

FREMONT DOWNTOWN DEVELOPMENT AUTHORITY



STRATEGIC PLAN 2026-2046



ACKNOWLEDGEMENTS:

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ABOUT FREMONT

Located in Western Michigan's Newaygo County, the City of Fremont is a small, yet dynamic community known for its strong civic identity, natural beauty, and economic resilience. With a population of just over 4,500 residents, Fremont offers a welcoming atmosphere that blends small-town charm with forward-looking ambition.

Historically rooted in agriculture and manufacturing, Fremont gained national recognition as the home of the Gerber Products Company, a legacy that continues to influence the city's economic and cultural landscape. Today, Fremont supports a diverse mix of industries, including healthcare, education, retail, and public services, contributing to a stable local economy. The city is surrounded by lakes, forests, and recreational trails, making it a popular destination for outdoor activities such as fishing, hiking, and boating.



Fremont's commitment to community well-being is reflected in its investment in public infrastructure, parks, and events that bring residents together—most notably the annual National Baby Food Festival and the Harvest Festival. Education and philanthropy play a central role in Fremont's development, with strong support from local schools and organizations like the Fremont Area Community Foundation. These institutions help foster a culture of learning, innovation, and civic engagement.

As Fremont looks to the future, the downtown district plays a significant role. This updated DDA Strategic Plan outlines a vision for sustainable growth, enhanced quality of life, and inclusive community development. It builds on the city's strengths while addressing emerging challenges, ensuring the Fremont downtown district is an accessible and inviting place where residents, businesses, and visitors can enjoy unique retail and culinary experiences.

FREMONT DDA MISSION & VISION STATEMENTS

MISSION STATEMENT:

We support and promote the downtown community by fostering development through innovative ideas that lead to sustainable growth and enhance public spaces.

VISION STATEMENT:

An accessible and inviting downtown district featuring a variety of unique retail and culinary experiences, in a hometown atmosphere.

The overall purpose of the DDA is to undertake public improvements and other activities that have the greatest impact in strengthening the downtown area and attracting new private investment in the DDA District.



Strategic Planning Process

The Fremont DDA partnered with Omni Tech International (Midland, Michigan) in May 2025 to facilitate and develop a new Strategic Plan. The DDA successfully completed the majority of the initiatives outlined in the previous strategic plan, which included a number of capital development projects, clean-up efforts, and grants for façade improvements.

Omni Tech utilized a **six-phase strategic planning process** designed to be inclusive, data-driven, and outcome-focused.

1. CHARTER AND PLANNING

- Establish planning team and timeline
- Define scope and approach for environmental scan

2. ENVIRONMENTAL SCAN / NEEDS ASSESSMENT

- Gather stakeholder input
- Analyze internal and external trends/data and best practices

3. SOAR OR SWOT ANALYSIS

- Analyze **Strengths, Opportunities, Aspirations, and Results**

4. MISSION AND VISION

- Reaffirm or revise organizational purpose and aspirations

5. GOALS AND OBJECTIVES

- Set strategic goals and actionable objectives
- Develop a detailed work plan

6. MAINTENANCE AND TRACKING

- Establish tracking systems and resource plans

As part of the strategic planning process, internal and external data was collected as input into an Environmental Scan. This also included feedback from key stakeholders. The data and feedback were used to identify common themes and potential goals and objectives.

The Strategic Plan outlines a flexible, long-term vision for maintaining and enhancing the Fremont downtown district. While broad in scope, it is intended to evolve through detailed planning, design, and engineering as specific projects and initiatives are developed. Three areas of focus emerged, serving as a framework for prioritization:

1.) DDA Operations

2.) Marketing/Events/Programs & Attraction/Retention

3.) Downtown Infrastructure & Beautification.

ENVIRONMENTAL SCAN

The Fremont DDA collected information/feedback from a variety of sources to assist in the development of the strategic plan.

Fremont DDA Business Owner Survey 2025

1. Methodology

In May 2025, a survey was designed by Omni Tech and the Fremont DDA using closed and open-ended questions. The survey link was distributed by the Fremont DDA via email to its business owners, providing an opportunity for input into future plans. A summary of the overall findings is below.

