maintain facilities you have	3/16/2025 11:20 AM
3	Adult friendly equipment so adults can play with their kids, especially swings or a bench swing	3/15/2025 6:27 PM
4	Disc Golf	3/13/2025 5:26 PM
5	No place on the survey for other relevant comments.	3/13/2025 1:14 PM
6	Paved and more parking for the soccer fields on Townsend.	3/13/2025 1:03 PM
7	Playground update	3/13/2025 9:21 AM
8	Youth facility	3/12/2025 8:54 PM
9	More stuff for the children or teens	3/12/2025 8:48 PM
10	dog park	3/10/2025 2:25 PM
11	DOG PARK	3/10/2025 9:41 AM
12	need to improve quality of existing facilities	3/8/2025 10:16 AM
13	Dog park	3/7/2025 4:22 PM
14	Facilities aren't so much lacking as in need of updating/improvement	3/7/2025 4:14 PM
15	A skate park is all these kids in Saint John's talk about. This would keep kids out of trouble and entertaining for sure!	3/7/2025 9:02 AM
16	Dog Park	3/7/2025 9:00 AM
17	Dog park	3/7/2025 7:11 AM
18	Dog park	3/7/2025 6:10 AM
19	In line skating rink, toboggan run, gated dog run	3/6/2025 10:31 PM
20	Pickleball class	3/6/2025 3:53 PM
21	Dog park	3/6/2025 3:20 PM
22	Dog Park	3/6/2025 3:04 PM
23	Dog park	3/6/2025 12:12 PM
24	Ice rink that has freon and stays frozen all the time in winter.	3/6/2025 12:09 PM
25	Dog park!!	3/6/2025 12:05 PM
26	Sidewalks and cutouts to make paths to and from parks safer and more accessible	3/6/2025 11:45 AM
27	Shade and seating	3/6/2025 11:32 AM
28	Stationary exercise equipment for adults	3/6/2025 11:26 AM

Q6 Where do you live?

Answered: 285 Skipped: 1



ANSWER CHOICES	RESPONSES
City of St Johns	55.79%
Victor Township	2.11%
Bingham Township	12.63%
Olive Township	4.91%
Greenbush Township	7.37%
Bengal Township	3.16%
Essex Township	3.16%
Duplain Township	3.16%
Riley Township	3.86%
Ovid Township	1.05%
Other (please specify)	2.81%
TOTAL	285

#	OTHER (PLEASE SPECIFY)	DATE
1	Lansing	3/13/2025 7:50 AM
2	Westphalia Township	3/12/2025 9:39 PM
3	Business location in Stjohns industrial park	3/12/2025 3:51 PM
4	Sciota Township, Shiawassee county	3/6/2025 3:42 PM
5	Dewitt	3/6/2025 12:37 PM
6	Fowler	3/6/2025 12:13 PM
7	Dallas Township	3/6/2025 11:31 AM
8	Dallas	3/6/2025 11:26 AM

Appendix D: 2019 Survey and Results

As part of the development of the Master Plan, St. John conducted a survey of property owners and residents in the community. The results of the survey were used to guide the planning process and create a shared vision for the community. Survey responses were gathered in December 2018 and January 2019.

Community Survey Respondents

There were 214 responses to the survey. Survey respondents were asked at what intersection they lived at. Based on the intersection they stated they were assigned a community. About 90 percent of the respondents lived in St. Johns ten percent of the respondents lived in a surrounding community.

Summary

Respondents were asked about their favorite and least favorite aspects of both St. Johns and about key locations for downtown. The current parking situation and what should happen to FC Mason building are examples of some of the questions on the survey. The tables will show the results of questions posed to the entire City.

Methodology

All of the answers in the survey were open ended questions except for one. The answers to the questions all had to be read and coded based on themes and trends in the responses. Some categories were combined in the end to make the responses more comprehensive. For example, intersections were a category when talking about intersections. All intersections will be combined into one category so we can see the total number of respondents that complained about intersections opposed to seeing each intersection breakdown. Questions were allowed to be coded as multiple things. Because of this the percentages reflect the number of respondents that stated that as a response. For example, 50 percent of the residents said that restaurants would make downtown better however, 80 percent of residents could also say that business can make downtown better. The percentages do not add up to 100 but reflect the number of respondents that respondents in a certain way.

Community Survey



1. What do you do when you go to Downtown St. Johns? Do you shop? Dine? Play? Work? Tell us your favorite places!

RESPONSES	OVERALL	CITY OF ST JOHNS RESIDENTS	BINGHAM TOWNSHIP RESIDENTS	OUTSIDE RESIDENTS
Don't go	3.29%	2.78%	11.11%	—
Library	7.04%	7.78%	—	12.50%
Live	0.94%	0.94%	—	—
Local Business	49.30%	48.89%	33.33%	62.50%
Local Events	3.29%	2.78%	—	—
Local Institutions	1.41%	1.67%	—	—
Local Restaurants	81.69%	85.00%	77.78%	87.50%
Play	4.23%	3.89%	—	—
Work	6.57%	6.67%	—	—
TOTAL	100%	100%	100%	100%

2. When you go downtown, where do you park? Do you have a “secret” spot? Do you prefer street parking or a parking lot? Or do you just try to get as close as possible to your destination?

RESPONSES	OVERALL	CITY OF ST JOHNS RESIDENTS	BINGHAM TOWNSHIP RESIDENTS	OUTSIDE RESIDENTS
As close as possible	46.70%	47.78%	44.00%	12.50%
Illegally	0.47%	—	—	—
Large Lot	7.08%	7.78%	—	12.50%
Nowhere to park	6.60%	7.22%	—	12.50%
Plenty Parking	3.77%	4.44%	—	—
Street	38.21%	35.56%	55.56%	50%
Walk	3.77%	4.44%	—	—
US 27	0.47%	—	11.11%	—
Wherever a spot is open	7.55%	7.22%	—	25%
Park Downtown	—	0.47%	—	—
TOTAL	100%	100%	100%	100%

3. If your first of choice of downtown parking area is full, what do you do? Head home? Find a parking lot? Go a block over? Let us know your parking “Plan B”!

RESPONSES	OVERALL	CITY OF ST JOHNS RESIDENTS	BINGHAM TOWNSHIP RESIDENTS	OUTSIDE RESIDENTS
A block over	36.97%	37.99%	55.56%	37.50%
Behind Location	2.37%	2.23%	11.11%	—
Call 911	0.95%	1.12%	—	—
Find a place	14.69%	15.64%	11.11%	12.50%
Go Home	12.32%	12.29%	11.11%	—
Head to Lansing	0.47%	0.56%	—	—
Look Again	16.59%	16.20%	11.11%	12.50%
No Problem	3.32%	3.91%	—	—
Outside of Downtown	5.21%	3.35%	—	25%
Parking Lot	11.85%	11.17%	—	—
Side Street	—	12.29%	11.11%	—
Walk	—	6.70%	—	—
TOTAL	100%	100%	100%	100%

4. Enough about parking. Let's talk about our aspirations for St. Johns. If the FC Mason / Federal Mogul facility (the one at Mead and Lincoln Streets, north of Downtown) could become anything, what should it become? Should the building be kept and repurposed? Or should it be torn down and replaced by something else?

RESPONSES	OVERALL
Apartment	9.05%
Commercial	15.71%
Community Center	3.33%
Factory	4.29%
Farmers Market	1.43%
Government's Choice	10.48%
Housing	2.86%
Low Income Apartments	4.29%
Marijuana Facility	1.90%
Movie Theater	2.86%
Not Apartments	1.43%
Park	5.24%
Parking	5.24%
Repurpose	22.86%
Restaurant	8.10%
Super Market	4.76%
Torn Down	14.76%
Youth Center	6.67%
Other	5.23%
TOTAL	100%

Community Survey



5. When you walk, run, or bike along the Meijer Trail (the one that runs through the center of town), what do you wish was along the trail that you don't see today? There are empty buildings and land—what should go in those locations?

RESPONSES	OVERALL	CITY OF ST JOHNS RESIDENTS	BINGHAM TOWNSHIP RESIDENTS	OUTSIDE RESIDENTS
Affordable Housing	1.47%	1.71%	—	—
Art	4.90%	5.71%	—	—
Benches	10.78%	12.00%	—	—
Bike Repair	5.29%	5.14%	—	—
Commercial	11.27%	12.57%	11.11%	—
Do not use trail	10.78%	11.43%	11.11%	—
Exercise Station	1.96%	2.29%	—	—
Extend Trail	2.45%	2.29%	—	—
Flowers	9.31%	9.71%	—	14.29%
Food Stands	3.43%	4.00%	—	—
Green Grass	1.96%	1.71%	—	—
History Stops	2.94%	2.86%	—	14.29%
Lighting	2.94%	2.86%	11.11%	14.29%
Not Sure	13.73%	14.29%	—	14.29%
Nothing	5.93%	5.14%	—	14.29%
Parks	5.39%	4.57%	33.33%	—
Refreshments	4.90%	4.57%	11.11%	—
Restrooms	15.20%	13.14%	33.33%	14.29%
Security	2.45%	2.29%	11.11%	—
Trees	8.33%	8.00%	—	—
Waste Baskets	3.43%	2.86%	—	—
Water Station	9.31%	9.14%	11.11%	—
Remove buildings	—	—	—	14.29%
Smooth the trail	—	—	11.11%	—
Other	12.26%	14.36%	—	—
TOTAL	100%	100%	100%	100%

6. Do you ride your bike around town? If so, where? Is there anywhere you avoid because it's too unsafe to be on a bike? What can St. Johns and Bingham Township do to make it safer and more fun to ride a bike?

RESPONSES	OVERALL	CITY OF ST JOHNS RESIDENTS	BINGHAM TOWNSHIP RESIDENTS	OUTSIDE RESIDENTS
Add Sidewalk to Walmart	1.96%	2.29%	—	—
Bike Lanes	7.35%	6.86%	20%	—
Do Not Bike Downtown	1.96%	4.00%	—	—
Downtown	4.41%	4.57%	—	—
Drivers Are Dangerous	3.43%	2.86%	10%	—
Fix Potholes	3.43%	3.43%	10%	—
Fix Sidewalks	4.90%	5.14%	—	—
M21	2.45%	2.86%	—	—
More Lighting	1.96%	2.29%	—	—
No	29.41%	28.00%	40%	66.67%
No Problem	4.41%	4.00%	—	16.67%
Not in Town	1.96%	1.71%	10%	—
Not Sure	7.84%	8.00%	10%	16.67%
Old 27	7.84%	8.00%	—	16.67%
On Side Streets	3.43%	3.43%	10%	—
On Trail	13.24%	14.29%	10%	—
Ride Everywhere	4.90%	5.71%	—	—
Signage	1.47%	1.71%	—	—
Streets are Dangerous	3.43%	2.86%	10%	—
Underpass Kids	1.47%	1.71%	—	—
Other	15.19%	23.42%	—	—
Police Presence	1.47%	—	—	—
No Destination	—	—	10%	—
TOTAL	100%	100%	100%	100%

Community Survey



7. Are you able to walk to destinations (parks, schools, businesses, etc.) from your house? Which ones?

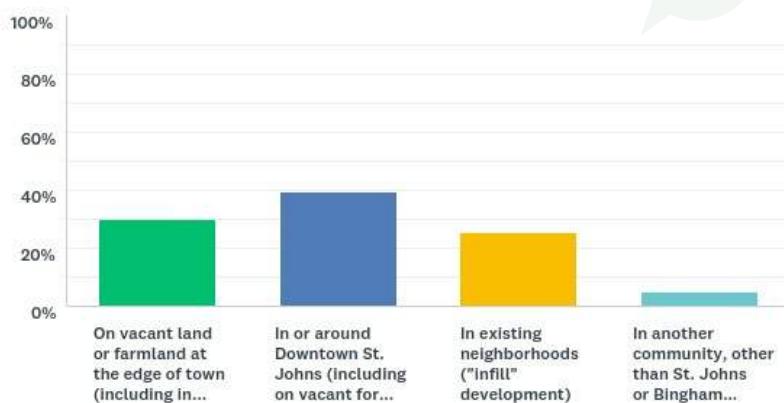
RESPONSES	OVERALL	CITY OF ST JOHNS RESIDENTS	BINGHAM TOWNSHIP RESIDENTS	OUTSIDE RESIDENTS
Anywhere	20.10%	20.11%	—	—
Bad Sidewalks	2.39%	2.79%	—	—
Commercial	7.18%	8.38%	—	—
Don't Walk	33.97%	30.17%	90%	83.33%
Downtown	22.49%	24.58%	—	—
Grocery Store	2.87%	3.35%	—	—
High School	4.31%	5.03%	—	—
Hospital	3.83%	4.47%	—	—
No Problem	2.39%	2.23%	—	16.67%
Too Far	6.70%	6.15%	10%	—
Old 27	3.35%	3.91%	—	—
Park	16.75%	18.44%	—	—
Restaurant	1.44%	1.68%	—	—
School	9.57%	10.61%	—	—
Other	5.26%	6.14%	—	—
No Sidewalk	—	—	10%	—
TOTAL	100%	100%	100%	100%

8. When you're driving your car, do you find any roadways or intersections in St. Johns or Bingham Township unsafe or otherwise frustrating? Which ones?

RESPONSES	OVERALL	CITY OF ST JOHNS RESIDENTS	BINGHAM TOWNSHIP RESIDENTS	OUTSIDE RESIDENTS
INTERSECTION				
1 st most mentioned: Lansing Street and M21	14.49%	14.12%	20%	—
2 nd most mentioned: Scott and M21	8.21%	9.04%	10%	—
STREET				
1 st most mentioned: Business 27	13.53%	13.56%	10%	33.33% not defined
2 nd Most mentioned: Lansing Street	4.83%	5.08%	10%	—
4 Way stop	2.42%	2.26%	—	—
Add Left Turns	3.38%	3.95%	—	—
Add Traffic Light	6.76%	7.34%	—	—
Bad Conditions	11.11%	10.73%	10%	16.67%
Blocked View	4.83%	5.08%	—	—
Difficult Left turns	4.35%	4.52%	—	—
Potholes	—	—	—	16.67%
Poor Signage	—	—	—	16.67%
No Problem	—	—	—	50.00%
COMMERCIAL				
1 st most mentioned: McDonald's	3.86%	4.52%	—	—
1 st most mentioned: Post Office	—	—	10%	—
2 nd Most mentioned: Kroger	3.86%	4.52%	—	—
No Problem	29.47%	28.25%	30%	—
Speed Limit	3.38%	3.39%	—	—
Sturgis To Townsend	3.38%	3.95%	—	—
TOTAL	100%	100%	100%	100%

Community Survey

9. The new Glanbia Nutritionals facility on the north side of town is expected to employ around 300 people. This may generate a need for new housing. Where should that housing be built?



10. Bingham Township is a largely rural community. But development is likely to occur. If development occurs in Bingham, where would you want to see it? Is your answer different for residential development vs commercial or industrial? Is there anywhere the development absolutely should NOT go?

RESPONSES	OVERALL	CITY OF ST JOHNS RESIDENTS	BINGHAM TOWNSHIP RESIDENTS	OUTSIDE RESIDENTS
Along Business 27	6.59%	5.63%	—	16.67%
Along M21	3.30%	3.75%	—	—
By Freeway Exits	3.30%	3.75%	—	—
Commercial	8.24%	6.88%	33%	16.67%
Downtown	4.40%	4.38%	—	—
East of Town	2.75%	2.50%	—	16.67%
Industrial Stays the Same	2.20%	2.50%	—	—
No	9.34%	10.00%	11.11%	—
No Comment	31.32%	31.88%	22.22%	50%
North of Town	7.69%	7.50%	11.11%	16.67%
Not By Parks	2.75%	3.13%	—	—
Not By Residential	2.75%	2.50%	—	—
Not Farmland	7.14%	5.63%	11.11%	16.67%
Not In Downtown	2.20%	2.50%	—	—
Outskirts	1.65%	1.25%	—	16.67%
Reuse Building Commercial	8.24%	9.38%	—	—
Reuse Building Residential	6.04%	6.88%	—	—
Southside	3.85%	3.75%	11.11%	—
Stay the same	2.20%	2.50%	—	—
Within City Limits	6.59%	5.63%	—	—
Other	6.18%	9.37%	—	—
Residential	—	—	11.11%	—
TOTAL	100%	100%	100%	100%

11. How can we get travelers to stop in St. Johns to patronize local businesses?

RESPONSES	OVERALL	CITY OF ST JOHNS RESIDENTS	BINGHAM TOWNSHIP RESIDENTS	OUTSIDE RESIDENTS
Better Advertisement	27.04%	26.90%	30%	25%
Better Downtown	16.84%	16.96%	20%	12.50%
Better Gateway	13.27%	12.87%	20%	25%
Better Restaurants	8.67%	7.60%	10%	25%
Diverse Commercial	40.82%	40.94%	50%	37.50%
Gap Development	2.04%	2.34%	—	—
Keep Good Conditions	3.06%	3.51%	—	—
Lower Rents	2.55%	2.92%	—	—
Marijuana Dispensaries	1.53%	1.75%	—	—
More Community Events	10.20%	9.94%	20%	12.50%
More Family Events	8.16%	8.77%	10%	—
More Hotels	3.06%	2.92%	10%	—
More Parking	6.12%	5.85%	—	—
Not Sure	5.10%	4.68%	10%	12.50%
Other	4.08%	4.67%	—	—
TOTAL	100%	100%	100%	100%

12. Finally, what is one thing you would improve about greater St. Johns if you could? Or is it perfect already?

RESPONSES	OVERALL	CITY OF ST JOHNS RESIDENTS	BINGHAM TOWNSHIP RESIDENTS	OUTSIDE RESIDENTS
Affordable Housing	2.06%	1.76%	1.76%	12.50%
Better Parking	5.67%	5.88%	5.88%	—
Better Services	15.46%	17.65%	17.65%	—
Clean Up abandon Areas	4.12%	4.12%	4.12%	—
Diversity	3.09%	2.35%	2.35%	12.50%
Fix Roads	8.76%	8.82%	8.82%	—
Fuller Commercial	28.35%	27.65%	27.65%	50.00%
It is perfect	4.64%	4.71%	4.71%	—
Lower Taxes	2.58%	2.94%	2.94%	—
More Activities for Kids	10.82%	10.00%	10.00%	—
More Community Events	6.70%	5.88%	5.88%	12.50%
More Restaurants	5.67%	5.29%	5.29%	12.50%
Not Sure	10.31%	11.18%	11.18%	12.50%
Safer Roads to schools	1.55%	1.76%	1.76%	—
TOTAL	100%	100%	100%	100%

13. Please tell us (generally) where you live. The nearest intersection is all we're looking for.

The breakdown on responses was 91% of the responses were clearly from St. Johns. 5% of the responses came from Bingham Township and 4% came from other municipalities. The low response from residents living outside of St. Johns could lead to higher percentages in their categories, but some questions about walkability accurately represent City residents and people who do not live in St. Johns. One would expect that more people walk in St. Johns than outside residents because living in St. Johns would mean the resident is closer to amenities. Compared to living outside of the community and being further away from St. Johns assets. This was accurately represented in the survey. However, the responses for Bingham Township residents and other communities was low.

QUESTION 13 OVERALL RESPONSES	
St. Johns	90.95%
Bingham Township	5.03%
Other	4.02%

Staff Acknowledgments



235 East Main Street, Suite 105

Northville, MI 48167

mcka.com

John R. Jackson, AICP	President
Chris Khorey, AICP	Project Manager
Ethan Senti	Urban Design
Paige Brodeur.....	Project Planner / GIS Mapping
Carrie Leitner.....	Art Director

WWW.CITYOFSTJOHNSMI.COM

Scott Dzurka
Mayor

Brad Gurski
Vice Mayor

Eric Hufnagel
Commissioner

Chris Hyzer
Commissioner

Chris DeLiso
Commissioner

Vacant
City Manager

Mindy J. Seavey
City Clerk

Kristina Kinde
City Treasurer

Michael Homier
City Attorney

Justin Smith
Director of Public Services



Clinton Area Ambulance Service Authority (CAASA) has been a long-standing, well-qualified, and stable organization serving the communities of Clinton County. However, several financial pressures have created significant operational challenges, including:

- **Inadequate reimbursements** from Medicare, Medicaid, and insurance-adjusted payments
- **Declining collection rates**, increasing from 30% historically written off to **as high as 60%** today
- **Stagnant reimbursement increases** that have not kept pace with inflation
- **COVID-era inflation**, which sharply increased equipment, supply, and staffing costs
- **Loss of revenue** due to the University of Michigan subsidizing its own ambulance service for transfers out of U of M Clinton

These factors have compounded into the financial crisis currently facing CAASA. The organization is nearing a point where continued operation is at risk. As a result, the staff and Board have made difficult decisions to ensure emergency response remains available for residents.

It should be noted that many significant operational cuts have already been implemented.

Immediate Request

To ensure payroll and essential expenses can be met, CAASA is requesting:

- **An immediate \$2 per-capita contribution**, costing the City **\$15,396**

FY 26/27 Budget Measures

The upcoming FY 26/27 budget includes substantial reductions totaling **more than \$850,000**, including:

- **Elimination of two staff positions**
- **Significant pay cuts for administrative staff**
- **Administrative staff assigned to ambulance coverage** to maintain service levels
- Budgeted municipal contribution of **\$22 per capita** instead of the previously planned \$17

- **Additional cost to the City: \$38,490**

Long-Term Plan

CAASA's long-term objective is to:

- Identify and pursue a **more sustainable funding model**
- Ensure the model is **equitable** and acceptable to all participating communities
- Maintain reliable and professional **911 emergency medical service** for residents

Income			
	101 · Program Revenue		
		101.001 · Supplies	\$49,500.00
		101.009 · Rendezvous	\$1,000.00
		101.011 · Revenue from Billing	\$6,276,000.00
		101.012 · Rescue Revenue	\$4,400.00
	Total 101 · Program Revenue		\$6,330,900.00
	102 · Interest Income		
		102.001 · Interest	\$500.00
	Total 102 · Interest Income		\$500.00
	103 · Other		
		103.001 · Authority Contribution	\$350,000.00
		103.002 · Miscellaneous	\$11,000.00
		103.003 · Education	\$24,000.00
		103.004 · Donations	\$0.00
	Total 103 · Other		\$385,000.00
	104 · Grant		
		104.001 · Grant Income	\$30,000.00
	Total 104 · Grant		\$30,000.00
	Total Income		\$6,746,400.00
Expenses			
	201 · Rescue Division		
		201.001 · Rescue Truck Insurance	\$1,900.00
		201.002 · Rescue Truck Fuel	\$1,100.00
		201.003 · Rescue Truck Misc. Supplies	\$0.00
		201.004 · Rescue Truck Repairs	\$0.00
		201.005 · Rescue Payroll	\$2,250.00
	Total 201 · Rescue Division		\$5,250.00
	202 · Uncategorized		
		202.001 · Uncategorized Expenses	\$0.00
	Total 202 · Uncategorized		\$0.00
	203 · Bad Debt		
		203.001 · No Run Info	\$2,500.00
		203.002 · Bad Debt Writeoff	\$825,000.00

		203.003 · Deceased Writeoff	\$1,300.00
		203.004 · Courtesy Discount	\$12,000.00
		203.005 · Contractual Writeoff	\$3,861,000.00
		203.006 · Refund	\$9,800.00
		203.007 · Workers Comp Writeoff	\$2,500.00
		203.008 · Collections	\$2,500.00
		203.009 · Bankruptcy Writeoff	\$1,900.00
		203.010 · Small Balance Writeoff	\$1,000.00
		Total 203 · Bad Debt	\$4,719,500.00
	204 · Insurance		
		204.001 · Workmens Comp	\$36,000.00
		204.002 · Package Policy	\$26,100.00
		204.003 · Auto	\$17,400.00
		204.004 · Disability	\$12,000.00
		Total 204 · Insurance	\$91,500.00
	205 · Miscellaneous		
		205.001 · Employee Incentive	\$10,000.00
		205.002 · Director Assigned Equipment	\$5,000.00
		205.003 · Miscellaneous Expense	\$1,000.00
		205.004 · Licenses, Dues, Fees, PPT	\$17,000.00
		Total 205 · Miscellaneous	\$33,000.00
	206 · Health Services Background		
		206.001 · Health Services/Background	\$300.00
		Total 206 · Health Services Background	\$300.00
	207 · Community Promotion		
		207.001 · Advertising	\$1,000.00
		Total 207 · Community Promotion	\$1,000.00
	208 · Repairs and Maintenance		
		208.001 · Equipment	\$1,000.00
		208.002 · Ranger	\$300.00
		208.003 · 101 Repairs and Maintenance	\$13,100.00
		208.004 · 102 Repairs and Maintenance	\$5,500.00
		208.005 · 103 Repairs and Maintenance	\$4,300.00
		208.006 · 104 Repairs and Maintenance	\$13,300.00
		208.007 · 105 Repairs and Maintenance	\$4,600.00
		208.008 · 111 Repairs and Maintenance	\$2,100.00
		208.009 · 112 Repairs and Maintenance	\$400.00
		208.010 · 121 Repairs and Maintenance	\$200.00

		208.004 · Ambulance Equipment	\$2,200.00
		208.006 · Pagers	\$500.00
		208.007 · Radios	\$500.00
	Total 208 · Repairs and Maintenance		\$48,000.00
	209 · Professional/Contractual Services		
		209.001 · Credit Card Charges	\$1,400.00
		209.003 · Software	\$10,000.00
		209.004 · Grounds Maintenance	\$5,800.00
		209.005 · Equip Maint	\$3,000.00
		209.006 · Physio-Control	\$0.00
		209.007 · Trash Pickup	\$1,600.00
		209.008 · Audit	\$12,000.00
		209.009 · Accounting, Legal & Profession	\$26,000.00
		209.010 · Bank Service Charges	\$2,000.00
		209.011 · Billing A/R	\$96,000.00
		209.012 · Collection Expense	\$10,000.00
		209.013 · Education	\$1,800.00
		209.014 · Medical Waste	\$3,000.00
		209.015 · Mileage Reimbursement	\$500.00
		209.016 · Seminars & Meetings	\$1,800.00
		209.002 · Uniforms	\$6,000.00
	Total 209 · Professional/Contractual Services		\$180,900.00
	210 · Utilities		
		210.001 · Electric	\$8,600.00
		210.002 · Gas	\$2,500.00
		210.003 · Sewer	\$2,100.00
		210.004 · Water	\$1,400.00
	Total 210 · Utilities		\$14,600.00
	211 · Communications		
		211.001 · Streaming Service	\$1,000.00
		211.002 · Computer Cellular Link	\$500.00
		211.003 · Cell Phone	\$100.00
		211.004 · Pager Lease	\$2,000.00
		211.005 · Telephone/Internet/TV Combined	\$3,500.00
	Total 211 · Communications		\$7,100.00
	212 · Supplies		
		212.001 · Furniture Office Upgrades	\$1,000.00
		212.002 · Community Paramedic Expense	\$20,000.00
		212.003 · Education Program	\$5,800.00

		212.004 · Training & Management	\$1,000.00
		212.005 · Medical	\$40,000.00
		212.006 · Gas and Oil	\$57,000.00
		212.007 · Postage	\$600.00
		212.008 · Freight	\$700.00
		212.009 · Office	\$6,200.00
		212.010 · Ambulance Supplies	\$4,000.00
		212.011 · Base	\$3,100.00
	Total 212 · Supplies		\$139,400.00
	213 · Payroll Benefits		
		213.001 · Payroll Annuity	\$23,000.00
		213.002 · Benefits - In Lieu of Health In	\$3,600.00
		213.003 · Benefits - Health	\$120,000.00
	Total 213 · Payroll Benefits		\$146,600.00
	214 · Payroll Taxes		
		214.001 · Comp. SUI	\$1,300.00
		214.002 · Comp. MCARE	\$20,900.00
		214.003 · Comp. FICA	\$85,800.00
	Total 214 · Payroll Taxes		\$108,000.00
	215 · Other Payroll		
		215.001 · Payroll exp/Solo ALS/SCT	\$5,000.00
		215.002 · Other Payroll - Other	\$0.00
	Total 215 · Other Payroll		\$5,000.00
	Payroll & Salaries		
		EMT Salaries	\$257,500.00
		Paramedic Salaries	\$427,000.00
		Administrative Salaries	\$160,000.00
		Supervisor Salaries	\$316,000.00
		Per-Diem Wages	\$85,000.00
	Total Payroll & Salaries		\$1,245,500.00
	Total Expenses		\$6,745,650.00
Net Income			\$750.00

EMS Comparison Table

The mission of the Clinton Area Ambulance Service Authority is to provide timely, compassionate, and innovative care to our residents while exhibiting integrity and a willingness to give back to the communities that support us.

