

**CITY OF DOUGLAS  
DOWNTOWN DEVELOPMENT AUTHORITY (DDA)  
MEETING OF THE BOARD  
TUESDAY, JANUARY 9, 2017 – 6:00 PM  
CITY HALL – 86 WEST CENTER STREET  
Douglas, MI 49406**

**AGENDA**

1. Call to Order
2. Roll Call
3. Approval of Agenda
4. Approval of December 12<sup>th</sup> Regular and December 18<sup>th</sup> Special Meeting Minutes
5. Public Communications (Verbal / Written)
  - A. Downtown Business Comments
6. Financial Update
  - A. Budget Report
  - B. Accounts Payable
    - i. Paid in December - \$5,508
7. Unfinished Business
  - A. Strategic Plan Update
  - B. MCACA Grant
8. New Business
  - A. Committee Assignments
9. Staff Report
10. Committee Reports
  - A. Executive / Finance
  - B. Events
  - C. Marketing / Promotions / Advertising
11. Board Member Comments
12. Chairman Comments
13. Adjournment

**Please Note:** The Douglas Downtown Development Authority (DDA) is subject to the requirements of the Americans with Disabilities Act of 1990. Individuals with disabilities who plan to attend this meeting and who require certain accommodations in order to allow them to observe and/or participate in this meeting, or who have questions regarding the accessibility of this meeting or the facilities, are requested to contact Jean E. Neve, City Clerk (269-857-1438) to allow the DDA to make reasonable accommodations for those persons.

Posted: Friday, January 5, 2018



**DOUGLAS DOWNTOWN DEVELOPMENT AUTHORITY (DDA)**  
**TUESDAY, DECEMBER 12, 2017 - 6:00 PM**  
**CITY HALL, 86 WEST CENTER STREET, DOUGLAS, MI**  
**MEETING MINUTES**

1. **Call to Order** – Vice-Chairman Burmeister called the meeting to order at 6:00 PM.
2. **Roll Call** - Members present – Anderson, Lion, Pennebaker, Burmeister, Underdown and Ramsey; Teich was absent.
3. **Changes / Additions / Deletions to Agenda** – Motion by Ramsey, supported by Lion to approve the agenda as presented. Motion approved by acclamation.
4. **Approval of November 14, 2017 Special Meeting and November 14, 2017 Regular Meeting Minutes** – Motion by Lion, with support from Underdown, to approve the November 14, 2017 Special Meeting and November 14, 2017 Regular Meeting Minutes with noted corrections. Motion approved by acclamation.
5. **Public Communications**
  - A. **Downtown Businesses / Merchants** – John and Marsha Leben, Peter Gower and Tracy Davis were present to express concern about limited traffic in the downtown and offer help in developing advertising.
6. **Financial Update**
  - A. Budget Report – Ramsey reviewed the budget report. There was \$3,332.91 of preapproved expenses paid in November.
7. **Unfinished Business**
  - A. **Strategic Plan Draft** – A special meeting was set for December 18<sup>th</sup> from 1 – 3 pm to review the draft strategic plan.
8. **New Business**
  - A. **Art on Center Advertising** – Downtown gallery owners were present to request the DDA take out a CVB Visitors Guide advertisement. After a great deal of discussion, Pennebaker made a

motion that the DDA should purchase a CVB Visitors Guide full page ad in the amount of \$3,149. The Art on Center galleries will contribute \$1,000 toward the advertisement. John Leben of Leben Art Gallery will design the ad at no cost to the DDA. The ad will be split 50 / 50, half for the downtown in general and half for the Art on Center. Artwork will be approved by the DDA before publication. Ramsey supported the motion. A voice vote was taken, with unanimous approval.

**9. Staff Report**

**A. Promotions & Marketing** – Imus reported that Lohr had resigned from her position.

**B. Planning** – Imus reported that a match would be necessary for the MCACA grant would require a 1:1 matching grant. Discussion followed about the amount of grant to apply.

