

# Antrim County

## Economic Development Corporation

Mission Statement: Retain, expand, and promote County-wide economic growth and stability.

### February 19, 2019 Minutes

Members present: Sherry Comben, Dave Heeres, Mike Allison, Rachel Krino, John Meeske, Kathleen Peterson, Bonnie Robbins  
Members Absent: Pete Garwood, Veronica Welter  
Others Present: Mathew Cooke, Andy Hayes, Hannah Sanderson, Seth Gernot

#### **1. Call to Order**

The meeting was called to order at 9:00 a.m. by Mathew Cooke, County Administrator.

#### **2. Public Comment**

None.

#### **3. Organizational Meeting**

Mr. Cooke chaired the organizational portion of the meeting.

##### Election of Officers

##### Nominations for President:

Sherry Comben nominated Mike Allison for President of the Economic Development Commission (EDC).

**Motion by Dave Heeres, seconded by John Meeske, to close the nominations and to cast a unanimous ballot for Mike Allison for President of the Antrim County Economic Development Corporation.**

**Motion carried – unanimous.**

##### Nominations for Vice-President:

Sherry Comben nominated Rachel Krino for Vice-President.

**Motion by Sherry Comben, seconded by Dave Heeres to close the nominations and to cast a unanimous ballot for Rachel Krino for Vice-President of the Antrim County Economic Development Corporation.**

**Motion carried – unanimous.**

##### Nominations for Secretary:

Bonnie Robbins nominated Kathleen Peterson for Secretary.

**Motion by Rachel Krino seconded by Dave Heeres, to close the nominations and to cast a unanimous ballot for Kathleen Peterson for Secretary of the Antrim County Economic Development Corporation.**

**Motion carried – unanimous.**

Meeting Dates and Time:

**Motion by Bonnie Robbins, seconded by Kathleen Peterson to hold monthly meetings on the 3<sup>rd</sup> Tuesday of every month at 9:00 a.m.**

**Motion carried – unanimous.**

Mike Allison chaired the remainder of the meeting.

**4. Approval of Minutes**

**Motion by Dave Heeres, seconded by Bonnie Robbins, to approve the minutes of November 27, 2018 as presented.**

**Motion carried – unanimous.**

**6. Northern Lakes Economic Alliance (NLEA) Update**

Andy Hayes, NLEA President, announced that Janet Koch has moved on from NLEA to Wexford County as the County Administrator. Mr. Hayes said they are still committed to reporting to the EDC. He distributed an inflow and outflow count sheet for job distribution. The sheet shows how many people come to Antrim County to work, live and work in Antrim County, and those who live in Antrim but leave.

Mr. Hayes updated the Corporation on the efforts to bring broadband to Antrim County. He said the smaller population of the County makes it difficult to attract private investment from companies. He indicated there is fiber that is currently available to government, schools, and hospitals. He said they have found a way to tap in to the fiber's backbone, which could be used for business because of NLEA's economic development non-profit status. Mr. Hayes spoke about the Broadband Consortium agreement, which is progressing with member counties joining.

Rachel Krino asked about TruStream and how the NLEA Broadband Consortium works. Mr. Hayes said that GLE is running a pilot in Emmet County to provide internet to rural areas. Currently, the internet will be accessible only to Great Lakes Energy (GLE) Customers, while the Consortium may be able to help others.

Ms. Comben asked about the NLEA's sustainability now that Emmet County has withdrawn their support. Mr. Hayes said Emmet County's decision came down to money, but they are still in negotiations. He also indicated the NLEA had a reserve fund, which will help. Mr. Hayes said they have learned to be more informative at the County level.

Hannah Sanderson, NLEA Business Attraction and Growth Specialist, spoke about the NLEA summer internship program. She said the interns will be working on marketing packages for "shovel ready" development sites, some of which are in Antrim County. Ms. Sanderson also provided information on an "entrepreneurial tool kit." This has much information to help new businesses develop.

*Pete Garwood entered the meeting at 9:52.*

Seth Gernot, one of the winners of the 2018 Pitch Night, spoke to the Corporation about the winning pitch for Yoga Bellaire.

**7. 2018 EDC Annual Report**

Mr. Cooke included a draft copy of the annual report in the agenda packets (see attached pg. 8). The EDC reviewed the report.

**Motion by Krino, seconded by Kathleen, to approve the EDC's 2018 Annual Report and present it to the Board of Commissioners.**

**Motion carried – unanimous.**

**8. Annual Review of Strategic Plan**

The Corporation reviewed the Strategic Plan. Ms. Krino asked whether the EDC could join local area chambers of commerce. Discussion ensued, and this will be a future agenda item. Mr. Hayes suggested inviting all local chambers of commerce to a future meeting to learn what they are doing.

**Motion by Kathleen Peterson, seconded by Rachel Krino, to approve the EDC's 2019 Strategic Plan as presented.**

**Motion carried - unanimous**

**9. Various Matters / Public Comment**

Ms. Krino spoke to the committee regarding events in Bellaire.

- Art in Ice in Downtown Bellaire – March 8, 2019: \$5/ticket,
- Chamber of Commerce Annual Dinner – May 14, 2019

Bonnie Robbins informed the committee that the Alden Bar was sold.

Mr. Allison said the Mancelona Master Plan was approved and is ready for distribution. He said the Mancelona Downtown Development Authority is working with the township on a project and the Safe Routes to School project is progressing.

*Meeting was adjourned at 11:02 a.m.*

# Antrim County

## Economic Development Corporation

Mission Statement: Retain, expand, and promote County-wide economic growth and stability.

### April 16, 2019 Minutes

Members present: Sherry Comben, Pete Garwood, Rachel Krino, John Meeske, Dave Heeres,  
Veronica Welter, Kathy Peterson, Mike Allison

Members Absent: Bonnie Robbins

Others Present: Andy Hayes, Buck Love, Ed Boettcher, Margie Boyd, Mark Haynes

#### **1. Call to Order**

The meeting was called to order at 9:00 by Mike Allison.

#### **2. Public Comment**

Mr. Allison said he was happy to see so many people at the meeting.

#### **3. Approval of Minutes**

**Motion by Dave Heeres, seconded by Kathy Peterson, to approve the minutes of February 16, 2019 as presented.**

**Motion passed - unanimous**

#### **4. Northern Lakes Economic Alliance (NLEA) Update**

Andy Hayes, President of the NLEA, introduced Buck Love to the committee. Mr. Hayes gave a brief presentation showing what the NLEA is and what it does for the member counties. He told the committee that they will continue to update the EDC on a quarterly basis. Jessica Lovey, NLEA Grant Administrator, will be at the July meeting to talk about how the NLEA works with its member counties on grant writing. Mr. Hayes indicated that he would be presenting the organization's annual report to the Board of Commissioners at their April 18, 2019 meeting.

Buck Love spoke to the committee about the NLEA's work to assist base employers located in member counties with business retention. They are also working with smaller companies dealing with potential expansion and growth. Mr. Love also touched on the NLEA's collaborative effort with North Central Michigan College that resulted in a mobile computer numeric control (CNC) lab. The lab travels to various locations throughout the member counties, including high schools, as part of an effort to assist companies with recruitment and expansion.

Dave Heeres asked about the status of the NLEA situation with Emmet County. Mr. Hayes indicated an ad hoc committee has been put together to consider a solution that will work for Emmet County and the NLEA. If an agreement cannot be reached, Emmet County will not be a member county. The ad hoc committee meets on April 16.

## **5. Area Chambers of Commerce**

At the February meeting, there was discussion about the possibility of the EDC joining local area chambers of commerce. Rachel Krino expressed surprise at the cost of membership for the East Jordan Chamber. Pete Garwood, County Administrator, said there was nothing in the 2019 budget for memberships, but it was possible to look at the budget and possibly shift monies around. Ms. Krino said she was interested in considering memberships for the 2020 budget.