2. Overall Findings

A total of 13 responses were received from business owners. Overall, respondents are happy operating within the Fremont DDA. There is an opportunity to ensure that the area is accessible, visually appealing, and attracts more businesses.

- **Business Atmosphere.** Two-thirds of respondents like the business atmosphere, while a third felt neutral. More collaboration and attracting more businesses were cited as opportunities to enhance the atmosphere.
- **Plans for Expansion.** Most businesses have plans for expansion or improvements. Limited space and location were cited as barriers.
- **Familiarity with Financial Tools/Programs.** The majority of respondents are familiar with the financial tools/programs (façade grants, low-interest loans, liquor licenses...) available through the Fremont DDA.
- **Obstacles to Growth and Assistance Needed.** Respondents commented on the need for better snow removal, high property taxes, building repairs, limited marketing, poor economy, and lack of population growth as obstacles to growing their business. One respondent indicated a need for larger low interest or grant programs for financial assistance.
- **Problems that can be Addressed by the DDA.** Respondents indicated several issues that could be addressed by the DDA including improvements with handicap parking, updating parks, eliminating the parking of campers and boats in front yards, leaf/yard clean-up changes, providing electrical for carnival and food trucks, and re-examining the carnival set-up.
- **Helpfulness of the Fremont Community.** Half of respondents feel the Fremont Community (City, DDA, Chamber) are helpful when they are making business decisions, and half feel neutral.
- **Recommendations to Improve Services.** There were a number of improvements suggested by respondents such as more customer parking, adding EV stations, improved plowing, updating local parks, safer crosswalks, more networking meetings, and addressing the electrical grid.
- **Interest in Fremont.** Most respondents do not have suppliers, customers, or anyone else interested in moving to Fremont.
- **Types of Businesses to Attract.** Restaurants, bars, retail stores, and entertainment were cited as suggestions for businesses to attract to Fremont.

- **Restaurants and Food Trucks.** There were no restaurant owners that responded to the survey. Two-thirds of respondents believe that food trucks should be permitted to operate in town again.
- **Streetscape or Community Enhancements.** The top three suggested streetscape or community enhancements are 1- Event area improvements and/or additions; 2- Creation/updating of outdoor spaces; and 3- Creation/updating of playgrounds.

Fremont Area Chamber of Commerce Member Survey 2025 Summary

A survey was conducted with FACC members during the first quarter of 2025. Of the 300 members, 29 responses were received. A snapshot of the results that link with DDA efforts include the following:

1. **Business challenges and support for success:**

- Downtown Fremont development - more retail and food establishments, improve walkability
- Restaurant and industry challenges including staffing and legislation impacting the food service sector
- Event performance variability
- Chamber communication and collaboration
- Visibility and engagement, increased marketing and promotion

2. **Respondents cited networking events and marketing/promotional opportunities as the most valuable Chamber of Commerce services and benefits offered.**

3. **Respondents would like to see the following services or benefits offered:**

- Community improvement initiatives
- Promotion for businesses
- Legislative and business development opportunities
- Business education and support
- Fremont community support
- Marketing and visibility
- Improved communication
- Job fairs and community engagement

4. **Respondents cited networking events and community involvement/development as the top events they would like to see more of.**

Overall takeaways include an opportunity for the **DDA to partner with the Chamber on Networking events downtown and co-marketing/promotion of downtown businesses.** In addition, members would like to see more events/activities, increased accessibility, increase in dining/entertainment options, tax incentives, and improved infrastructure.

DDA SWOT SUMMARY

The DDA conducted a SWOT Analysis in early 2025. The results are organized by organizational and district **Strengths, Weaknesses, Opportunities, and Threats.**

STRENGTHS

DDA Organization STRENGTHS
<ul style="list-style-type: none">• Committed member of the DDA Board and City staff focused on the DDA Plan• Always looking to the future and how to make Fremont's Downtown District a better place to live, work, shop and eat• The insight of the committee members• Involves people who truly care about the town• Its ability to allocate funding• Mostly good members - concerned• Open to expansion while protecting our established landmark improvements• The fact that Fremont has a DDA!• Funding resources (\$300k annually)• RRC certified

DDA District STRENGTHS
<ul style="list-style-type: none">• Collaboration, support, and common goals• I don't see it as a "vibrant" district• The historical characteristics, cleanliness and safety• People want to see and make a change...HOW we get that done is the weakness as of now• Restaurants/bars• Its community members• Fremont has a strong history of economic strength and with proper guidance to each business, they have a great chance on doing well for a long time• Variety of businesses that appease the community and its attractiveness• Events bring people BUT not seeing a lot of customers in businesses• Options for entertainment

Prioritized Strengths: RRC Certified (up for renewal), funding resources, history/personal touch (don't want to lose this).