**10. Committee Reports** – No reports.

**11. Board Member Comments** – **Burmeister** asked the newest member, Mayor Anderson to share some of her background with the DDA. Mayor Anderson shared that she had lived in Douglas for 20 years and worked professionally doing local government planning and consulting. Her most recent position was in the City of South Haven until she retired last summer. Mayor Anderson asked everyone to try to recruit a member for the open seat on the DDA.

**12. Chair Report / Comments** – No report.

**13. Adjournment** – **Vice Chairman Teich** adjourned the meeting at 8:50 PM.



**DOUGLAS DOWNTOWN DEVELOPMENT AUTHORITY (DDA)**

**MONDAY, DECEMBER 18, 2017 - 1:00 PM**

**CITY HALL, 86 WEST CENTER STREET, DOUGLAS, MI**

**MEETING MINUTES**

1. **Call to Order** – Vice Chairman Burmeister called the meeting to order at 1:00 PM.
2. **Roll Call** - Members present – Lion, Ramsey, Burmeister, Donovan, Underdown, Pennebaker and Anderson; Underdown and Teich were absent, Teich participated by phone.
3. **Changes / Additions / Deletions to Agenda** – Motion by Lion, with support from Pennebaker, to approve the agenda. Motion approved by acclamation.
4. **Old Business**
  - A. Arts Project Mini-Grant - Request City Council to undertake grant to allow Imus' salary to be used as the "in-kind" 1:1 match. Grant to be for Street performers this summer and must be submitted by January 15, 2018.
  - B. CVB Ad Review – several revisions were offered. Imus will relay to Leben.
5. **New Business**
  - A. Draft Strategic Plan Review – Each section of the Strategic Plan was reviewed. Members gave input for revisions. Ramsey will revise document and distribute for final review at the January meeting.
6. **Board Member Comments Chair Report / Comments** – Board Members requested that the current committee structure be sent out for review at the January meeting. Additionally, the Board would like to see the DDA Business List. "Merchant Input" will be added to future agenda's.
12. **Adjournment** – Burmeister adjourned the meeting at 3:39 pm

**City of Douglas DDA - December 2017 Invoices**

<b>Date</b>	<b>Vendor</b>	<b>Description</b>	<b>Invoice #</b>	<b>Amount</b>	<b>Preapproved</b>	<b>Paid</b>
12/1/2017	Lohr Marketing	marketing	1031	\$ 60.00	Yes	Yes
11/20/2017	Lohr Marketing	marketing	1034	\$ 165.00	Yes	Yes
12/5/2017	Latitude 44	Strategic Plan Consulting		\$ 1,500.00	Yes	Yes
10/3/2017	Jabber Design	App		\$ 89.00	Yes	Yes
12/19/2017	Observer Newspaper	Holiday Preview Ad		\$ 250.00	Yes	Yes
11/20/2017	Button Gallery	Art on Center Reimbursement		\$ 295.00	Yes	Yes
12/10/2017	CVB	Visitor's Guide Advertisement		\$ 3,149.00	Yes	Yes
		<b>Total Bills Paid in December:</b>		\$ 5,508.00		
<b>For Approval to be Paid</b>		None Outstanding				
		<b>Total Outstanding Approved Bills to be Paid:</b>		\$ -		

\*Total bills paid is of by \$12.70 from monthly report.

User: BSA  
 DB: Douglas  
 % Fiscal Year Completed: 50.41

PERIOD ENDING 12/31/2017

GL NUMBER	DESCRIPTION	2017-18 ORIGINAL BUDGET	2017-18 AMENDED BUDGET	YTD BALANCE 12/31/2017 NORM (ABNORM)	ACTIVITY FOR MONTH 12/31/17 INCR (DECR)	AVAILABLE BALANCE NORM (ABNORM)	% BDGT USED
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Fund 225 - DDA FUND