Mr. Allison expressed interest in inviting area chambers in to talk to the committee. Veronica Welter asked how becoming a chamber member would relate to the mission statement of the EDC, to “retain, expand, and promote County-wide growth and stability” and if there was a possibility of having chamber executives come to EDC meetings on a regularly scheduled basis. Ms. Krino indicated that is something that she does as a Bellaire chamber staff member with other organizations.

Ms. Krino said she would contact the East Jordan Chamber regarding the cost of membership for the EDC.

Mr. Allison tabled the discussion until more information can be gathered. This topic will be put on the May agenda.

## **6. Request for Letter of Support: Affordable Housing Study**

Mr. Allison requested a letter of support from the EDC for an affordable housing study in the Village of Mancelona. The Village has received a number of grants that will be put toward the cost of the study.

**Motion by Sherry Comben, seconded by Rachel Krino to direct the Administration Office to write a letter of support for an affordable housing study in Mancelona.**

**Motion passed - unanimous**

Mr. Garwood asked that Mr. Allison provide his office with more information on the study.

## **9. Various Matters**

### **Facilities Master Plan Forum**

Ms. Krino said the Village of Bellaire is working with the Bellaire Downtown Development Authority (DDA) and they have developed a committee, the Bellaire Economic Development Committee (BEDC), that would like to come to a future EDC meeting. It was the consensus of the committee to invite the BEDC to attend a meeting. Ms. Krino will have a representative of the BEDC contact the Administration Office.

Mr. Garwood reminded the committee about the Facilities Master Plan forum on April 23<sup>rd</sup> at Meadowbrook Medical Care Facility in Bellaire. Ms. Krino indicated the BEDC will be attending the forum.

### **Road Map Update**

Mr. Garwood updated the committee on the status of the Antrim County road map. He indicated there will be more parks featured on the map.

## **10. Public Comment**

Mr. Boettcher spoke to the committee on the issue of affordable housing. He said it was important to consider transportation in discussions related to affordable housing.

Ms. Krino indicated the Chamber of Commerce has hired a new executive director. She will be introduced to the public at the annual chamber dinner on May 14, 2019. The current executive is retiring. Ms. Krino also said a representative from the Pure Michigan campaign will be coming to Bellaire to do a training session with chamber members on May 20, 2019 at Shanty Creek Resort in the Cedar River Hotel.

John Meeske said he is concerned with the number of golf courses that are currently closing around the country. Given the number of courses in the area, he said there is a very real possibility of area home values being negatively affected.

Ms. Peterson said the Elk Rapids Chamber of Commerce is holding a Business After Hours at 7:00 pm on April 18, 2019 at the Blue Heron Gallery.

Mr. Allison said a grant has been submitted to the Michigan Department of Natural Resources (DNR) for upgrades to Palmer Park. He said the Redevelopment Ready process continues.

**Motion by Dave Heeres, seconded by Veronica Welter to adjourn the meeting.**

**Motion passed - unanimous**

*Meeting was adjourned at 11:10 a.m.*

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# Antrim County

## Economic Development Corporation

Mission Statement: Retain, expand, and promote County-wide economic growth and stability.

**May 20, 2019**  
**Minutes**

Members present: Mike Allison, Pete Garwood, Kathy Peterson, Dave Heeres, Bonnie Robbins, John Meeske, Veronica Welter, Rachel Krino, Sherry Comben

Members Absent: None

Others Present: Travis Youatt, Sue Palmisano

### **1. Call to Order**

The meeting was called to order at 9:01 by Mike Allison

### **2. Public Comment**

Rachel Krino introduced the new Executive Director of the Bellaire Chamber of Commerce, Sue Palmisano. Pete Garwood introduced the new Deputy County Administrator, Travis Youatt.

### **3. Approval of Minutes**

**Motion by Kathy Peterson, seconded by Pete Garwood, to approve the minutes of April 16, 2019 as presented.**

**Motion passed - unanimous**

### **4. Area Chambers of Commerce (Information Only)**

Rachel Krino indicated she spoke with the East Jordan Chamber of Commerce. They are willing to give the EDC a membership cost of \$110, which is the rate for non-profit organizations. Ms. Krino said the Bellaire Chamber membership for non-profits is \$105.

It was the consensus of the EDC to add the cost of area chamber memberships to the fiscal year 2020 budget. The EDC will approve their 2020 budget in August/September.

### **5. Presentation: Bellaire Chamber of Commerce**

Ms. Krino gave a presentation on the Bellaire Chamber of Commerce to the group.

### **6. Various Matters**

Members discussed the NLEA Spring Event held at the Great Lakes Center of the Arts.

### **7. Public Comment**

Bonnie Robbins told the EDC the Antrim County chapter of Habitat for Humanity has begun the dissolution process. The Emmet County chapter will take over the Antrim County responsibilities.

KP Great Lakes Energy event at the State Theater in Traverse City on May 22, 2019.

Mr. Garwood updated the EDC on the status of the Facilities Master Plan. He anticipates the results from the May survey to be presented to the Board of Commissioners at one of the June meetings.

Sherry Comben informed the group that Warner Township is partnering up with Elmira Township to develop a corridor authority.

**Motion by Rachel Krino, seconded by Kathy Peterson to adjourn the meeting.  
Motion passed - unanimous**

*Meeting was adjourned at 10:23 a.m.*

DRAFT

# Antrim County

## Economic Development Corporation

Mission Statement: Retain, expand, and promote County-wide economic growth and stability.

### June 18, 2019 Minutes

Members present: Mike Allison, Kathy Peterson, Dave Heeres, John Meeske, Veronica Welter, Rachel Krino,

Members Absent: Bonnie Robbins, Pete Garwood, Sherry Comben

Others Present: David Schulz, Tim Kern, Laura Savoie, Joanie Moore, Donna Gundle-Krieg

#### **1. Call to Order**

The meeting was called to order at 9:00 by Mike Allison, President.

#### **2. Public Comment**

Mike Allison informed the group he would need to leave by 10:30.

#### **3. Approval of Minutes**

**Motion by Dave Heeres, seconded by Rachel Krino, to approve the minutes of May 20, 2019 as presented.**

**Motion passed - unanimous**

#### **4. Bellaire Economic Development Committee – David Schulz**

David Schulz, Village President, spoke to the committee about the Bellaire Economic Development Committee (BEDC), a shared committee between the Village of Bellaire and the Bellaire Downtown Development Authority (DDA). The goal of this new committee was to foster continued communications between the County, the Village, and the DDA. Mr. Schulz encouraged all present to read through the Facilities Master Plan survey report that was included in the June 20, 2019 Board of Commissioners agenda packet, the Administrator's Report which is also included in the 6/20 Board packet, and the new Bellaire Master Plan ([link here](#)).

Mr. Schulz indicated the BEDC had originally planned on presenting two potential Antrim County campus options, both of which focus on economic development and operational efficiency (see attached pgs. 3-22). He said in light of the results of the Networks Northwest survey report, he would instead be discussing the survey report. Mr. Schulz noted the survey results showed Antrim County residents were most concerned about whether new facilities would increase taxes but residents also expressed interest in the cost of new facilities and how new facilities would encourage economic development.

Mr. Schulz indicated the costs presented by Byce & Associates for the various proposed options did not take into consideration a number of factors including:

- Lower maintenance costs associated with newer facilities;
- New efficiencies associated with newer facilities;
- An increase to County coffers of approximately \$33,000 annually;

- Proceeds from the sale of the building and/or property would offset the cost of building new facilities;
- Presented costs did not include the cost of modular buildings for temporary office space during construction; moving all offices at the same time to new facilities would mitigate that cost.

Mr. Schulz asked the committee to consider relocating the facilities an investment in economic development in one of the County's constituent villages, citing the Elk Rapids Tax Increment Financing (TIF) plan, the tax abatement offered by Warner Township to the new EJ facilities, and the tax abatement offered by the Village to Crusecom as examples of successful collaborations between public and private entities. Mr. Schulz asked members to read the survey report, the Village Master Plan, and the BEDC requests, and consider how they are consistent with the EDC's mission statement. He reminded the committee the ideas presented by the BEDC were only conceptual and should not be considered definitive requests.