	<u>CAASA</u>	<u>EA EMS</u>	<u>PORTLAND</u>	<u>OWOSO</u>	<u>MMR</u>	<u>LSW</u>
<u>COST</u>	\$17 per capita, need to be \$31 per capita.	Unknown, Dewitt/Bath paying \$2.07 per capita with heavy subsidy by UM Health	\$30 per capita, \$1 raise annually	\$70-\$85 per household, 8-10% increase on renewal	Unknown, last known was over \$110 per household	Millage for Fire and EMS
<u>FOCUS</u>	Designated coverage area	UM Health hospitals having priority over their two designated coverage areas.	Designated Coverage area	Designated coverage area	Covering their multi-county area	Designated coverage area
<u>CURRENT COVERAGE AREA</u>	North half of Clinton Co + Riley Twp	Bath, Olive Twp., Dewitt Twp, Dewitt City	City of Portland, Westphalia Twp, Pewamo	Owosso, Middlebury, and Farifield Twp	Gratiot, Isabella, Saginaw and many more using System Status Deployment.	Victor Twp, Laingsburg, Sciota Twp
<u>INPUT ON OPERATION</u>	Oversight and approval	Minimal to none	Unknown	Minimal	Minimal to none	Minimal to none
<u>RESPONSE TIME/ LOCATION</u>	St Johns to call location	CAASA plus 20 minutes	N/A (See Misc.). If they were/do respond in this coverage area it would be for mutual aid purposes.	N/A (See Misc.). If they were/do respond in this coverage area it would be for mutual aid purposes.	15 minutes + to north county line + to location	N/A (See Misc.). If they were/do respond in this coverage area it would be for mutual aid purposes.
<u>WILLINGNESS TO EXPAND</u>	Perhaps south if needed	Likely very high	Not likely	Possibly Ovid, Duplain	Likely, lack of transfers will not help	Possibly Ovid
<u>MISC.</u>	Community events, hosting local student clinical experiences, school event coverage and involvement, Continuing Education for EMS, facilities, and local businesses. Community Paramedicine program.	Likely very limited dedicated local involvement due to limited ability to staff rigs. Local agencies that rely on our Education program will have to fend for themselves, and likely schools will have to look elsewhere for training and go without program support for thier students. They don't have a CP program.	Location and staffing are why they wouldn't likely expand very far into our area.	Location and staffing are why they wouldn't likely expand very far into our area.	Likely very limited dedicated local involvement due to staffing limited to covering rigs. Local agencies that rely on our Education program will have to fend for themselves, and likely schools will have to look elsewhere for training and go without program support for thier students. They do have a CP program in Saginaw County. It's difficult to say how desirable our area is without the hospital transfers.	Location and staffing are why they wouldn't likely expand very far into our area.

CITY OF ST. JOHNS

CITY MANAGER EXECUTIVE SEARCH

PRESENTED BY
NATE GEINZER
Founder & CEO



JANUARY 2026



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COVER LETTER



Proposal for St. Johns City Manager Executive Search

Dear Mayor Scott Dzurka and City Commission,

Selecting the next City Manager is an important decision for the City of St. Johns. It is a moment to think carefully about the kind of leadership the organization needs to support the commission, staff, and the community through day-to-day operations as well as longer-term challenges. The right candidate will understand the realities of small-city governance while bringing clarity, balance, and openness to the role.

At Double Haul Solutions, we approach municipal executive search as a partnership. We take the time to understand the community, the governing body, and the organization itself so the process reflects what truly matters to you. Our work is grounded in listening first, asking the right questions, and honoring the character and priorities that make each community unique.

Our search begins by spending time with Commission, staff, and key stakeholders to understand the leadership qualities St. Johns needs now and into the future. From there, we conduct a focused and thoughtful search, drawing on our statewide and regional network, thorough vetting practices, and deep respect for public service. Throughout the process, we stay closely engaged, communicate clearly, and provide steady support from kickoff through final selection.

Once a candidate is selected, our StrongStart onboarding and transition service helps ensure they begin with clarity and confidence. This includes practical guidance through executive coaching to support a smooth transition and effective first months on the job. For communities seeking a solid first year, StrongStart Complete has you covered.

We appreciate the opportunity to support the City of St. Johns. We would welcome the chance to talk further and answer any questions. We look forward to working alongside you to identify a City Manager who leads with integrity, sound judgment, and a genuine connection to the St. Johns community.

Sincerely,

Nate Geinzer
Founder & CEO
Double Haul Solutions



“Great leadership is in our nature.”

HOW WE SERVE

- Community Engagement
- Strategic Planning
- Organizational Development
- Project & Program Support
- Economic Development

WWW.DOUBLEHAULSOLUTIONS.COM



OUR STORY

Since 2005, Nate Geinzer has been committed to advancing communities through thoughtful leadership and a deep understanding of public service. His experience, spanning chief executive roles to supporting management positions, has been defined by fostering meaningful connections and delivering practical, innovative solutions tailored to the unique challenges of local government.

In 2021, Double Haul Solutions (DHS) was established with a clear vision: to cultivate thriving communities through strategic collaboration and forward-thinking approaches. DHS is built on the principles of trust, innovation, and alignment with a focus on delivering sustainable and purpose-driven results. We take pride in equipping communities with the tools, strategies, and leadership needed to achieve their long-term goals, whether through strategic planning, economic development initiatives, or interim management support.

With decades of collective experience, our team approaches each project with professionalism, expertise, and a shared dedication to excellence. At DHS, we help communities and organizations reach further by aligning their goals with actionable strategies, fostering meaningful relationships, and overcoming obstacles to progress. Recognizing that every community is unique, we craft tailored solutions that address distinct challenges while driving sustainable growth and operational efficiency. Together, we can navigate complexities, build stronger foundations, and create resilient, vibrant communities.

OUR VISION

Creating Thriving, Purpose-Driven Communities, Organizations, and Teams.

OUR MISSION

Helping clients reach further and cut through the winds of everyday challenges.

A Definitive Decision.
WHY CHOOSE US



Prioritizing partnerships with authentic leaders who share our vision, purpose, and values of creating better communities for the future is paramount to us. Going above and beyond is in our team's DNA and essential to sustainable long-term progress. Double Haul Solutions can tailor its project teams to your unique needs and requirements.



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248-207-5293

CLIENT PORTFOLIO



EXECUTIVE SEARCHES

CLIENT	SCOPE OF WORK	TIMELINE
City of Berkley	Executive Search (Finance Director)	2023
City of Hart	Executive Search (City Manager)	2025
City of Ludington	Executive Search (City Manager)	2024
City of Mt. Pleasant	Executive Search (Finance Director)	2024
City of Royal Oak	Executive Search (City Manager)	2024
City of Saline	Executive Search (DPW Director)	2024
City of Saline	Executive Search (City Manager)	2025
City of Traverse City	Downtown Development Authority Executive Search (DDA Director)	2024
DeWitt Charter Township	Executive Search (Township Manager)	2024
Village of Dundee	Executive Search (Village Manager)	2024
Village of Pentwater	Executive Search (Village Manager)	2024

OTHER PROJECTS

CLIENT	SCOPE OF WORK	TIMELINE
Barry County	Human Resources Policy Development	2024
City of Berkley	Interim City Management & Transition Support	2024
City of Grosse Pointe	Interim Public Services Director	2026
City of Ionia	Community Development Project Facilitation	2024
City of Morenci	Human Resources Support/Executive Coaching	2024
City of Northville	Strategic Project Prioritization	2022
City of Northville	Interim Housing Director	2023
City of Port Huron	Community Engagement	2022
City of Port Huron	Community/Economic Development Support	2023-2024
City of South Haven	Lake Michigan Life Guard Feasibility & Implementation Strategy	2025
City of Tecumseh	Staff Team Building (2022) & City Council Goal Setting (2025)	2022/25
City of Traverse City	Interim City Management	2023
City of Zeeland	Financial Sustainability Review (w/Municipal Analytics)	2025
DeWitt Charter Township	Strategic Planning	2025
Downtown Ferndale	Governance Training & Team Building	2024
Saline Area Fire Department	Governance Training & Team Building	2024

FIRM INFORMATION AND REFERENCES



Organization Information

Double Haul Solutions
Brighton, MI 48116
248- 207-5293 (c)
EIN: 87-2174640
EST: October 2021

DHS Project and Professional References

Facilitator References

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Executive Search References

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Search Candidate
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Daniel Tavernier, City Manager
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Candidate
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Kristine Bosely, HR Director
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DOUBLE HAUL SOLUTIONS TEAM

A Strategic Partnership for Lasting Leadership



Our data-driven strategies, stakeholder engagement expertise, and deep understanding of municipal leadership ensure that communities have the guidance they need to thrive for years to come.

At Double Haul Solutions (DHS), we have assembled a team of dedicated professionals who understand Michigan's diverse communities and the leadership required to serve them effectively. Our team brings extensive experience in fostering inclusive, community-driven strategies that not only honor local voices but also support the long-term success of municipal organizations.

Every search is backed by a robust set of resources, ensuring a comprehensive and seamless process. We pride ourselves on our level of communication and relationship building, ensuring that both the client and candidates receive the highest level of support throughout the process.

By bringing together the expertise and hands-on guidance needed for a successful executive search, we create a positive and effective experience that leads to the placement of a leader who truly aligns with the organization's values, culture, and strategic priorities.

StrongStart: A Smarter Start for New Leaders

The first months in a leadership role are critical. StrongStart ensures a seamless transition with a structured onboarding plan and three months of executive coaching. We know the challenges—missed expectations, slow starts, and leadership gaps. Our program helps new executives build relationships, align priorities, and navigate complexities with confidence, setting the stage for long-term success. Because the right hire deserves the right start.

MEET OUR CORE TEAM

Helping communities reach further.

NATE GEINZER



Founder & CEO;
Community Leadership
Specialist

MITCH FOSTER



DHS Collaborator;
Economic Vitality & Small
Community Specialist

TORRI MATHEWS



DHS Collaborator;
Communications &
Engagement Specialist

ZACHARY SZYMANSKI



Director of Operations &
Project Analyst

PETER CHAPMAN



DHS Collaborator;
Community-Led
Development Specialist

NANCY MAURER



DHS Collaborator;
Team and Leadership
Development Facilitator

TERESA GILLOTTI



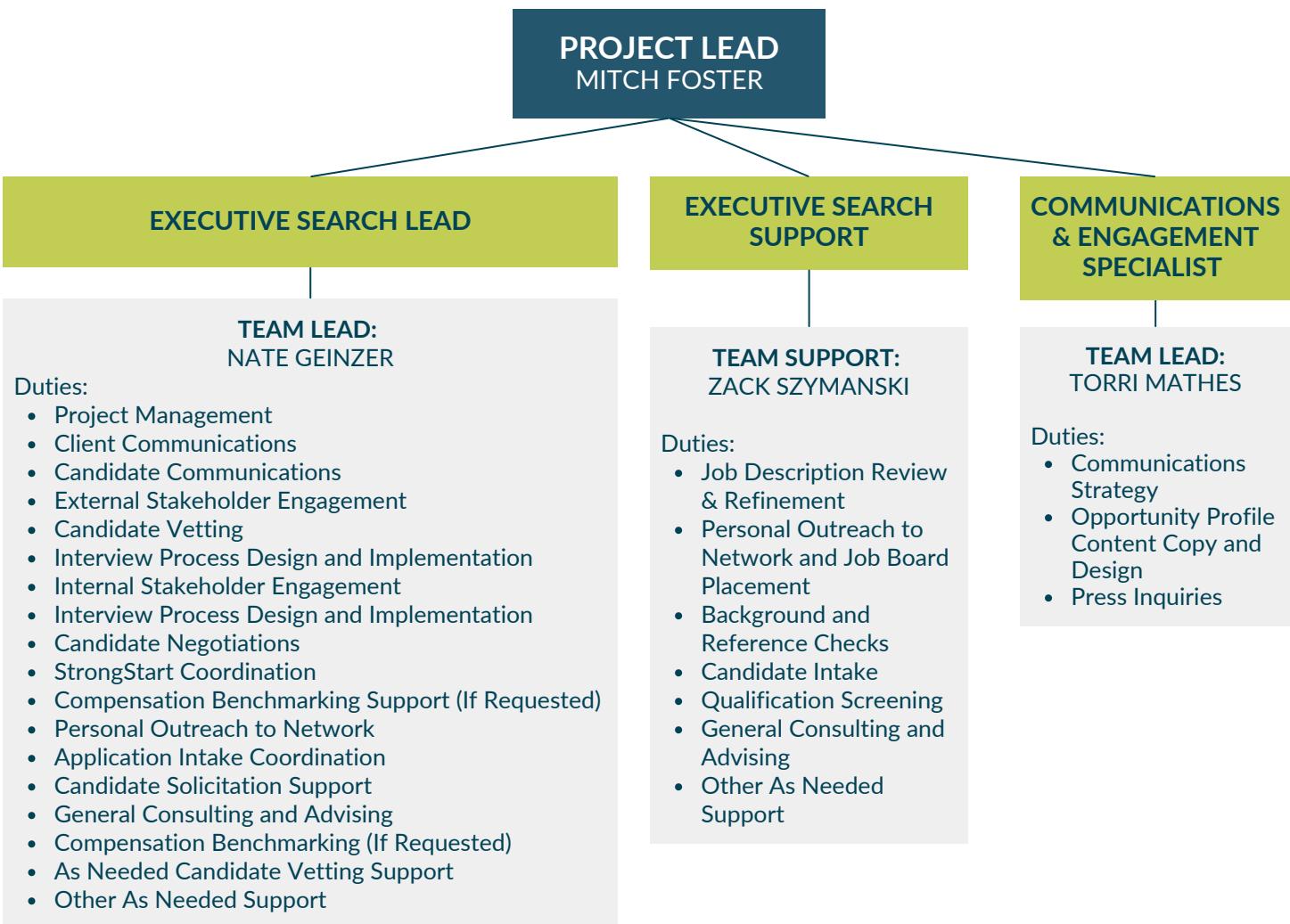
DHS Collaborator;
Community Development &
Engagement Specialist

KAYLA MCKAIG



DHS Collaborator;
Branding & Campaign
Development Specialist

EXECUTIVE SEARCH TEAM





YEARS EXPERIENCE

20

EDUCATION

MASTER OF PUBLIC
ADMINISTRATION –
EASTERN MICHIGAN
UNIVERSITY

BACHELOR OF
SCIENCE, HISTORY &
SOCIAL SCIENCES –
EASTERN MICHIGAN
UNIVERSITY

SPECIAL EXPERTISE

STRATEGIC
LEADERSHIP

COMMUNITY
BUILDING

ENGAGEMENT/
FACILITATION

ECONOMIC
DEVELOPMENT

VISIONING

STRATEGIC ALIGNMENT
& PLANNING

BUDGET STRATEGY

CONSULTANT PROFILE

NATE GEINZER

Nate began his local government career in 2005, inspired by a deep commitment to understanding the unique needs of communities and fostering collaboration to drive meaningful progress. As the founder of Double Haul Solutions, he has dedicated his career to helping governments build stronger relationships, align their strategies, and overcome challenges to achieve their goals. Nate's approach is rooted in listening to diverse voices, facilitating understanding, and creating cohesive environments where elected leaders and appointed staff can work together effectively.

With experience partnering with communities like Traverse City, Berkley, Northville, Lexington, Tecumseh, and DeWitt Charter Township, Nate has demonstrated success in strategic planning, interim management, economic development, and organizational leadership. His work focuses on cutting through challenges—whether they stem from misalignment, inefficiency, or broken relationships—and creating a foundation of trust, accountability, and shared purpose.

Relevant Consulting Work:

- City of Berkley, MI – Interim City Management Services
- DeWitt Charter Township, MI – Township Manager Search
- Village of Dundee, MI – Village Manager Search
- Downtown Ferndale, MI – Strategic Facilitation
- City of Gibraltar, MI – Executive Search
- City of Ionia, MI – Community Development Facilitation
- City of Mount Clemens, MI – Facilitation of Multi-Year Strategic Plan Update
- City of Northville, MI – Strategic Project Prioritization Planning, Special Projects, and Grant Assistance
- City of Port Huron, MI – Community Building & Engagement, Facilitation, Economic Development, Strategic Planning, Technical Assistance, and Advocacy
- City of Royal Oak, MI – City Manager Executive Search
- Saline Area Fire Authority – Strategic Facilitation
- City of South Haven, MI – Program Strategy
- City of Tecumseh, MI – Staff Retreat Facilitation, Team Building
- City of Traverse City, MI – Interim City Management Services
- City of Traverse City DDA – Executive Director Search

Relevant Work Experience:

- Oakland University MPA Program – Lecturer: Local Government
- Management
- City of Northville – Interim Housing Director
- City of Brighton – City Manager
- City of Farmington Hills – Assistant to the City Manager

A Definitive Decision. WHY CHOOSE US



Prioritizing partnerships with authentic leaders who share our vision, purpose, and values of creating better communities for the future is paramount to us. Going above and beyond is in our team's DNA and essential to sustainable long-term progress. Double Haul Solutions can tailor its project teams to your unique needs and requirements.





YEARS EXPERIENCE

3

EDUCATION

WAYNE STATE UNIVERSITY:
MASTER OF PUBLIC
ADMINISTRATION,
HUMAN & FISCAL RESOURCE
MANAGEMENT

WAYNE STATE UNIVERSITY:
BACHELOR OF ARTS,
POLITICAL SCIENCE, PEACE
AND CONFLICT STUDIES

SPECIAL EXPERTISE

POLICY ANALYSIS &
IMPLEMENTATION

SYSTEMS PROCESS
IMPROVEMENT

STAKEHOLDER ENGAGEMENT
& FACILITATION

STRATEGIC PLANNING &
PROJECT MANAGEMENT

TEAM & CONSENSUS BUILDING

A Definitive Decision.
WHY CHOOSE US

CONSULTANT PROFILE

ZACHARY SZYMANSKI

Driven by his deep commitment to public service and the belief that government can be a force for positive change, Zack has dedicated his career to improving the lives of everyday people. With both a BA and MPA from Wayne State University, his expertise spans policy development, data-driven decision-making, systems improvement, and fostering consensus. Zack is passionate about ensuring equitable access to quality public education and essential services, firmly believing that no individual's opportunities should be determined by their zip code. As a proud Michigander, Zack strives to create meaningful change and strengthen the communities he calls home.

Relevant Consulting Work:

- Systems Administrator/Legal Assistant, Collins & Blaha P.C. Education Law Firm
 - Provided administrative and legal support, focusing on system improvements to streamline operations and enhance efficiency.
- Assistant Program Manager, The Borgen Project
 - Advocated for poverty reduction policies, engaging in grassroots mobilization and program management to drive meaningful policy change.
- Policy Fellow, Engage Michigan
 - Worked to amplify the voices of underrepresented communities by supporting policy initiatives and fostering civic engagement.
- Assistant to Program Director, Wayne State Global Studies Program
 - Supported program administration and development, contributing to global studies initiatives and interdisciplinary collaboration.

Relevant Academic Experience:

- Leadership
 - Inaugural President, Wayne State University ICMA Chapter, fostering student engagement in public management and leadership.
- Coursework Expertise
 - Specialized in policy analysis, program evaluation, public budgeting and finance, managing public organizations and programs, organizational theory and behavior, Michigan politics, urban studies, and legislative processes.



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YEARS EXPERIENCE

11

EDUCATION

WAYNE STATE UNIVERSITY:
MASTER OF PUBLIC
ADMINISTRATION,
HUMAN & FISCAL RESOURCE
MANAGEMENT

OAKLAND UNIVERSITY:
BACHELOR OF ARTS,
JOURNALISM &
BROADCASTING

SPECIAL EXPERTISE

STRATEGIC
COMMUNICATIONS

CRISIS COMMUNICATIONS

COMMUNITY ENGAGEMENT

MEDIA RELATIONS

DIGITAL MARKETING

INTERNAL
COMMUNICATIONS

BRAND RESEARCH &
MANAGEMENT

SOCIAL MEDIA MARKETING

CONSULTANT PROFILE

TORRI MATHES

Torri Mathes is an accomplished communications professional with a decade of hands-on experience in digital marketing, public relations, community engagement, and management across municipal and nonprofit landscapes. Her expertise lies in guiding, streamlining, and executing strategic communication initiatives. Torri's focus is to empower organizations with effective communication strategies and build stronger audience relationships through transparent communication, collaboration, and community connections. With a Master of Public Administration and a Bachelor of Arts in Journalism, coupled with certifications in emergency management and DEI, Torri brings a unique blend of expertise to the table, ensuring that organizations not only communicate effectively but also resonate deeply with their constituents.

Relevant Consulting Experience:

- Michigan Sustainable Business Forum – Communications and Media Relations Lead
- YouthTank Detroit – Strategic Planning and Communication Facilitation
- City of Brighton – Communication and Engagement Facilitation, Downtown Project Stakeholder Analysis, Strategic Communication Services
- Double Haul Solutions - Communications and Design Lead
 - City of Port Huron, Communication and Engagement Support
 - Traverse City DDA, Stakeholder Facilitation, Design Services
- Donor Synergy Consulting – Nonprofit Content Strategist Lead
 - Strategic Communications, Digital Marketing, and Social Media Management
- Web Content Management and Development
 - Donor Synergy Consulting, Elite Trauma Clean-Up, and Link Collective Inc.
- Ferndale Women's Affirmations Group – Strategic Planning and Communication Facilitation

Relevant Work Experience:

- City of Troy – Director of Communications and Engagement
 - Internal Communication Improvements
 - Communication Department Restructuring
 - City-wide Community Engagement Strategy Development
- City of Berkley – Director of Communications
 - Internal Communication Lead
 - Strategic Communication Development and Implementation, including Crisis Communications
 - Brand Development, Implementation, and Management
 - Community Engagement and Facilitation
 - Media Relations Management
- City of Auburn Hills – Media Communications Specialist
- Media Genesis – Senior Marketing Project Manager

A Definitive Decision.
WHY CHOOSE US



Prioritizing partnerships with authentic leaders who share our vision, purpose, and values of creating better communities for the future is paramount to us. Going above and beyond is in our team's DNA and essential to sustainable long-term progress. Double Haul Solutions can tailor its project teams to your unique needs and requirements.



www.doublehaulsolutions.com



@doublehaulsolutions



248-207-5293

OUR VALUE AND APPROACH

Fostering Connections, Driving Impact

At Double Haul Solutions, we believe that authentic engagement begins with listening. True leadership isn't about dictating solutions—it's about creating space for people to share their experiences, perspectives, and ideas. The individuals who live, work, and invest in a community are its most valuable experts, and our role is to help amplify their voices in ways that lead to lasting impact.

Engagement is not a one-size-fits-all process. It requires intentionality, adaptability, and a deep commitment to collaboration. By meeting people where they are, we can cultivate trust, accessibility, and a shared sense of purpose. Our approach is designed to remove barriers, foster inclusivity, and build relationships that extend far beyond a single project.

Double Haul Solutions helps communities and organizations create environments where collaboration, leadership, and innovation thrive. We don't just facilitate engagement—we build the conditions for lasting impact.



PROJECT OVERVIEW

Double Haul Solutions' Strategy for the City Manager Search

Project Summary

Finding the right City Manager is about more than hiring a qualified professional—it's about identifying a leader who understands the complexities of municipal governance, fosters collaboration, and brings a clear vision for St. Johns' future. This individual will not only oversee daily operations but will also serve as a connector between government, residents, and businesses, ensuring that decisions reflect the community's needs and long-term aspirations.

At Double Haul Solutions, we recognize that leadership transitions are pivotal moments that shape an organization's trajectory. That's why we take a tailored, strategic approach to executive recruitment, rooted in stakeholder engagement, targeted outreach, and a deep understanding of St. Johns' priorities. Our search will focus on attracting candidates who bring expertise in governance, policy, and financial stewardship while embodying inclusive, forward-thinking, and trusted leadership.

By aligning our process with both the immediate and long-term needs of St. Johns, we are committed to delivering a comprehensive and thoughtful search that results in strong candidates who reflect the community's values.

Through a people-centered approach and industry expertise, we will help secure a leader who is prepared to serve, innovate, and build upon St. Johns' successes.





PROJECT SCOPE OF WORK

PROJECT SCOPE

General: Process, Communication, and Compliance

A strong executive search starts with a clear, structured process that emphasizes accessibility, transparency, and compliance. Our approach prioritizes open communication, ensuring all stakeholders remain informed and engaged throughout the search.

By providing exceptional candidate support, we deliver a seamless, inclusive, and legally sound process aligned with St. Johns' core values.

ACTIVITY	DHS' COMMITMENT
Team Accessibility	<ul style="list-style-type: none">Our team is readily available via phone, text, and email to provide support to both the City and prospective candidates, ensuring a smooth and responsive experience throughout the search.
Client Communications	<ul style="list-style-type: none">City Commission will receive regular, structured updates to maintain transparency and keep leadership informed at every stage of the search process.
Process Compliance	<ul style="list-style-type: none">We ensure full adherence to OMA, FOIA, EEO, and other applicable statutes. Our attorney specializes in municipal law and is available as a resource to our DHS team when addressing any legal questions that may arise during the search.

Project Needs: Items St. Johns Needs to Provide

A successful executive search relies on collaboration and access to key resources that help us effectively represent St. Johns and engage candidates. To ensure a smooth and efficient process, we request the following support from the City.

ACTIVITY	DESIRED OUTCOMES	PROJECT TIMELINE
Single-Point of Contact	A designated contact to assist with logistics, data requests, and provide guidance as needed.	Ongoing
High-Resolution Photos	At least 15 high-quality images showcasing the City of St. Johns and its community.	Week 2 - 3

PROJECT SCOPE

Phase One: Kick-off Meeting and Project Ramp-Up

A successful executive search begins with a deep understanding of the organization's needs, challenges, and aspirations. This phase is designed to bring clarity to the search process by engaging key stakeholders in meaningful discussions about St. Johns' leadership priorities. Through a series of structured conversations, including workshops, one-on-one Commissioner interviews, and staff roundtables, we gather critical insights that shape the ideal candidate profile. By fostering open dialogue and collaboration, we ensure the search process is aligned with the city's strategic direction and community expectations.

ACTIVITY	DESIRED OUTCOMES	PROJECT TIMELINE
Executive Search Kickoff Meeting (Workshop Style)	<ul style="list-style-type: none">• Project Kick-Off, Process Outlining, and Scope of Work Review including the interview structure and expectations• Point of Contact/Process Coordination• City SWOT• Ideal Candidate• Salary/Salary Benchmarking Direction	Week 1
Commission Member One-on-Ones	Individual City Commission interviews inviting, openness and candor, to help our team further understand individual expectations of the City Manager, ideal candidate profile, opportunities/challenges, and potential stakeholders for future steps.	Week 1
City Staff Roundtable	DHS will meet with a group of City staff, inviting openness and candor, to help our team further understand individual expectations of the City Manager, ideal candidate profile, opportunities/challenges, and potential stakeholders for future steps.	Week 1
Optional: City Stakeholder Roundtable(s)	<i>If requested, the DHS Team is ready and willing to hold one or more virtual stakeholder roundtables in addition to those outlined above. Inviting openness and candor, we will seek to further understand community expectations for the City Manager, ideal candidate profile, and opportunities/challenges. Up to two (2).</i>	Week 1
Optional: City Manager Survey	<i>If requested, the DHS Team is ready and willing to develop and administer an online survey. The online survey could be available to the entire community or targeted to select audiences. The survey would be designed to seek further understanding of community expectations of the City Manager, ideal candidate profile, and opportunities/challenges.</i>	Week 2 - 4

Phase One Notes:

1. One-on-One interviews up to 45 minutes each
2. Stakeholder roundtables up to 60 minutes each

PROJECT SCOPE

Phase Two: Finalize Position Requirements

A well-defined job description is essential to attracting the right candidate. In this phase, DHS refines the position requirements, ensuring they align with St. Johns' expectations and industry best practices. This profile not only highlights the responsibilities of the City Manager but also showcases St. Johns as a destination for top-tier leadership talent. By the end of this phase, the job posting and Opportunity Profile will be finalized, setting the stage for a successful recruitment process.

ACTIVITY	DESIRED OUTCOMES	PROJECT TIMELINE
Optional: Compensation Benchmarking Assessment	<i>If requested, DHS can conduct a comprehensive compensation benchmarking assessment. The assessment will consider factors such as community size, staff dimensions, and service delivery models. Additionally, the evaluation will include a review of benefits, retirement packages, and other ancillary benefits to ensure a thorough comparison of total compensation.</i>	Week 1 - 4
Job Description Review and Refinement	Upon request, DHS will work to ensure the job description meets the City's requirements while also adhering to the industry's best practices.	Week 2 - 3
Opportunity Profile Development	The DHS Team will develop an Opportunity/Community Profile that incorporates the feedback received during previous steps. This Profile will feature the St. Johns community and highlight the personal and professional growth opportunities accessible to the successful City Manager candidate. Our team tailors the profile to the specific requirements of each client and the distinctive possibilities each position and community presents. A sample opportunity profile can be found HERE .	Week 3 - 5
Opportunity Profile Review Period	The City Commission will have an opportunity to review and offer comments prior to finalizing the opportunity profile. DHS will complete up to two (2) rounds of revisions.	Week 5
Finalize Job Posting and Opportunity Profile	Not only will DHS bring the Opportunity Profile to completion, we will also develop a comprehensive "job posting" that will be used to accompany the City's position announcement on various job boards.	Week 5

Phase Two Notes:

1. It should be noted that Administrator/Manager salaries in Michigan are evolving rapidly. 10% to 30% above the prior manager's salary has not been uncommon and varies widely across communities with patterns allusive and circumstantial.

PROJECT SCOPE

Phase Three: Recruitment

Finding the right leader requires more than just posting a job—it demands a targeted, proactive approach to recruitment. In this phase, DHS leverages a combination of digital outreach, professional networks, and direct engagement to identify and attract top-tier candidates.