Revenues							
Dept 000.000							
225-000.000-417.000	TAX INCREMENT RECAPTURE	21,970.00	21,970.00	19,863.35	0.00	2,106.65	90.41
225-000.000-588.002	SOCIALS DONATIONS	12,000.00	12,000.00	9,186.83	0.00	2,813.17	76.56
225-000.000-634.001	HALLOWEEN SALES	12,000.00	12,000.00	5,915.00	0.00	6,085.00	49.29
225-000.000-634.002	DDA SMARTPHONE APP	2,000.00	2,000.00	50.00	0.00	1,950.00	2.50
225-000.000-634.003	CRAFT BEER FESTIVAL	4,350.00	4,350.00	0.00	0.00	4,350.00	0.00
225-000.000-664.000	INTEREST INCOME	350.00	350.00	0.00	0.00	350.00	0.00

Total Dept 000.000 52,670.00 52,670.00 35,015.18 0.00 17,654.82 66.48

TOTAL REVENUES 52,670.00 52,670.00 35,015.18 0.00 17,654.82 66.48

Expenditures

Dept 728.000-DOWNTOWN DEVELOPMENT AUTHORITY							
225-728.000-725.003	DDA ADMINISTRATION	7,800.00	7,800.00	2,415.00	225.00	5,385.00	30.96
225-728.000-725.005	MI MAIN STREET TRAVEL	2,000.00	2,000.00	1,500.00	1,500.00	500.00	75.00
225-728.000-726.000	EXPENSES	0.00	0.00	(381.37)	(646.87)	381.37	100.00
225-728.000-726.002	SOCIALS	10,000.00	10,000.00	6,715.08	0.00	3,284.92	67.15
225-728.000-726.005	WEBSITE	200.00	200.00	0.00	0.00	200.00	0.00
225-728.000-726.006	PROMOTIONS/MARKETING	0.00	0.00	330.00	0.00	(330.00)	100.00
225-728.000-726.021	PROMOTIONS/ MERCHANTS	1,780.00	1,780.00	3,444.00	3,444.00	(1,664.00)	193.48
225-728.000-731.000	HALLOWEEN EVENTS	12,000.00	12,000.00	6,636.49	244.07	5,363.51	55.30
225-728.000-732.000	HOLIDAY PREVIEW/ LIGHT EVENT	750.00	750.00	750.00	520.00	0.00	100.00
225-728.000-733.000	CRAFT BEER FESTIVAL	4,350.00	4,350.00	0.00	0.00	4,350.00	0.00
225-728.000-740.003	BANNERS	1,000.00	1,000.00	0.00	0.00	1,000.00	0.00
225-728.000-742.000	DDA SMARTPHONE APP	1,100.00	1,100.00	356.00	89.00	744.00	32.36
225-728.000-802.100	BUSINESS INCENTIVE PROGRAM	5,000.00	5,000.00	0.00	0.00	5,000.00	0.00
225-728.000-900.000	PRINTING & PUBLISHING	2,000.00	2,000.00	580.15	117.90	1,419.85	29.01
225-728.000-908.000	DUES/FEES/PUBLICATIONS	300.00	300.00	50.00	27.60	250.00	16.67
225-728.000-979.000	CAPITAL OUTLAY	12,500.00	12,500.00	0.00	0.00	12,500.00	0.00