WEAKNESSES

DDA Organization WEAKNESSES

- We still need a variety of members willing to express their opinions
- We only meet when the city needs something approved - I am a believer that meeting on a more regular basis is important to being an effective group
- Lack of engagement -- but also coming to the end of the initial 20 year-plan and have accomplished most of those goals; a lot of what's being done lately is maintenance
- We need to support things that may not be 100% DDA responsibility, e.g., partner to split the cost of repaving The Plaza parking lot. Improving the lot will make the area more appealing and help attract entrepreneurs to open small businesses there.
- Active action committees would help to improve more efficient/speedier work
- Need more committee members
- The DDA Board of Directors needs to visit all the businesses in the downtown area. I have had a retail business for 6 years in the downtown area and 99% of the board members have not been into my business. I hear the same thing from other businesses. The board members need to let every single business in the downtown district know that they are here for them not only to make decisions based on what they think, but to actually have a conversation with business owners.
- There is a declining interest in serving on the DDA Board, whereas there are several vacancies the City is having trouble filling
- Limited ability to invest in private properties
- Façade grant is only for 4 blocks of downtown
- Perhaps too much leniency – maybe need more guidance for visual changes (within programs)

DDA District WEAKNESSES

- Lack of funding - need more variety of retail businesses
- No universal vision
- Downtown is well maintained and clean, if the area could be more accessible that would be nice
- Not making a big enough change to motivate the community and business owners to get their buy-in. We need to make a few small or one big change quick to get their buy in to go forward. e.g., Pave The Plaza and hold Thursday old car shows, "Party at the Plaza" Cruise nights. Bring family activities to the businesses e.g., indoor bounce houses, mini golf, small bistros that have outdoor seating and white lights hanging to bring the vibe back. We need to invest so they invest.
- Look of vitality
- Too many resale shops - need more variety of shops
- Not enough food, beer and wine establishments in the downtown area, too many offices, downtown Fremont needs more unique retail establishments and food choices
- We have a few buildings that are still in need of major repair and enhancement, and their current owners are either not interested or lack the funding
- Accessibility (some buildings have steps/no easy way to get inside in a wheelchair or a walker)
- Awareness of the district at all
- Lack of marketing/recognition by local businesses (need an ambassador program?)
- Nobody “owns” communication
- Perception that more competition is bad for everyone

Prioritized Weaknesses: need for more retail/restaurants (fewer office buildings), lack of expansion/vacancies, inability to grow the footprint, opportunities for apartments, marketing.

OPPORTUNITIES

DDA Organization OPPORTUNITIES

- Continue to publicize our successes and encourage the merchant community
- The 20-year plan is a great opportunity to develop some goals and keep in mind how to provide a meaningful impact to the community
- We can help with funding. Call a meeting with all the businesses in The District and ask what they would like to see and get feedback on DDA ideas! I think we would be surprised at the feedback and support!
- Creating reasons for people to want to stop downtown
- The use of funds available
- Give an incentive to retail, food, beer and wine establishments to open shop in the downtown district.
Offer an incentive for office buildings to move off main street
- Educate those within the District of funding opportunities
- Promotion to all DDA businesses/public education
- Newsletter for DDA only
- Welcome packets (chamber is looking at this – could include DDA info in here)
- Enhance pride of being downtown (take care of property – shovel sidewalk, etc.)
- City could remove snow from sidewalks