ACTIVITY	DESIRED OUTCOMES	PROJECT TIMELINE
Marketing and Communications Strategy	DHS will develop and execute a targeted recruitment strategy that ensures a compelling and consistent message about St. Johns City Manager opportunity. Through strategic job postings, professional network engagement, and digital outreach, we will maximize visibility and attract top candidates. Regular assessments will allow us to refine our approach to ensure outreach remains effective and responsive to candidate engagement trends.	Throughout
Job Boards	Working with City staff as necessary, our Team will strategically place the City Manager opportunity on those job boards deemed to be most appropriate for the position. A suggested budget of up to \$3,000 is not out of the question. We will discuss reach and strategies further in our kickoff meeting.	Week 5
LinkedIn Marketing	DHS will use its LinkedIn Profiles, as well as the personal profiles of our team, to market the opportunity on LinkedIn.	Week 6 - 10
LinkedIn Head Hunting	Using LinkedIn Recruiter, DHS will proactively search and reach out to potential candidates whose profiles align with the City's Opportunity Profile.	Week 6 - 10
Network Marketing	Even in this world saturated with technology, nothing beats leveraging professional networks. Our Team members are well respected and well connected across Michigan and beyond.	Week 6 - 10
Optional: LinkedIn Paid Promotions	<i>At the City Commission's request, DHS can implement targeted LinkedIn post promotions to expand the reach of the City Manager opportunity. DHS will provide guidance on budget allocation and ad targeting strategies, ensuring the investment maximizes visibility and engagement with high-quality candidates.</i>	Week 6 - 10

Phase Three Notes:

1. We prefer not to waste our time with job boards such as Indeed, ZipRecruiter, etc. These sites may drive up the quantity of applications, but the quality of applications severely lacks, which detracts from more valuable recruiting strategies.

PROJECT SCOPE

Phase Four: Candidate Screening and Shortlisting

Selecting St. Johns' next leader requires more than reviewing resumes—it's about finding individuals who bring the right vision and leadership approach. This phase ensures a structured and thorough evaluation process, assessing candidates through targeted reviews, in-depth interviews, and preliminary background screenings. By maintaining consistency and transparency, we will provide the City Commission with a well-vetted group of finalists ready to lead.

ACTIVITY	DESIRED OUTCOMES	PROJECT TIMELINE
Minimum Requirements Review	Our Team will filter out applicants who do not meet basic/minimum requirements of a job of this stature and complexity.	Week 6 - 10
Candidates Review: Questionnaire	<p>Candidates meeting minimum qualifications will be sent a short questionnaire based on key challenges and opportunities of the position and the community.</p> <p>Candidates will be reviewed in two groups: 1) Those applying prior to the posting midpoint and 2) Those applying after midpoint which helps streamline our process.</p>	Week 8 - 12
Top Candidates Review: Virtual Interview	<p>Candidates who exhibit creative and thoughtful responses, as well as demonstrate their thorough preparation and research of St. Johns and the broader community, will be selected to participate in a live virtual interview and conversation. To ensure consistency amongst candidate experiences, each candidate will be interviewed by the same DHS Team Member.</p> <p>Candidates will be reviewed in two groups: 1) Those applying prior to posting midpoint and 2) those applying after midpoint.</p>	Week 8 - 12
Preliminary Background Screening	To limit any surprises during the vetting and hiring process, we will not wait until the end of the process to investigate a candidate's background. To ensure the highest quality candidates, our Team will perform a preliminary background screening on all recommended finalists prior to presenting candidates to the City Commission. This screening process will entail reviewing social media and both online and traditional media sources looking particularly for "conduct unbecoming" or other matters of note that may cause hesitation or require discussion.	Week 8 - 12
Candidate Closed Session Packet Development	Our team will assemble a comprehensive closed session packet summary that will include candidate profiles, resumes, cover letters, questionnaire responses, insights from reference checks, and preliminary background check flags of the recommended candidates. This packet will provide the City Commission with a clear, well-documented overview to support informed decision-making during the selection process.	Week 12

PROJECT SCOPE

Phase Four: Candidate Screening and Shortlisting

ACTIVITY	DESIRED OUTCOMES	PROJECT TIMELINE
Closed Session Review	DHS will enter into a closed session with the City Commission per MCL 15.268(f) "to review and consider the contents of an application for employment or appointment to a public office if the candidate requests that the application remain confidential."	Week 13
Interview Invitations	Following the closed session, the City Commission will invite applicants to interview by candidate number.	Week 13
Community Communications	Upon request and following the acceptance of the interview opportunity by each candidate, DHS will issue, or work with city staff to issue, a press release announcing the candidates and interview details (if interview details have been fully finalized).	Week 13

Phase Four Notes:

1. *Although newer to the field of municipal executive recruitment, DHS has built a reputation for our commitment to clear, consistent, and transparent communication. Interest in our product grows as clients and candidates recognize the value of a process that prioritizes open dialogue and accessibility, as well as our StrongStart support. From the very start of recruitment through the interview process, we ensure that both clients and candidates remain informed, engaged, and supported every step of the way. This level of engagement fosters trust, minimizes uncertainty, and creates a smooth experience for all involved.*

PROJECT SCOPE

Phase Five: Interview and Deliberation Process

We work to finalize a strategy that best suits our client's needs while leveraging the expertise of our talented team. We also take into consideration the feedback we commonly receive from executive candidates and adhere to best practices. What our team outlines below is one of the near-infinite possibilities. We will work through the interview design process further as we learn the City's expectations and begin to understand our candidate pool.

ACTIVITY	DESIRED OUTCOMES	PROJECT TIMELINE
Interview Questions	<p>Leveraging our team's extensive experience in local government leadership and public sector human resources, we will provide a draft set of interview questions based on best practices and what we learned during earlier steps. Our questions go beyond the basic and traditional questions you may be used to. The City Commission will have an opportunity to review interview questions and offer input; however, they will not be brought forth for approval at a public meeting to ensure questions are not available to candidates ahead of the interview.</p> <p>DHS will complete up to one (1) round of revisions.</p>	Week 10 - 12
Interview Logistics	<p>DHS will take care of interview logistics, although some arrangements will require coordination with city staff such as facilities, public notices, food, transportation, accommodations, etc. We do all we can to minimize the burden on city resources.</p>	Week 12 - 14
Interview Process and Implementation	<p>We are not fans of one-size-fits-all interview approaches, short interview periods, or other strategies that tend to not reflect communities well to the candidates they are trying to recruit. At DHS we design our processes with flexibility in mind. Our interview process recommendations are based on our team's experience participating in numerous processes hosted by our competitors, feedback from a wide array of job candidates, and DHS' experience leading executive recruitments.</p> <p>In general, DHS prefers a two-day interview process that engages internal, and sometimes external, stakeholders. Oftentimes, we will work with our clients to lead candidates on a community and/or operational tour. We prefer more robust interviews than traditionally conducted which allows us to dive deeper into a candidate's qualifications and organizational/community fit. This strategy also provides additional time for candidate questions and dialogue with the elected body.</p>	Week 13 - 14

PROJECT SCOPE

Phase Five: Interview and Deliberation Process

ACTIVITY	DESIRED OUTCOMES	PROJECT TIMELINE
Candidate Selection	Choosing a new executive by any elected or appointed board can be a tricky process, especially if the top candidate is not clear cut. Our Team can play as active, or as passive, a role based on the request of the City Commission. Either way, whether the City Commission wants to deliberate an offer of employment immediately following interviews, or come back in a day, or two, or a week later, we will be present for the City Commission's deliberations to provide the support needed/requested.	Week 14 - 15
Candidate Notifications	Our team will keep candidates apprised throughout the executive search process; however, it is during the last phase that communication and transparency is critically important. Until there is a signed employment agreement, the search process is not completed. We will work diligently to keep candidates interested and engaged until an employment agreement is finalized to protect the City Commission's options should their top candidate remove themselves from the process.	Week 14 - 15

Phase Six: References, Background Checks, Negotiations, and Search Close Out

A thorough vetting process is essential to securing the right leader for St. Johns. In this phase, DHS conducts comprehensive background and reference checks to verify a candidate's credentials, leadership history, and professional reputation, ensuring the Commission has full confidence in its selection. Once a finalist is identified, we provide support during contract negotiations, facilitating clear communication and alignment between the City and the selected candidate. Our goal is to ensure a seamless transition, setting both the new leader and St. Johns up for long-term success.

ACTIVITY	DESIRED OUTCOMES	PROJECT TIMELINE
Background Check	Verify candidate credentials, leadership history, and reputation.	Week 15
Reference Check	Gain insight into the candidate's work ethic, leadership style, and fit for the role.	Week 15
Candidate Negotiations	Ensure clarity on terms, expectations, and contract details between the City and the selected candidate.	Week 15 - 16
Search Close Out	Finalize hiring process and transition plan for the new City Manager.	Week 16

PROJECT SCOPE

Onboarding: StrongStart

The first few months are a critical time in a new executive's transition. Meeting stakeholders, understanding community and organizational dynamics, building relationships with the board, and more can feel daunting.

DHS is the only Michigan executive recruiting firm providing an onboarding plan and executive coaching program to their clients that we call StrongStart. StrongStart Basic is included with our base executive recruitment package as a value add. We want our clients and their new hire to start their new relationship strong. Our additional effort is about building an improved executive search, hiring, and onboarding experience for clients who want to set themselves apart in the competitive and increasingly complex public and non-profit sectors.

ACTIVITY	DESIRED OUTCOMES	PROJECT TIMELINE
Onboarding Plan	<p>An onboarding plan is a structured process designed to help new employees integrate smoothly into their roles, teams, and the organization. It encompasses a series of activities, resources, and support mechanisms aimed at orienting new hires, facilitating their adaptation to the organization's culture, and setting them up for success in their new positions.</p> <p>Research has proven that investing in an effective onboarding plan can yield significant returns in terms of employee satisfaction, productivity, retention, and organizational success. It lays the foundation for long-term employee engagement and contributes to a positive organizational culture where employees thrive and contribute to the organization's success.</p>	Timeline will be determined after the candidate is selected.
Executive Coaching	<p>Three months of executive coaching by our Certified Executive Coach is provided with every executive search we conduct. Our executive coach will engage with the new City Manager monthly, walking through the progress being made with the onboarding plan and supporting the Manager with any other executive coaching needs.</p>	Timeline will be determined after the candidate is selected.

Value Add Notes:

At DHS, we go beyond executive placement by investing in leadership success from day one. Our search process includes three months of executive coaching to support a smooth transition for the new Executive Director. Through monthly sessions focused on onboarding, strategic alignment, and leadership development, our Certified Executive Coach helps ensure early impact, stronger decision-making, and long-term effectiveness.

Our lead coach, April Lynch, brings over 30 years of public-sector leadership experience and provides practical, results-driven guidance tailored to government and nonprofit organizations. Clients may also request reduced-rate extended coaching packages to continue leadership development beyond the initial transition period.

PROPOSED BUDGET FOR PROJECT

PROJECT AND INITIATIVE	COST	INITIAL
EXECUTIVE SEARCH		
• Standard City Executive Search	\$16,495	
• StrongStart City Executive Search	\$27,995	
EXECUTIVE SEARCH BREAKDOWN OPTIONS		
Standard Executive Search	StrongStart Executive Search	
All Services Outlined Above +	All Services Outlined Above +	
Onboarding Plan	Onboarding Plan	
Three (3) Months Executive Coaching	12 Months Executive Coaching	
Six (6) Month Guarantee	24 Month StrongStart Guarantee	
	Relationship Kick-Off Workshop: Mutual Expectations Setting	
	Six (6) Month Evaluation/Expectations Check In Support	
	Professionally Facilitated First Annual Evaluation	

PROPOSED BUDGET FOR PROJECT

OTHER EXECUTIVE SEARCH OPTIONS	COST	INITIAL
• Compensation Benchmarking	\$1,195	
• New Executive Team Building Workshop ◦ (New Executive & Commissioners, New Executive & Department Heads, or New Executive, Commissioners, & Department Heads)	Request Pricing	
• Team Building Follow Up Sessions ◦ (6 Bi-monthly Virtual Sessions)	Request Pricing	
• Custom Training Always Available	Request Pricing	

*EXPECTED EXPENSES BY CITY	COST
Additional Trips Beyond 4	\$750 per Day & per Consultant
Job Board Sites	Up to \$3,000
Background & Reference Checks	\$500 Each
Candidate As Needed Travel and Accommodations	Actual Cost
Rooms, Facilities, Food, Tour Transportation, etc.	Actual Cost

PROJECT AUTHORIZATION

Notice to Proceed

By signing below, I verify that I am a representative of the Client; I agree with the scope of services to be provided and related Fee Schedule; I accept the Consulting Services Terms and Conditions; and that I have the authority to bind the Client in the engagement of these services

CLIENT:

City of St. Johns

By: _____

Its: _____

CONSULTANT:

Double Haul Solutions

By: Nate Geinzer

Its: Founder/CEO

WITNESS:

Sign: _____

Print: _____

WITNESS:

Sign: _____

Print: _____

PROPOSED BUDGET FOR PROJECT

Payment Terms: Net 30 Days. 50% Deposit, 25% Upon Closing of Application Period, and 25% Upon Signed Agreement Between Final Candidate and City Commission.

Timeline: The 16-week timeline outlined above is contingent on DHS's ability to effectively receive materials & follow-ups from the City, as well as schedule necessary meetings, events, interviews, etc. with the City Commission, stakeholders, and candidates.

Guarantee: The Executive Search Process represents a collaborative effort between the client and consultant, with the client responsible for choosing the most qualified and suitable candidate for the position. DHS acknowledges this and will work diligently to ensure that the client is provided with all necessary information to make an informed decision.

Basic Guarantee:

DHS will conduct a new search at a discounted rate of 50% off, with the exception of costs associated with the search process such as job boards, candidate travel and accommodations, and arrangements related to the candidate interview process, should the candidate be removed from the position for cause or the candidate leaves the position within 6 months. This guarantee does not apply in circumstances involving bullying, hostility threats, etc.

StrongStart Guarantee:

For clients who choose to invest in starting their new employee/employer relationship with StrongStart Complete, DHS will conduct a new search at no cost, with the exception of costs associated with the search process such as job boards, candidate travel and accommodations, and other arrangements related to the candidate interview process, should the candidate be removed from the position for cause or the candidate leaves the position within 24 months. This guarantee does not apply in circumstances involving bullying, hostility threats, etc.

Guarantee Limitations & Exclusions:

These guarantees apply only when the departure or removal of the candidate is attributable to the candidate's performance or actions. These guarantees **do not apply** in circumstances where the candidate resigns or is removed due to factors outside the candidate's control, including but not limited to:

- Health-related issues affecting the candidate or an immediate family member
- Bullying, harassment, hostility, threats, or unsafe working conditions
- Organizational dysfunction, such as toxic workplace culture, unresolved internal conflict, or significant misalignment among governing bodies or leadership teams
- Material changes to the role, expectations, reporting structure, authority, compensation, or work environment from what was initially presented during the recruitment process
- Failure by the employer to provide reasonable support, resources, or conditions required for the candidate to successfully perform the duties of the role
- Acts, omissions, or behaviors by the employer that impede the candidate's ability to perform their job effectively and safely
- Legal, ethical, or governance concerns that arise within the organization and meaningfully impact the role or the candidate's ability to carry out their responsibilities

Double Haul Solutions reserves the right to determine whether any of the above conditions apply before activating a guarantee.

TERMS AND CONDITIONS

THE CLIENT AND CONSULTANT AGREE AS FOLLOWS:

Article I. Statement and Performance of Work.

For payment by the Client as provided under this signed Scope of Professional Services (the "Contract"), Consultant shall perform the work, duties and responsibilities as described in the above Scope of Professional Services (the "work"), which is made a part of this Contract by this reference, in a competent, accurate, efficient, timely, good, professional, thorough, complete and responsible manner, and in compliance with the terms and conditions set forth below.

Article II. Timing of Performance.

Performance of this Contract shall commence immediately upon execution by both parties, and performance of the work shall be completed according to the timing set forth in the work. The timing for performance of any such work may be extended for additional specified periods of time, if allowed in writing by the Client in its sole discretion.

Article III. Contract Price and Payment

A. Subject to the terms and conditions of this Contract, the Client agrees to pay Consultant in the amount and manner set forth in the work (referred to in this Contract as "payments"). Such payments are in exchange for and consideration of the timely and satisfactory performance and completion of authorized work required under and pursuant to this Contract.

B. The Client agrees to pay Consultant amounts due within thirty (30) days of receipt of an itemized billing/invoice from Consultant detailing all work performed and provided in connection with the billing and the hours and charges applicable to each such item of work. Such itemized billings shall be submitted and shall be paid only upon satisfactory completion of the work itemized in the billing.

C. All costs and expenses incurred by Consultant in the course of performing the work under this Contract are deemed to be included in the hourly fees and amounts set forth in the work, unless specifically identified in the work as reimbursable expenses and such expenses have been approved by the Client or its designee.

D. Consultant will obtain written approval of the Client prior to proceeding with any services or work that is not stated in the work; otherwise the Client will not be billed for such extra/additional services or work.

E. Payments shall be made upon verification of invoices received by the Client. All payments to Consultant shall be submitted by mail at Consultant's address listed on the invoice, unless Consultant provides written notice of a change in the address to which such payments are to be sent, or by electronic means as provided for with Consultant invoices.

F. Upon successful completion of Services, Client agrees to allow its logo and/or name to be used on Consultant's website identifying past clients.

Article IV. Duration and Termination.

A. This Contract, including any extension or amendment of this Contract, may be terminated at any time, with or without cause, by either party upon thirty (30) calendar days' written notice to the other party. In such event, the effective date of such termination shall be the 30th calendar day following the date of the written notice of such termination.

B. In the event this Contract is terminated prior to completion of the work, the Client shall not be responsible to make any further payments for work performed after the effective date of such termination and shall pay Consultant for such work as has been completed and is eligible for payment under the terms of this Contract through the date of such termination. In all events, the Client shall only be responsible to make the payments described in the preceding sentence if, at the Client's request, Consultant continues to fully perform its duties and obligations in full compliance with the terms of this Contract through the effective date of the termination.

Additionally, termination shall not relieve Consultant of its obligation to provide Client with all of the plans and product(s) generated under this Contract through the effective date of termination. Articles V, VI, VII and VIII of this Contract shall survive completion of the work and any termination of this Contract.

C. Prior to the effective date of any termination or prior to the completion of the work (including any extension of the timing for completion), whichever is the first to occur, Consultant shall deliver to the Client all reports, opinions, compilations, research work, studies, materials, artifacts, samples, documents, plans, drawings, specifications, correspondence, ledgers, permits, applications, manuals, contracts, accountings, schedules, maps, logs, invoices, billings, photographs, videotapes and other materials in its possession or control that is gathered or generated in the course of performing the work or that relates to the work in any way; provided that Consultant may retain a copy of such materials for its files. The Client shall be permitted to withhold any payments and reimbursements otherwise owing to Consultant under the terms of this Contract until all such materials are delivered to the Client in accordance with the terms and conditions of this Contract.

Article V. Independent Contractor Relationship.

A. In the performance of this Contract, the relationship of Consultant to the Client shall be that of an independent contractor and not that of an employee or agent of Client. Consultant is and shall perform under this Contract as an independent contractor, and no liability or responsibility with respect to benefits of any kind, including without limitation, medical benefits, worker's compensation, pension rights, or other rights or liabilities arising out of or related to a contract for hire or employer/employee relationship shall arise or accrue to either party as a result of the performance of this Contract.

TERMS AND CONDITIONS

B. Consultant, as an independent contractor, is not authorized to enter into or sign any agreements on behalf of the Client or to make any representations to third parties that are binding upon the Client. Although Consultant is required under this Contract to advise, make recommendations to and to a limited extent represent the Client, all plans, studies, applications, submittals, surveys, reports and any other information relating to the work must be submitted to and approved by the Client or the Client's authorized official prior to being disseminated to any third party and shall only be so disseminated if such dissemination is approved in advance by the Client or an authorized Client official. Consultant may disseminate said materials held in the public realm as a part of Consultant's portfolio of work.

C. Consultant represents that it will dedicate sufficient resources and provide all necessary personnel required to perform the work described in the work in accordance with the terms and conditions of this Contract. Except as may be specifically stated and agreed to in the work, Consultant shall perform all of the work under this Contract and no other person or entity shall be assigned or subcontracted to perform the work, or any part thereof, unless approved by the Client in advance.

Article VI: Liability and Insurance.

A. Consultant agrees to indemnify and hold harmless the Client, its elected and appointed officials and employees and attorneys, from and against any and any claims, demands, suits, losses and settlements, including actual attorney fees incurred and all costs connected therewith, for any damages which may be asserted, claimed or recovered against the Client by reason of: (i) personal injury, death and/or property damages which arises out of or is in any way connected or associated with the actions or inactions of Consultant in performing or failing to perform the work; (ii) civil damages which arise out of any dispute between Consultant and its subcontractors, affiliates, employees or other private third parties in connection with this Contract; or (iii) civil damages and penalties, including without limitation damages and penalties resulting from claims of discrimination, civil rights violations, statutory violations or constitutional violations, which arise out of any or are in any way connected or associated with the actions or inactions of Consultant. Consultant also agrees to indemnify and hold harmless the Client, its elected and appointed officials and employees and attorneys, from and against any and all claims, demands for payment, suits, losses and settlements, including actual attorney fees incurred and all costs connected therewith, for or relating to any patented or copyrighted material, process, or device that may be used in the course of performing the work or form a part of the work.

B. If a candidate or candidates identified by Contractor as part of Contractor's work requests that their application for employment and related documentation remain confidential as authorized under MCL §15.268(1)(f), then Client shall be bound by that confidentiality request. Client shall indemnify and hold harmless Contractor from and against any and any claims, demands, suits, losses and settlements, including actual attorney fees incurred and all costs connected therewith, for any damages which may be asserted, claimed or recovered against the Contractor by reason of Client's failure to honor the request for confidentiality by a candidate or candidates. This indemnification obligation shall not apply to any candidate who does not request confidentiality.

C. Consultant shall obtain and maintain during the term of this agreement, insurance coverage as outlined herein. This insurance shall not be interpreted to limit the liability of the Consultant, and all deductibles and SIR's are the responsibility of the Consultant. A certificate of insurance and endorsements shall be provided by Consultant prior to start of this agreement. (1) Worker's Compensation Insurance including Employers' Liability Coverage, in accordance with all applicable statutes of the State of Michigan. (2) Commercial General Liability Insurance on an "Occurrence Basis" with limits of liability not less than \$1,000,000 per occurrence and aggregate. Coverage shall include an endorsement stating the Client shall be named as additional insured and coverage shall be primary to any insurance carried by Client. Consultant shall give the Client immediate notice of any change in or cancellation of the coverage within five (5) days of such change or cancellation, shall provide a copy of any cancellation notice received from its insurer to the Client within five (5) days of such cancellation, and shall request that its insurer send such notice of cancellation to the Client. Consultant shall provide evidence of insurance coverage as set forth herein coverage at any time requested by the Client.

TERMS AND CONDITIONS

Article VII. Information.

It is expressly acknowledged and agreed that all reports, opinions, compilations, research work, studies, data, materials, artifacts, samples, documents, plans, drawings, specifications, correspondence, ledgers, permits, manuals, applications, contracts, accountings, schedules, maps, logs, invoices, billings, photographs, videotapes and all other materials generated by and/or coming into the possession of Consultant during the term of this Contract, and any extension thereof, that in any way relate to the performance of work by Consultant under this Contract or that are otherwise related or relevant to the work belong exclusively to the Client and shall be promptly delivered to the Client upon the termination of this Contract or, at any time, upon the Client's request.

Article VIII. Accuracy.

Consultant promises that the information it provides in the work to be performed under this Contract will be accurate, excepting only inaccuracies resulting from incorrect information provided by the Client, other consultants, and/or other public sources. Consultant will not charge Client for necessary corrections to its work and will be responsible for any increased cost incurred by the Client as a result of any inaccuracies in the work excepting inaccuracies resulting from incorrect information provided by the Client other consultants and/or other public sources.

Article IX. General Provisions.

A. Entire Agreement. This instrument, together with the attached Schedules, contains the entire Contract between the Client and Consultant. No verbal agreement, conversation, or representation by or between any officer, agent, or employee of the parties hereto, either before or after the execution of this Contract, shall affect or modify any of the terms or obligations herein contained.

B. Compliance with Laws. This Contract and all of Consultant's work and practices shall be subject to all applicable state, federal and local laws, ordinances, rules, or regulations, including without limitation, those which apply because Client is a public governmental agency or body. Consultant represents that it is in compliance with all such laws and eligible and qualified to enter into this Contract.

C. Governing Law. This Contract shall be governed by the laws of the State of Michigan.

D. Assignment. Consultant shall not assign this Contract or any part thereof without the written consent of the Client. This Contract shall be binding on the parties, their successors, assigns and legal representatives.

E. Dispute Resolution/Arbitration. The parties agree that any disputes regarding a claimed violation of this agreement shall first be submitted in writing to the other party in an attempt to settle the dispute before pursuing other legal actions or notices provided for in this agreement.

Such written communication shall clearly state the problem or concern, allow sufficient time for a written response from the other party, and culminate in a face-to-face meeting to determine if a remedial action is possible. In no event shall this process take more than thirty (30) days unless a specific extended period of time is agreed to by both parties in writing as being necessary. The aforementioned initial written communications between the parties also shall indicate whether the party is willing to submit the dispute to binding arbitration, nonbinding mediation, or other form of alternate dispute resolution, and share equally the costs for same. Upon the parties agreeing to any such method of dispute resolution and a timetable for doing so, pursuit of other legal actions shall be deferred until the process has been completed. In any binding arbitration, the arbitrator shall provide a written statement of the reasons and basis for an award or decision, a judgment of the Livingston County Circuit Court may be entered based on the arbitration award or decision, and each party shall be responsible for their own costs and attorney fees.

F. Third Parties. It is the intention of the parties hereto that this Contract is not made for the benefit of any private third party. Consultant agrees that no private party or parties will be allowed to hold sway or influence, in any way, over Consultant's performance of the work.

G. Notices. Written notices under this Contract shall be given to the parties at their addresses contained in this Contract by personal or registered mail delivery to the attention of the following persons:

Client: _____ City of St. Johns
Consultant: Nate Geinzer, Founder & CEO, Double Haul Solutions

H. Changes. Any changes in the provisions of this Contract must be in writing and signed by the Client and Consultant.

I. Waivers. No waiver of any term or condition of this Contract shall be binding and effective unless in writing and signed by all parties, with any such waiver being limited to that circumstance only and not applicable to subsequent actions or events.

J. Jurisdiction and Venue of Contract. This Contract shall be considered for all purposes, including the establishment of jurisdiction and venue in any court action between the parties, as having been entered into and consummated in City/Township/Village of Brighton, Livingston County, Michigan.

K. Conflict. In the event of any conflict or inconsistency between the above provisions of this Contract and Scope of Professional Services, the provisions in the above text shall govern.

CONTACT US FOR FURTHER INQUIRIES

www.doublehaulsolutions.com
nate@doublehaulsolutions.com
248-207-5293





PROPOSAL FOR FULL SEARCH SERVICES

The City of St. Johns
CITY MANAGER

Submitted by
Hiring Solutions LLC

January 7th, 2026

Todd Surline, President
Riley Vlahakis, Vice President
Devon Klomp-Mao, Client Services Consultant
Erika Carberry, Client Services Assistant
Mark Dobias, Consultant



3445 Woods Edge Drive • Okemos, MI 48864
phone: 517.347.0590 • fax: 517.347.0590
hsllc@hiringsolutionsllc.com • www.hiringsolutionsllc.com



EXECUTIVE SEARCH • HUMAN CAPITAL CONSULTING • ASSESSMENT & DEVELOPMENT
3445 Woods Edge Drive • Okemos, Michigan 48864 • 517-347-0590 • FAX: 517-347-1243
Email: hslc@hiringsolutionsllc.com - WEB SITE: www.hiringsolutionsllc.com

Mindy Seavey, City Clerk
City of St. Johns, Michigan
100 East State Street, Suite #1100
St. Johns, Michigan 48879-0477

January 07, 2026

Proposal - Search Services

Dear Ms. Mindy Seavey,

Thank you for the opportunity to submit this proposal to provide search services to The City of St. Johns. This assistance is in connection with sourcing, screening, and recommending qualified candidates for the City Manager opening. We believe that Hiring Solutions LLC is exceptionally qualified to help you achieve success in completing this important search.

Hiring Solutions LLC is a 38-year-old human resources consulting firm that specializes in executive search, human resource consulting, and pre-employment assessments. With over 250 clients, we have the expertise to assist you attract, screen, and hire top talent. Some of our key differentiators have been outlined below:

- **Process:** We believe in an ethical, inclusive, and meticulous process that considers critical factors in the talent acquisition process. Attracting a talented pool of diverse applicants is a crucial part of the process. To do so, we must be familiar with your organization in order to convey to candidates the specifics about this excellent opportunity. We employ a rigorous and systematic search process to identify top talent.
- **Assessments:** A key component to our selection process is the use of pre-employment assessments. These assessments provide the selection committee objective information about the candidates that is not readily apparent on resumes or during interviews. We would administer assessments that measure mental acuity, personality dimensions, and leadership style.
- **Experience:** We have completed more than 50 searches over the past year and our client satisfaction is a testament to our success. We specialize in finding talent for hard-to-fill positions and have a track record of successful placements at the Chief Executive Officer and Managerial levels, as well as the Technical and Support Staff levels.

Thank you again; it is our pleasure to present this information.

Sincerely,

Todd Surline

Todd Surline
President
Hiring Solutions LLC
3445 Woods Edge Drive
Okemos, MI 48864



OUR CONSULTING APPROACH

Our first step in the search process would be to review your current organization and any strategic issues facing The City of St. Johns. During this discussion we will gather information to adequately prepare us for recruiting activities to attract top talent. We will develop future performance expectations if they exist and discuss any strategic initiatives already in place for this position. We would expect to gather this information in our first search meeting in order to develop a comprehensive position description and posting for this position.