Total Dept 728.000-DOWNTOWN DEVELOPMENT AUTHORITY 60,780.00 60,780.00 22,395.35 5,520.70 38,384.65 36.85

Dept 966.000-TRANSFERS OUT 4,390.00 4,390.00 0.00 0.00 4,390.00 0.00

Total Dept 966.000-TRANSFERS OUT 4,390.00 4,390.00 0.00 0.00 4,390.00 0.00

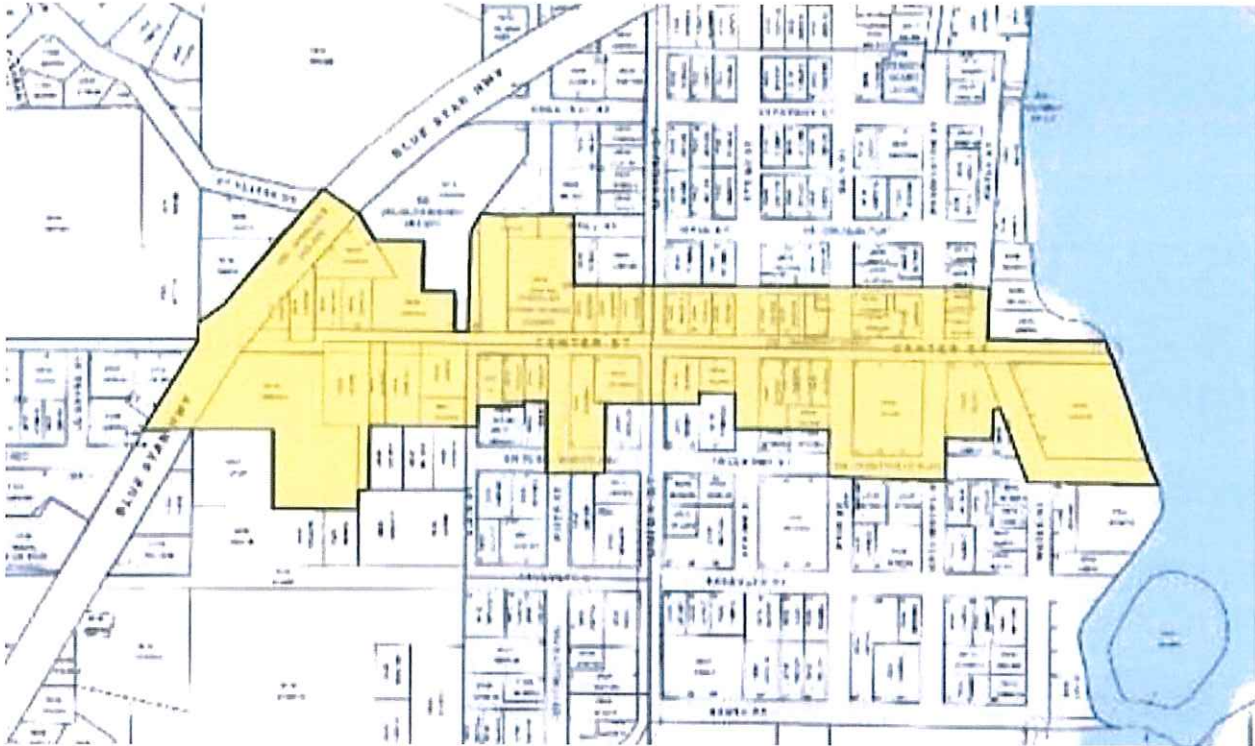
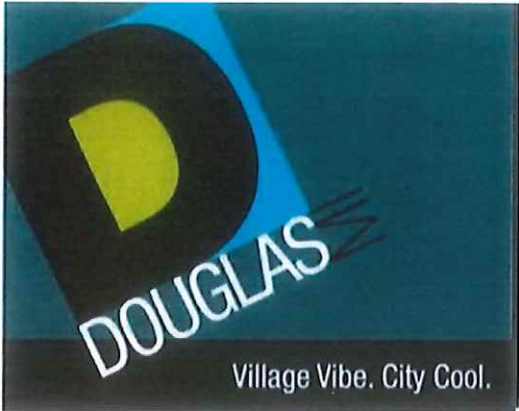
TOTAL EXPENDITURES 65,170.00 65,170.00 22,395.35 5,520.70 42,774.65 34.36

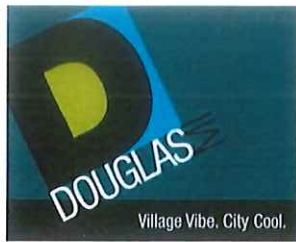
Fund 225 - DDA FUND:

TOTAL REVENUES	52,670.00	52,670.00	35,015.18	0.00	17,654.82	66.48
TOTAL EXPENDITURES	65,170.00	65,170.00	22,395.35	5,520.70	42,774.65	34.36
NET OF REVENUES & EXPENDITURES	(12,500.00)	(12,500.00)	12,619.83	(5,520.70)	(25,119.83)	100.96

The City of the  
Village of  
Douglas  
Downtown  
Development  
Authority  
Authority  
Strategic Plan

2017-2022





## Introduction

The Douglas Downtown Development Authority was created in 2006 and has been serving downtown merchants ever since. This, their first strategic plan, is intended to complement the DDA Development Plan, Master Plan, and other plans that seek to foster prosperity in Douglas. It provides strategic direction for the DDA, staff, and community.