DDA District OPPORTUNITIES

- There are various funding tools the DDA has that can benefit business/property owners
- Less office space, more retail and food
- Businesses need to make better use of funds available to them
- Appearance
- I feel improving the infrastructure and beautifying those locations that need help on Main St. We need more bars and restaurants! This is what people are asking for! They won't stay downtown unless there is a need. Approach those with liquor licenses and see what plans they may have or opportunities for new businesses. Can't be worried about taking business away from another location. That mindset has to go! We need to show we want to grow downtown and at The Plaza
- I think it depends on what the community wants to see downtown. I don't know that we are able to spend money this way, but I think a marketing campaign or online resource to highlight what there is to do in Fremont would be great. I think there is a lot of stuff to do, there's just not a central location to find the information
- Need some way to engage the residents
- We have a strong base of dedicated DDA members who need to support and encourage the community
- Drawing people to downtown that will go inside businesses
- Educate the community on the purpose of events
- Marketing before/after events to shop/eat/explore Fremont
- Add handicap parking in parallel parking on Main St.
- Unlimited liquor licenses in district \$25k
- Recognize milestone celebrations
- Public input for what is desired
- Partner with PR firm or someone to PROMOTE FREMONT
- Fox 17partnership to promote DDA
- How to use “Home of Gerber” in a bigger way
- Rebrand!

Prioritized Opportunities: marketing/promotion/branding, business mix, beautification, AND people not using the 25k liquor license.

THREATS

DDA Organization THREATS

- General lack of understanding from the public as to what the DDA is and has to offer
- Lack of support from the city - we all need to have the same vision
- I think we need to have a growth mindset and let the district and community, and businesses know that this is happening everywhere, and this is the outcome etc. Show the growth and wins. Have them share the hurdles. i.e.. Cassopolis Inservice in Fremont to speak to those that would like to attend
- Lack of community wanting to be downtown
- Vacancy of buildings
- Lack of out of the box ideas
- State legislation being proposed to sunset TIFA abilities for authorities, and the inability to fill DDA Board positions
- If legislation changes, Fremont DDA will be no more

DDA District THREATS

- If Gerber Products were to leave the community
- Not enough foot traffic. Too many stores closing because the downtown area is not ideal for shop hopping
- Online shopping
- No reason for people to come downtown
- People are scared of other’s opinions and views; bring in bars, food trucks, restaurants
- Have them tour downtown Sparta, Rockford, etc.
- Office spaces transitioning to work from home, online shopping
- No room for expansion; more “big box” stores outside the district
- Large retail businesses outside the downtown area, e.g., Walmart and Meijer - continuing development westward will have a negative effect for years to come
- Food trucks may be good or bad
- Historic issues – needing to overcome bruised relationships
- Big opportunity for restaurants to improve relationships with the chamber during NBFF

Prioritized Threats: food truck decision

LONG-TERM STRATEGIC PLAN

The following plan was drafted by the Fremont DDA Board of Directors after careful evaluation of all the data sets collected. The Strategic Plan includes three areas of priority with high-level goals under each.



VISION

An accessible and inviting downtown district featuring a variety of unique retail and culinary experiences in a hometown atmosphere.

MISSION

We support and promote the downtown community by fostering development through innovative ideas that lead to sustainable growth and enhance public spaces.

FREMONT DDA LONG-TERM STRATEGIC FOCUS 2026-2046

DDA Operations

Goals

1. Define a DDA governance structure (including committees, partnerships, and volunteers) to increase capacity of the DDA.

2. Implement initiatives to increase DDA Board Engagement.

3. Strengthen relationships, awareness, and engagement levels with DDA businesses (e.g., resources, communication, and volunteer opportunities, etc.)

Marketing/Events/Programs
Attraction/Retention

Goals

1. Develop and implement an annual Marketing & Communications Plan to increase awareness of DDA initiatives and improve public knowledge.

2. Develop a Business Attraction/Retention Strategy to diversify and revitalize the business mix.

3. Develop a plan to increase resident/visitor awareness of DDA businesses and increase foot traffic.

Downtown Accessibility,
Infrastructure & Beautification

Goals

1. Enhance and support the long-term Beautification Plan in alignment with historic preservation.

2. Increase the accessibility to downtown.

3. Enhance and maintain aesthetically pleasing spaces (e.g., parks, playgrounds, gathering spaces, etc.)

4. Continue to improve the downtown infrastructure to meet business and visitor needs (e.g., sidewalks, parking, etc.)

To guide the continued growth and revitalization of the Fremont downtown district, this strategic plan establishes a clear and actionable framework tailored to the unique needs and opportunities of the Fremont community. The plan outlines a phased approach to development that balances immediate improvements with sustainable, future-focused initiatives. This structured timeline ensures that progress is both measurable and adaptable, aligning with the evolving aspirations of residents, businesses, and stakeholders. A Plan of Work has been developed for the first 5 years of the plan. This serves as a living document and roadmap with defined actions and outcomes. The Plan of Work can be readily adjusted as needs change and new opportunities unfold.