BACKGROUND INFORMATION

In order to adequately recruit for this position, we will gather relevant information including your current benefit plan details, special compensation, if given, to the incumbent, and any leads or candidates that may be a good fit for The City of St. Johns. It is critical that all candidates go through the same screening process including those attracted as a result of both The City of St. Johns and Hiring Solutions, LLC advertising and networking.

SALARY EXPECTATIONS

We will review your current salary ranges and discuss relevant salary surveys to ensure your salary range is competitive and meets 2025 labor market conditions. We would plan to post the salary range unless otherwise instructed by you.

ORGANIZATION CULTURE & DIRECTION

In order to build an understanding of The City of St. Johns and its culture, direction, and priorities, we would gather input from you to identify challenges and important issues facing the organization.

NETWORKING CAMPAIGN

The key element to achieving an effective networking campaign is the number and quality of contacts made in the community. We have a strong network in Michigan and beyond. As the ways in which potential applicants identify career opportunities has changed, so have our recruitment techniques and strategies. We employ a number of different outreach tactics including Social Media Networking (LinkedIn, Facebook etc.), traditional advertising, County, State, and University sponsored job boards, multiple applicant databases, and the leveraging of our network of candidates.

We will request an official Employee Value Proposition (EVP) letter to help draw candidates to your organization. The EVP highlights the company culture, and details that are unique to the organization.

The remainder of our efforts will be spent speaking with our contacts, posting the position on our website, discretely identifying and contacting individuals who are uniquely qualified for this position, and following up on leads from you. We have talent acquisition expertise in a variety of industries which enables us to bring a fresh approach to every search and identify top talent both passively and actively considering new employment. Our diligent and systematic approach to candidate identification and selection ensures we surface the best possible candidates. We will contact local, state, and national sources to locate candidates. We also network with diverse candidates and minority organizations for possible leads and to ensure we have a diverse and well-qualified pool of applicants. In the past, we have successfully located top candidates not actively seeking employment.

Our philosophy in recruiting is to cast a wide net to ensure a diverse pool of candidates. Our experience has proven qualified candidates can be located in a variety of venues, both traditional and nontraditional. The consultant's role is to screen these candidates based on their background, experience, skill set, and cultural fit.

CANDIDATE SCREENING PROCESS

It typically takes 60 days to cultivate and develop a strong pool of candidates. Although candidates will still apply outside of this time frame, we will generally have a good idea of the candidate pool at this time. The candidate screening occurs after candidate paper credentials have been received. The next step is to conduct telephone-screening interviews and confirm basic aspects of each candidate's interest in the position, background and qualifications, and salary requirements. We also will explore essential issues such as willingness and ability to relocate.

Candidates who are selected for further consideration will be asked to complete our copyrighted "Background and Employment History Form." This is similar to an employment application and details the applicant's dates of employment, what they liked most and least about each position, overall responsibilities, supervisory experience, salary history, current and former supervisors, reasons for leaving, strengths and weaknesses, and reference information. Should we find that certain candidates deviate from their presentation in resumes or cover letters, we will screen them

out. At this stage, we would select candidates for onsite or virtual interviews with us where we would also have candidates complete the assessments. From there, we would recommend 3-4 candidates for you to interview and we would prepare a packet of information on each candidate including their resume, cover letter, Background and Employment History Form, assessment results, background check results, performance reviews/ letters of reference (if applicable) and a report on our assessment of the candidate's strengths and weaknesses. We will also facilitate the interview process and prepare interview questions. After the final interviews are complete with the Search Committee, we will move forward to coordinate and extend the offer.

ASSESSMENT ADMINISTRATION

Pre-employment testing is the cornerstone to effective candidate screening and to the final hiring decision. This step of the process is distinct in that it is employed only with final candidates. For this position we would administer a personality and cognitive ability assessment. They will provide insight on the candidates' personality and mental acuity traits. We would also administer the Leadership assessment. All of our assessments are in compliance with the Equal Employment Opportunity Commission (EEOC) and other State and Federal regulations and should not be used as the sole determinant in the hiring process.

HIRING SOLUTIONS LLC is recognized as a premiere firm in offering modern, effective and legally defensible tools to public and private sector organizations. We have used these tools with hundreds of organizations. We propose to assess all final candidates to ascertain mental acuity, personality traits, behavioral tendencies and leadership styles. This is typically only a group of 3-4 candidates, but provides objective information to compare candidates across several different competencies. As part of our process, we would provide both written and verbal interpretations of these assessments to the Search Committee.



PROFESSIONAL FEES, GUARANTEE AND INSURANCE COVERAGE

Professional fees for a full search are offered on a retained and fixed cost basis of 23% of the mid-point of the salary range for this position. Candidate assessment and individual background investigations are in addition to professional fees. We charge \$250 per candidate for each Personality Assessment and \$100 for each Leadership Assessment. Background checks are \$175 per candidate, including credit, criminal conviction, motor vehicle, education verification, and social security number validation, which will be conducted on all final candidates. Candidate assessment costs will not exceed six (6) candidates without prior approval in order to control your final costs. This search includes advertising on our website. We will invoice for actual cost of external advertisements (Including Indeed and LinkedIn which is approximately \$150 each per month). Minimal additional charges for travel and copying may be applied.

The Full Search fee for this position is payable as follows: (1) 50% upon approval to proceed; and (2) 50% upon completion of the search and acceptance of The City of St. Johns' employment offer by the successful candidates. If significant changes are made to the position's specifications (e.g. education, salary), additional professional fees may apply. We will invoice for both installments. Expenses and costs associated with assessment of candidates, external advertisements, and background investigations are itemized and billed with the second installment.

GUARANTEE

For these searches, we are offering to guarantee placement of a qualified candidate for 90 days effective on the starting date of the employee. If an employee is discharged or leaves of his or her own volition during this time, upon written request, within five days after the date of termination, Hiring Solutions LLC will reopen the search and replace the individual on an expense only basis, and without additional professional fees. This is one of the primary benefits of conducting a Full Search.

LIABILITY AND OTHER INSURANCE COVERAGES

Coverage for Professional Liability is written with RATHBUN INSURANCE AGENCY with a limit of \$1 Million per claim.

Coverage for Commercial Liability Policy is written through Acuity with a limit of \$1 Million per claim.

We carry Worker's Compensation and Employer's Liability Insurance.

We carry Automobile Public Liability on an "occurrence" basis.



TYPICAL SEARCH TIMETABLE EXAMPLE

Hiring Solutions LLC is committed to meeting the time frame dictated by The City of St. Johns.

ON OR BEFORE	THE FOLLOWING OCCURS:
Week 1	This is the official kick-off of the search process. Meet with The City of St. Johns to discuss the duties, responsibilities, and qualifications for this position along with parameters for salary. Prepare position profiles and update the position description if required. Identify advertising sources.
Week 2	Launch networking and advertising campaign.
Weeks 2 – 7	Receive credentials, conduct sourcing activities and continue screening of candidate credentials.
Weeks 7- 8	Hiring Solutions LLC telephone screens candidates, and acquires Background and Employment History information from qualified candidates.
Week 8	This is the second meeting. Review candidate credentials to identify the candidate pool for further consideration.
Weeks 9 - 10	Hiring Solutions LLC onsite interviews selected candidates and administers assessments, and initiates final candidates background checks. Candidate portfolios are prepared outlining finalists' background and experience for review. We will also prepare a set of recommended interview questions for the final selection meeting.
Week 11-13	First and second interviews are facilitated for qualified candidates.
Week 14-15	Projected offer to the new hire.



REFERENCES

You are encouraged to contact any of the following client executives to verify our commitment to excellent client service in our search work.

LIVINGSTON COUNTY

Mr. Nathan Burd
Livingston County Administrator
304 E. Grand River Ave.
Howell, MI 48843
Email: nburd@livgov.com
Phone: (517) 540-8800

NEWAYGO COUNTY

Mr. Christopher Wren
County Administrator
1087 E. Newell Street, PO Box 885
White Cloud, MI 49349
Email: chrisw@co.newaygo.mi.us
Phone: (231) 689-7200

BENZIE COUNTY

Ms. Katelyn Zeits, MPA
County Administrator
448 Court Place
Beulah, MI 49617
Email: kzeits@benzieco.net
Phone: (237) 450-8790

ANTRIM COUNTY ROAD COMMISSION

Mr. Burt Thompson, P.E.
Engineer Manager
319 E. Lincoln St
PO Box 308
Mancelona, MI 49659
Email: bthompson@antrimcrc.org



SEARCH TEAM DESCRIPTION

The success of this project will be directly related to the experience and qualifications of the consultants who execute the work plan. As noted in the cover letter, the work will be directed by Mr. Todd Surline, President. Ms. Devon Klomp-Mao and Erika Carberry will facilitate the process, and Ms. Riley Vlahakis will actively source candidates. The Consultants have solid experience in executive search and have managed and participated in all areas of the employment function.

The biographical sketches of our team are presented along with this proposal.

FIRM DESCRIPTION

HIRING SOLUTIONS LLC is a privately held firm, authorized to do business in the state of Michigan, specializing in executive search, human capital consulting, and assessment and development. Founded in 1988 by Sandra Rich, Hiring Solutions LLC provides professional services to over 200 clients in both the private and public sectors. Mr. Todd Surline, President of Hiring Solutions LLC, leads and directs the Human Resources Consulting practice and has over 38 years of experience in executive Search Human Resources.

NON-DISCRIMINATION POLICY

Hiring Solutions LLC complies with the Fair Labor Practices Act and all Federal, State, and local laws and legislation and does not discriminate based on race, color, religion, national origin, creed, ancestry, age, sex, height, weight, marital status, sexual orientation, veterans status, or a handicap that is unrelated to the candidate's ability to perform the duties of a particular job or position.

OFFICES

Our offices, located at 3445 Woods Edge Drive, Okemos, MI 48864, are conducive to interviewing high level candidates and are often used by Board and Search Committees to conduct final interviews. Please know that all steps in our search process can be completed virtually and electronically if needed.

Our offices are open for business from 8:00 a.m. – 5:00 p.m., five days a week and off hours as required by our clients. For further information regarding Hiring Solutions LLC, we encourage a visit to our website at www.hiringsolutionsllc.com.

STAFF BIOGRAPHIES



TODD C. SURLINE

PRESIDENT

Mr. Surline was previously Vice President of Capitol National Bank where he was responsible for the development, implementation and administration of various areas of the bank including business development, operations, client relations, credit administration, special projects, and human resources. He also served as Capitol Bancorp Ltd. Chief Administrative Officer where he was responsible for leading the Human Resources, Staff Development, Marketing, Communications, Accounting and Risk Management divisions of the bank holding company.

Mr. Surline has also been Vice President - Human Resources for MSU Federal Credit Union. He developed and administered a variety of programs to recruit, retain, reward, motivate, train, and develop outstanding staff members.



RILEY VLAHAKIS

VICE PRESIDENT

Ms. Riley Vlahakis joined Hiring Solutions, LLC in September of 2022 as an Associate Consultant. She previously worked at a Department of Defense manufacturing company in Lansing, MI as an HR Generalist, where she specialized in employee onboarding, training, and talent strategy. She was a member of the Dean's List at Michigan State University, and completed an internship with a manufacturing company in Plymouth, MI in the fall of 2021. Riley is currently working towards becoming a Society for Human Resource Management Certified Professional.



DEVON KLOMP-MAO

CLIENT SERVICES CONSULTANT

Ms. Devon Klomp-Mao is a Client Services Specialist with Hiring Solutions LLC and possesses a Bachelor of Arts Degree in Business Administration and Art from Aquinas College in Grand Rapids, MI.

During her time at Aquinas College, Devon was highly involved with the Campus Life Office and their Programming Board. She designed advertisements and planned various student events to enrich their experience on campus.

Prior to working for Hiring Solutions LLC Devon utilized her education in business and her marketing experience by working as a Business Consultant and Office Manager at Gadd Business Consultants. She assisted businesses to move to the next level through business assessments, business and

financial analysis/forensics, strategic planning, website/social media management.



ERIKA CARBERRY

CLIENT SERVICES ASSISTANT

Ms. Erika Carberry joined Hiring Solutions in February 2025. She is a highly motivated professional with a strong background in customer relations and business administration. Erika holds a bachelor's degree in business administration from Purdue University Global where she was a member of the Deans List and National Honor Society for Collegiate Scholars.

In her previous role as a Customer Relations Manager at a compliance laboratory, Erika honed her skills in building and maintaining strong client relationships. She was responsible for ensuring timely and accurate communication with clients, addressing customer concerns, and providing helpful suggestions to enhance their experience with the company's products and services. As part of the Hiring Solutions team, Erika eagerly applies her expertise in client relations and problem-solving to help businesses navigate their HR needs.



MARK DOBIAS
CONSULTANT

Mr. Mark Dobias most recently served as the Superintendent of the Allegan Area Educational Service Agency (AAESA) from 2008-2016 until he retired at the end of the 2015/2016 school year. In this role, Mark was responsible for the oversight of all aspects of the district, including educational leadership, career/technical, special education, finance, transportation, operations and human resources. Prior to his position at AAESA, Mark was the Superintendent of Fennville Public Schools, leading the district in a successful bond campaign and significantly improving the organizational culture by focusing on students first. In his thirty-nine years in education, Mark has extensive experience as a classroom teacher and as an elementary and middle school principal.

As a Consultant at Hiring Solutions LLC, Mark is responsible for projects relating to talent acquisition, policy and procedure development, compensation, performance management, and employee relations. Mark will be leveraging his K12 expertise to assist school clients and other clients identify and implement best practices in the field of human resources.

Full Search Vs. Recruiting Assistance

To meet the needs of our diverse client base, Hiring Solutions, LLC offers two options for talent acquisition assistance. For clients who want us to manage and take responsibility for the entirety of the process there is the Full Search option. During a Full Search, we cast a wide net to attract a strong pool of qualified and diverse candidates, conduct phone and in-person interviews, administer our Background and Employment History form, proctor and interpret pre-employment assessments, prepare interview questions, manage the entire search process and guarantee the position is filled. Some clients with more robust human resources departments may select a more cost-conscious model by selecting recruiting assistance where we are primarily responsible for sourcing candidates and completing a basic screen for qualifications. The chart below illustrates some of the key similarities and differentiators between these two services. We can also develop a program a-la-carte based on your specific needs.

Services	Full Search	Recruiting Assistance
Fee (Percentage of the midpoint of the salary range)	23%	15%
Network and source qualified candidates using limited external advertisements and relying heavily on one-to-one grassroots networking.	✓	✓
Sorts paper credentials into three categories: Top Tier, Second Tier, and Not Qualified.	✓	✓
Conduct telephone interviews to verify credentials and determine if the candidate is qualified.	✓	✓
Request to have candidates complete our copyrighted Background and Employment History form detailing previous supervisors, salary history, salary requirements, background issues (if present) references, and more.	✓	✓
Conduct onsite/in-person interviews at our offices where candidates are interviewed using behavioral-based interviewing techniques to determine core competencies.	✓	
Administer assessments to candidates and interpret results for clients revealing who may be most qualified based on the requirements of the position. <i>Assessments are an additional fee.</i>	✓	<i>Optional</i>
Identify, recommend, and present the top 3-4 candidates who are the strongest match for the position to be interviewed by the client.	✓	
Provide Search Committee members with bound books containing candidate credentials, including interview questions, resume, cover letter, Background and Employment History form, assessment results (and interpretation), letters of reference, and performance evaluations (if applicable).	✓	
Schedules, organizes, and facilitates the interview process. This includes a review of candidate credentials, onsite/in-person interpretation of assessment results, and the preparation of interview questions customized for the position.	✓	
Prepares, drafts, and facilitates the extension of the offer while providing guidance and assisting with any negotiations.	✓	
Conducts background and reference checks. <i>This is an additional fee.</i>	✓	<i>Optional</i>
Guarantees the position is filled and includes a 90-day guarantee. If a candidate is discharged or leaves on their volition within 90 days, we will restart the search on an expenses-only basis.	✓	



Executive Search | Human Resources Consulting | Pre-Employment Assessments

3445 Woods Edge Drive | Okemos, MI 48864 | P: 517-347-0590

www.hiringsolutionsllc.com | hsllc@hiringsolutionsllc.com



POSITION PROFILE



CHIEF FINANCIAL OFFICER LIVINGSTON COUNTY

Presented by:
Hiring Solutions LLC



Project Consultant:
Riley Vlahakis, Vice President
vlahakis@hiringsolutionsllc.com
517-347-0591



3445 Woods Edge Drive • Okemos, MI 48864
phone: 517.347.0590 • fax: 517.347.12453
hsllc@hiringsolutionsllc.com • www.hiringsolutionsllc.com



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2024 Top Workplace

We're honored to be named a Top Workplace for our third year in a row. We couldn't have done it without our incredible team of employees whose devotion to our residents drives everything we do.

Top Workplaces Regional Awards



Detroit Free Press
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THE OPPORTUNITY / ABOUT LIVINGSTON COUNTY

ABOUT LIVINGSTON COUNTY

Livingston County, located in Southeast Michigan, is one of the fastest growing counties in Michigan. The County consists of 16 townships, 2 villages, and 2 cities, containing a diverse mix of rural and agricultural areas, historic downtowns, suburban development, lakeside living and large recreational lands. Home to two metro parks, 3 state recreation areas, 1 state park and numerous wildlife, game, county and local parks, Livingston County has an abundance of recreational opportunities available to suit everyone.

The County employs over 730 awesome individuals within 20 departments, 6 elected offices, and 3 courts. Livingston County is proud to have been named a Detroit Free Press Top Workplace for three consecutive years, 2022 -2024, and we're aiming for more. Based solely on employee feedback, the Top Workplace title is a badge of honor for the County, whose top priority is to provide effective and efficient services that improve the quality of life for our residents.

LIVINGSTON COUNTY'S 2025 BUDGET

Please see the link below to the document that best reviews the financial information for Livingston County. It is also what has gotten the County the Distinguished Budget Award for 8 years in a row.

<https://milivcounty.gov/wp-content/uploads/2025-Budget-Book.pdf>

CHIEF FINANCIAL OFFICER SUMMARY

Under the direction of the County Administrator, this position is responsible for the overall management of the Finance Department. Serves as the Chief Financial Officer, principal advisor, and second-in-command to the County Administrator on all financial issues pertaining to the County government. Responsible for the day-to-day operation of the Finance Department. Directs the County's centralized budgeting, purchasing, and accounts payable activities and upgrades related procedures on an ongoing basis. Directs accounting, financial reporting and regulatory requirements and monitors the County's fiscal stability.

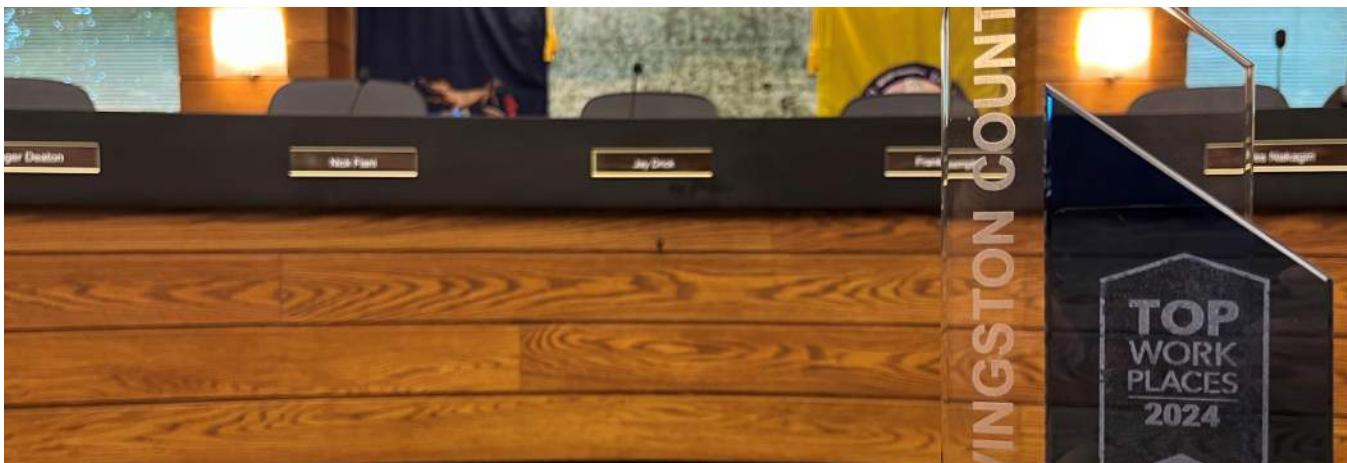


THE OPPORTUNITY - CHIEF FINANCIAL OFFICER

POSITION RESPONSIBILITIES

- Plans, organizes, and directs all aspects of departmental operations, including personnel, budgeting, planning, and general administration. Develops and implements departmental policies, procedures, and regulations.
- Assesses department operations, staffing levels, facilities, and equipment. Analyzes budgetary and resource needs, makes recommendations for improvements, and implements changes. Monitors operational costs and makes recommendations for increasing efficiency.
- Prepares and presents annual budget requests, administers departmental budget, and ensures that the authorized budgetary and purchasing procedures are properly used.
- Assigns or delegates responsibility for assignment of work, directs personnel, evaluates performance of all employees, and assures necessary training and professional development. Takes disciplinary action according to established procedures.
- Manages the preparation of the County's annual operating budget, including maintaining position control, preparing salary and wage projections, providing base level budgets to departments, monitoring appropriations, analyzing revenues and expenditures, analyzing irregular circumstances which require budget amendments and developing long range financial models.
- Oversees the day-to-day operation of the County's enterprise software system, including developing and implementing efficient processes, lead change management and ensuring decisions and/or changes are communicated to users of the program.

- Directs and manages the centralized purchasing and accounts payable activities, including recommending purchases, claims and expense reimbursement policies and procedures to be adopted by the Board.
- Consults with the County Administrator and participates in the formulation of policy decisions.
- Administers the County's risk management program, reports, and reviews claims, and oversee the resolution of such claims.
- Serves as the County's grant manager.
- Directs and coordinates the County's annual audit process and implementation of audit comments.
- Assists the County Administrator in the formulation of strategic and organizational planning. Recommends objectives and associated goals for various programs to achieve the most cost effective and efficient operation possible.
- Ensures that the Board's direction is carried out and County policies, rules, regulations, and operations programs are properly implemented.
- Keeps abreast of legislative and regulatory developments, new administrative techniques, and current issues through continued education and professional growth. Attends conferences, workshops, and seminars as appropriate.
- Performs all other duties as assigned.



CANDIDATE PROFILE

QUALIFICATIONS

- Bachelor's Degree in business administration, accounting or related field and eight years of progressively more responsible experience in accounting or finance including prior supervisory and management experience.
- A Master's Degree, Certified Public Accountant designation, or Certified Public Finance Officer designation are preferred.
- The County, at its discretion, may consider an alternative combination of formal education and work experience.
- Experience in a unionized environment preferred, with direct involvement in collective bargaining and labor contract negotiations.
- Experience with Tyler MUNIS Enterprise software or similar ERP software platform preferred.
- Michigan Vehicle Operator's License.

KNOWLEDGE, SKILLS, ABILITIES REQUIRED

- Thorough knowledge of the professional public management techniques involved in budgeting, personnel administration and resource management and the ability to identify and implement new best practices.
- Thorough knowledge of the principles and practices of finance and accounting methods and procedures, budgetary, fiscal management, and public administration principles.

- Considerable knowledge of policies and procedures regulating County operations, applicable local, state, and federal laws, rules and regulations, risk management principles, reviewing, interpreting, and communicating financial information, and preparing and administering budgets.
- Skill in assembling and analyzing data, preparing comprehensive and accurate reports, and formulating policy and service recommendations.
- Skill in effectively communicating ideas and concepts orally and in writing and making presentations in public forums.
- Ability to establish effective working relationships and use good judgment, initiative and resourcefulness when dealing with County employees, contractors to the County, representatives of other governmental units, professional contacts, elected officials, and the public.
- Ability to assess situations, solve problems, work effectively under stress, within deadlines, and in emergency situations.
- Skill in the use of office equipment and technology, including Microsoft Suite and financial applications, and the ability to completely master the County's enterprise software system (Tyler MUNIS Enterprise) and related technologies.
- Ability to attend meetings scheduled at times other than normal business hours.
- Ability to respond to emergencies or service needs outside of normal business hours.



CANDIDATE PROFILE

CAPABILITIES AND ATTRIBUTES NECESSARY FOR THIS ROLE & OPPORTUNITIES AND CHALLENGES OF THE ROLE

We understand that candidates come from diverse professional and personal backgrounds, each bringing unique experiences that can contribute to success in this role. While no single candidate will possess every qualification listed in the job description, the ideal applicant will demonstrate the following leadership strengths, skills, and personal qualities:

Commitment to Service and Community

The County seeks a CFO who values public service and fosters a culture of respect, kindness, and collaboration. Approachable, collegial, and service-minded, the CFO will build strong relationships across departments, with elected officials, and in the community. They will model professionalism, integrity, and accountability, ensuring that their leadership strengthens trust and confidence in the County's operations.

Financial Stewardship and Strategic Leadership

The ideal candidate will be a disciplined and fiscally conservative financial leader. They will have experience overseeing budgets, forecasting, and public-sector accounting, ensuring that resources are managed responsibly and strategically. With a focus on long-term sustainability, the CFO will balance careful stewardship of public funds with opportunities for efficiency and innovation, aligning financial strategy with the County's goals and priorities.

Collaborative Leadership and Teamwork

A strong team player, the CFO will work collaboratively across departments, supporting staff while promoting shared accountability. They will cultivate a positive, respectful organizational culture, encouraging open communication and problem-solving. Their leadership style is approachable, supportive, and solutions-focused, inspiring confidence among colleagues and stakeholders alike.

Communication, Governance, and Labor Relations

The successful candidate will be an effective, confident communicator, able to convey complex financial information clearly to staff, elected officials, and the public. Experienced in board governance, public engagement, and labor relations, they will provide guidance and insight that strengthens decision-making and supports constructive collective bargaining and contract negotiations. Professional, direct, and poised, they will represent the County with credibility and composure in all public and internal interactions.

Analytical and Problem-Solving Skills

The CFO will approach challenges with sound judgment, analytical rigor, and a practical, solutions-oriented mind-set. They will identify opportunities for improvement, streamline processes, and ensure that financial systems operate efficiently and effectively. Their ability to anticipate and address challenges proactively will support both operational excellence and long-term fiscal health.



GET TO KNOW NATHAN BURD, LIVINGSTON COUNTY'S COUNTY ADMINISTRATOR

Nathan Burd became the Livingston County Administrator in 2020. Nathan has a background in municipal management and previously worked as the city administrator in Adrian, Michigan and the village administrator in Wolverine Lake, Michigan. Before relocating to Michigan, Nathan held various positions in state, county, and municipal government in his home state of Ohio. He holds a bachelor's degree in political science from The Ohio State University and a master's degree in organizational management from Mount Vernon Nazarene University. Nathan is a member of the Michigan Association of County Administrative Officers and he resides in Hartland with his wife and four children.

EMPLOYER VALUE PROPOSITION



LIVINGSTON COUNTY ADMINISTRATION

LIVINGSTON COUNTY, MICHIGAN

304 E. Grand River Avenue - Suite 202 - Howell MI 48843

TEL: (517) 546-3669
EMAIL: NBurd@livgov.com

NATHAN BURD
COUNTY ADMINISTRATOR

Dear Prospective Chief Financial Officer,

Thank you for your interest in the CFO position for Livingston County. This position is open because our outgoing CFO is retiring after 20 years of dedicated service to the county. Her successor will join a tight-knit leadership team and lead a respected Fiscal Services department that has kept Livingston County on strong financial footing for many years.

Livingston County is one of the few counties in Michigan with a Triple A bond rating. The county is known for wise fiscal management and maintains healthy fund balances while also having the lowest millage rate in the state. We take great pride in earning the GFOA Distinguished Budget Award for eight consecutive years and we value our commitment to fiscal transparency. The next CFO of Livingston County will have an opportunity to build on this impressive legacy of prudent fiscal stewardship while positioning us financially for the future.

I became the Livingston County Administrator in July of 2020, in the early days of the pandemic. While working through those unusual and difficult circumstances, I realized very quickly that the county is blessed with an exceptional group of directors and elected officials. We have a strong organizational culture that is highlighted by three consecutive years of earning the Top Workplace designation due to our employee engagement survey results. As with any local government, we have our share of challenges, but this is a special opportunity to join a stable operation with a history of well-managed finances.

If this sounds like the kind of leadership role and working environment that could be a good fit, I encourage you to apply. We have much to accomplish in the coming years and we look forward to finding the right person to join our team.

Thanks again for your interest in this position. Whether your future is here or elsewhere, we wish you all the best in the years ahead.

Sincerely,

Nathan Burd
County Administrator



COMPENSATION AND BENEFITS

COMPENSATION INFORMATION

Pay Range: \$116,560 - \$147,655

BENEFITS INFORMATION

The County offers a comprehensive benefits package to support employees' health, financial security, and work-life balance. Coverage begins the first of the month following hire and includes medical, dental, and vision plans through Blue Cross Blue Shield of Michigan, with an opt-out option for a cash incentive. Employees can participate in Health Savings Accounts and Health & Dependent Care Flexible Spending Accounts, and take advantage of an annual wellness reimbursement and incentives for completing preventive health measures. Retirement benefits include a Defined Contribution pension plan through MERS of Michigan with County contributions and matching, as well as an optional 457 savings plan. Employees also receive vacation, sick, and personal time, 13 paid holidays, and a bi-weekly pay schedule, providing the flexibility and resources to maintain health, plan for the future, and achieve work-life balance while serving the community.