## Mission

To promote the economic success of the downtown district through the goal, strategies and tasks of the strategic plan.

## Vision

A vibrant, inclusive, year-round downtown with diverse offerings for visitors, residents, and unique businesses - a place of shared prosperity.

## Values

We value being:

- Economic drivers
- Respectful
- Good listeners
- Dedicated
- Engaged
- Encouraging
- Collaborative

## Aspirations

We aspire to:

- create a downtown where people want to spend time.
- help grow entrepreneurship.
- collaborate and partner with others who have similar goals.
- be the drivers of economic development.
- Create(?) and be good communicators and listeners.

## Strengths

- A DDA board that passionately wants to work with merchants to help them be successful.
- Compact, clearly defined business district with retail and civic mix (no sprawl).
- A waterfront and a waterfront business district.
- A thriving art scene.
- A spectrum of restaurant types.
- A hometown feel that is valued.
- Policies, activities, and values that work to maintain a hometown feel- a place you can call home.

## Measures

- Events: Track key statistics such as number of sponsorships, crowd size, attendance
- Demographics: Track number of new business openings, business expansions, traffic counts, land conversions, business closings
- Monitor business owner involvement.
- Monitor the number of businesses the Merchant Ambassador visits and type of follow up assistance given.



<b>Strategies and Tasks by Year</b>						
<b>Strategies</b>	<b>Tasks – Years 1 &amp; 2</b>		<b>Tasks – Years 3 &amp; 4</b>		<b>Tasks – Year 5 and beyond</b>	
	<b>Setting the Foundation</b>	<b>Champion</b>	<b>Growing Business Development Support Systems</b>	<b>Champion</b>	<b>Celebrating Successes * Resetting for the Next 5 Years</b>	<b>Champion</b>
#1 Support the City’s efforts to develop the waterfront, as a way to leverage and incentivize it as an economic driver.	WADE’S BAYOU PARK IMPROVEMENT KICK OFF EVENT: Incorporate a Wade’s Bayou Park Improvement kick-off and celebration.		WATERFRONT SHOULDER SEASON EVENTS: Create new events that would occur in the shoulder season at the waterfront.			
	WATERFRONT SHOULDER SEASON EVENT: Create a new event that would occur in the shoulder season at the waterfront. April of Year 2.					
#2 Work to get people excited about being downtown in order to drive prosperity for merchants.	SIGNAGE: Lead the efforts to design and fund gateway and wayfinding signage, including parking and entrance to Wades Bayou.					
	DOUGLAS ART FAIR EXPANSION: Start a dialogue with the Saugatuck Douglas Art Club about ways to enhance and grow the Art Fair by establishing a second site in Douglas.					
#3					BUSINESS APPRECIATION	

<p>Work to engage and support the business community as a resource and partner.</p>	<p>EVALUATE AND DEFINE MARKETING POSITION FOR DDA: Determine the DDA's ability to hire an employee to support the marketing efforts of the DDA.</p>				<p>DINNER: Partner to host a business appreciation awards dinner.</p>	
	<p>COMMUNICATION STRATEGIES: Explore ways to create better communication strategies with partners, merchants, and stakeholders.</p>					
#3	<p>MERCHANT INPUT AT DDA MEETINGS: Add an agenda item titled "Merchant Input" and encourage merchants to attend DDA meetings via communication piece to merchants.</p>		<p>CONNECT MERCHANTS TO BUSINESS SUPPORT SERVICES: Investigate and learn about various partnerships with existing organizations that assist in business development efforts, such as the Small Business Development Center, Right Place, MiWorks., and seek ways to start using their services.</p>			
#3	<p>COMMUNICATE ROLE AND GOALS OF THE DDA: Develop a communication piece (newsletter, social media, etc.) that educates about the statutory purpose of the DDA and lists the ways the DDA wants to serve the merchants. Encourage</p>					