Dave Heeres asked Mr. Schulz to keep in mind Bellaire is the County seat and is the driving force behind decisions made regarding the Facilities Master Plan.

Mr. Schulz noted water mains under Broad Street are being replaced due to a state mandate regarding lead pipes. He said it would help the Village plan for this project if it knew whether new municipal facilities should be taken into consideration. He also indicated the current wastewater treatment facilities are run on a seasonal schedule. Plans for new governmental facility could turn the facility into a year-round need.

## **5. Presentation: Chambers of Commerce**

Elk Rapids – Tom Kern and Laura Savoie (attached pg. 23)

Tom Kern, Executive Director of the Elk Rapids Chamber of Commerce (ERCC), and Laura Savoie, Director of Membership, provided membership information to the committee (see attached). Mr. Kern spoke to the committee on the ERCC and how a membership would benefit the EDC. He indicated the ERCC is aligned with Traverse Connect, rather than the Northern Lakes Economic Alliance (NLEA), because Elk Rapids is economically tied more closely to the Traverse City area more than the northern part of Antrim County or the four county members of the NLEA. Mr. Kern said two of the main goals for the ERCC are:

- Working with agencies to bring broadband fiber optics to Elk Rapids to encourage entrepreneurship, draw more businesses, and increase the number of year-round residents; and
- Bring more affordable housing to Elk Rapids in order to draw more people to the area. The ERCC is currently taking an inventory of the area to determine what vacant properties are available for housing development.

Ms. Savoie said the County has had a complimentary Chamber membership for a number of years, though the County may not be aware of it. This membership was meant to keep the County up to date on what is happening economically on the west side.

Mancelona – Joanie Moore, Donna Gundle-Krieg (attached pg. 24)

Joanie Moore, Executive Director, introduced Donna Gundle-Krieg, Chamber Secretary, to the group. Ms. Moores said the Mancelona chamber focuses on the assets the inland village has to offer such as the 131 Corridor, a number of recreational parks, and a number of opportunities for hunting, fishing, and snowmobiling. Ms. Moore highlighted popular chamber events that take place in Mancelona, such as the Mancelona Buck Pole, the White Pine Stampede, and the Bass

Festival. She indicated the Buck Pole is heavily supported by local businesses and was voted the most popular “buck pole” in Michigan.

Ms. Gundle-Krieg said she has been talking with people on affordable housing. She said the biggest hurdle to overcome is the lack of infrastructure. She noted a number of housing developers have been working to make Mancelona a bedroom community to Traverse City and Gaylord. Ms. Gundle-Krieg indicated people are wanting to invest in Downtown Mancelona, though current building owners are hesitant to sell their buildings.

**6. Various Matters**

None.

**7. Public Comment**

**Motion by Veronica Welter, seconded by Dave Heeres, to adjourn the meeting.  
Motion passed – unanimous.**

*Meeting was adjourned at 10:27 a.m.*

DRAFT

# Village of Bellaire - Heart of Bellaire 2025

Creating a thriving, engaging, & prosperous future for our community



## KEY ELEMENTS



### Affordable Housing

Create walkable, accessible, affordable housing opportunities



### Recreation & Amenities

Develop engaging year-round recreational spaces and amenities equally loved by visitors and residents



### Economic Development

Foster space for both seasonal and year-round sustainable, synergistic business creation & growth



### Parking & Transit

Creatively, efficiently, thoughtfully create parking and transit options to serve each key element to the greatest extent



### Retail Experiences

Support the customer-centric person-to-person aspect unique to individual businesses in great downtowns

Goal area for each key element is within the existing water/sewer service district.

## MAKING IT HAPPEN - FUNDING



Village Center Redevelopment - Est. \$10M  
Funding: MEDC CDBG; USDA Rural Dev.



Affordable Housing Redevelopment - Est. \$10M  
Funding: MSHDA, Public/Private Partnership



Downtown Restrooms - Est. \$450,000  
Funding: MEDC CDBG; USDA Rural Dev.



Potential Courthouse Square Redevelopment - Est. \$  
Funding: MEDC CDBG; USDA Rural Dev.



Sidewalk Improvements - Est. \$  
Funding: MDOT TAP; MDARD



Potential Village Square Street Updates - Est. \$  
Funding: MDOT TAP; MDARD



Craven Park Improvements - Est. \$100,000  
Funding: Community Growth Grant; MDNR Rec



Rotary Soccer Park Improvements - Est. \$400,000  
Funding: Community Growth Grant; MDNR Rec Grants



Kayak Launch/Water Trail Stop - Est. \$60,000  
Funding: Rotary Charities; MDNR Rec Grants



Downtown-Richardi Trail - Est. \$  
Funding: Greenspace Grant; MDNR Rec Grants



Richardi Park Phase I - Est.  
Funding: Community Growth Grant; MDNR Rec



Richardi Park Phase II Riverwalk - Est.  
Funding: Greenspace Grant; MDNR Rec Grants



All-Season Public Plaza/Market - Est.  
Funding: Greenspace Grant; MEDC CDBG



Item - Est.  
Funding:

Vision 2025 Concepts

# Heart of Bellaire

Some county facilities + affordable housing & public space

# Concept A - Hybrid



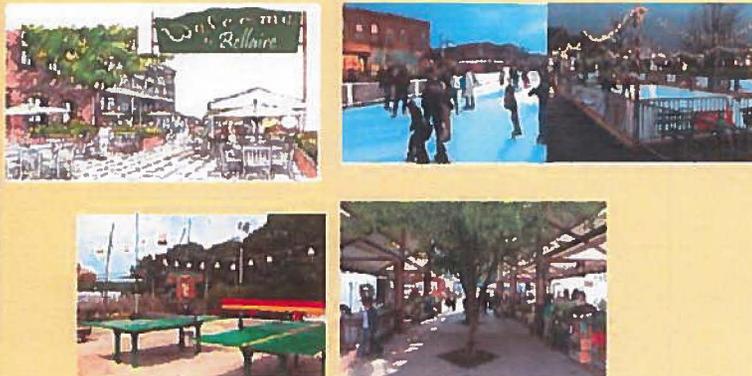
Base Image  
of Existing  
Site

## Add public plaza for events and markets

Lots of options for all-season activities – fund through recreational grants:

- Removable synthetic ice rink
- Pavilion
- Games
- Umbrella tables & chairs

### Plaza Market Area & Event Space



Redevelop corners of M-88/Hickory Lane & Hickory Lane/Broad Street

*Affordable Housing*



*Three-story structures with commercial on the ground floor and apartments on the 2nd/3rd floors*

Three-story (max.) structures with commercial on the ground floor and affordable housing on the 2<sup>nd</sup>/3<sup>rd</sup> floors – all parking underneath to save space, provide additional security and ease of maintenance



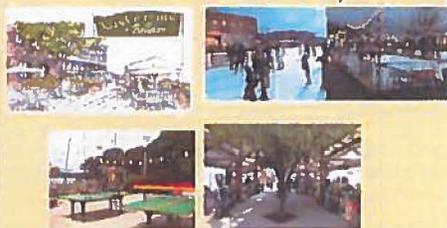
# Greenspace, Street, & Parking Improvements

*Affordable Housing*



*Three-story structure with commercial on the ground floor and apartments on the 2nd/3rd floors*

*Plaza Market Area & Event Space*




Three surface parking lots for a total of 168 spaces

Surface Parking  
Three zones for a total of 168 Spaces

Extend Court Street through to Broad Street

New Formal Entry Drive with Canopy over Courthouse Entrance

## Improvements for County Services

- Three surface parking lots for a total of 168 spaces\*
- New formal entry drive with canopy over courthouse entrance

\*Option: Replace surface parking with parking under the new county admin building –

Pros:

- saves money on snow removal and maintenance
- Provides a secure internal parking area for county staff + public safety personnel
- potential to generate revenue from public parking
- frees up more greenspace for farm market/events