LOCATION AND TRAVEL

LOCATION

Hybrid Work Opportunity
304 E. Grand River Ave.
Howell, MI 48843

TRAVEL

- Out of state GFOA Annual Conference
- In state conferences



SEARCH FIRM DESCRIPTION

FIRM DESCRIPTION

HIRING SOLUTIONS LLC is a privately held firm, authorized to do business in the state of Michigan, specializing in executive search, human capital consulting, and assessment and development. Founded in 1988 by Sandra Rich, Hiring Solutions LLC provides professional services to over 200 clients in both the private and public sectors. Mr. Todd Surline, President of Hiring Solutions LLC, leads and directs the Human Resources Consulting practice and has over 36 years of experience in executive Search Human Resources.

NON-DISCRIMINATION POLICY

Hiring Solutions LLC complies with the Fair Labor Practices Act and all Federal, State, and local laws and legislation and does not discriminate based on race, color, religion, national origin, creed, ancestry, age, sex, height, weight, marital status, sexual orientation, veterans status, or a handicap that is unrelated to the candidate's ability to perform the duties of a particular job or position.

OFFICES

Our offices, located at 3445 Woods Edge Drive, Okemos, MI 48864. Our offices are open for business from 8:00 a.m. – 5:00 p.m., five days a week. For further information regarding Hiring Solutions LLC, we encourage a visit to our website at www.hiringsolutionsllc.com.

CONTACT US

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Vice President
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HIRING SOLUTIONS STAFF

Mr. Todd Surline
President

Ms. Riley Vlahakis
Vice President

Ms. Devon Klomp-Mao
Client Services Consultant

Ms. Erika Carberry
Client Services Assistant

Mr. Mark Dobias
Consultant

January 15, 2026

Mayor Scott Dzurka

City of St. Johns

100 E. Walker Street

St. Johns, MI 48879

Dear Mayor Dzurka and St. Johns City Commissioners,

Thank you for allowing Michigan Leadership Institute to submit a proposal to assist the St. Johns City Commission in searching for a new manager. I believe we have the experience and expertise that will result in the selection of an outstanding and inspirational leader for St. Johns.

Our Experience

The Michigan Leadership Institute is proud to have a well-founded reputation as the foremost provider of high-quality, research-based leadership services in Michigan. Since 1999, we have conducted over 500 successful searches for organizational leaders across Michigan on behalf of county, city, and township governments, councils, school districts, the Michigan Department of Education, colleges, and other non-profit organizations.

Our Expertise

In addition, MLI conducts ongoing research on the art and science of public leadership and delivers leadership and governance academies. This expertise will help ensure that your next leader embodies the leadership qualities and characteristics important to St. Johns' City Commission. By virtue of the many searches we have conducted and a concerted effort to understand and implement searches in compliance with applicable regulations, the Michigan Leadership Institute knows the requirements of FOIA and the Michigan Open Meetings Act. It can help the St. Johns' City Commission avoid pitfalls regarding these requirements.

I also personally have knowledge and experience working with City Commissions. I served as the Interim Manager for the Village of Northport and conducted searches for a full-time Manager in 2023 and 2025. I served as the Interim Assistant City Manager for Traverse City in 2024. Last month, I completed the development of a strategic action plan for the Village of Pentwater



(810) 591-3251



mli@genseseeisd.org



2413 West Maple Avenue, Flint, MI 48507

www.mileader.com



CITY MANAGER SEARCH PROPOSAL

January 2026

**ST. JOHNS
CITY COMMISSION**

MLI Consultant

Chet Janik
cjanikmli@geneseeisd.org

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Michigan Leadership Institute

The Michigan Leadership Institute (MLI), one of the most experienced and successful executive search firms in Michigan, is pleased to offer a unique and comprehensive search proposal for the St. Johns City Commission. In partnership with MLI, St. Johns can benefit from MLI's expertise in your city manager search. Our unique partnership would offer:

- A city manager search using MLI's proven methodologies and facilitated by MLI Consultant Chet Janik;
- The extensive outreach, networking, and marketing of MLI; and
- Ongoing support for your City Commission and Manager.

Michigan Leadership Institute Profile

Michigan Leadership Institute is a Michigan-based business that focuses on meeting the needs of Michigan school districts and local units of government. Our mission is to make Michigan's communities better places to learn and live by developing, deploying, and supporting outstanding and inspirational local public leadership.

MLI was founded in 1998 by Dr. Timothy Quinn in Traverse City, MI., who served as President of the organization until 2008 when Dr. Michael Wilmot became President/CEO. In 2018, Genesee Intermediate School District assumed ownership and operations of Michigan Leadership Institute, under the direction of Dr. Steven Tunnicliff - appointed Superintendent of Genesee Intermediate School District in July 2021. In September 2021, Dr. Lisa Hagel was appointed Executive Director of Michigan Leadership Institute.

Michigan Leadership Institute values and practices diversity across our organization, professional development opportunities, and search practices. MLI does not engage in, nor do we support, discrimination of any kind in our business practices, professional development opportunities, or executive search facilitation. It is our belief that an effective leader is ethical, trustworthy, accountable, and epitomizes integrity – qualities that have no racial, ethnic, gender, or cultural boundaries. Further, the Michigan Leadership Institute recognizes the important role of cultural competency for all leaders. Moreover, the Michigan Leadership Institute recognizes the value in developing high-quality and diverse candidate pools, and thus we maintain membership in the American Association of School Administrators (AASA), and the Michigan Association of County Administrator Officials. Lastly, as the Michigan Leadership Institute is owned and operated by the Genesee Intermediate School District, we adhere to all organizational practices and policies.

We believe that communities of Michigan are best served by ethical, competent, and sustained leadership in our public schools and local units of government. Consistent with our mission, we acknowledge that strong leadership depends on the effective and ongoing development of leaders; thus, we are in our 28th year of providing leadership development to aspiring community leaders through our MLI SUPES Academy and other professional development opportunities. In addition, we recognize that each local unit of government is unique and that matching the needs of the community with the skills and attributes of their next leader requires an understanding of the district and community—thus we employ Regional Presidents that are keenly aware of their respective regions and dedicate the time necessary to listen and identify the unique needs of

their districts or community in order to find the best “fit” for their community leader. Lastly, as former superintendents and government administrators, our entire MLI Team understands the challenges of community leadership and the need for ongoing collegiality and support—thus we commit to supporting your newly hired manager over the course of his/her first year, beginning with a governance workshop with the city commission.

Our philosophy as an organization is one of service to communities by providing comprehensive and ongoing services across Michigan—to **develop, deploy** and **support** outstanding leaders.

We are guided by the following principles:

- **The Calling** - The calling to leadership is an internal calling and a prerequisite for outstanding leadership.
- **Mastery** - Continuous pursuit of mastery in the physical, social/emotional, and intellectual aspects of oneself expands a leader’s strength and effectiveness.
- **Service** - Outstanding leaders define themselves and grow by viewing leadership as service to others.
- **Trust/Integrity** – Honest and open communication is integral to building and maintaining a trusting relationship.
- **Competence** – High-quality performance and competence depend on clear articulation of desired outcomes and processes for continuous improvement.

The Michigan Leadership Institute is proud to have a well-founded reputation as the foremost provider of high-quality, research-based leadership services in Michigan. Since 1999, we have conducted over 500 successful organizational leader searches across the state of Michigan on behalf of counties, cities, villages, and other local units of government, K-12 school districts, ISDs and ESDs, Middle Cities Association, the Michigan Department of Education, colleges, and other non-profit organizations.

MLI has an extensive network of contacts for recruiting top-quality candidates for its searches. Individuals who have been appointed through the MLI search process have demonstrated outstanding leadership and longevity. We attribute this success to our intentional efforts to present candidates that best match the goals, vision, and values of the school districts/organizations.

By virtue of the many searches conducted and a concerted effort to understand and implement searches in compliance with all applicable laws and regulations, Michigan Leadership Institute can help avoid pitfalls and/or errors regarding these requirements.

Michigan Leadership Institute offers a wide range of professional services that support leadership teams, including: Executive Searches, Board Governance, Strategic Planning, Facilitated Evaluations, Negotiations Support, Facilities Utilization Projects, Superintendent Mentoring, Aspiring Superintendent Preparation (MLI SUPES Academy), and specific Program Reviews. Approximately one-fourth of the current Superintendents in Michigan are graduates of the MLI SUPES Academy.

Why Select Michigan Leadership Institute as your Professional Search Partner

- We have a proven record of accomplishment for highly successful search process management and placements that are successful in their new positions.
- We thoroughly check applicants' backgrounds prior to presenting to you and as the process progresses, so you will have no "surprises" during the final stages of your search process.
- We work in close partnership with the Commission throughout the search, customizing the search activities to meet the City's unique needs and remaining readily available and responsive throughout the process.
- We ensure that the process is both transparent, with clear and open communication, and inclusive, engaging stakeholders throughout to provide input and feedback to the Commission.
- We provide a commission/manager orientation workshop after the new leader is on the job to help get the relationship off to the right start.
- We provide ongoing support to your new leader during his/her first year on the job.
- We are highly sensitive to confidentiality issues and very experienced with meeting the requirements of the Michigan Open Meetings Act and FOIA.
- We utilize our extensive leadership networks to attract a strong and diverse candidate pool.
- We provide the highest quality professional services at a good value.
- The cost of an unsuccessful or ineffective search will far exceed the price of a Michigan Leadership Institute search, both in dollars and in impact on the community.
- Executive leadership is our business and our specialty, as our mission statement, ***developing, deploying and supporting outstanding leaders*** attests to. We have a tremendous amount of expertise and experience with search deployment, but we are also adept at developing and supporting leaders. There is no organization better suited or better prepared to identify and recruit outstanding candidates, facilitate a successful search process, and continue to support your Commission and your new leader once the new manager is in place than the Michigan Leadership Institute.

Search Process

Michigan Leadership Institute shall fulfill the Scope of Services as required by the St. Johns' City Commission, as indicated by our Search Process:

The Planning and Preparation Stage

- Discuss and agree upon search activities and services to be performed.
- Establish search calendar customized to St Johns' needs.
- Consult with the Commission regarding compensation, benefits, and other contractual provisions for the position.
- Consult with the Commission and with constituents as determined by the Commission to gather input regarding the organization's leadership needs. This step may include forums with staff, community members, and others.
- Develop an organizational and community profile to identify the unique attributes of the community
- Prepare and agree upon the position profile and specifications.

The Implementation Stage

- Place advertisements in state professional publications and online posting sites, as well as national professional publications (for an additional fee), as approved.
- Develop an online search brochure; announce position to professionals and recruiting contacts.
- Make personal contacts and calls to recruit top-quality candidates.
- Communicate with potential candidates.
- Screen applicants and help to identify potential candidates that best meet the profile created by the City Commission.
- Contact candidates prior to presentation to the Commission.
- Present applicants to the Commission in closed session for consideration; the Commission will discuss and determine the candidates to be interviewed in open session.
- Conduct an orientation workshop on appropriate and successful interviewing techniques and preparation for visitations if desired.
- Conduct reference checks.
- Prepare interview questions, attend all candidate interviews, and facilitate commission discussion and deliberation. Host "Meet and Greet" with finalists

The Final Stage

- Communicate with unsuccessful candidates.
- Mediate employment agreement and/or provide contract/salary information to commission members, as desired.
- Facilitate an orientation workshop with the new leader and the Commission.
- Be on call to provide professional support and mentoring to the new leader as requested during his or her first year on the job.

As part of the Search Process, MLI will assist with the development of an online search brochure and posting of the search brochure on Frontline (formerly Applitrack), the MLI website, Michigan Municipal League, the Michigan Township Association, and the Michigan Association of Counties' numerous other websites.

At the City Commission's request, MLI has the connections to advertise job postings on the state and national sites. There may be an additional fee for some postings.

Lastly, with Regional Presidents across Michigan, who maintain close ties to high-level leaders through our various services (strategic planning, leadership coaching, and governance workshops, to name a few), and our participation in the Michigan Association of County Administrative Officers and other leadership organizations, we are able to develop and sustain a large and diverse network of current and aspiring leaders from which to draw upon when recruiting top candidates to a vacancy.

Our process for screening applicants includes a thorough review of all application materials, Internet searches, networking, and conversations with viable candidates before the Commission selects those it wishes to interview. Once the interview field is discussed and established in an open session, and the confidentiality of applicants is no longer an issue, we contact the references provided by the interviewees, as well as colleagues the interviewees have worked with and for. We often benefit from having screened applicants in previous searches. In all searches, MLI Regional Presidents consult with one another and share knowledge and information on all applicants throughout the process.

Note: State-mandated background checks (fingerprinting), and requirements are the responsibilities of the employer and thus must be conducted by the local unit of government once a final candidate is selected.

Proposed Search Timeline

WEEK OF

Week 1 Meet with St. John's City Commission or Mayor to gather background, establish search parameters, agree upon timeline, and discuss qualifications and compensation.

Week 2 Meet with the Commission and designated staff to develop a candidate profile and organization/community profile; develop and approve the position announcement and search brochure.

Week 3 Post position, recruit and screen applicants, accept applications until 4:00 p.m. on selected deadline date.

Week 7 Presentation of applicants and determination by Commission of candidates to interview; selection of questions and preparation for first-round interviews

Week 7 or 8 Initial interviews conducted; finalists selected

Week 8 or 9 Finalist interviews, host "Meet and Greet" with community and/or staff, and selection of preferred finalist; negotiation of agreement

Week 9 or 10 Appointment of new manager

Note: This timeline can be customized to meet the St. Johns' City Commission's needs.

MLI Search Facilitation

MLI searches are led by a regional president who facilitates the search and acts as the direct contact with the board, community, and candidates. All MLI searches are supported by the full team of MLI regional presidents and consultants who collaborate on the search effort to ensure that the best-qualified candidates are brought forward for consideration. MLI Regional Presidents are well equipped to both lead and support searches. MLI Regional Presidents have extensive experience in the Search Process, enhanced by their own personal longevity and success in the role of Superintendent—a recognized strength of the Michigan Leadership Institute Team. Candidates often appreciate working with individuals who have served in leadership roles themselves and understand the challenges of the search process, the role of a leader and the attributes of a high-functioning governance team.

The specialist facilitating your search:

Chet Janik, MLI Consultant. During his 42-year career, Mr. Janik served as Director of Student and Campus Services, Director of Community Outreach, and Assistant to two Presidents at Northwestern Michigan College, Superintendent of the Buckley Community Schools, Superintendent of the Charlevoix Public Schools, and ten years as the Leelanau County Administrator and Chief Executive Officer.

Throughout his career, Mr. Janik has been active in professional and service organizations. He served as the Government Relations and Special Projects Coordinator for the Traverse Bay Intermediate School District, assisting numerous public and private school districts, non-profits, and local governments with strategic planning, fundraising, leadership, and board governance. His community service included, but was not limited to, President of the Suttons Bay Rotary Club, United Way Campaign Leader, Lion's Club of Charlevoix, American Red Cross, and Grand Traverse Chamber of Commerce, where he served as Director of the Leadership Program.

Mr. Janik earned his Bachelor's and Master of Arts degrees from Central Michigan University. He also earned post-Master's credits in administrative leadership from the University of Nebraska.

Michigan Leadership Institute Staff

The following MLI Regional Presidents and consultants will support your search:

Regional President for Eastern Michigan - Charles Andrews. Retired Superintendent of Marysville Public Schools for 18 years.

Regional President for Southeast Michigan-John Silveri. Retired Superintendent of Waterford Public Schools and Marysville Public Schools; 24 years in education and administrative experience.

Regional President for Southwest Michigan-Dave Killips. Retired Superintendent of the Chelsea Public Schools for 10 years and Superintendent of Reed City Schools for 5 years.

MLI Search Consultant-Mr. Andrew Ingall. Retired Superintendent of Grand Haven Public Schools for nearly 7 years; serving Chelsea School District for 15 years.

Associate Regional President for Southeast Michigan-Dr. William Weber. Served as teacher, assistant principal, athletic director, assistant superintendent, and superintendent during his 43-year career in education.

Associate Regional President for Southwest Michigan-Mr. Pete Haines. Retired Superintendent of Ottawa Area Intermediate School District for 6 years; Superintendent of Gladwin Community Schools for 8 years.

Consultant-Dr. Randy Liepa. Retired Superintendent of Wayne County RESA for 6 years; Superintendent of Livonia Public Schools for 12 years; 30-year career in education.

Consultant-Clarence Garner. Retired Superintendent for Grand Blanc Community Schools; more than 30 years in education as teacher, principal, personnel director, deputy superintendent, and superintendent.

Consultant-Dr. Debbie McFalone. Former teacher, principal, and superintendent and facilitator of leadership training for superintendents, principals, and school boards.

Consultant-Teresa Weatherall Neal. Former superintendent of Grand Rapids Public Schools specializing in organizational growth, leadership development, and system-wide transformational change.

Consultant-Timothy Z. Stein. Retired Superintendent of Flushing Community Schools for 10 years; former teacher, principal, and assistant superintendent.

Consultant-Dr. Keely Mounger. Retired Deputy Superintendent for Genesee ISD; served as Superintendent for Westwood Heights Community Schools and Coleman Community Schools; over 30-year career in education as teacher, principal, executive director, deputy superintendent, and superintendent.

MLI Executive Director, Dr. Lisa Hagel. Dr. Hagel spent her 35-year career in education serving as elementary teacher, coach, elementary Principal, high school Principal, Curriculum Director, and local district Superintendent for 6 years. Dr. Hagel then served as superintendent at the Genesee Intermediate School District (directly serving approximately 9,000 students). She has earned multiple degrees from Central Michigan University, University of Michigan, and Eastern Michigan University. She earned her Doctorate degree from Walden University. Dr. Hagel has achieved numerous professional credentials and has served on numerous boards. Throughout her career, Dr. Hagel received many honors and awards such as the Educational Excellence Award, the Justus Prentice Award, and the Educational Discovery Award, just to name a few.

Proposed Search Plan

It is critical to determine the preferred communication method during the initial meeting with the city commission. Typically, the Mayor is the primary point of contact, with the Consultant assisting with logistics (i.e., meeting times and locations) and the dissemination of messages and information.

This is an integral part of every search we conduct. Our primary direction is from the Commission. However, it is our practice to meet directly with various stakeholder groups (staff members and community members) to gather their recommendations throughout the process. We look to the City Commission for guidance and input on which specific stakeholder groups it wishes us to meet with directly. We provide additional opportunities for involvement by encouraging and collecting feedback from stakeholders following every interview as well as from participants in stakeholder meetings with finalists. Staff and community engagement are areas of great experience and expertise for MLI, and a key to our success and yours.

Our goal is to make the process as easy as possible for the City Commission, with the search consultant doing the heavy lifting and minimizing the City Commission's and its staff's workload to the greatest degree possible.

Although rare, our most significant challenges have arisen when Commissioners have chosen not to honor the process we all agree to follow at the beginning of the search process. In every instance where the process was followed with fidelity, we have been highly successful.

We expect all members of the City Commission to commit to being present and engaged throughout the process and to honor it.

Anticipated Fee Structure

Michigan Leadership Institute will provide exemplary services, as outlined below, in conducting a search for the position of St. Johns City Manager. Specific services to be provided shall include the following:

1. Advise the commission on the parameters of the overall search process.
2. Establish a timeline of duties and responsibilities for the conduct of the search.
3. Facilitate meetings with the Commission, staff, community members, and other stakeholders as desired to assist in articulating the candidate profile and points of city pride for inclusion in the position announcements.
4. Develop and post a standard search flyer and announcements; recruit a qualified candidate pool.
5. Receive applications, communicate with candidates, conduct paper screening, check references, and analyze all applications relative to the profile developed by the Commission.
6. Present all applicants to the Commission; facilitate the process of selecting candidates to interview.
7. Conduct an orientation session with the Commission on the interview process and protocol.
8. Attend all candidate interviews; solicit and collect stakeholder feedback.
9. Host a "Meet and Greet" with finalists for the position
10. Facilitate deliberation on choosing finalists and selecting its new leader.
11. Communicate with unsuccessful candidates.
12. Mediate employment agreement as requested by the Commission; provide contract/salary information
13. Facilitate an orientation workshop with the new leader and the Commission to develop mutual expectations and understandings.
14. Be on call to provide professional support and mentoring to the new leader as requested during his or her first year on the job.

The above-noted services will be provided for **\$9,750, plus direct expenses not to exceed \$1,500.00**. Please note that the professional services and the professional fees may be modified and customized to suit your commission's needs.

The said fee covers all costs associated with the search, including Michigan Leadership Institute staff time, development of the posting brochure, online search announcements/job postings, marketing of the vacancy, and associated office expenses. MLI staff mileage will be billed to the Commission on an actual cost basis (*at the current mileage rate issued by the IRS*). If specific state or national advertising is desired, the additional fees will be invoiced with the final installment. -Fees will be invoiced and payable in three equal installments: upon commencement of search, upon recommendation of candidates, and upon selection and appointment of the successful candidate. Mileage expenses will be invoiced with the final installment.

MLI Search Guarantee: If MLI endorses the candidacy of the selected candidate and s/he chooses to leave the manager position for any reason other than personal health or the health of an immediate family member during the first year of employment, Michigan Leadership Institute will conduct the search for a successor for direct expenses only. *This guarantee has been utilized only twice in the history of the Michigan Leadership Institute.*

SERVICE AGREEMENT

St. Johns City Commission and Michigan Leadership Institute

By way of this agreement, St. Johns City Commission does hereby contract with Michigan Leadership Institute to provide basic services as outlined below in the process of conducting a search for the position of City Manager. Specific services to be provided shall include the following:

1. Advise the commission on the parameters of the overall search process.
2. Establish a timeline of duties and responsibilities for the conduct of the search.
3. Facilitate staff, stakeholders, and council meetings as required to assist in articulating the candidate profile and points of pride for inclusion in the position announcements.
4. Develop and post a standard search flyer and announcements; recruit a qualified candidate pool.
5. Receive applications, communicate with candidates, conduct paper screen, check references (*NOTE: State-mandated background checks (fingerprinting), and requirements are the responsibilities of the employer and thus must be conducted by the city once a final candidate is selected.*), and recommend approximately four to six candidates to the commission for interview.
6. Conduct an orientation session with the commission on the interview process and protocol.
7. Attend initial candidate interviews, facilitate council discussions, host "Meet and Greet" with finalists, and communicate with unsuccessful candidates.
8. Mediate employment agreement as requested by the commission; provide contract/salary information
9. Facilitate an orientation workshop with the new leader and the commission to develop mutual expectations and understandings.
10. Be on call to provide professional support and mentoring to the new leader as requested during his or her first year on the job.

The above-noted services will be provided for **\$9,750.00, plus direct expenses not to exceed \$1,500.00**. The said fee covers all costs associated with the search, including Michigan Leadership Institute staff time, development of the posting brochure, online search announcements/job postings, marketing of the vacancy, and associated office expenses. MLI staff mileage will be billed to the City on an actual cost basis (*at the current mileage rate issued by the IRS*). Fees will be invoiced and payable in three equal installments: upon commencement of search, upon recommendation of candidates, and upon selection and appointment of the successful candidate. Mileage expenses will be invoiced with the final installment.

This agreement is hereby entered into by the parties thereto as set forth below:

Michigan Leadership Institute

Date

St. Johns City Commission

Date

REFERENCES FOR MLI SEARCHES CONDUCTED BY MR. JANIK

During the past three years, Mr. Janik assisted the following Michigan government units in their leadership searches.

Branch County Board of Commissioners
Chocolay Township Board of Trustees
Garfield Township Board of Trustees
Kalkaska County Board of Commissioners-
Leelanau County Board of Commissioners
Marquette County Board of Commissioners
Missaukee County Board of Commissioners
Northport Village Council
Ogemaw County Board of Commissioners

Below are references for the successful leadership searches and coaching that Mr. Janik conducted recently:

Christopher McCann, Northport Village President
cmccann@villageofnorthport.org
231-645-2418

Kohn Fisher, Kalkaska County Chairman
231-258-5178 kfisher@kalkaskacounty.org

Ty Wessell, Leelanau County Chairman
231-432-0066 twessell@leelanau.gov

Mary Marshall, Village of Pentwater President
734-780-6834 president@pentwatervillage.org

Joe Derocha, Marquette County Chairman
906-361-6686 joe@derocha.com

Dean Smallegan, Missaukee County Chairman
231-920-5439 act@theinastore.com

Tim Stoll, Branch County Chairman
269-832-7894 tstoll@countyofbranch.com

Elizabeth Vogel, Traverse City, Past Manager
231-922-4440 evogel@traversecitymi.gov

CHET JANIK
10706 S. Blue Ridge
Traverse City, MI 49684
(231) 941-7680 (Home)
(231) 633-7680 (Cell)
janikchet@aol.com

PROFESSIONAL EXPERIENCE

County Administrator and Chief Executive Officer
Leelanau County

2012 to 2022

Responsible for general leadership/overall management of the Government of Leelanau County with a population 21,708 in Northwest Michigan with 120 employees.

- Responsible for the preparation/implementation of \$21 million overall budget and \$10.7 million general fund.
- Labor negotiations, human resources, intergovernmental relations, supervise/evaluate/ coach appointed department heads.
- Manage/evaluate several contractual service providers; evaluate and rebuild organization's administrative and operational systems; promote and oversee organizational/efficiency improvements; establish new goals/programs; grant application/management; policy development; bids/contracts/ purchasing; FOIA, public/media relations/communications, problem-solving, long-range financial management/planning and capital project management.
- Advise, formulate options and provide recommendations/coordination/support for County Board of Commissioners, elected and appointed department heads and employees.
- Provide business and technical support to all county boards, commissions, and committees.

Superintendent
Charlevoix Public Schools, Charlevoix, Michigan

2007 to 2012

Leadership of K-12 school system serving 1,200 students, with 120 employees, \$11 million budget, three educational buildings, and a residential alternative education program.

- Highest academic achievement in Charlevoix-Emmet ISD; each academic building received "A" grade from Michigan Department of Education past three years; test scores above regional, state and national averages on an annual basis in every building
- Led a successful \$5.9 million bond campaign for the renovation of school facilities, transportation and technology upgrades; supervised construction of new administration and transportation center buildings
- Worked with community to develop comprehensive strategic plan for the school district, including development of guiding principles, vision and mission statements

- Successfully negotiated two labor contracts with teachers' and support staff unions during challenging financial times
- Budget leadership under difficult economic conditions; implemented staff reductions yet maintained high academic performance
- Implemented technology upgrades in every classroom and in the academic curriculum, including installation of interactive "Smart Boards" in every K-12 classroom

Superintendent

2004 – 2007

Buckley Community Schools, Buckley Michigan

Responsible for the overall operation of the K-12 school system with approximately 420 students and 60 employees, including all aspects of educational leadership, financial management, transportation, and buildings and grounds management.

- Coordinated a successful bond campaign for renovation and upgrade of school facilities
- Established a private pre-school\child care center
- Restructured staffing, resulting in a significant number of new teachers being hired
- Established an educational foundation, which provides scholarship opportunities for graduating students
- Developed a comprehensive strategic plan for the district
- Reorganized professional development, with focus on professional learning communities
- Realigned curriculum, to achieve compliance with No Child Left Behind standards
- Budget leadership under difficult economic conditions, avoiding significant lay-off of teachers and staff

Coordinator of Special Projects, Governmental Relations and Development

2001 – 2004

Executive Director for Development and Foundation

Traverse Bay Area Intermediate School District, Traverse City, MI

As part of a unique partnership, served in a dual capacity as Coordinator of Special Projects, Governmental Relations and Development for the Intermediate School District and as Executive Director for Development and Foundation for the Grand Traverse Educational Foundation and the Grand Traverse Area Catholic Schools. Represented the Superintendent on numerous educational related projects on behalf of the ISD. Met on a regular basis with local, state and national officials to update them on issues facing local districts.

- Increased financial contributions by 73% to the school system and foundation on an annual basis
- Established a planned giving program and a planned giving council to generate major gifts through estate planning
- Directed successful campaigns to build a new track and tennis facilities and renovate Kohler Auditorium, generating approximately \$450,000 for these projects
- Authored over 20 successful grant applications

- Served as a consultant to ten school districts and non-profit organizations in Northern Michigan on how to structure fundraising projects and campaigns

Northwestern Michigan College
Traverse City, MI

1980 – 2001

Titles and major responsibilities outlined below.

Director of College Outreach

1997 – 2001

- **Commitment Program** – a program that annually targets 50 area 7th grade students living in poverty, guaranteeing each a full NMC scholarship upon high school graduation
- **Upward Bound Program** – a federal grant program to help 60 high school students prepare for college
- **Alumni Relations** – Responsible for the planned activities of the 20,000 NMC alumni, and the 20-member Alumni Association Board of Directors.
- **Development/Fundraising** – Member of a four-person professional Foundation staff that raised approximately \$1.5 million annually; Foundation's assets are over \$17 million; consistently ranked in the top twenty community college foundations.
- **Superintendents' Association Liaison** – Represented NMC at local Superintendents' Associations meetings.