5-YEAR PLAN OF WORK 2026-2030

DDA Operations	
Goals	Action Items
Define a governance structure (including committees, partnerships, and volunteers) to increase the capacity of the DDA	<ul style="list-style-type: none">• Review current committees and create a new committee structure in alignment with strategic initiatives; recruit members.• Identify partnerships to expand capacity (Chamber, Economic Dev., etc.).• Identify and further develop partnerships to creatively implement initiatives (manage programs/events, shared costs for projects, etc.).
Implement initiatives to increase DDA Board Engagement	<ul style="list-style-type: none">• Strengthen the DDA Board’s role in the community by engaging DDA Board members in community functions• Recruit and fill all DDA Board positions. Identify members with skills/experiences to accomplish strategic initiatives.
Strengthen relationships, awareness, and engagement levels with DDA businesses. - Awareness of available resources; opportunities for open communication; knowledge of volunteer opportunities	<ul style="list-style-type: none">• Develop avenues for regular, proactive communication with downtown members (e.g., regular meetings, construction/downtown updates, etc.).• Host networking events for downtown businesses.• DDA Board of Directors visit all businesses in the downtown district at least 1X per year (capture feedback from meetings)• Hold formal feedback meetings to communicate the NEW Strategic Plan and get feedback on the framework and goals.• Continue to support relationships between businesses and community/economic development partners.• Recruit downtown businesses to volunteer for committees and other initiatives.

Marketing/Events/Programs & Attraction/Retention

Goals	Action Items
Develop and implement an annual Marketing & Communications Plan to increase awareness of DDA initiatives and improve public knowledge	<ul style="list-style-type: none"> • Charter an active Marketing Committee to improve efficiency and use resources effectively • Finalize a new mission, vision, and tagline (e.g., unique brand/tagline for downtown using “Home of Gerber”) • Develop an annual marketing and communication plan with tactics identified in each month • Partner with PR firm/other entities to promote Fremont and develop tools (e.g., an online resource and app identifying “what to do in Fremont...”) • Target marketing to unique visitors (e.g., thrift store followers, hiking/recreation, etc.) • Recognize milestone celebrations with specific marketing collateral • Address any negative perceptions (e.g., high tax rates, etc.)
Develop a Business Attraction/ Retention Strategy to diversify and revitalize the business mix.	<ul style="list-style-type: none"> • Develop incentives for a diversified mix of businesses. (e.g., incentive program for retail, food, beer and wine establishments to open shop in the downtown district) • Promote the availability of economic development liquor licenses (i.e., unlimited liquor licenses in district \$25k) • Work with city to encourage redeployment of food trucks with clear operational guidelines • Develop an Entrepreneurial Start-Up Program for new small businesses in the District • Support the development of housing options in downtown area (mixed use) • Develop a plan to increase investments in private properties
Develop a plan to increase resident/ visitor awareness of DDA businesses and increase foot traffic (e.g., downtown events, promotions, etc.)	<ul style="list-style-type: none"> • Engage residents in the vision and plan for downtown; increase understanding of resident wants/needs • Work with community partners to increase number of events in the downtown area (e.g., parades, family activities, etc.) • Work with the Chamber to Implement an Ambassador program and partner on Welcome Packets • Continually benchmark with other downtown areas to implement initiatives that increase foot traffic