	merchants to attend DDA meetings.					
#3	WIRELESS FEASIBILITY STUDY: Develop a Request for Proposals (RFP) to have a feasibility study done to bring wireless service to the downtown.					
	DDA SPONSORED MERCHANT BUSINESS SUPPORT SERVICES: Create or support strategic services (programs, advertising, cooperatives) for merchants that were identified as a result implementation of better communication efforts.					
#4 Review and reset the fundamental DDA organization and create activities necessary to achieve the Vision.	GROW DDA BOARD: Create a task force with the specific intent to grow the DDA board with the first step being to review the By-Laws to determine the maximum number of members allowed (currently set at nine).		EVENT GROWTH AND PARTNERSHIP: Evaluate all the events that occur in the Douglas and Saugatuck area to determine which ones the DDA wants to be a part of and grow.		STRATEGIC PLANNING WORKSHOP: Hold another Strategic Planning Workshop to advance the DDA's efforts to achieve the goal.	
#4						
#4	MARKETING/AMBASSADOR STAFF POSITION: Evaluate the Marketing Staff job description and recent work product to ensure that it incorporates the work of a					

	<p>“Merchant Ambassador” and that the work is being done (i.e. is visiting every single merchant on a monthly basis to identify ways that the DDA can be of service to the business owner).</p>					
#4	<p>DDA ORGANIZATIONAL STRUCTURE: Create a task force to evaluate the DDA organizational structure to ensure that it is able to implement this strategic plan.</p>					
#4	<p>CONVENE PARTNERSHIP MEETING: Seek out professional assistance to help convene and facilitate area wide partners (CVB, SCA, SD History Center, SDABA, etc.) in a discussion on how to better support and collaborate together.</p>					
#4	<p>DDA DEVELOPMENT PLAN AND TIF PLAN REVIEW: Review the DDA Development Plan and TIF Plan updating where required.</p>					

## EXCERPT FROM BY-LAWS ABOUT DDA COMMITTEES...

### COMMITTEES

**A. Appointment of Standing Committees.** Each year at the first regularly scheduled meeting of the Board, in January, the Chair, with the approval of the Board, shall appoint a member or members of Standing/Sub-Committees.

1. Standing Committees of the DDA (amended February 21, 2006)

- a) Budget and Finance
- b) Advertising, Marketing, Promotion and Web Site
- c) Events & Holiday Lighting
- d) Development Plan and TIFA

**B. Special AD HOC Committees:**

Special AD HOC Committees may be formed as recommended, to address specific issues. The Chair may appoint ad hoc committees as required or needed.

**C. Standing Committees and Responsibilities.** Each committee shall thoroughly investigate any matters relating to their topic and or referred to it by the Chair, and shall report its findings and recommendations to the Board without delay.

**1. Committee Responsibilities.** The responsibilities, charge, power and duties of the specific Standing Committees are noted above. The Chair, working with the City Manager, shall add to, delete and make any appropriate changes as needed.

**2. Make Up.** All Standing Committees shall consist of at least two (2) members as appointed by the Chair.

**D. Committee Chair.** The person first listed on the roster of each committee shall be the Committee Chair. In the absence of the Committee Chair, the person next listed shall assume the Chair. The Chair of the Committee is responsible for calling together the committee -that means he/she sets the time, date, and place of the meeting and notifies the committee members.

**E. Committee Meetings.** A quorum is a majority of the committee's members. Each committee shall maintain a written record of its meeting and shall deliver such record to the Board Chair and Manager, who will include them in the DDA packets. The record of each Committee meeting shall include at least the following: the date and place of the meeting, members attending, and the vote on any recommendations the committee has approved to go before the Board. Such meeting records shall constitute a public record in the meaning of the Freedom of Information Act, and shall be made available to any person as required by law.

Committee meeting minutes shall be included in the Board packet for review and discussion. Any recommendations from committee meetings shall be included within the minutes and delivered to the Board prior to discussion and action by the full Board.