**Consolidate County Administration into a new structure along Depot Street**

Examples of Modern Admin Buildings

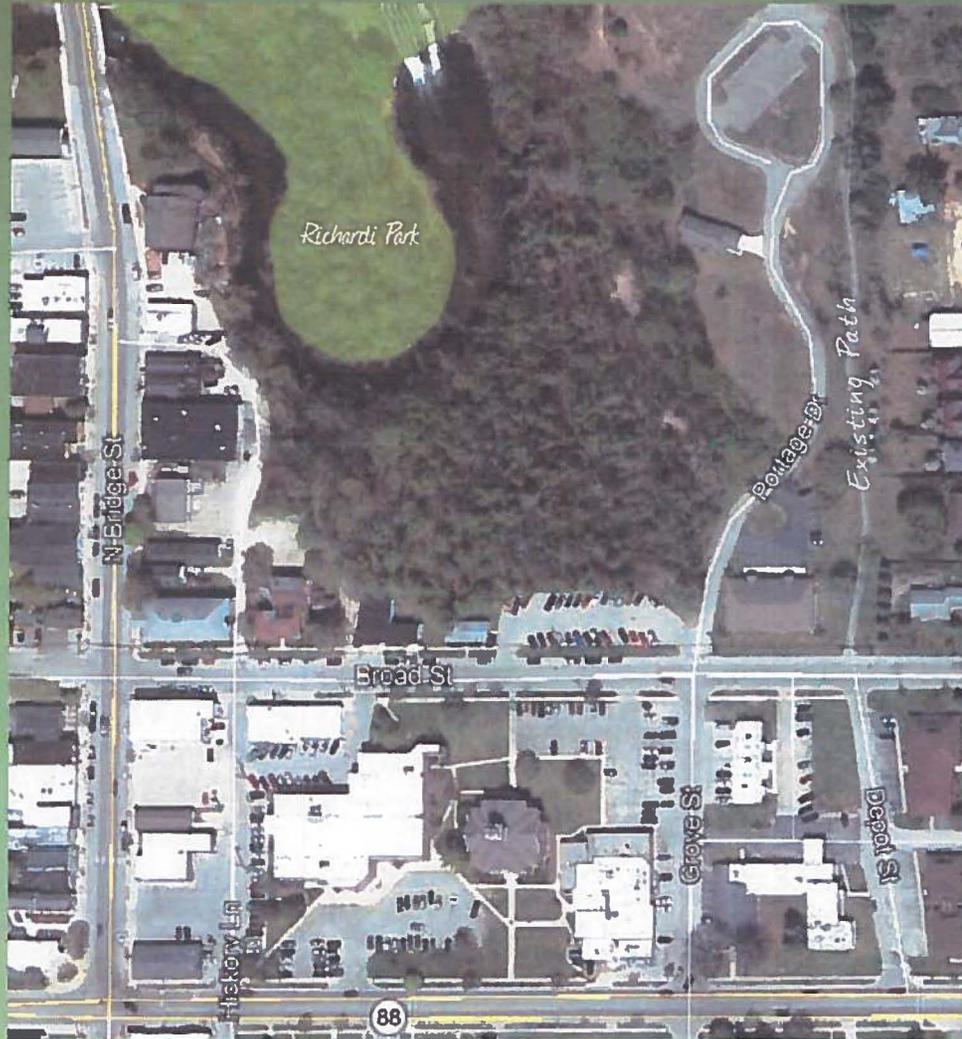


Vision 2025 Concepts

# Heart of Bellaire

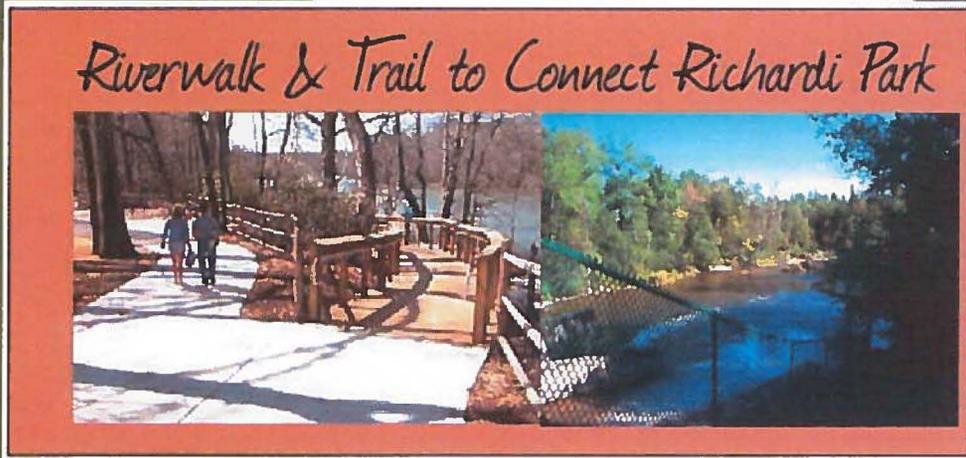
Replanned village square space

# Concept B



Base Image  
of Existing  
Site

## New connection to Richardi Park



Redevelop corner of M-88/Hickory Lane with mixed-use parking deck

*Riverwalk & Trail to Connect Richardi Park*



*Parking Deck with Ground Floor Retail  
(could also include restroom, office or apartments)*



# Farm Market & Event Space

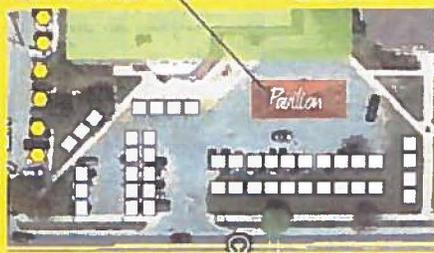
*Riverwalk & Trail to Connect Richardt Park*

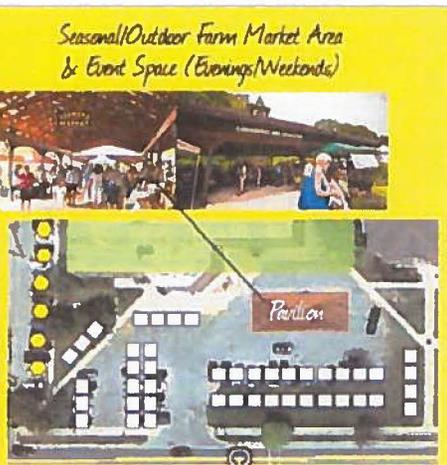
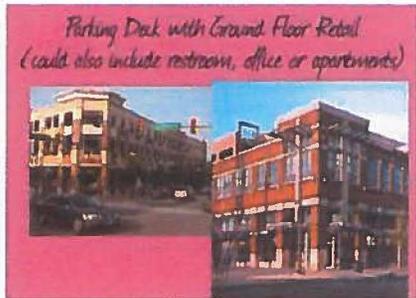


*Parking Deck with Ground Floor Retail  
(could also include restroom, office or apartments)*



*Seasonal/Outdoor Farm Market Area  
& Event Space (Evenings/Weekends)*



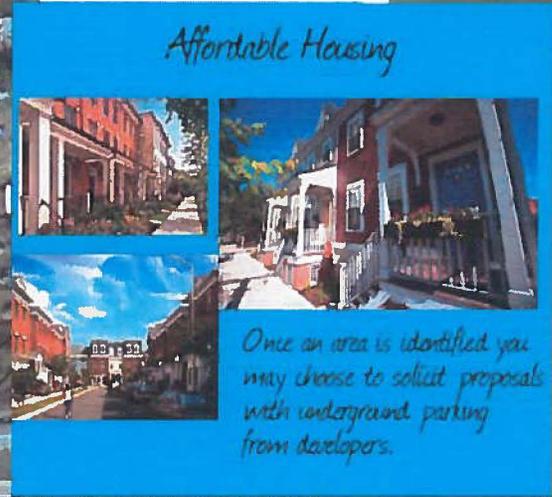
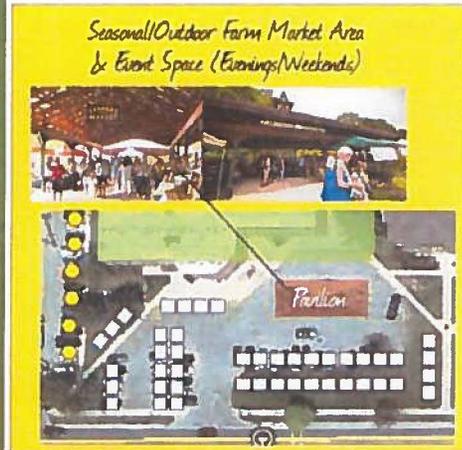
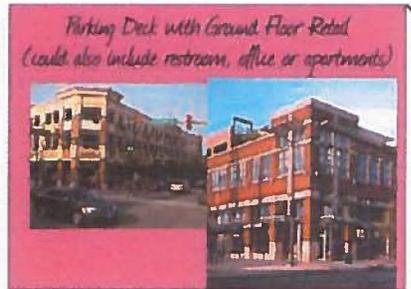