Assistant to the President for Special Projects

1994 – 2001

Served as Assistant to two Northwestern Michigan College presidents on special project assignments. Project highlights included:

- **Bond Campaign** – Administrative responsibilities for the coordination of all aspects of the successful 1999 bond election that resulted in a voter approval of a \$34.7 million request for campus renovation. Coordinated the investment, proper legal guidelines and allocation of bonds from the election
- **University Center Project** – Personally responsible for generating approximately \$1,000,000 in pledges and donations toward the \$5.9 million project (1993-1995) that formed a collaboration between 12 universities, 15 area K-12 districts and Northwestern Michigan College to provide advanced degree opportunities in Northern Michigan
- **Millage Campaign** – Served on executive committee and responsible for fund-raising in NMC's successful Grand Traverse County millage election (1995). Served as the NMC liaison to the Leelanau County millage campaign
- **Campus Plan** – Served as the NMC Chair of a 24-member college and community task force to develop a comprehensive campus plan for various campuses operated by the college
- **Great Lakes Water Resource Center** – Served as an NMC liaison to a community task force investigating creation of a Water Resource Center in Traverse City; committee recommended \$14.4 million-dollar project which was constructed

Director of Campus Services **1987 – 1997**

- **Facilities Management** – Custodial, grounds and maintenance staff comprised of 34 employees, 21 facilities and three campuses with annual budget of \$3.0 million. Oversaw the renovation of several buildings and campus projects. Successfully negotiated two contracts with the union bargaining committee
- **Campus Safety Program** – Security program that patrols and monitors the campus daily; responsible for incident reports and follow-through. Liaison to Traverse City Police Department
- **Judicial Affairs** – Responsible for campus judicial affairs and student due process policies, including housing and campus discipline issues and disputes. Coordinate student probation and expulsion hearings; met on regular basis with law enforcement and judicial representatives

Director of Housing and Student Activities **1982 – 1987**

Responsible for housing operation of two residence halls and three apartment buildings, accommodating 500 students with a budget of \$1.2 million and a staff of 13. Supervised Student Activities Program, including the Student Government Association and campus organizations.

Residence Hall and Apartments Supervisor **1980 – 1982**

Responsible for day-to-day operation of a 156-student residence hall and apartment complex comprised of 36 apartments.

NATIONAL HONORS

- Selected as one of the 100 outstanding alumni in the history of Central Michigan University during its Centennial Celebration.
- Honored with one of five national educational leadership awards by the National Leadership Chair Academy for Educational Leadership in 2001.

EDUCATION

Educational Administration Doctoral Credits
University of Nebraska, Lincoln, NE

Master of Arts, Educational Administration,
Central Michigan University, Mt. Pleasant, MI

Bachelor of Science, Education and Psychology,
Central Michigan University, Mt. Pleasant, MI

Our Network

MLI has an extensive network of contacts for recruiting top-quality candidates for its searches. County Administrators, City Managers, Township Officials, and Superintendents who have been appointed through the MLI search process have demonstrated outstanding leadership and longevity. We attribute this success to our intentional efforts to present candidates who best match the organization's goals, vision, and values.

Our Guarantee

Our search process guarantees a successful search. First, the search will continue until you have an acceptable candidate. Second, if MLI endorses the candidate's candidacy and he/she chooses to leave St. Johns within one year of appointment for reasons other than personal health or that of an immediate family member, we will conduct another search on an expenses-only basis. Our commitment is to provide St. Johns with an outstanding new leader and a flawless search process.

Our Support

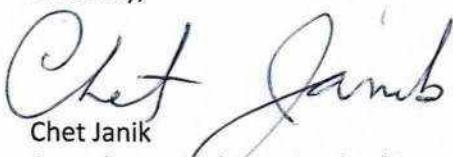
MLI will conduct an orientation workshop with the St. Johns City Commission and your new Manager to help establish shared expectations and understandings. We find that this early step can significantly contribute to an effective, long-lasting working relationship. In addition, MLI will serve as a mentor for your new leader during their first year at St. Johns.

This packet includes the following information relating to this proposed search and our organization:

- Process and timeline
- Professional fee
- Biographical summaries of MLI's search professionals
- References

Please note that this timeline and process can be customized to meet your City Commission's needs. Thank you in advance for considering the MLI proposal. I am certainly willing to provide an overview at a future St. Johns' City Commission meeting.

Sincerely,



Chet Janik

Consultant, Michigan Leadership Institute
cjanikmli@geneseeisd.org

231-633-7680

PROPOSAL

City of Saint Johns



January 26th, 2026

Prepared by the Michigan Municipal League

Emily Kieliszewski

Asst. Dir. Member Experience & Learning

1675 Green Rd Ann Arbor, MI 48105

517-908-0302

emilyk@mml.org

City of Saint Johns
Mayor Scott Dzurka
100 E State St
Suite #1100
St Johns, Michigan 48879



January 26, 2026

Dear Mayor Dzurka,

The Michigan Municipal League is pleased to offer the City of Saint Johns our assistance in selecting its next City Manager. The League is committed to strengthening Michigan communities, and works hand-in-hand with our members to provide the tools needed to effectively manage and develop their City. This close relationship gives the League a deep understanding of a community's needs and challenges, and makes us uniquely qualified to provide a comprehensive executive search service.

The League's executive search service is designed to ensure the best possible match between a community and its top administrator, with the ultimate goal of providing them with a highly-qualified leader who will add tremendous value to the City. To that end, we are dedicated to serving the needs of our clients before, during, and after a search process. Our service is focused exclusively on Michigan communities, but our recruitment is nationwide. We manage an unparalleled network of applicants, almost half of whom are from outside the state.

Each search process is tailored to meet the community's specific needs and goals. We work closely with our clients to gain a full understanding of the priorities as a basis for structuring the search process. We facilitate consensus-building around the attributes a community is looking for to gain a complete picture of the desired candidate's experience, qualifications, and management style. This helps to ensure the best possible employment match, resulting in a successful, long-term placement.

A typical search requires at least 120 days to complete. The timeline varies on a number of factors including the timing of ad placement, the availability of candidates, city officials, and the needs of the City.

Feel free to contact the League with any questions or to request an in-person presentation from one of our search facilitators.

Thank you,
Emily Kieliszewski

We love where you live.

Proposal for Executive Search

City of Saint Johns—City Manager

SERVICE SUMMARY

Our executive search service includes the following activities, which are accomplished over the course of **up to four** personal visits with the search facilitator:

Profile Phase (Page 5)

- Engagement of elected officials and City staff in the profiling process to facilitate consensus building around necessary skills, knowledge, attributes, and team leadership expectations;
- Development of an extensive candidate and community profile featured within a professionally designed recruitment brochure;
- Review of current compensation and benefits packages, and recommendations based on market conditions

Advertisement Phase (Page 6)

- Featured placement in League's online classifieds which receive 5,000+ hits per week;
- Advanced marketing and promotion of position utilizing nationwide recruitment boards as well as the League's social media outlets with more than 5,000 followers;
- Direct recruitment of passive candidates through an exclusive direct email to Michigan municipal managers and others as appropriate

Screening & Shortlist Phase (Page 6)

- Pre-screening activities including review of social media activity, general online screening, and other public information;
- Application analysis, personal screening of viable candidates, and reference checks;
- Develop a shortlist of candidates to present for the City's consideration

Interview & Selection Phase (Page 7)

- Guidance and recommendations on a robust interview format and process;
- Development of customized interview questions and attendance during the entire interview process

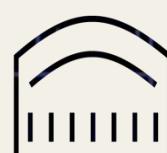
Final Phase (Page 8)

- Extension of the conditional offer of employment and initiation of contract negotiation; and
- Completion of a full background check performed by a third-party of selected finalist.

Optional Services Available

- Solicitation of feedback from City-identified stakeholders (community, neighborhood, and business leaders) during the profiling process to gather input as well as seeking stakeholders' prerequisites for an administrative executive (page 5); and
- Assistance with, and attendance at, a public forum for an informal "meet and greet" function to solicit community feedback of semi-finalists. (page 7).

We love where you live.



Why The League

The Michigan Municipal League has been committed to providing the best possible advocacy, resources, and services to Michigan's communities since 1899. With the League's intimate knowledge of the needs and challenges facing local government, we are in a unique position to provide a comprehensive executive search service for Michigan's communities.

The League offers executive search services as a resource to Michigan's communities to help strengthen the quality of municipal government and administration through the successful placement of public leaders.

Key features of the League's search services include the following:

- The League has been providing executive search services *exclusively* to Michigan communities since 1998!
- All four of our recruiters are highly respected former public administrators in Michigan, each with decades of local government experience and proven records of success.
- Every search is facilitated by one of our highly specialized recruiters who work closely and collaboratively with our community clients throughout the entire search process.
- The League and its recruiters have extensive knowledge of Michigan's Freedom of Information Act (FOIA) and Open Meetings Act (OMA), and how they impact the recruitment process.

- We utilize state, national, and international recruitment and promotion sources to solicit a broad pool of potential candidates, including a variety of customized web announcements, our own exclusive email database, and our strong social media presence. Through these efforts, we've found that almost half of our applicants come from out of state!
- While our reach is far and wide, our small team approach allows for excellent customer service, close communication and collaboration with clients, and strong and effective communication and collaboration with other League recruiters which helps ensure a successful search.

As Michigan's most dedicated and longest-serving association for Michigan municipal government, we offer an abundance of programs and services beyond executive searches to help our member communities sustain highly livable, desirable, and unique places within the State. These include state and federal advocacy, placemaking and engagement techniques, legal and insurance services, education on a multitude of municipal topics, and so much more.

When you work with the League, you aren't just selecting a recruitment firm. You are reaffirming a partnership established over 100 years ago that is dedicated to help inspire positive change for Michigan's greatest centers of potential: its communities.

We love where you live.

Your Facilitator

Jerry Richards will be assigned to the City of Saint Johns' executive search. All of our facilitators understand the unique skills and abilities required to succeed in this environment. They are among the most highly-regarded and well-respected public managers in the state and bring immeasurable credibility to a search process. They have well-established professional networks and are highly trusted and approachable within the public employment field.

Here is a closer look at **your** assigned facilitator:

JERRY RICHARDS



Jerry Richards will serve as the primary recruiter for the City of Saint Johns and will perform and/or coordinate the majority of the services within this proposal.

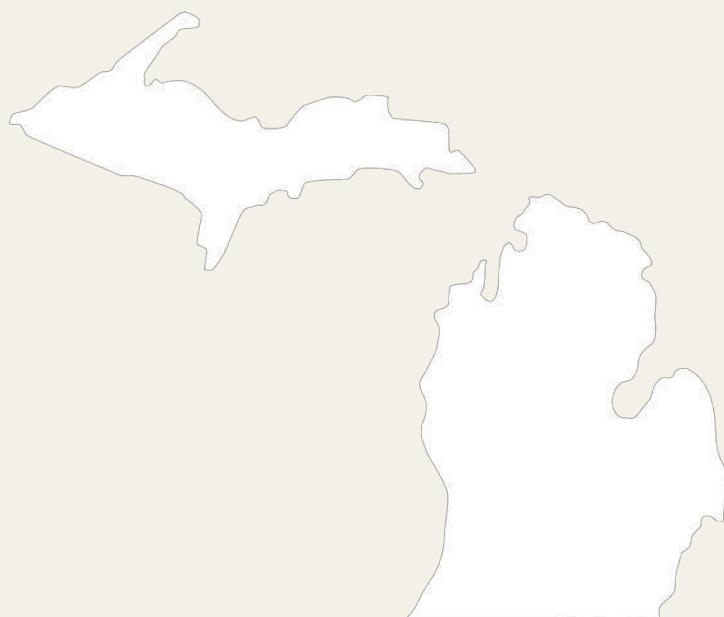
Mr. Richards is an experienced local government manager with private sector experience in marketing, engineering, and recruitment services. He has served as both a township and city manager, in Meridian Charter Township, the City of Ludington, and the City of Corunna. Jerry was professionally recognized as the Local Government Manager of the Year in 2009 by his peers. He was a Board Member of the Michigan Municipal Executives, a six-year member of the MDOT Asset Management Council, and a founding member and chair of the Michigan Local Government Benchmarking Consortium. He has been conducting public executive searches since 2013. In addition to a Bachelor Degree in Electrical Engineering, Jerry holds a Master's in Public Administration from Western Michigan University. .

Additional Project Team

Emily Kieliszewski will serve as the primary point of contact regarding negotiation and contractual matters and will provide overall project oversight and administration. Ms. Kieliszewski serves as the League's Assistant Director of Member Learning & Experience administering various member services offered within the league. Ms. Kieliszewski joined the League in 2016, is a graduate of Michigan State University, and holds a bachelor's in political science.

Heather Elliott will serve as the project coordinator for this search providing research, task coordination, and administrative support, and will be available to the city during every step in the process. Ms. Elliott is a graduate from Ferris State University with a concentration in political science.

Additional internal staff may be utilized to assist with media and press releases, clerical, financial, and other tasks related to this project.



SEARCH PROCESS

Profiles Phase

To begin the search process, the search facilitator will coordinate a work session with the commission to develop a recruitment profile. During these sessions, the facilitator will spur the development of an ideal recruitment profile that the city can agree on and be proud of. This ensures the quality of applicants recruited, as well as manages and clarifies the expectations of the new position.

- The recruitment profile has two primary components:
 - ◆ **The Candidate Profile** details the qualifications, experience, and professional characteristics required for the position. It is designed to reflect the goals and priorities of the community, and goes beyond what is normally found in succinct ad language. The completed profile is used throughout the selection process as an objective tool for determining the most appropriate candidates to be interviewed, and ultimately a final selection. An essential part of developing the candidate profile is for the community leaders to work with the facilitator to make sure desired qualifications match available financial resources.

◆ **The Community Profile** provides a description of the position, the organization (i.e. organizational structure, culture, services provided, etc.), and the community itself. This component is an excellent opportunity to highlight the quality of life aspects of your city or region to prospective candidates (i.e. local and regional attractions, school systems, community strengths, and cultural or entertainment opportunities.)

- The profile is used to develop a professionally designed recruitment brochure that will be featured on the League's classifieds page, which receives an average of 5,000 hits per week.
- During the profiling meeting, the facilitator will provide salary information and recommendations in order to attract the best applicants.
- **Note:** It is important for the commission to consider the salary recommendations carefully to create a competitive posting, one which will attract candidates to meet your expectations. If the community chooses to offer a compensation package outside of the range of the facilitator recommendations, we cannot guarantee a successful recruitment.
- **Optional:** We are happy to facilitate a third session to meet with city-identified stakeholders to gather additional input on the prerequisites for an administrative executive.

We love where you live.

Advertisement Phase

In order to recruit and select the most qualified candidates, it is necessary to effectively market the position to widest and most appropriate audience. To accomplish this, we will develop an outreach and advertisement campaign that includes placing advertisements in various professional publications specific to the area of expertise being sought, such as:

- Utilization of our extensive network of professional contacts to identify professionals in transition and managers who may have an interest in the opportunity;
- Featured placement on the League's Classified Ads website, featuring the full recruitment brochure;
- ICMA Website;
- League social media outlets;
- Professional associations as appropriate (i.e. MGFOA, MAP, MME, etc.); and
- Other professional organizations as appropriate to encourage a diverse pool of candidates.

Screening & Shortlist Phase

We receive resumes directly and assess each applicant against the criteria established in the recruitment profile to identify viable candidates who most closely meet the municipality's requirements. Following the closing date for receipt of resumes, the League will proceed with resume review and prescreening interviews by:

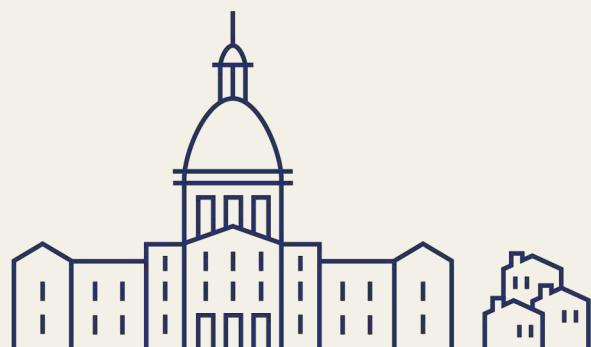
- Assessing each applicant against the criteria established in the recruitment profile.

- Conducting initial prescreening and online searches, as well as screen the top candidates either by phone or in person.
- Conducting preliminary reference reviews to verify an applicant's prior work history and learn more about the candidates' experience, past performance, and management style.

At the conclusion of the initial screening process, we will:

- Present a confidential summary of the applicants and their qualifications. This serves as the basis for a suggested "shortlist" of candidates for further consideration.
- After discussion and consideration, the City of Saint Johns officials will determine whom to invite for personal interviews.
- **Note:** Once invitations to interview have been extended and accepted, the names and resumes of candidates are no longer protected by confidentiality. Until that time, we closely guard the identity of confidential applicants to ensure your search process yields the strongest pool of candidates. Please note that we do not ever release the name, resume, other identifiers, or application materials of confidential applicants who are not qualified candidates. We only lift confidentiality for candidates who agree to participate in the interview process.

We love where you live.



Interview & Selection Phase

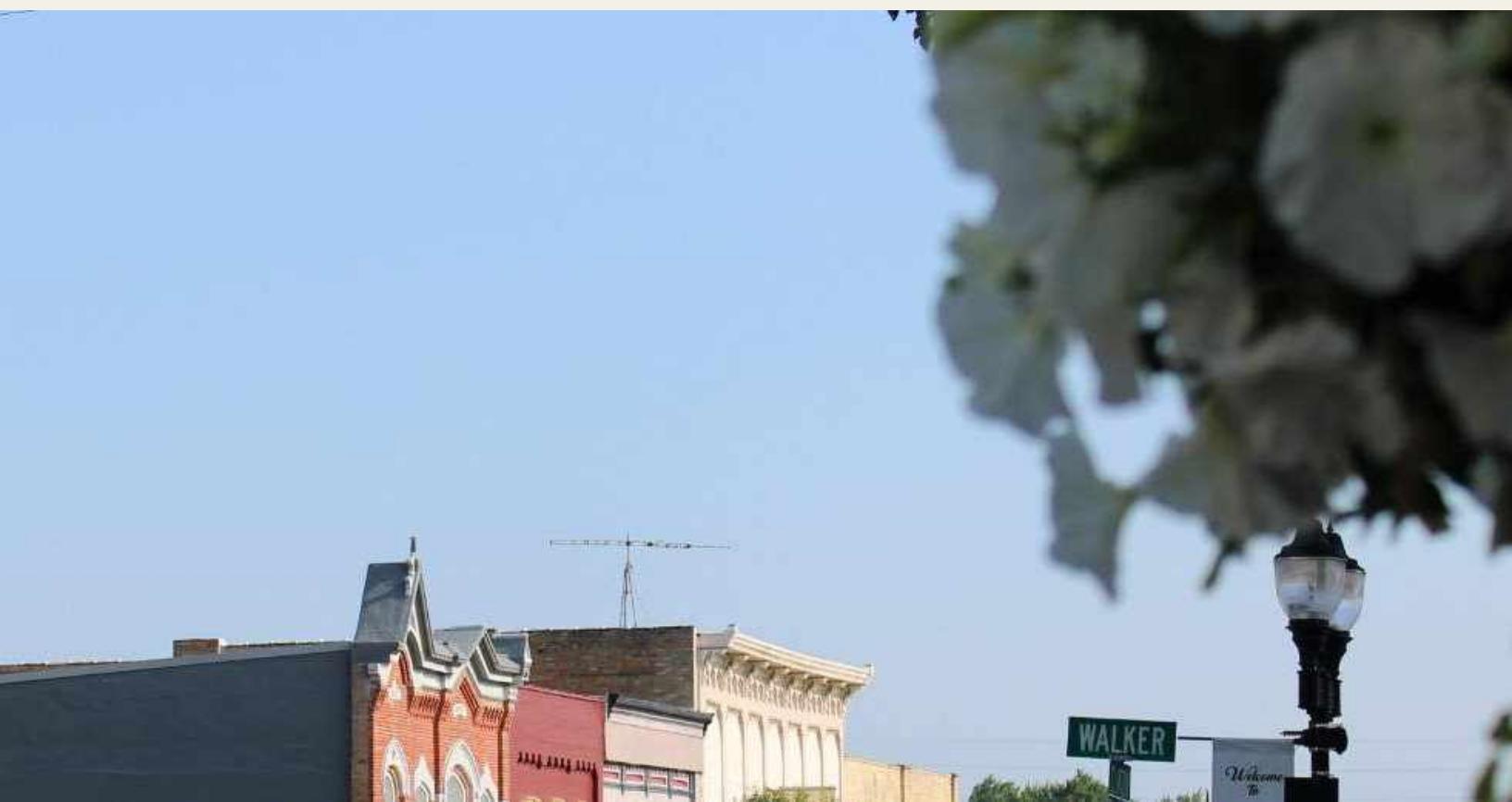
Once a list of final candidates has been developed, we will:

- Assist in coordinating and scheduling interviews;
- Offer recommendations on an appropriate interview format and process;
- Develop interview questions that focus on the priorities outlined within the candidate profile;
- Offer guidance and advice concerning appropriate interview topics; and
- Attend and participate in one day of interviews and follow-up discussion

At the conclusion of the interview process, the facilitator will:

- Facilitate discussion and evaluation of each candidate.
- Help the community reach consensus on a final candidate from the finalists provided. In the unlikely event that consensus cannot be reached by the elected body, the parties agree that the League will have met its contractual obligation.

- **Note:** While our executive search facilitators have extensive experience in the field of human resources, and specifically interview and selection, they are not attorneys. It is always advisable for the municipal attorney to be apprised of the proposed interview and selection process.
- **Note:** Keep in mind that our search facilitators do not presume to choose the best candidate for the position. That important decision is completely at the discretion of the municipality. Rather, we aide in assessing interview responses and how they relate to the objective criteria established in the candidate profile and provide related guidance and expertise.
- **Optional:** To further citizen engagement in the process, we are available to coordinate and attend community forums, held as an informal “meet and greet” between candidates and residents to gather community feedback of the semi-finalists. A summary of collected comments can be provided to the elected officials as they move into the final decision phase of the process.



Final Phase

After the community has chosen a candidate, the search facilitator will perform the following tasks:

- Extend a conditional offer on behalf of the client and introduce the two negotiating parties to each other. Please note that the facilitator does not advocate for either party.
- Initiate a thorough background check, as well as conduct additional reference reviews as necessary. The background check is processed by a contracted third party who specializes in employment investigation and includes:
 - ◆ Federal, state, and county criminal check;
 - ◆ Civil record search;
 - ◆ Employment and education verification;
 - ◆ Credit and driving check; and
 - ◆ Sex offender registry.
- Once an agreement is reached with the individual selected for the position, the facilitator will perform closing tasks, such as personal notification of unsuccessful candidates.

- **Note:** In the unlikely event that an offer is withdrawn from the finalist, the finalist withdrawals from the search, or if negotiations fall through, the League will work with the city to determine what additional steps should be taken. There are generally a few different options available to address these situations and your search facilitator will work with the City to determine the best option for your community. Under certain circumstances, however, additional fees may apply.

Search Timeline

Timing is critical in an executive search and any delay in action can often result in losing a highly sought-after candidate. We encourage our client communities to establish a well-defined project timeline with the search facilitator at the first meeting to ensure the process moves quickly and positions the community to compete for the best talent. An approximate timeline is provided below with the first profiling meeting as the start date.

WEEK 1-3	Hold Initial Meeting(s): Create Profiles, Recruitment Strategy, Ad Language
WEEK 3	Place Advertisements
WEEK 3-6	Direct Recruitment, Active Solicitation of Candidates
WEEK 3-7	Application Screening, Initial Reference Checks
WEEK 8-9	Develop Short List, Meet and Review Candidates
WEEK 11-12	Conduct Interviews
WEEK 13-14	Extend Conditional Offer
WEEK 15	Conduct Background Check
WEEK 16	Perform Close Out Activities

Our Clients

The League has completed hundreds of executive searches since 1998. Many of our clients return to the League for executive search assistance because of their satisfaction with our work and their trust in the League to do its best for their community. Listed below are searches the League has performed in recent years:

Client	Position	Year	Population
Munising	City Manager	2025	1,986
Fremont	Finance Director/Treasurer	2025	4,516
Gratiot County	County Administrator	2025	42,476
Quincy	Village Manager	2025	1,554
Belding	City Manager	2025	5,757
South Haven	Police Chief	2025	3,964
Holly	Village Manager	2025	5,997
Bloomfield Hills	Public Safety Director	2024	4,460
Wayland	City Manager	2024	4,435
Flint	City Engineer	2024	96,500
Livonia	Finance Director	2024	17,680
Dearborn Heights	Finance Director/ Comptroller	2024	69,292
Wayne	City Manager	2024	17,713
East Lansing	City Manager	2023	47,741
Ecorse	City Manager	2023	9,216
Flint	CFO/ Finance Director	2023	96,500
Grosse Pointe	City Manager	2023	5,584
Manistique	City Manager	2023	2,828
Elk Rapids	Village Manager	2023	1,529
Lake Odessa	Village Manager	2023	1,988
Ypsilanti	Police Chief	2023	20,648
Bloomfield Hills	Public Safety Director	2023	4,431
Grandville	City Manager	2022	15,750
Muskegon	City Manager	2022	38,318
Chelsea	Police Chief	2022	5,393
Ironwood	City Manager	2022	5,045
Petoskey	Finance Director	2022	5,877
Petoskey	City Manager	2022	5,877
Marshall	City Manager	2022	7,088
Norway	City Manager	2022	2,845
Belding	City Manager	2022	5,757
Northfield Township	Township Manager	2021	8,245
Manistee	City Manager	2021	6,226
Missaukee County	County Administrator	2021	14,849
Ionia	City Manager	2021	11,394
Farmington Hills	City Manager	2021	79,740
Elk Rapids	Village Manager	2021	1,642
Riverview	Police Chief	2021	10,694
East Grand Rapids	City Manager	2021	10,694
Clare	City Manager	2020	3,118
Flint	Finance Director	2020	102,434
Flint	Human Resources Director	2020	102,434
Ogemaw County	County Administrator	2020	21,699
Vassar	City Manager	2020	2,697
Quincy	City Manager	2020	1,652
Ishpeming	City Manager	2019	6,445
Grosse Pointe Park	City Manager	2019	11,125
Sault St Marie	City Manager	2019	13,631
Albion	City Manager	2019	8,285
Battle Creek	Fire Chief	2018	52,347

Pricing

The League provides a fixed price of \$20,000 for the standard executive search services outlined within this proposal, which includes both professional fees and project expenses (advertising, travel, etc.). Additional fees for optional services are provided below.

Optional Services Available (check those that are applicable)

- Third profiling session with city-identified stakeholders: \$1,500
- Public "meet and greet" function of semi-finalists during interview stage: \$1,500

Services performed that extend beyond the scope of this proposal, including additional visits with the facilitator, will be billed at a rate of \$75 per hour plus the actual cost of related expenses.

This quoted price is guaranteed for 90 days from the date of this proposal. Invoices for the League services shall be submitted in two installments: at the halfway point and upon completion. Invoices shall be payable within 30 days.

Terms of Service

This agreement is effective upon execution. This agreement may be terminated by the client or the League should the other fail to perform its obligations hereunder. In the event of termination, the client shall pay the League for all services and expenses rendered to the date of termination.

Our Promise

The League is committed to providing the best possible outcome and employment match for the community. Therefore, we strongly encourage the management professionals placed to comply with Tenet 4 of the ICMA Code of Ethics, which sets a term of employment with a local government. In the highly unlikely event that the incumbent voluntarily vacates the position within a year of placement, the League will offer one additional search with direct advertising costs, background check costs, travel related costs, and add-on services being the only costs to the community. **Please note:** A search conducted by any other person and/or search firm, during the period after the incumbent vacates, relieves the Michigan Municipal League of this obligation.

Services performed that extend beyond the scope of this proposal, including additional visits with the facilitator, will be billed at a rate of \$75 per hour plus the actual cost of related expenses.

The League welcomes the opportunity to assist the City of Saint Johns with the search for its next City Manager. Please feel free to contact me with questions about our service or this proposal.

Please provide authorized signature below to officially engage the League to provide the executive search services outlined within this proposal dated January 26, 2026.

IN THE AMOUNT OF \$ _____

AUTHORIZED SIGNATURE _____

TITLE _____ DATE _____



City of St. Johns, Michigan

A proposal for Mayor Dzurka and City Commission





3205 Armour St, Port Huron, MI 48060
(810) 300.7147 | Info@ThinkAboutPivot.com
www.PivotGroupMunicipalServices.com

City of St. Johns
106 W. State Street
St. Johns, MI 48879

January 12, 2026

Re: Executive Recruitment, City Manager

Dear Mayor Dzurka and City Commission,

Choosing the City of St. Johns's next City Manager is one of the most important decisions you will make in the upcoming year. At Pivot Group Municipal Services, we take the process of recruiting, robustly vetting, and selecting the best candidate for such a critical position very seriously. With that in mind, we are proud to provide the City of St. Johns with the following proposal to conduct professional services during the search for your next City Manager.

Pivot Group will provide professional vetting of candidates and advocacy of the best possible choice for the City, soliciting candidates from the ranks of various professionals and public policy practitioners across our state and region. We will actively reach out and recruit candidates, bearing in mind that the qualified candidates you desire are not necessarily spending their days looking at job boards or classified ads. We know that St. Johns is a wonderful community, and we believe the opportunity to serve as your next City Manager will garner much interest among qualified professionals.

We provide a one-year placement guarantee. If for any reason the chosen candidate does not work out during their first year on the job, we will redo the search at no cost to the City.

We look forward to collaborating with you during this important process.

Respectfully,

A handwritten signature in black ink that reads 'Kris D. Pence'.