## Lisa Imus

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**From:** Lisa Imus  
**Sent:** Friday, January 05, 2018 2:30 PM  
**To:** Lisa Imus  
**Subject:** DDA Email addresses

[runningrivers@msn.com](mailto:runningrivers@msn.com);

Lisa Bowdish / Redefine Med Spa [lisa@redefinemedspa.com](mailto:lisa@redefinemedspa.com);

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[jleben@lebenart.com](mailto:jleben@lebenart.com)

[andrewheidenreich@andrewheidenreich.com](mailto:andrewheidenreich@andrewheidenreich.com)

Running Rivers	80 E Center St.		PO Box 1636	Holland	MI
Redefine Med Spa	50 E Center St.			Douglas	MI
A Sense of Touch Massage	50 E Center St.		PO Box 2601	Douglas	MI
Peace Now Yoga & Wellness	50 E Center St.		50 E Center	Douglas	MI
Center Stage Salon	22 E Center St.		3960 Allegan Dam Rd	Allegan	MI
The Palette	18 E Center St.		PO Box 2648	Douglas	MI
Tin Man Toy Box	21 Main St		PO Box 943	Douglas	MI
Back Alley Pizza	22 Main St.		PO Box 1036	Douglas	MI
Upscale Mercantile Inc.	8 Center St.		6536 Leos Lane	Fennville	MI
Thistle Gallery	10 W Center St		PO Box 423	Douglas	MI
Everyday People Café	11 Center St.			Douglas	MI
Thomas Greene	23 Center St.		PO Box 521	Douglas	MI
Philip & Son Jewelry	23 Center St.		PO Box 521	Douglas	MI
Mixed Media	23 Center St.			Douglas	MI
Wile Dog Grille	24 Center St.			Douglas	MI
Kim.Neuens Design & Interiors LLC	25 Center St.		3544 Sharon Lane	Saugatuck	MI
Possessions	25 Center St.		PO Box 1039	Douglas	MI
Button Fine Art Gallery	33 Center St.		PO Box 933	Douglas	MI
Brackett & Company Inc	34 Center St.	2	PO Box 2607	Douglas	MI
Beverage Cart (Lemonade)	Center St.		1037 Maple St B-6	Saugatuck	MI
Cabbages & Kings	36 Center St.		PO Box 2735	Douglas	MI
Zahnow Photography	36.5 Center St.		PO Box 1023	Douglas	MI
Arthur's Gallery	48 Center St.		PO Box 400	Douglas	MI
Respite Cappuccino Ct.	48 Center St.		PO Box 880	Douglas	MI
Post Office	70 Center St.			Douglas	MI
City Hall	86 W Center St			Douglas	MI
Century 21 Affiliated	62 Center St.		PO Box 1044	Douglas	MI
Water Street Gallery	98 Center St.		PO Box 1034	Douglas	MI
Olde House Antiques	112 Center St.			Douglas	MI
SDHS Museum	130 Center St.		PO Box 617	Douglas	MI
Lighthouse Insurance Group	150 Center St.	Suite D		Douglas	MI
Kitchen West	150 Center St.		PO Box 67	Douglas	MI
Lighthouse Title	150 Center St.			Douglas	MI
Douglas Home Furnishing LLC	150 Center St.	Suite B		Douglas	MI
John Leonard LLC	201 Center St.		PO Box 278	Douglas	MI
DeLong & Brower PC	201 Center St.		PO Box 301	Douglas	MI
State Farm Insurance	201 Center St.		PO Box 190	Douglas	MI
Premier Lakeshore Title Co.	202 Center St.	2		Douglas	MI
Shoreline Realtors	202 Center St.		PO Box 997	Douglas	MI
Alley's Classic American Diner & Bowl	229 Center St.			Douglas	MI
Village Hobbies & Games	237 Center St.	Suite A	PO Box 307	Douglas	MI
DeMond's Super Value	237 Center St.		PO Box 307	Douglas	MI
Douglas Hairworks	237 Center St.			Douglas	MI
The Cove Inc	41 Blue Star Hwy		6448 Old Allegan Rd.	Saugatuck	MI
Lighthouse Realty	29 Blue Star Hwy			Douglas	MI
Edward Jones & Co	45 Blue Star Hwy			Douglas	MI