## Convert Courthouse to Mixed Use

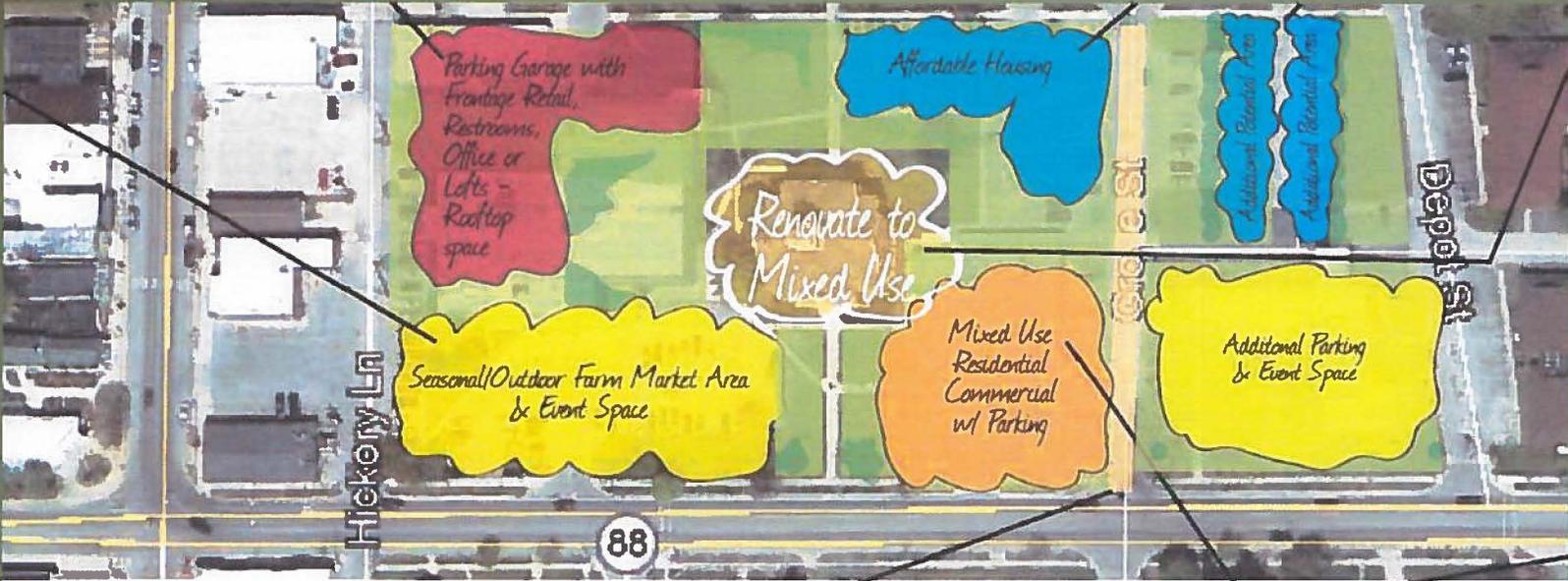
Courthouse  
- Adaptive Reuse

All season indoor market  
with stores/offices on  
upper floors

# Affordable Housing Opportunity



# Public Space & Amenities



Plaza Market Area & Event Space

Close Grove St. to traffic.



# All Components

*Riverwalk & Trail to Connect Richards Park*

*Parking Deck with Ground Floor Retail (could also include restroom, office or apartments)*

*Seasonal/Outdoor Farm Market Area & Event Space (Evenings/Weekends)*



*Affordable Housing*

*Close an area is identified you may choose to select proposals with underground parking from designers.*

*Courthouse - Adaptive Reuse*

*All season outdoor market with storage offices on upper floors*

*Mixed Use Building w/Underground Parking*

*Plaza Market Area & Event Space* *Close Grove St. to traffic.*

# Elk Rapids Area Chamber of Commerce

 2019/2020 Membership Benefits and Rates	Base Tier	Base Plus
<i>Non-Profit Organizations</i>		
Listing in the Annual Visitors Guide 16,000 copies distributed	√	√
Member Discounts for Visitors Guide Ads and Lunch & Learn Workshops	√	√
Online Membership Business Directory Listing and by category 36,000 visits annually, with 10,000 directory page views	√	√
Commercial Insurance Discount Save 5 - 12%	√	√
Share your events and news in the weekly Monday Minute Newsletter	√	√
Opportunity to post events on the Event Calendar 50,000 event page visits annually	√	√
Opportunity to post events on the Chamber Digital Marquee Sign	√	√
Membership Decal	√	√
Ribbon Cutting and New Business/Expansion Announcement on Website and E-Newsletter 1600 subscribers	√	√
Brochures, Business cards displayed and Referrals / 11,000 visitors annually	√	√
Use of the Chamber Upstairs Meeting Room	√	√
Opportunity to Host a " Business after Hours" Event / Free Admltance to BAH events	√	√
Member to Member Benefits Promotion	√	√
Use of the Chamber Membership List for Mailings	√	√
Member Discount for Constant Contact Online Marketing Tools	√	√
Opportunity to purchase Online Banner Advertising 36,000 visits annually	√	√
Post Press Releases and Hot Deals on Chamber Website	√	√
Post Job Postings on Chamber Website	√	√
Opportunity to Have a Booth at the "Evening on River Street" Event	√	√
ER Chamber is a Member of West Michigan Tourist Association and Traverse City Tourism	√	√
Social Media support and following	√	√
Your Brochures, Business Information included in "Welcome Bags" to new residents in the Area	√	√
Highlighted Listing in the Annual Visitors Guide		√
Highlighted Listing in the Membership Directory Listing		√
Two Additional Category Listings on Website & Visitors Guide		√
Enhanced Web Page		√
Link to Website, Facebook, Instagram, and LinkedIn Pages		√
Additional Web Description * Bulleted Description * 20 Keywords instead of 8		√
Web Photos & Images available which include a Search Results icon, Member Information Page logo		√
Multiple images, a YouTube video link, and a map image selection		√
Priority placement on the Website Business Directory		√
	<b>\$170</b>	<b>\$205</b>

# MANCELONA REGIONAL CHAMBER OF COMMERCE, INC.

PO Box 558 | Mancelona, MI 49659 | 231-587-5500

Mancelonachamber.org

[info@mancelonachamber.org](mailto:info@mancelonachamber.org)

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June 17, 2019

## **BOARD/MEMBERSHIP/MEETINGS**

Board of 7 business owner/managers plus a director

Membership – approximately 100 members (businesses, non-profit organizations, churches)

Meetings – 2<sup>nd</sup> Thursday of the month, at Mancelona Township Office

## **LOCATION ADVANTAGES**

Mancelona located at intersection of busy U.S. 131 and M-88. Heavy traffic year around

Mancelona sees North-South traffic on U.S. 131, and E-West from Gaylord to Shanty Creek, Torch Lake

## **FOCUS**

Heavy focus on the resources we have in our community to encourage tourism and commerce

Advantage of Wetzel Lake, Palmer Park, Triangle Park, Johnson's Pond, popular snowmobile trails, hunting

Participation in ABC Guide to promote Mancelona, Alden, Bellaire and Central Lake