Kris Pence, Principal

Scope of Services

Pivot Group Municipal Services proposes to provide the following services to the City of St. Johns:

- Develop a public job posting based on consultation with the City of St. Johns and the job description as denoted by the City of St. Johns and ordinances.
- Advertise the job posting on the Michigan Municipal League, Michigan Municipal Executives and the American Association of Municipal Executives websites.
- Market the position to select, top-notch potential candidates and advocate that they apply for the job.
- Pivot Group's principal and lead search members will review applicant résumés and provide a selection of recommended candidates for the Mayor and Commission to review.
- Pivot Group will provide a deep dive into the work history and social media history of all applicants, as well as reference screenings for all applicants. We will also provide a formal criminal and financial background review of the lead candidate.
- Pivot Group will attend an in-person meeting to review candidates and provide guidance.
- Once the Mayor and Commission have narrowed the applicant field to three or four candidates, Pivot Group will conduct pre-interview questionnaires with each top candidate.
- Selected candidates will be invited and scheduled for interviews with the Mayor and Commission.
- Pivot Group will attend an in-person meeting to facilitate the candidate interviews.
- Upon identification of a lead candidate, Pivot Group will provide a criminal background check completed by a certified law enforcement officer in the State of Michigan.
- Pivot Group will facilitate the completion of an Everything DiSC® Management Profile questionnaire, as well as a research-validated personal assessment, and we will offer professional feedback to the Mayor and Commission.
- A sample contract will be provided for the Mayor, Commission, and candidate to review.
- Aid in contract negotiation facilitation will also be provided as necessary.
- Onboarding and transition support services can be added at additional cost, pending individual and organizational need.
- Leader success check-in following six months of employment to aid in transition and performance review.

Executive Search Work Plan

Pivot Group submits the following Executive Search Work Plan to outline the timeline of this recruitment proposal. This structured but flexible process is meant to be adapted as the needs of the City, stakeholders, and potential candidates are taken into consideration.



Phase I: Identify Target Talent

Through in-depth listening assessments, we will learn the “must-have” and “ideal” experiences, traits, and behaviors you are looking for in a City Manager. We will start by interviewing stakeholders and staff members to understand the goals, skills, experiences, and behaviors that are critical and “ideal” for the position. We will also identify the key selling points of the position, organization, and community, which informs the marketing strategy that we will create to pursue a talent pool.

Based on stakeholder assessments, a comprehensive position profile will be prepared for approval. Additionally, we will research the existing compensation and benefits structure as compared to the market. The finalized position profile and compensation will be presented for approval prior to marketing the position.

Phase II: Market the Posting to the Right People, and Assess Applicants

We will use social media and national job boards to promote the opportunity, as well as to promote the amazing aspects of living, working, and playing in and around the City of St. Johns. This will result in the largest possible number of qualified applicants. In addition to searches of executive and professional talent databases, we will perform direct targeted outreach to candidates who might not apply through social media platforms or who might not engage with Michigan Municipal League and other municipal websites. This targeted outreach will help create a deep, diverse pool of qualified and interested candidates.

Upon receipt of applications, we will thoroughly assess the qualifications and suitability of all candidates in an independent and objective manner. We will use a survey, video interview, phone interview, cyber review, reference checks, and background checks to thoroughly assess applicants. We will provide access to and summarize this data for review by relevant decision stakeholders. Select candidates will be recommended for further consideration and as potential interview candidates. Additional assessments can be coordinated, as needed, or directed by the Mayor and Commission.

Phase III: Interviews

We will coordinate an outstanding interview experience of the top three or four candidates, conducted by the City stakeholders, in compliance with current laws. Finalists will have an on-site interview, which can include a wide range of community engagement opportunities and tours. As directed by the Mayor and Commission, we will coordinate schedules, manage candidate communications, and provide on-site logistic support during the on-site interviews. We will thoroughly prepare the Mayor and Commission for the interviews by providing guidance, support, and interview questions customized to the qualities that emerged through the detailed position profile and ideal candidate assessment. We will also provide a comprehensive background review of the selected lead candidate.

Phase IV: Negotiation and Contract Development

We will assist with the negotiation and contract development process, along with other administrative and legal parties. We can provide a sample contract for consideration. Our specific role will be directed by the Mayor and Commission as it relates to an offer extension and the facilitation of contract negotiation. An Everything DiSC® Management Profile will be completed upon offer acceptance.

Optional Phase V: Onboarding and Transition Support

For additional fees, candidate onboarding and support services can be arranged to aid in their successful transition into their new role. We offer a complimentary 360-degree feedback check-in after six months, and we will assist the hiring stakeholder(s) in determining performance expectations.

Executive Search Team

James R. Freed, Lead Executive Recruiter

James has more than 18 years of senior leadership experience in both the public and private sectors. In the private sector, James served as an executive working to grow businesses in southern Michigan. In the public sector, as City Manager of one of Michigan's larger core communities, he led one of the largest financial turnarounds in state history. James has also led executive recruitments for municipalities ranging in size from six employees to more than 540 employees. This gives him a unique perspective on local government, as well as the needs of the business community.

James holds a Bachelor of Science from Indiana Wesleyan University, with an emphasis in political science, as well as a Master of Business Administration from DeVos Graduate School at Northwood University.



James was among the *Crain's Detroit Business* "40 Under 40" winners in 2016. In 2017, the Port Huron NAACP awarded him the Martin Luther King "Honorable Mention" for his work on equity and inclusion. And in 2018, the Michigan Chamber Foundation and JCI Michigan included him on their list of Outstanding Young Michiganders.

James has previously served as a keynote speaker for the Michigan Municipal League, West Michigan Policy Forum, and several colleges and universities.

In addition to his formal education, James has proven experience in economic development, community development, government administration, human resources fiscal policy, grant writing, collective bargaining negotiations, project management, environmental protection, and constituent relations.

Kris Pence, Principal

Kris Pence is an organizational development consultant, licensed professional counselor, and award-winning educator. He is passionate about human capital — aiding organizations in the retention of high-value employees and the attraction of new talent. Kris draws on more than a decade of experience teaching political science and public policy, and nearly as much time counseling/consulting with individuals, groups, and organizations.

Pivot Group was started when Kris began consulting with organizations to develop and strengthen their people and processes. He has designed and delivered learning strategies to meet the needs of everyone from frontline employees to members of the boardroom. As his engagement with leaders deepened, it provided opportunities to aid with hiring decisions and subsequently finding talent as well. He has also



assisted with generating organizational change by helping leaders clarify their goals, shift workplace cultures, close performance gaps, and achieve organizational objectives.

Kris holds a Bachelor of Science from Indiana Wesleyan University, with majors in political science, psychology, and history. He also holds a Master of Arts in political science from Miami University of Ohio, as well as a Master of Arts in clinical mental health counseling from Western Michigan University (WMU). He is in the final stages of his doctoral work in counselor education and supervision at WMU. He is a licensed professional counselor (License # 6401015448) and a licensed marriage and family therapist (License # 4151000160) in the State of Michigan.

Darin Dood, Lead Investigator

Darin has spent 22 years working in Michigan law enforcement, 16 of those years as a chief of police. In addition to his experience in community policing and criminal investigations, Darin has also served as a Village Manager/DDA Director and chief administrative officer in our state. This gives him great perspective on what municipalities are looking for during an executive recruitment process.

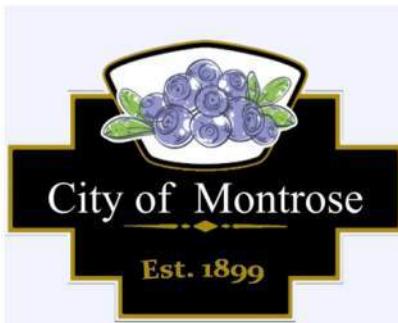
Darin is an expert in candidate vetting and background investigations. His deep dives into a candidate's history include criminal, financial, and social media reviews.



Here are just a few of our recent clients



Pivot Group is currently conducting the executive search for the City of Albion for their next City Manager.



Pivot Group successfully lead the recruitment and placement of Montrose' new Village Manager



Pivot Group lead the successful search for the City of Portland's new City Manager



Pivot Group successfully recruited and placed a new Library Director for the Lapeer District Library.



The City of Charlotte, Michigan engaged Pivot Group to facilitate their successful executive recruitment for their City Manager, Chief Administrative Officer.



"In a tight talent market, Pivot Group did a great job bringing us quality candidates and ultimately a new quality City Manager. I would not hesitate to hire Pivot Group again in the future. They are very professional, always available, and completely guide you through the process."

-Mayor Deb Marquardt
www.ci.lapeermi.us



"In a tight talent market, Pivot Group did a great job bringing us quality candidates and ultimately a new quality City Manager. I would not hesitate to hire Pivot Group again in the future. They are very professional, always available, and completely guide you through the process."

-Mayor Deb Marquardt
www.ci.lapeermi.us



Pivot Group Municipal Services successfully placed the City Planner | Director of Neighborhood Services for the City of Coldwater, Michigan.
www.coldwater.org



"Pivot Group Municipal Services did an excellent job. Their product was on par with larger and more expensive firms. We are very pleased with their recruitment work and City Manager placement"

-Mayor Lori Williams
www.stantononline.com



"Pivot Group Municipal Services did an excellent job facilitating our Executive Board's strategic planning session. They kept stakeholders engaged and created an open dialogue."

-Dan Casey, CEO
www.edascrc.com



Pivot Group lead the successful search for the City of Portland's new City Manager

Executive Recruitment – Price Proposal

Executive Recruitment Fee:

- Scope of Services & Executive Search Work Plan	\$10,400
- Consultant Travel (up to 3 trips)	

Total Recruitment Fee: \$10,400

The recruitment fee does not include advertising/publication costs, background review (up to \$750), or travel/accommodations for candidates interviewed.

Consultant travel expenses, up to three trips, are included in the price proposal. Possible in-person meetings could include:

1. Stakeholder interviews for position profile and ideal candidate description.
2. Presentation of recommended candidates.
3. Interview process and lead candidate selection dialogue.

Any additional consultant visits requested by the client (beyond the three visits listed above) will be billed at \$100 per hour, \$340 for a half day, or \$680 for a full day. The travel expenses incurred for additional visits will be billed to the client.

Payment for Fees and Services

Professional fees and expenses will be invoiced as follows:

1st Invoice upon acceptance of proposal:	40% of the Recruitment Fee
2nd Invoice upon recommendation of candidates:	40% of the Recruitment Fee
Final Invoice upon completion:	20% of the Recruitment Fee plus all expenses

Payment of invoices is due within 30 days of receipt (unless the client advises that its normal payment procedures require 60 days).



Placement Guarantee

Pivot Group is dedicated and committed to assisting our clients until a candidate is appointed to the position. Therefore, no additional professional fee will be incurred if the client does not select from the initial group of recommended candidates and requests that additional candidates be developed for interview consideration. If additional advertising beyond Phase I is requested, the client will be billed for the actual advertising charges.

Upon appointment of a candidate, Pivot Group provides the following guarantee: Should the selected and appointed candidate, at the request of the client or the employee's own determination, leave the employ of the client within the first 12 months of appointment, we will (if desired) conduct one additional recruitment, billing the client for the cost of expenses and announcements only. This request must be made within three months of the employee's departure.

Proposal Acceptance

We believe we have provided you with a comprehensive proposal; however, if you would like a service that you do not see in our proposal, please let us know. We can most likely accommodate your request.

This proposal will remain in effect for a period of six months from the date of the proposal. We look forward to working with you on this recruitment and selection process!

The City of St. Johns, Michigan, agrees to retain Pivot Group Municipal Services to conduct City Manager recruitment in accordance with the above proposal. The terms of the proposal are incorporated herein and shall become a part of this contract.

ACCEPTED:

City of St. Johns, Michigan

By: _____
Title: _____
Date: _____
Billing Contact: _____
Billing Contact Email: _____

Pivot Group Municipal Services

By: _____
Title: _____
Date: _____



Recent Client References

Jeannine Leary

Mayor

City of Belding

(305) 988.7888

Bill Marquardt

Board Chair

Lapeer District Library

(810) 240.0546

Tim Nemecek

Mayor

City of Boyne City

(616) 389.3725

Jim Barnes

Mayor

City of Portland

(517) 256.3585

Micheal Duweck

Mayor Pro-Tem

City of Charlotte

(517) 888.3544

Lori Williams

Former Mayor

City of Stanton

(989) 304.1426

Micheal Womack

City Manager

City of Lapeer

(586) 215.0851

Thomas Banks

Mayor

City of Montrose

810.639.6125

Doug Terry

City Manager

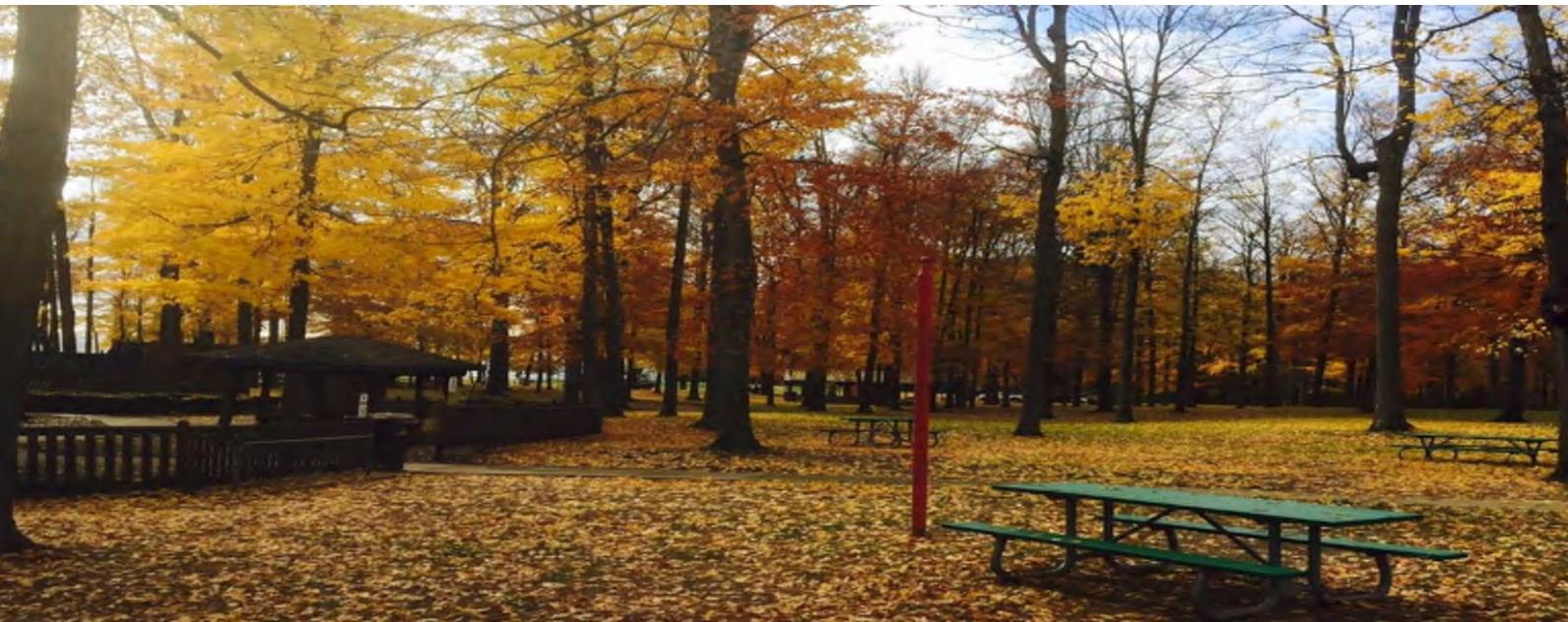
City of Albion

(517) 320.5700

CITY OF ST. JOHNS



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Dear Mayor Dzurka and St. Johns City Commission,

Thank you for the opportunity to submit my firm's credentials to serve you in your recruitment for a new City Manager. We have the requisite experience, and energy, to serve St. Johns in an exemplary manner.

In 1997, I founded Walsh Municipal Services, LLC. For the past 29 years, our Michigan based firm has been fortunate enough to serve communities in every corner of the Mitten State. We have conducted over 100 Michigan recruitments. Our firm is focused on modest fees, superior communication and proven results. We are very knowledgeable of St. Johns and have worked really well with your city hall team. We also give back to the communities we serve. Our firm has supported community events in St. Johns.

The recruitment environment in Michigan is challenging. Our approach to the City of St. Johns' recruitment would be aggressive. Our team would cast a wide net. As your ambassador, it is critical that we become St. Johns' biggest "cheerleader."

Although we are a Michigan based firm, our reach is well beyond our borders. We recently conducted nationwide recruitments for our Michigan clients and placed candidates from North Carolina, South Carolina, Texas, Ohio, Florida, Wyoming, Arizona, Wisconsin and Indiana. You will never have to wonder about the status of your recruitment. We hope you will have an opportunity to reach out to any of our clients we have served over the past 29 years. Please feel free to visit our firm's website at www.walshmuni.com.

Best wishes as you proceed forward with your recruitment. We hope to become your firm of choice.

Sincerely,

Frank L. Walsh

Frank L. Walsh, President
Walsh Municipal Services, LLC





- Ada Township
- Berrien County
- Bridgeport Charter Township
- Caledonia Township
- Charter Township of Texas
- City of Allen Park
- City of Alpena
- City of Bangor
- City of Brighton
- City of Brown City
- City of Buchanan
- City of Caro
- City of Cedar Springs
- City of Charlevoix
- City of Charlotte
- City of Chelsea
- City of Coopersville
- City of Croswell
- City of Durand
- City of Eaton Rapids
- City of Evart
- City of Fennville
- City of Frankenmuth
- City of Grand Haven
- City of Harbor Springs
- City of Hudsonville
- City of Jackson
- City of Kalamazoo
- City of Marquette
- City of Morenci
- City of Mount Pleasant
- City of Northville
- City of Norton Shores
- City of Plainwell
- City of Port Huron
- City of Portage
- City of Riverview
- City of Roosevelt Park
- City of Saline
- City of Saugatuck
- City of St. Johns
- City of Watervliet
- City of Wayland
- City of Yale
- Clinton County
- Coloma Township
- County of Alpena
- Georgetown Charter Township
- Grand Blanc Township
- Gratiot County
- Hartland Township
- Marquette Charter Township
- Mason County
- Saginaw Charter Township
- Saginaw County
- Saline Area Fire Department
- Saugatuck Township
- Shiawassee County
- Tittabawassee Township
- Van Buren County
- Village of Blissfield
- Village of Brooklyn
- Village of City of Douglas
- Village of Decatur
- Village of Dimondale
- Village of Elk Rapids
- Village of Manchester
- Village of Paw Paw
- Village of Pinckney
- Village of Stevensville
- Village of Suttons Bay
- Village of Three Oaks
- Zeeland Charter Township
- Village of Wolverine Lake



Frank Walsh

Frank L. Walsh serves as the President/CEO of Walsh Municipal Services, LLC. Frank holds a Master's Degree in Public Administration from the University of Toledo and has served 33 years in Michigan local government. The firm's success over the past 29 years has been a focus on listening to the client's needs and matching those requirements with candidates across the country. Throughout Frank's municipal career he has been recognized for his leadership and dedication to Michigan local government. Frank and his wife Shar have been married 32 years and are proud parents of three children and two grandchildren.



Brooke O'Meara

Since 2017, Brooke O'Meara has served as Director of Marketing and Community Engagement. Brooke holds a degree in Childhood Development from Central Michigan University. Brooke's role in the organization is enriching client satisfaction and community outreach. Our team is committed to superior customer service and extending that dedication to the entire community. With Brooke's high-level experience in engagement, our recruitment satisfaction scores rank in the "extremely satisfied" sector.



Ken Ouellette

Background checks are critical in the recruitment world. Our firm's team includes retired East Lansing Internal Affairs Director Ken Ouellette. Investigator Ouellette served in the East Lansing Police Department for 31 years. His expertise in providing timely and factual background information is a critical component of the services we provide. Our firm is also committed to extensive background reviews of social media and media outlets.

“I've been through three different city manager recruitments. The first two times we opted for a national firm. Based on the results, the third time we chose Walsh Municipal Services. Without hesitation, I'd strongly recommend Frank. Frank's customer service, and ability to attract an incredible field of candidates for Portage, was truly remarkable.”

- Patricia Randall, Mayor, City of Portage

“Frank's recruitment process is unmatched. We considered all the firms in Michigan. For the second time, we unanimously chose Walsh Municipal Services.”

- Matt Waligora, Mayor, City of Alpena

“The City of Northville was well served by Frank Walsh. His communication skills throughout the process were timely and informative. We ended up with an extremely strong pool of candidates. Walsh Municipal Services is an excellent recruitment firm.”

- Brian Turnbull, Mayor, City of Northville

“Frank Walsh brought the City of Norton Shores outstanding candidates. The entire process was enjoyable.”

- Gary Nelund, Mayor, City of Norton Shores

“I'm really thankful we hired Frank Walsh to lead our recruitment in Georgetown Township. Frank brought us great candidates, stuck to our schedule and there were no surprises.”

- Jim Wierenga, Supervisor, Georgetown Township

“Frank's style is friendly and casual in a way that helps those around him feel comfortable. I also appreciated Frank charged a lump sum for everything.”

- Colleen Christensen, President Pro-tem, Village of Suttons Bay

“Frank Walsh was instrumental in the search for our next city manager. From the get-go, he provided clear and regular communication to the city commission and designated city staff. He was enthusiastic in his work and had a genuine care for ensuring we found the right fit for Marquette.”

- Jenna Smith, Commissioner, City of Marquette

“We could not have hired a better individual to assist us in our Ada Township Manager search. Excellent expertise. I would highly recommend Walsh Municipal Services. A 10!!”

- Bob Proos, Trustee, Ada Township

In 1997, while serving as St. Joseph City Manager, the Village of Stevensville contacted me and asked if I would help them search for a new Village Manager. Village President Pat Arter made the request. I volunteered my time and developed a deep passion for the recruitment. Fast forward 29 years and Walsh Municipal Services, LLC is serving communities across the state. We serve every community with pride, passion and performance.

We do not operate a large firm. Our firm has a reach well beyond Michigan. We recently successfully recruited managers from North Carolina, South Carolina, Wyoming, Arizona, Indiana and Wisconsin to Michigan. Although we specialize in Michigan, we are well-known for recruiting on a nationwide basis.

Walsh Municipal Services is most proud of being the founder of the Hugh and Lucy Mizelle Scholarship Fund. Started in 2002, the Mizelle Fund was a \$40,000 endowment to help low-income students attend college. We named the fund after my grandparents who were not able to attend college due to financial hardship. Over the next several years, the Mizelle Fund supported 27 high school student graduates with their first year of college.

We have come a long way since assisting Stevensville in 1997. However, we will never lose sight of our founding principles. We serve our clients with moderate fees, unparalleled communication and we guarantee our results. We would be honored to serve the City of St. Johns.



Mr. Walsh's contact information is provided on the summary page of the submittal. He is available at any time throughout the recruitment and will communicate with the City Commission on a weekly basis. Communication is the hallmark of WMS.

His resume includes the following:

- 29 years of municipal recruitment experience
- 35 years of service to Rotary (Past President, Paul Harris Fellow)
- 20 years as a Junior Achievement volunteer
- Master's Degree in Public Administration
- Awarded the Outstanding Leader Award by the Michigan Municipal League
- Awarded the Outstanding Service Award by the Michigan Municipal Executives
- 38 years of municipal management experience
- Volunteer youth coach (baseball, tennis, football, volleyball)
- Conference speaker at MTA, MML, MME, and ICMA
- Founder of Catoosa, Oklahoma Tornado Relief Fund
- Founder of the Lucy and Hugh Mizelle College Scholarship Fund
- 100% Placement Record leading WMS



The Selection

Walsh Municipal Services (WMS) is prepared to initiate the City of St. Johns City Manager recruitment immediately following the City Commission selection.

Recruitment Profile

WMS will help develop a strategy and schedule for the recruitment. Our strategy will identify the channels, both print and internet based, in which the position will be advertised. We will recruit through the MML website, social media outlets and personal outreach to over 300 potential candidates. Our City of St. Johns Profile will entice candidates from across the state and beyond.

Candidate Qualifications

WMS will review resumes for background qualifications and conduct preliminary telephone interviews with the most qualified candidates. The phone interviews will delve into each applicant's experience and credentials to serve the City of St. Johns.

Reference Reviews

WMS will evaluate the candidate for serious consideration by conducting in-depth reference checks with individuals who are in, or have been in, a position to carefully and professionally critique their past performance. A short list of up to 5-7 candidates will be presented to the City for their consideration.

Reference Review Mitigation

As with every search conducted by WMS, if politically sensitive or potentially embarrassing issues arise, WMS is skilled in taking the necessary time to study and provide City officials a clear picture of the issue. If you reach out to our clients, you will note WMS handles this type of findings with tact and diplomacy.

Community Groups, Staff and Interviews

WMS will provide City officials with a recommended process for coordinating interviews. WMS accepts full responsibility for scheduling interviews, preparing interview booklets and attending interviews.

Background Check

Our firm works with a third-party private investigator to conduct a comprehensive background check on the City's top candidates. However, our firm focuses on the candidates' background well before meeting City officials.

Notify Candidates Not Selected

WMS prides itself in its communication skills. This not only includes the City officials, but also candidates who were not selected to serve the City. WMS handles these communications with tact and respect.

Structuring Candidate Offer

WMS has been involved in each search it has completed in recommending and developing offers of employment and compensation packages. We will work to structure any offer to be consistent with the goals of the City.

Communication and Updates

No business is successful without constant communication with its clients. WMS will provide the City Commission with regular written status reports and keep candidates engaged and apprised of their status. WMS will work hard to retain all candidates during the recruitment process.

WMS "Promise" – One Year Guarantee

WMS provides a guaranteed level of service. While it is important to note our firm has a near-perfect placement record, there is always the possibility of the relationship not working out. WMS will redo the City of St. Johns recruitment, at no cost, if your selected candidates fail to be employed by your community for a 1-year period beyond the effective starting date.



WMS provides a thorough recruitment process and offers the following detailed schedule. Our typical recruitment process is 3 months. (subject to change by the City):



City of Alpena (population 10,092)

City Manager

Reference, Ms. Cindy Johnson, Mayor, 989-916-5190;
cindyj@alpena.mi.us



City of Saugatuck (population 879)

City Manager

Reference, Ms. Holly Anderson, Mayor, 615-319-6123;
holly@saugatuckcity.com



Village of Suttons Bay (population 596)

Village Manager

Reference, Ms. Colleen Christensen, President Pro Tem, 231-620-9367;
colleenconaton@gmail.com



City of Marquette (population 21,237)

City Manager

Reference, Ms. Sally Davis, Mayor, 906-360-8965;
sdavis@marquette.mi.gov



City of Charlevoix (population 2,329)

Deputy Electric Director

Reference, Mr. Mark Heydlauff, City Manager, 269-625-4512;
markh@charlevoixmi.gov



Georgetown Township (population 54,413)

Township Manager

Reference, Mr. James Wierenga, Supervisor, 616-813-0429;
jwierenga@georgetown-mi.gov

We serve our clients with great enthusiasm and pride. No one will work harder for you.

- ♦ Unparalleled Commitment
- ♦ One-year 100% guaranteed satisfaction
- ♦ 29 years of recruitment experience
- ♦ Extensive knowledge of the St. Johns City Team
- ♦ Timely and consistent communication with the City
- ♦ Competitive fees
- ♦ Proven nationwide exposure
- ♦ Responsive customer service 7 days a week
- ♦ References that will speak to our success rate
- ♦ We will present you with a strong field of finalists
- ♦ New City Manager selected on April 27, 2026
- ♦ Coaching, mentoring and networking...service beyond selection



Walsh Municipal Services will oversee the entire City of St. Johns City Manager recruitment and extend a one-year guarantee for a fee of \$12,500.

Our recruitment fee is \$12,500. Total not to exceed \$13,900. The additional \$1,400 above our fee is to cover \$900 for publication costs and \$500 for a comprehensive background check. The payment schedule is \$8,000 upon signing the contract and \$4,500 upon completion of recruitment. Publication costs and background check will be billed directly to the City.

- ◆ We will complete all components of the recruitment as outlined under Scope of Services.
- ◆ Draft and post job announcements through multiple print and internet-based sources.
- ◆ In addition to resumes, provide a candidate questionnaire, which will be made available to the City Commission at the time the governing body reviews candidates.
- ◆ Conduct preliminary phone interviews with top candidates.
- ◆ Complete responsible in-depth reference checks for top candidates.
- ◆ Prepare candidates and the City Commission for interviews.
- ◆ Prepare interview questions that encompass the City of St. Johns community and qualifications sought by the City Commission.
- ◆ Handle necessary travel plans, community meet and greet and other requested meetings with staff and stakeholders.
- ◆ Provide the City Commission with a comprehensive background check of the selected candidate.
- ◆ Assist the City Attorney in contract negotiations.
- ◆ Service beyond the selection.

Our firm takes pride in making sure our effort throughout the recruitment allows for City staff to be able to focus on their daily job responsibilities. Our goal is for a seamless process for the City's Human Resource staff.



Kristina Kinde, City of St. Johns

kkinde@stjohns.mi.com

616-821-1950



Kalla Langston, City of Buchanan

clerk@cityofbuchanan.com

269-695-3844



Shannon Hertz, City of Portage

hertzs@portagemi.gov

269-329-4533



Tanya Whited, City of Allen Park

twhited@cityoffallenpark.org

313-928-2472



Michelle Miller, City of Brighton

millerm@brightoncity.org

810-599-3228



Jennifer LePage, City of Marquette

jlepage@marquettemi.gov

906-228-0480



Anna Cerven, Van Buren County

cervena@vanburencountymi.gov

269-657-8200 ext.1271

We want to thank you for the opportunity to submit our credentials as you begin the process of choosing your next City Manager. WMS will work with great passion, ethics, and determination to help you find the “right fit.” Our firm hopes that after talking to our Michigan client base, you will select WMS for the City of St. Johns.

Our firm is based on simple principles. Work hard, follow through and commit to excellence. There are many great firms in Michigan to choose from. We desire to be your firm of choice. Best wishes as you move forward.