## **WEBSITE**

Developed, built and maintained 100% by Mancelona Chamber. Hosted locally. Very little down-time, if any  
Allows us ability to make immediate changes at any given time

Clean of clutter. Easy to navigate

Components include comprehensive membership directory, events calendar, news/announcements, Buck Pole

Display advertising available to our members

Tracker on site reports number of clicks/hits each business listing has, and how many impressions/views

## **BUCK POLE**

Our signature event celebrates its 65<sup>th</sup> anniversary in November, 2019

Generations of hunters returning year after year from within and outside Michigan

Opportunities for hunters and non-hunters to participate and win prizes via community raffle

Receives substantial coverage from media around the state of Michigan

Was voted Most Popular Buck Pole by viewers on television station a few years ago

Brings business to local merchants

Very heavily supported by our businesses

## **COMMUNITY EVENTS**

Buck Pole, White Pine Stampede, Bass Festival, Summer Celebration music in the park concerts, truck climb

Snowmobile races, craft show and more

Hands & Feet Camp, outreach programs, home of the Antrim County baby pantry and other valuable resources to community members

## **CHAMBER BUCKS**

Hundreds of dollars worth of Chamber Bucks are distributed as prizes during the year. Redeemable at member locations (recipient's choice). Similar to gift certificate but winner chooses which (member) business to redeem at

## **MEMBERSHIP/PROGRAMS**

Expos and educational workshops with various topics are currently in production

\$75 per calendar year; no charge for non profit organizations

All members listed on our website and receive e-newsletter.

All members encouraged to provide content for newsletter (news, announcements, etc.) at no charge

# Antrim County

## Economic Development Corporation

Mission Statement: Retain, expand, and promote County-wide economic growth and stability.

**August 20, 2019**  
**Minutes**

Members present: Dave Heeres, Veronica Welter, Rachel Krino, Sherry Comben, Mike Allison.  
Bonnie Robbins, John Meeske, Kathy Peterson

Members Absent: Pete Garwood

Others Present: Travis Youatt, Margie Boyd

### **1. Call to Order**

The meeting was called to order at 9:00 by Mike Allison, President.

### **2. Public Comment**

None.

### **3. Approval of Minutes**

Bonnie Robbins noted the misspelling of Joanie Moore's name at the bottom of page two (2).

**Motion by Dave Heeres, seconded by Veronica Welter, to approve the minutes of June 18, 2019 as corrected.**

**Motion carries - unanimous**

### **4. Presentation: East Jordan Chamber of Commerce**

Due to an emergency, the presenter from the East Jordan Chamber of Commerce cancelled the presentation scheduled for the August 20 meeting. The presentation will be rescheduled for the September meeting date.

### **5. Discussion: Antrim County Business Park Property**

Travis Youatt, Deputy Administrator, outlined the request from Alan Kostrzwa, the representative from Heritage Energy Solutions, to purchase the Antrim County Business Park property in Mancelona Township.

Sherry Comben, Antrim County Treasurer, said the first thing the County should do is get an appraisal. Ms. Comben also noted there is currently no policy in place to guide sale of County-owned property. She indicated there have been plans in the past to develop but there was no financial support to do so. Ms. Comben said there had not been any incentive to develop the property over the last several years.

Mr. Allison informed the members that Heritage Energy Solutions recently purchased easements from Community Resource Development (CRD) along adjoining property on Elder Road. He indicated purchased 20-acre parcels at Elder & Johnson roads for purpose of a wind farm and have also agreed to an option to purchase two (2) remaining lots around Tar Lake. Mr. Allison proposed clear-cutting the property and leasing to Heritage for twenty (20) years. He said if the

deal did not benefit the County after the lease expired, there would be no financial loss to the County.

Mr. Allison noted the property is currently unimproved, indicating it is too far away from city sewer for residential development. He suggested it would be worth getting the property surveyed and appraised to determine actual financial value to the property.

Rachel Krino said it was not uncommon for solar farms to offer incentives to local entities and residents for energy usage as a way to help lower usage bills for area residents. She said a potential increase in property value would benefit the County by increasing the amount of money back on tax rolls. She also said showing those looking to do business in Antrim County that the County is serious about renewable energy would help encourage businesses to relocate, bringing jobs with them. Ms. Krino said the property should be activated for economic development if it has been sitting vacant for so long.

Dave Heeres said the Board of Commissioners did not believe the offer was high enough to warrant selling the property. He agreed the vacant property was not generating money for the tax rolls.

Veronica Welter said the Board should consider how many jobs selling the property would bring into the County. Mr. Allison said the presence of renewable sources of energy is a draw to the younger generation in the workforce and could potentially increase the population of the County.

**Motion by Veronica Welter, seconded by Rachel Krino to recommend the Board of Commissioner have the Antrim County Industrial Park property appraised and surveyed, and direct the Administration Office to research any deed restrictions and mineral rights restrictions prior to considering any sale to the property.**

**Motion carries – unanimous**

Ms. Krino asked Commissioner Heeres to encourage the Board of Commissioners to consider what role Antrim County can play in the growth of the region in terms of workforce housing.

## **6. Various Matters**

### Wetzel Lake

Mr. Youatt informed the committee he was contacted by a representative of the Department of Natural Resources (DNR) regarding any future plans for improving property surrounding Wetzel Lake in Mancelona Township. Mr. Youatt said the agreement with the State of Michigan included two development phases. The County did not complete the development of a trail and overlook phase of the agreement. He indicated the Board directed the Administration Office contact the North Country Trail Association (NCTA) to inquire about redirecting the current trail to include Wetzel Lake. Mr. Allison said the CRD would be interested in the development of the trail at Wetzel Lake. He will approach CRD board to gauge their feelings on trail development.

Ms. Comben suggested it could be worth considering resurrecting the committee that considered the Wetzel Lake lease. She said it would be beneficial to the County to consider a joint effort on the east side of the county, similar to that which governs Glacial Hills Natural Area.

### Road Map Update

Ms. Krino told the committee the printer that printed past maps no longer does topographical printing. Administration Office was directed to contact Burt Thompson with the Antrim County Road Commission regarding this issue.

## 2019 Housing Summit

Kathy Peterson, Bonnie Robbins, Dave Heeres, Mike Allison, and Veronica Welter expressed interest in attending the October event. The Administration Office will register the members.

### **7. Public Comment**

Ms. Peterson told the committee that the Northern Lakes Economic Alliance (NLEA) is hosting a forum on short-term rentals at 10:00 a.m. on August 26, 2019 at The House Next Door in East Jordan.

Ms. Krino said the Bellaire Chamber of Commerce received three (3) calls from businesses interested in commercial property to purchase in Bellaire area. She let the members know the annual Rubber Ducky festival was a success.

Ms. Comben told members she recently sat down with Sara Lucas from Housing North, Elise Craft from Statecraft, and Pete Garwood regarding land banks. She said more information is needed before moving forward.

Mr. Allison said the ribbon cutting for the new sidewalk in Mancelona will be held on August 28.

Commissioner Heeres asked that mission statement be added to the agenda template as a reminder of the focus

**Motion by Veronica Welter, seconded by Bonnie Robbins, to adjourn the meeting.  
Motion carries - unanimous**

*Meeting was adjourned at 10:12 a.m.*

# Antrim County

## Economic Development Corporation

Mission Statement: Retain, expand, and promote County-wide economic growth and stability.

**September 17, 2019**  
**Minutes**

Members present: Veronica Welter, Rachel Krino, Sherry Comben, Mike Allison, John Meeske, Kathy Peterson, Peter Garwood

Members Absent: Dave Heeres, Bonnie Robbins

Others Present: Travis Youatt

### **1. Call to Order**

The meeting was called to order at 9:00 by Mike Allison, President.

### **2. Public Comment**

None.

### **3. Approval of Minutes**

**Motion by Sherry Comden, seconded by Veronica Welter, to approve the minutes of the August 20, 2019 meeting as amended.**

**Motion carries - unanimous**

### **4. Presentation: East Jordan Chamber of Commerce**

Mary Faculak, President of the East Jordan Area Chamber of Commerce, gave a brief presentation on the Chamber of Commerce and the role she plays in the community. Ms. Faculak spoke on a number of economic drivers in the County in areas such as East Jordan, Ellsworth, and Atwood. She also noted the draw the annual Paddle Antrim event has to the community. The EDC members inquired about the chamber.

### **5. Northern Lakes Economic Alliance (NLEA) Presentation – Jessica Lovay**

Jessica Lovay, Community Development & Grants Specialist, updated the EDC members on NLEA issues and events, including Antrim County Pitch Night (see attached pg. 2). She spoke on NLEA's role in grant writing and assisting businesses in member counties. Ms. Lovay provided members information on the Michigan Economic Development Corporation Connecting Entrepreneurial Communities annual conference (see attached pgs. 3-6).

### **6. Various Matters**

Pete Garwood, County Administrator, provided members with an update on the Antrim County Industrial Park Property.

### **7. Public Comment**

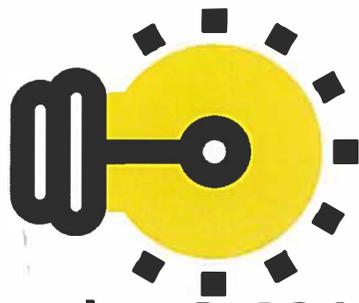
No Public Comment.

**Motion by Veronica Welter, seconded by Kathleen Peterson, to adjourn the meeting.**

**Motion carries - unanimous**

*Meeting was adjourned at 10:35 a.m.*

# BUSINESS MODEL COMPETITION



# Antrim Pitch Night

November 8, 2019 | Shanty Creek Resorts

Doors Open at 5:00pm | Starts at 5:30pm



## 2018 Winners

1st Place-\$10,000, Rebecca Rankin of Yoga Bellaire  
2nd Place-\$3,000, Jaqueline Schneider of Road Runner Tours  
3rd Place-\$1,500 & People's Choice-\$500, Kayla Moore of  
Gills 'N Thrills Custom Lures

Watch entrepreneurs vie for seed dollars! Antrim County entrepreneurs & business owners compete for a share of **\$15,000** in startup funds plus a chance to advance to the Grand Event.

Visit [www.antrimpitchnight.com](http://www.antrimpitchnight.com) for more information

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Yoga Bellaire  
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Economic Development Corporation Minutes



VILLAGE OF  
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Village of Mancelona

Village of  
Ellsworth  
Page 2 of 6



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September 17, 2019

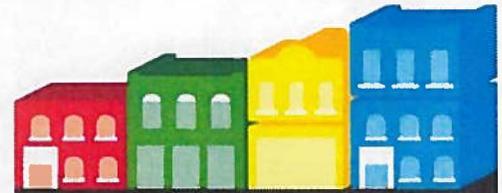
## State-Wide Conference

OCTOBER 1-2, 2019  
LUDINGTON, MICHIGAN, USA

BREAKOUT SESSIONS IN  
LOCAL VENUES THROUGHOUT  
THE DOWNTOWN



# Connecting Entrepreneurial Communities



Learn Share Empower Grow

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DEVELOPMENT CORPORATION

## SMALL TOWN CONFERENCE FOR SMALL TOWNS IN A SMALL TOWN

Join other like-minded community leaders to learn exciting concepts and resources, and share best practices and fresh ideas to empower yourself and others to grow your local communities at the annual Connecting Entrepreneurial Communities (CEC) Conference.

With breakout sessions embedded in shops and businesses throughout the downtown, the conference offers the unique opportunity to learn about and experience an entrepreneurial community.

We encourage you to invite your colleagues, co-workers, community leaders, entrepreneurs and stakeholders. Whether you work in economic development, business, arts and culture, government, philanthropy, the nonprofit sector, or education, you have an important part to play in supporting local businesses and entrepreneurial development in communities. There is something for everyone!

Bookmark the CEC Website for detailed  
information: [www.canr.msu.edu/cec/](http://www.canr.msu.edu/cec/)

[Like us on Facebook](#)

**Conference Time:** Tue. Oct. 1st (12noon), thru Wed. Oct. 2nd (12noon). Registration opens at 11am Oct. 1st.

**Registration Fee:** Includes opening and closing lunch, Tuesday evening networking event plus all the conference materials. \$100 per person. Early Bird Rate: \$85 until Sep 15

**Accommodations:** There are lots of choices in the Ludington area. For a complete list and room rates: [www.pureludington.com](http://www.pureludington.com)

1-800-542-4600

September 17, 2019

## Register

<https://events.anr.msu.edu/>

cec2019/

Economic Development Corporation Minutes

# Breakout Sessions:

Designed to help your community help entrepreneurs

Seven different teams came together to offer breakout sessions. Each session is designed to support business and entrepreneurship growth from each team's vantage point and area of expertise. Attendees can mix/match sessions based on interests and needs. **23 Sessions to choose from!**

MSUE Teams include: Entrepreneurship, Land Use, Good Governance, Civic Engagement and Tourism. Other contributing teams include: MEDC/Main Street, the Empty Storefronts Program and the local host community. *(See link below for detailed session descriptions)*

Tourism	Good Governance	Land Use	Leadership and Civic Engagement	Entrepreneurship	Michigan Main Street	Empty Storefronts
Capturing Visitor "First Impressions" to Strengthen Community Vitality	If You built It, They will Come: Understanding local property taxes to grow your business	Opportunity Zones: There is No Place Like Home!	Building Partnerships & Networks with Tribal Nations and Government Entities	Empowering Young Entrepreneurs	What is grubstake? Why local investing supports small business in your community	Jackson Anchor Initiative: Transforming Jackson's Downtown
Community Branding for Economic Development & Tourism	Housing Strategy to Attract Dev. in Rural Communities (Panel)	Streamlining the Zoning Ordinance for Entrepreneur Growth	Communicate through Conflict	Have your cake and eat it too: Local Food as an Economic Driver	Entrepreneur Ecosystems	CMU – Research Corp. Innovative Business Incubation Program
	How the Shared Services Model and Collaboration Can Help Your Community Succeed	Support Entrepreneurs with Temp. Zoning: Food Trucks, Pop-Up Shops, and Seasonal Businesses	Human Centered Leadership: Our Community Listens	Business Plan Competitions and their Evolution of Momentum for Communities	Business Recruitment Test	Developing an Empty Storefront Action Plan
					Impact of Business Plan Competitions, winners and runners up (Panel)	Why B-Corps. are good for MI.
						Michigan Main Street 101

"I was initially skeptical of the 'Walk the Town' format...I was SO wrong. The format was excellent!"

- 2018 conference attendee

View full breakout session descriptions online:

[www.canr.msu.edu/cec/sessions\\_2019](http://www.canr.msu.edu/cec/sessions_2019)

# Keynote Speakers:

## Tuesday Opening Session

**John Henderson**

Former Mayor, City of Ludington

**"Keeping the Big Picture in Mind"**

Change is never easy and it often takes the right person to implement it. In 2001, John Henderson, a then 34-year-old county commissioner, was elected mayor of the City of Ludington by a narrow margin. His goal was to get the city moving again in a positive direction and make Ludington a fun place to live, work, and visit.



After officially taking office in January 2002, Henderson quickly set his sights on the revitalization of downtown Ludington as a top priority. His leadership, along with many other capable staff and partners kept pushing the boundaries, asking the tough questions and were never afraid to do the hard work.

Downtown Ludington's vitality today can be credited to the foundation set by the work Henderson did. Notable events like Friday Night Live and the New Year's Eve Ball Drop, centerpieces in our community such as the North James Street Plaza, and the development of the Downtown Ludington Board are just a few of the legacies Henderson left when his 12 years as Mayor came to close due to term limits. His focus on building relationships, communication, and collaboration are the things he credits most to breaking down barriers and motivating people to work toward a common goal.

## Wednesday Closing Session

**Brian & Megan Josefowicz**

**"Generational Family Business & Evolution"**

Brian and Megan are proprietors of three anchor restaurants in Ludington – Sportsman's Restaurant, The Mitten Bar, and Barley & Rye.