Please contact us directly if you have any questions.

Frank L. Walsh, President
Walsh Municipal Services
33 Shoshoni Pass
Coldwater, Michigan 49036
517-920-0134
Walshmuni@gmail.com



Executive Search Services

City Manager

Prepared for



January 16, 2026



Presented by:

Yeo & Yeo HR Advisory Solutions (Amy Cell Talent)

Mindy J. Seavey, City Clerk
City of St. Johns, Michigan
100 East State Street, Suite #1100
St. Johns, Michigan 48879-0477

Dear Ms. Seavey,

Thank you for the opportunity to submit this proposal to assist the City of St. Johns in its search for a new City Manager.

As you review this proposal, you will find that we bring extensive experience in executive searches across the public and private sectors. We are committed to providing you with exceptional service and sharing our passion for Michigan communities with you. My hope is that upon review, you will find us to be an excellent fit for this engagement.

We believe that we are the right partner for the City of St Johns due to the following attributes which we will detail in the attached proposal:

- **Passion for Community Service** - Our team has worked for government, economic development, and community development organizations. We are passionate about supporting Michigan's communities!
- **Local Knowledge Makes for Better Marketing** - We get to know the communities we are working with, through research and one-on-one meetings. We will then create a "Community Profile" that we share widely to attract candidates.
- **Consensus Builders** - We will interview City Commission members and staff and align the Commission on the ideal candidate profile.
- **Top Notch Candidates** - Our combination of strategic marketing and targeted outreach results in a robust pool of qualified and motivated candidates. We then winnow the pool down to a short list of candidates through a thorough vetting of their backgrounds and accomplishments.
- **Diversity, Equity, Inclusion, and Belonging** - We strive to develop diverse candidate pools and intentionally create a marketing plan and assessment strategy that is as inclusive as possible. Two of our team members hold DEI certifications, and our team is rich in diversity.
- **Customized Approach** - Each of our executive search engagements is tailored to be unique. We focus on the key experiences, leadership style, and managerial competencies desired by the group of stakeholders that we interview. We create a tailored profile, service offering, and communication approach that fits with your needs. Our extensive experience in planning and project management, combined with a transparent communication style, will help the Commission navigate the process as smoothly as possible.

- **Transition Support** - We are committed to the success of your new team member and recognize the importance of the onboarding experience for the organization. We provide onboarding plan development support and offer a 360-degree feedback report six months after onboarding.
- **Our Team** - We have a team of 18 highly qualified and diverse recruiters and HR experts.

We have supported hundreds of employers, communities, and job seekers with customized HR and recruiting services. Our team of seasoned professionals brings expertise and knowledge in the areas of municipal recruiting, human resources, economic development, project management, and marketing. We would be honored to collaborate with the City of St. Johns on this important endeavor.

Please feel free to contact me with any questions. Thank you very much for the opportunity to share our interest in this engagement.

Best regards,



Amy Cell
President, Yeo & Yeo HR Advisory Solutions
734-657-0370
amy.cell@yeoandyeo.com

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A. Qualifications

Type of Business

Yeo & Yeo HR Advisory Solutions, LLC, located at 215 W. Michigan Avenue, Ypsilanti, Michigan 48197, operates as a Limited Liability Corporation in the State of Michigan. As a registered LLC in Michigan, we are licensed to operate in the State of Michigan. We provide recruiting, human resources consulting, and career coaching services. We are in good standing with the State of Michigan and hold all the necessary licenses and certifications to perform the work outlined in this RFP. The contact person for this proposal is Amy Cell. She can be reached at 734-657-0370 or amy.cell@yeoandyeo.com.

History

Yeo & Yeo HR Advisory Solutions, LLC delivers comprehensive recruiting, operations, training, and HR planning services to businesses, nonprofits, municipalities, and individuals across Michigan. We believe that the success of any organization begins with its people. Guided by this understanding and a shared purpose with our clients, we provide guidance to help you navigate the dynamic world of HR. Whether addressing immediate needs, planning for the future, or tackling unforeseen challenges, our team is committed to empowering you to thrive.

Our team currently consists of eighteen talent professionals with deep expertise and knowledge in the areas of human resources, Industrial and Organizational Psychology, project management, startups, communications, and business strategy. We are highly educated and diverse - half our team has master's degrees in business, human resources, or a related field, and we come from a variety of backgrounds, national origins, and perspectives. Our team is passionate about recruiting, training, compensation, employee handbooks, and other related areas.

Established on January 1, 2025, Yeo & Yeo HR Advisory Solutions, LLC builds on the legacy of Amy Cell Talent. Led by Amy Cell, our team brings a wealth of experience and a track record of excellence, underscored by accolades such as the Ann Arbor Spark FastTrack Award and inclusion among Michigan's Small Business 50 Companies to Watch. Dedicated to meeting clients' evolving needs, Yeo & Yeo provides solutions through its now five interconnected businesses: Yeo & Yeo HR Advisory Solutions (Amy Cell Talent), Yeo & Yeo CPAs & Advisors, Yeo & Yeo Technology, Yeo & Yeo Medical Billing & Consulting, and Yeo & Yeo Wealth Management. Learn more about Yeo & Yeo by visiting yeoandyeo.com. Together, we can foster greater collaboration and knowledge sharing, enhancing our collective expertise.

Our organization has conducted over 1,400 searches, including recruitment for more than 100 executive and key leadership roles, such as CEOs, City Managers, Executive Directors, Vice Presidents, and other C-Suite positions. In addition to our strong track record of success in both the public and private sectors, Amy Cell brings significant relevant experience to municipal/public sector recruiting, having served as Senior Vice

President of Talent Enhancement at the Michigan Economic Development Corporation (MEDC), and as Vice President of Talent Enhancement for Ann Arbor SPARK. In these roles, Amy was responsible for programs in talent attraction, retention, and development at the regional and state levels, and was integral in the design and implementation of talent programs to benefit Michigan employers and citizens (e.g., job seekers, apprentices, displaced workers). Through this decade of public service, Amy Cell established a large professional network and national reputation as a thought leader in talent attraction. The firm's commitment to client satisfaction and a positive job seeker experience has led to strong growth, and our firm is proud to have all but one of its employees based in Michigan.

Why Us?

Here are the reasons that Councils, Commissions, and Boards have trusted us to help them with one of their most important duties:

- We are experts in recruiting and sourcing top talent. We maintain our own database of over 1,000 municipal professionals and send out monthly communications. We have four LinkedIn Recruiter licenses, enabling us to effectively target top-notch talent and ensure a diverse applicant pool.
- We are well-versed in applicable laws, including the Open Meetings Act and Freedom of Information Act.
- In addition to talent acquisition support, we provide HR consulting services to municipal clients, such as training programs, performance review management, and have been the outsourced HR function for a municipality. We have had a team member serve as Acting City Manager, and have a team member who was a long-serving local government employee. Thus, we understand the day-to-day activities of local government.
- We have a strong marketing team that is well-versed in social media and media relations. We will prepare press releases as directed by the City Commission to support community engagement.
- We focus on success - we can provide a structured onboarding experience to help the new City Manager hit the ground running. We also offer a 360-degree feedback review after six months to help address any issues to ensure that the City Manager has an accurate understanding of what they should keep, stop, and start doing.

Municipal / Public Sector Clients We Have Served

Municipal / Public Sector Clients We Have Served



Bedford Township



City Ann Arbor



City of Clawson

215 W. Michigan Ave., Ypsilanti, MI 48197

Phone: 734-657-0370 E-Mail: amy.cell@yeoandyeo.com

 DEARBORN City of Dearborn	 EASTPOINTE MICHIGAN City of Eastpointe	 FARMINGTON HILLS Michigan City of Farmington Hills
 City of Fraser	 City of Grand Rapids	 City of Grosse Pointe
 Holland MICHIGAN City of Holland	 JACKSON MICHIGAN City of Jackson	 KENTWOOD Michigan City of Kentwood
 Livonia City of Livonia	 MADISON HEIGHTS CITY OF PROGRESS City of Madison Heights	 City of Norton Shores
 ROCHESTER HILLS MICHIGAN City of Rochester Hills	 St. Clair Shores Michigan City of St. Clair Shores	 TRAVERSE CITY City of Traverse City
 City of Yale	 Ypsilanti City of Ypsilanti	 Independence Township OAKLAND COUNTY, MICHIGAN Independence Township
LAPEER COUNTY Lapeer County	 Lapeer County Road Commission Providing Convenience Safety for Lapeer County	 MAX Macatawa Area Express Macatawa Area Express

		
Macomb Township <i>Village of Almont</i> Village of Almont	Redford Township  Village of Capac	Scio Township  Village of Dundee
 Washtenaw County Conservation District	 WB Parks	

Examples of Prior Engagements

Below is a sample of recent relevant engagements.

City of Adrian

Engagement: Yeo & Yeo HR Advisory Solutions, LLC conducted a successful search for a **City Administrator** in May 2025 for the City of Adrian. After a thorough review of 79 applicants, 5 candidates were selected as finalists in the search for the new City Administrator. Candidates participated in 50-minute interviews with the city commission and key leadership staff. After the panel interviews, a reception was held, during which all candidates were invited to meet and greet each other, city staff and officials, and the public. The quality of the finalists was so strong that the Commission spent around 30 minutes deliberating between the top two candidates, as all the commissioners supported both. The commissioners were extremely impressed with the candidates and the process.

Village of Elk Rapids

Engagement: Yeo & Yeo HR Advisory Solutions, LLC (Amy Cell Talent) conducted a successful **Village Manager** search in April 2025 for the Village of Elk Rapids. After a thorough review of 60 applicants, 4 candidates were selected as finalists. Candidates participated in 45-minute interviews with the Village Council.

City of Traverse City

Engagement: Yeo & Yeo HR Advisory Solutions, LLC (Amy Cell Talent) conducted a successful **City Manager** search, in July 2023 for the City of Traverse City. After a thorough review of 88 applicants, 5 candidates were selected as finalists in the search for the new City Manager for the City of Traverse City. Candidates participated in 40-minute interviews with the entire city commission and one-on-one meetings with individual commissioners, followed by a reception in which all candidates were invited to meet and greet each other, city staff/officials, and the public.

City of Ypsilanti

Engagement: In October 2023, Yeo & Yeo HR Advisory Solutions (Amy Cell Talent) was selected to assist the City of Ypsilanti with their search for a **City Manager**. The pool of 245 applicants was narrowed down to 4 finalists. We arranged finalists interviews with the City Commission and encouraged residents to attend.

City of Ann Arbor

Engagements: Yeo & Yeo HR Advisory Solutions (Amy Cell Talent) has been a key talent resource for the City of Ann Arbor, completing multiple, successful executive searches since 2020. These searches include: **City Administrator** search in June 2020 which resulted in 268 candidates and 3 finalists; **Chief Financial Officer** search in January 2021 resulted in 89 candidates and 4 finalists; **City Attorney** search in July 2021 which resulted in 19 candidates and 1 finalist; and **Director of Human Resources** search in June 2022 which resulted in 95 candidates and 2 finalists.

In addition to completing City Administrator and City Attorney Performance reviews (2020, 2022) and successfully recruiting for a senior staff position in the Public Works department, we also provided organizational development support by designing and implementing 360 feedback assessments for key leaders.

May 25, 2022

“As part of our City Council’s Administration Committee, I have enjoyed working closely with Amy Cell on a number of executive level searches. In a competitive recruitment environment shared by all municipalities, Amy was able to present a number of viable candidates for each position - even when a known internal candidate

existed. She presented clear, cost-effective plans that were thorough, efficient, and through supplemental materials such as video interviews, provided valuable insight into our candidates.

In addition to her human resources expertise, I appreciated that Amy Cell took the time to capture our council, staff, and community priorities. This understanding of local context has undoubtedly contributed to our successful recruitment efforts.”

Fmr Ann Arbor Mayor Pro Tem Julie Grand

City of Fraser

Engagement: In July of 2020 we were selected by the City of Fraser over 5 other firms to provide an independent HR department to support approximately 70 employees and 100+ retirees. During the following 18 months we filled approximately 20 positions, restructured the leadership team, recruited an interim City Manager to address short term issues as well as the permanent City Manager. Additional HR projects included implementation of the BS&A HR module, developed a new handbook, oversaw benefits administration and open enrollment, developing new performance review processes, updating all job descriptions, creating a new compensation structure, and launching an employee newsletter. Additionally, Amy Cell was appointed Acting City Manager at one point during the leadership transitions.

Fraser City Council Meeting, February 10, 2022

“Our vision when we started with Amy Cell hit some major road blocks because some things happened we weren’t anticipating and you tackled those with such grace and such dignity and found us candidates.”

Fraser City Council Member Amy Baranski

“I just want to thank you and tell you what a privilege and honor it has been to work with you. You have impressed me repeatedly.”

Fraser City Council Member Amy Baranski

“Amy, I just want to thank you for everything you have done for us. You accomplished not only what we were looking for, you went beyond that.”

Fraser City Council Member David Winowiecki

"Amy, I also wanted to thank you. I feel you were objective and fair, knowledgeable, great people skills. You were exactly what we needed when you came to help us."

Fraser City Council Member Kathy Blanke

City of St. Clair Shores

Engagements: We conducted two successful City Manager searches, one in 2019 and most recently in February 2022. A summary of the searches is as follows: the City Manager search in 2019 which resulted in seven candidates presented to Council, four finalists selected for in person interviews. The City Manager search in February 2022 resulted in ten candidates presented to Council and four finalists.

St Clair Shores City Council Meeting, April 4, 2022

"Amy Cell and her office did a great job at preparing us and giving us the right candidates to select from."

St Clair Shores Council Member Candice Rusie

"It's been a pleasure again to work with Amy Cell's agency."

St Clair Shores Council Member Chris Vitale

References

Please feel free to contact any of the following individuals as references.

Client	Search Title	Contact Person	Telephone / email
City of Fraser 33000 Garfield Road Fraser, MI 48026 frasercitymi.gov	City Manager Director of Finance Asst. City Manager Asst. DPW Director	Amy Baranski, City Council	(586) 531-3850 amyb@frasercitymi.gov
City of Adrian 135 E. Maumee St. Adrian, MI 49221 adriancity.com	City Administrator	Heather Lasky, HR Director	(517) 264-4883 Hlasky@adrianmi.gov

City of St Clair Shores 27600 Jefferson Avenue St. Clair Shores, MI 48081 scsmi.net	City Manager	Chris Vitale, City Council	(586) 801-4732 vitalec@scsmi.net
City of Traverse City 400 Boardman Avenue Traverse City, MI 49684 traversecitymi.gov	City Manager	Mi Stanley, Former Council Member	(231) 941-4010 MStanley@rotarycharities.org
Village of Elk Rapids 315 Bridge Street Elk Rapids, MI 49629 elkrapids.org	Village Manager	Thomas Stephenson, Village President	(248) 404-7510 tstephenson@elkrapids.org

B. Recruitment Work Plan

To assist the City of St. Johns in finding its new City Manager, we will follow our well-honed six-step process, as described below. A full description of our approach and detailed timeline is included below. We also provide weekly status reports to the Commission..

Step One - Create a Clear Target and Plan

Through a detailed needs assessment, we will learn from you the “must have” and “ideal” experiences and behaviors for the City Manager. We will start by interviewing stakeholders, including elected officials and staff members, to understand the goals, skills, experience,s and behaviors that are critical and “ideal” for the position. We will also identify the key selling points of the position, organization, and community, which inform the marketing strategy that we create.

Based on stakeholder data, we will create a rubric and align the selection group on experiences, leadership style, communication skills, and other relevant factors. We will create a comprehensive position profile. We will research the existing compensation and benefits structure to compare it with the market. During this planning meeting, we will present the rubric, profile, draft timeline, and compensation data to the Commission..

Step Two - Market the Posting to the Right People

We utilize social media and national job boards to promote the opportunity, as well as highlight the exceptional aspects of living, working, and playing in the City of St. Johns region. This results in the largest possible pool of qualified applicants. In addition to our proprietary database of executive and professional talent, we will perform targeted outreach to candidates that might not otherwise apply through LinkedIn and other social media platforms, and engage with ICMA Newsletter/Job Center, Michigan Municipal League (MML), and other municipal websites to create a deep, diverse pool of qualified and interested candidates.

Step Three - Thoroughly Assess Applicants

We will thoroughly assess the qualifications and suitability of all candidates in an independent and objective manner. We will use a survey, video interview, phone interview, cyber review, reference checks, and background checks to thoroughly assess applicants. We will provide access to and summarize this data for review by the Commission. We will coordinate any additional assessments as directed by the Commission..

Step Four - Interviews

We will coordinate an outstanding interview experience for candidates and stakeholders that complies with the Open Meetings Act. Finalists will have a Zoom or on-site interview that can include a wide range of interviews and tours. As directed by the Commission, we will coordinate schedules, manage candidate communications, and provide on-site logistic support during the on-site interviews. We will thoroughly prepare the City Commission for the interviews by providing guidance, support and interview questions customized to the qualities that emerged through the detailed needs assessment.

Step Five - Negotiation

We will assist with the negotiation process with other administrative and legal parties. Our specific role will be directed by the Commission.

Step Six - Transition Support

We help candidates successfully transition into their new roles by providing assistance with onboarding and relocation. If desired, we can provide a variety of support to assist with relocation and transition assistance, including housing assistance, partner job search assistance, child and elder care support, and finding local "greeters" to help welcome the new person into the community. We also offer a complimentary 360-degree feedback check-in after six months, and we assist the Commission with determining performance expectations.

Proposed Timeline

The following timeline details the process (as described above) with a proposed schedule for deliverables and milestones.

Our proposed timeline is further customizable to meet the specific needs and goals of the City of St. Johns. Our goal is to create and implement a plan that effectively meets the City's objectives, recognizing that a flexible approach is often necessary as plans unfold.

The detailed timeline below illustrates the typical search process that unfolds after we are

contracted to begin the search.	
Activity	Time Frame
Stakeholder Interviews - We interview stakeholders, including the Commission, staff, and key community members, to understand the goals, skills, experiences, and behaviors that are critical and "ideal" for the position. We also learn about the key benefits of the position, organization, and community.	Weeks 1, 2
Selection Criteria Matrix - Based on interview feedback and survey data, we create a "talent matrix" of key criteria.	Week 3
Marketing Plan - Based on the interview feedback and research, we will develop a comprehensive digital and print marketing package to promote the opportunity.	Week 3
Review Salary Data - Review the existing compensation and benefits structure to compare it with market comparables. Present compensation data to the hiring committee at the first meeting and determine the target compensation range.	Week 3
Align - We will meet with the selection team to review the hiring criteria and job posting.	Week 4
Market the Opportunity - We use social media and national job boards to promote the opportunity, and to promote the amazing aspects of living, working, and playing in the community. This results in the largest possible pool of qualified applicants. In addition to our proprietary database of executive and professional talent, we perform targeted outreach through LinkedIn and other social media platforms and engage with industry associations, which results in a deep, diverse pool of qualified and interested candidates.	Weeks 4-8
Assess Applicants - We use a survey, video interview, phone interview, cyber review, reference checks, and background checks to thoroughly review applicants.	Weeks 4-9
Present candidates - We will provide the selection team with a link to the candidate packets and videos. Selection team members will have approximately one week to review information prior to the meeting to determine finalists.	Week 10
Determine finalists - We will review candidates with the selection team and determine interview panelists.	Week 11
Interviews - We will invite the interviewers, providing them with copies of	Week 12

information on the finalist candidates. We will also create sample interview questions and feedback forms.	
Negotiation & Relocation - We can provide a variety of support regarding contract negotiations, onboarding, and developing a 90-day plan. We can provide a six-month 360-degree feedback report and coaching session for the new City Manager to further enhance development and success.	TBD

Key Personnel

Our Team

For this recruitment, we have selected the following team of highly qualified professionals, all of whom are well-versed and experienced in municipal executive recruitment.

The table below lists the key persons assigned to this project and their anticipated roles. Resumes are included as an attachment.

Proposed Team Includes:

Name Title	Anticipated Roles	Qualifications
Amy Cell President (734) 657-0370 amy.cell@yeoandyeo.com Location: Ypsilanti, MI Availability and commitment level: 5 hours per week, high level of commitment	Role: Project Manager. Oversees all search aspects included in this proposal.	Qualifications: Amy has nearly three decades of HR experience in business and government. Prior to launching her firm, she was the Senior VP of Talent Enhancement for the Michigan Economic Development Corporation.
Bhavya Tummala Director (469) 215-5080 bhavya.tummala@yeoandyeo.com Location: Melissa, TX Availability and commitment	Role: Leads and manages search activities, participates in meetings; completes stakeholder intake interviews; finalizes the position description and develops postings. Guides the hiring team on strategy, manages consultants, and ensures great candidate experience.	Qualifications: Bhavya is a seasoned recruiter with a broad range of experience spanning the corporate sector, nonprofit, and municipal areas. She is a prior Human Resources professional with experience in building and scaling HR departments for a few successful startups. She has an MS in HR Management and Organizational Development.

level: 5-10 hours per week, high level of commitment		
Jodie Bonham Senior HR Consultant (734) 709-7427 jodie.bonham@yeoandyeo.com Location: Ypsilanti, MI Availability and commitment level: 5-10 hours per week, high level of commitment	Role: Participates in meetings; completes stakeholder intake interviews; assesses candidates; Conducts candidate screening, background, and reference checks.	Qualifications: Jodie is a Sr. HR Consultant with over 25 years of experience in HR, along with an extensive background in recruiting that includes recruiting experiences for a wide variety of industries, such as healthcare, manufacturing, and nonprofits. She has recruited for all levels from entry to C-Suite, with a high retention rate, with many of her recruits becoming clients. She also started her own recruiting LLC called JM Recruitment during her career. She is a former HR Manager with Eversight and National Center for Manufacturing Sciences and managed all the talent acquisition needs at those companies, and holds an MA in Human Resources Management, a BA in Psychology, and is a SHRM-Certified Professional.
Raeann Dunlop Senior HR Consultant (231) 675-9073 raeann.dunlop@yeoandyeo.com Location: Boyne City, MI Availability and commitment level: 5-10 hours per week, high level of commitment	Role: Provide interview and meeting logistical support	Qualifications: Experienced consultant with a background in corporate training, recruiting, and organizational development. Has led recruiting and vetting practices in both the public and private sectors. Has also mediated negotiation and acquisition processes at the corporate and municipal levels.
Rebecca Roberts Consultant (760) 664-9009 rebecca.roberts@yeoandyeo.com Location: Kalamazoo, MI Availability and commitment level: 5-10 hours per week, high level of commitment	Role: Project manages search activities, participates in meetings, and completes stakeholder intake interviews. Drafts position description and survey, video, and in-person interview questions. Scheduling interviews for candidates and the hiring team. Direct outreach of passive candidates. Conducts candidate screening, background, and reference checks. Assists in document production, scheduling, and outreach. Assists with candidate screening, background, and reference checks.	Qualifications: Rebecca is an experienced municipal, nonprofit, and corporate recruiter. She has supported and managed municipal engagements, including the City of Ann Arbor, the City of Adrian, the City of Traverse City, and the Village of Beverly Hills. She graduated from Grand Valley State University.

Background Checks

We will conduct background checks of shortlisted candidates, using Background Check Central, a highly reputed, Michigan-based firm.

Background Check Central, 42815 Garfield Rd STE 208, Clinton Twp, MI 48038

C. Costs

Service/Feature	Essential	Executive
Base fee	\$7,950	\$25,500
Intake interviews with stakeholders.	1 meeting	Up to 30
Create an inviting job posting.	✓	✓
Screening surveys. Video interviews.	✓	✓
Additional job board promotion. (Promotion via LinkedIn, free boards, our newsletter and social media included)	Fees paid by client	Includes \$500 of additional job board fees
Develop a recruitment brochure	\$500	✓
Ten hours of candidate sourcing.	\$100 per added hour	✓
Background checks.	\$200 per candidate	Up to 5 included
Cyber reviews. Reference checks.	\$300 per candidate	Up to 5 included
Coordinate interviews. Provide questions and guidelines	TBD	✓
Phone or virtual interviews.	\$100 per interview	✓
Compile and summarize interview feedback after a panel	\$300	✓

interview		
Develop and launch a community survey. Analyze results.	\$500	✓
Host community reception. Gather and analyze feedback.	\$1000	✓
Support offer negotiation process.	\$300	✓
Write a press release announcing finalists.	\$500	✓
Onboarding support and coaching session.	\$500	✓
360 degree feedback after six months.	\$500	✓
One year guarantee.	N/A	✓
Consultant mileage travel costs may vary by location.	TBD	TBD

Note: The costs of reception food, interview food, and candidate travel are not included in the above figures.

We can also work on a time and expense basis with an hourly rate of \$150 per hour

D. Contract Terms and Conditions

Below are contract term highlights.

* Placement Guarantee Terms

In the event the new employee rescinds their acceptance of the job offer, voluntarily leaves employment within one year of their start date or is fired for cause, we will waive our base recruiting fee and conduct one additional search for the cost of direct marketing, travel, and third-party fees.

In the event the Board does not hire a candidate, or if the new employee rescinds their acceptance of the job offer, voluntarily leaves employment within one year of their start date or is fired for cause, we will waive our

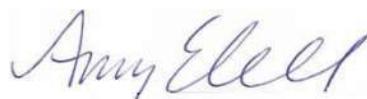
base recruiting fee and conduct one additional search for the cost of direct marketing, travel, and third-party fees.

- Our base fee is approximately \$15,000.
- Marketing costs are approximately \$1000.
- Third party background check fees are approximately \$1000
- Travel fees are based on an hourly rate of \$95 per hour plus IRS mileage reimbursement rate.

Payment Terms

- **First Invoice:** One-half of the total fee will be invoiced upon contract signing to cover advertising and administrative costs.
- **Second Invoice:** The remaining one-half of the total fee will be invoiced upon the presentation of a slate of finalist candidates.
- **Payment Terms:** Net 30 days from the date of invoice.

Thank you again for the opportunity to submit this proposal to assist the City of St. Johns in its search for a new City Manager.



Amy Cell
President, Yeo & Yeo HR Advisory Solutions
734-657-0370
amy.cell@yeoandyeo.com

CITY OF ST. JOHNS, MICHIGAN
REQUEST FOR COMMISSION ACTION
January 26, 2026

Department: Administration	Attachments:	Submitted to CA for Review
Subject: <i>Review of Rental Inspection Fee</i>	<input checked="" type="checkbox"/> <i>Rental Inspection Program Analysis</i> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> [N/A or X] <input type="checkbox"/> [N/A or X] <input type="checkbox"/> [N/A or X]
Prepared by: Kristina Kinde Treasurer Deputy City Manager	Approved by: Kristina Kinde, Interim City Manager	

SUMMARY/HIGHLIGHT: The City completed the first full round of rental inspections at the end of 2025. As we look at starting 2026, it is important to review the financial data related to the past 3 years to determine if the fee should remain consistent or be adjusted accordingly. As we have discussed throughout the year, this is not about producing revenue but primarily a fee to cover the costs associate with the program.

BACKGROUND/DISCUSSION: For the past 3 years we have charged \$175 for each unit inspected and have inspected slightly over 500 units. Looking back at the past three years, we had total revenues of \$94,971 and expenditures of \$119,304.83 creating a loss of \$24,333.83 for the first time through the program. This loss is primarily attributed to the set-up costs of \$30,000 that occurred at the onset of the program.

As we look to the future and based on 15% of our Fire Chief's wages and an estimated cost of the administrative work, we would have expenditures of approximately \$70,000. If the City would like to recoup the loss from the prior year plus covering the current projected costs, we would need to collect approximately \$184 per inspection based on 510 inspections.

If the Commission would not like to recoup the costs, the city would need to charge approximately \$136 per unit.

STRATEGIC PLAN OBJECTIVE: GOAL #1: PRESERVE, PROTECT, AND ENHANCE THE INTEGRITY, ECONOMIC VIABILITY AND LIVABILITY OF ST. JOHN'S NEIGHBORHOODS.

GOAL #2: PROVIDE A HOUSING STOCK THAT MEETS THE NEEDS OF A DIVERSE CITY POPULATION WITH SUPPORTING AMENITIES.

FISCAL IMPACT: The attached analysis shows the financial impact on the City. We are substantially cutting our costs by bringing our inspections in house and we have become more efficient over time on the administrative side of the inspections.

RECOMMENDATION: *Staff recommends the City Commission maintain the current inspection fee of \$175 for the next three years in hopes to recoup most of our losses.*

	Prior to 2023/24				Total
	2023/24	2024/25	2025/26		
Annual Revenues					
Inspection Fees		31,300.00	51,246.00	12,425.00	94,971.00
Annual Expenditures					
Set up Costs	30,602.50				
Inspection Fees - McKenna		27,280.00	30,560.00	720.00	
Fire Chief Inspection Fee			5,084.99	3,332.74	
Admin Costs		10,110.82	9,512.60	2,101.18	
Total	30,602.50	37,390.82	45,157.59	6,153.92	119,304.83
Loss on Program					(24,333.83)

PROJECTED COSTS & REVENUES NEEDED

	2025/26	2026/27	2027/28	2028/29	Total
Annual Revenues					
Inspection Fees	24,333.83	14,445.73	21,518.20	22,163.74	11,414.33
Annual Expenditures					
Fire Chief Inspection Fee		6,445.73	13,278.20	13,676.54	7,043.42
Admin Costs		8,000.00	8,240.00	8,487.20	4,370.91
Total	-	14,445.73	21,518.20	22,163.74	11,414.33
Revenue Needed					93,875.82
Total Units					510
Cost per unit					184.07

Not recouping loss	69,541.99
Total Units	510
Cost per unit	136.36