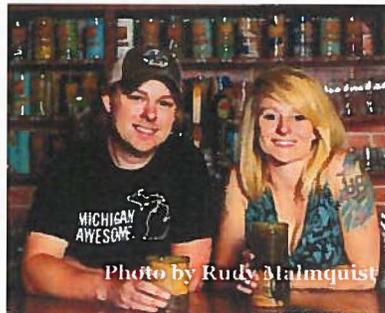


Photo by Rudy Malmquist

Anne and Hoyt, Megan's grandparents, opened Irish Hoyt's in downtown Ludington in 1955. In 1980 Mike, their youngest son, took over as Anne and Hoyt retired. Nearly two decades later, Mike's wife Julie took the reigns and completed a total overhaul of the space. The renovation sealed its place within the community for years to come.

In November 2010, Megan and Brian converted the attached storefront into a first-of-its-kind craft beer bar. Which officially opened in June 2011 as The Mitten Bar: A Michigan Ideology, and has since received significant national exposure in various national publications.

In March 2013, the family purchased the adjacent building and created the Barley & Rye. The areas first cocktail and spirit bar offering a unique fresh casual menu.

In 2019 the businesses are undergoing another major renovation project in order to meet increased demand, combat a shrinking labor market, and streamline their restaurants by combining three kitchens and two cultures into one.

As the owners of The Mitten, Sportsman's Restaurant, and Barley and Rye — the three connected establishments on Ludington Avenue — Brian and Megan, continue to actively work on fostering a great "third place" where a community is able to gather and thrive.



95% of attendees report *they increased knowledge of business concepts, tools, skills, and resources to build entrepreneurship in their community.*



*"I loved that we were in a walkable community. It gave us a great sense of the downtown area and what works for them. The conference felt more realistic with local speakers."*



*"I traveled from Seattle, Washington for this conference, because my team told me 'you have to attend- you won't be disappointed.' They were right.... Thanks CEC folks! I'll be back next year!"*

Register: <https://events.anr.msu.edu/cec2019/>

## What to expect:

Downtown Ludington, Michigan; October 1-2, 2019

Conference will begin with registration, box lunches, and keynote speakers at The Lake House, 704 Maritime Dr., Ludington, MI. Break-out sessions will be held in unique venue locations throughout the downtown; all within walking distance. Tuesday evening will include a fun networking event to meet others and increase your contacts. Over 20 educational sessions are offered throughout the conference and each participant will have an opportunity to attend two keynote speeches and five breakout sessions, with additional opportunities to network, learn best practices, and share success stories. *This conference is unique in that participants will experience entrepreneurial tricks-of-the-trade with a small town perspective, but will walk away with knowledge that will transcend any community size.*

Connecting  
Entrepreneurial  
Communities



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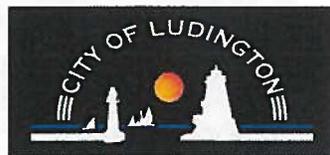


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Ludington Area Convention & Visitors Bureau



**Northern Lakes  
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If your company or organization would like to be a sponsor, please contact us.

(see link below)

## Contact Us:

[https://www.canr.msue.edu/  
cec/contact\\_us](https://www.canr.msue.edu/cec/contact_us)

## Program at a Glance

In addition to two keynote speaker sessions, there will be approx. Over 20 breakout sessions to choose from. Each attendee will be able to attend 5 (three on day 1, two on day 2)

### Day 1 – Tuesday Oct. 1

- 11:00am Registration/Check-in  
Lunch (enjoy a box lunch inside or out side, meet other attendees)
- 12noon Opening Session & Keynote Speaker
- 1pm-5:30pm Breakout sessions held in various downtown businesses, with ample time to walk and explore
- 6:00pm Reception and Networking Event

### Day 2 – Wednesday, Oct 2

- 7:30 - 8:30am Breakfast
- 8:30am Warm-up, Wake-up, Idea Sharing!  
30 Ideas in 30 Minutes
- 9am-11am Breakout sessions held in various downtown businesses
- 11:15am Keynote Speaker & wrap up
- 12noon Adjourn

**Accommodations:** There are plenty of choices in the Ludington area. For a complete list/rates: [www.pureludington.com/](http://www.pureludington.com/)  
1-800-542-4600

## Register:

[https://events.anr.msu.edu/  
cec2019/](https://events.anr.msu.edu/cec2019/)

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# Antrim County

## Economic Development Corporation

Mission Statement: Retain, expand, and promote County-wide economic growth and stability.

### December 17, 2019 Minutes

Members present: Mike Allison, Veronica Welter, Dave Heeres, Rachel Krino, Kathy Peterson, Sherry Comben, Pete Garwood,  
Members Absent: John Meeske, Bonnie Robbins  
Others Present: Ed Boettcher, Margie Boyd

#### **1. Call to Order**

The meeting was called to order at 9:02 by Mike Allison

#### **2. Public Comment**

None.

#### **3. Approval of Minutes**

**Motion by Sherry Comben, seconded by Rachel Krino, to approve the minutes of the September 17, 2019 meeting.  
Motion Carries - unanimous**

#### **4. Antrim County Business Park Update**

Pete Garwood, County Administrator, noted the results of the appraisal ordered by the Board on the Antrim County Business Park property in Mancelona. He indicated the appraisal came back with a property value of \$76,000. The Board of Commissioners voted to sell the property to Heritage Energy Solutions for the offered amount, retaining the mineral rights. Rachel Krino noted while this purchase may not add to the tax rolls, the perception of a green community would be attractive to people considering a move to Antrim County.

#### **5. Road Map Update**

Mr. Garwood noted the EDC will have to recommend a 2020 budget amendment once the map has been printed.

Motion by Kathy Peterson, seconded by Veronica Welter to recommend the Board of Commissioners approve a 2020 budget amendment for \$4,035 for the portion of the cost of the County road map.

Ms. Krino expressed concern about the cost of printing. Mr. Garwood said he would contact Burt Thompson with the Road Commission to get a breakdown of what is covered by the cost. Mr. Garwood indicated the map would be bigger than the current version, include more information, and have a web version. Ms. Krino indicated the original design will not fit on the current specifications provided by the road commission.

Motion withdrawn.

**Motion by Mike Allison, seconded by Dave Heeres to recommend the Board of Commissioners approve a 2020 budget amendment in the amount of \$2,500 for the County's portion of printing road maps.**  
**Motion Carries - unanimous**

**6. Various Matters**

Ms. Krino noted multiple winners of the Antrim Pitch Night competition were primarily from the Mancelona area. She announced the installation of a charging station for electric cars at Shanty Creek Resorts. Shanty Creek was given a large rebate from Consumers Energy for the construction of the station, which is also the first of its kind in Northern Michigan. Ms. Krino also mentioned Paddle Antrim is close to their goal of \$275,000 to fund the water trail. Signage for the trail will start to be placed in the spring.

Mike Allison informed the committee he just signed two grants – one from Rotary Charities, the other from MISHDA – for the Village of Mancelona that will help with rehabilitating homes in the village. The MISHDA grant will help rehabilitate at least five homes. Mr. Allison also showed the group a marketing piece for Explore 131 North. He said the campaign has successful in spreading information on the area. The piece is available online.

Mr. Allison told members Community Resource Development hosted a meeting on local land banks and brownfield properties. Sherry Comben, County Treasurer, recommended a land bank establish a clear mission that a county Board of Commissioners can support in order to create funding for the program. She noted that the State land bank is more actively looking to work with local units.

Kathy Peterson told members that it was just announced the largest number of millennial millionaires is located in Traverse City.

Veronica Welters announced the ribbon cutting for the Town Club in Elk Rapids will be this coming Friday.

**7. Public Comment**

The 2020 organizational meeting is scheduled for January 21, 2019 at 9:00 a.m.

**Motion by Mike Allison, seconded by Veronica Welter, to adjourn the meeting.**  
**Motion carries - unanimous**

*Meeting was adjourned at 10:32 a.m.*