Downtown Accessibility, Infrastructure & Beautification

Goals	Action Items
Continue updating and implementing long-term Beautification Plan	<ul style="list-style-type: none"> • Review committee structure • Identify partnerships and committee volunteers to expand capacity (e.g., Chamber, Ec. Dev, Façade committee, etc.) • Update façade plan (hanging signs, etc.) • Develop a vibe/theme for downtown (e.g., small bistros that have outdoor seating and white lights)
Increase the accessibility to downtown	<ul style="list-style-type: none"> • Implement driveway approach replacements (state highway right of way grant share) • Increase safety and walkability (e.g., safer crosswalk at Merchant and Main Street) • Explore free Wi-Fi throughout downtown • Increase accessibility to downtown by ensuring all sidewalks and parks are handicap accessible/ADA compliant; add handicap parking in parallel parking on Main St.; examine accessibility to buildings with only stairs • Confirm policy and educate businesses on plowing and snow removal • Increase safety and walkability (e.g., safer crosswalk at Merchant and Main Street) • Explore free WIFI throughout downtown • Confirm policy and educate businesses on plowing and snow removal
Expand and maintain aesthetically pleasing spaces	<ul style="list-style-type: none"> • Complete Veterans Park – playground equipment (150-200k) • Continue to preserve artwork and identities of buildings • Plan for creating more social spaces/green spaces including extended /connected bike trails and paths • Research feasibility of expanding sidewalks in front of eateries/ outdoor seating • Educate public on availability of public restrooms and open more as needed • Develop guidelines for consistent visual changes in alignment with the brand • Expand façade grants to include a bigger footprint; address buildings that are still in need of major repair and enhancement; utilize grants to assist with larger projects (explore state/federal grant opportunities)
Continue to improve the downtown infrastructure to meet business and visitor needs (sidewalks, parking, etc.)	<ul style="list-style-type: none"> • Address parking issues (parking for renters vs. visitors, accessible parking, etc.) – review parking use and needs • Maintenance and preservation of current infrastructure • Implement Electric Vehicle Charging • Clearly communicate usage guidelines for securing/using event areas • Maintenance and Preservation Plan of current infrastructure • Continue to improve conditions of roads and parking lots • Research feasibility of heated sidewalks

TAX INCREMENT PLAN

Tax increment financing (TIF) is a governmental financing program that contributes to economic growth and development by dedicating a portion of the tax base resulting from economic growth and development to certain public facilities and structures or improvements of the type designed and dedicated to public use. This financing mechanism facilitates certain projects that create economic growth and development.

Tax Increment Plan Elements (Tables in Appendix)

- **Tax Increment Procedure:** TIF is a method of funding public investments in an area slated for (re)development by capturing, for a time, all or a portion of the increased tax revenue that may result if the (re)development stimulates private investment. The concept of tax increment financing is applied only to the DDA District for which a development plan has been prepared by the DDA and adopted by the community's legislative body. Tax increment revenues for the DDA result in the application of general tax rates of the community and all other governmental bodies levying taxes in the DDA District. These currently include the City, County, District Library, and Recreation Authority, and any other non-school taxing jurisdictions. The amount to be transmitted to the DDA is that portion of the tax levy of all of these applicable taxing bodies paid each year on real and personal property.
- **Captured Value:** The amount in any one year by which the current taxable value of the district, including the value of property for which specific local taxes are paid in lieu of property taxes (tax abatement / IFT roll), exceeds the initial value. The base year taxable value for the Development District is \$31,553,325.
- **Total Potential Revenue:** By the end of the planning period, it is estimated that approximately \$25,411,838 to fund projects identified in this amended Development Plan could be collected by the DDA and used for making public improvements within the DDA District.
- **Bonded Indebtedness to be Incurred:** Certain State and Federal loans, loan guarantees, and grants may be sought for carrying out this TIF Plan including the Development Plan. The amount of indebtedness or indebtedness to be incurred by the DDA for all bond issues or loans including payments of capitalized interest, principal, and required reserves shall be determined by the DDA, subject to approval by the City Council.
- **Tax Increment Revenue:** There is a projected estimate of capturable taxable values, the anticipated available revenue stream and disbursement cycle, and the potential revenue reallocation from the various taxing units. In recent years, the amount of tax capture has been restricted by agreement to minimal operating expenses and the annual principle and interest requirements to satisfy outstanding bond obligations.
- **Downtown Development Authority Annual Budget:** The DDA proposes to capture only an amount necessary to retire outstanding bonds, implement the development projects and cover all or part of the operating, maintenance, administrative or other costs as detailed in the preceding Development Plan. An annual DDA budget will highlight and prioritize projects. This annual budget will detail all operational and administrative expenses and fund development projects in priority as determined by the DDA Board. The City Council shall authorize and approve all DDA expenditures, by adoption of the annual DDA budget.

APPENDIX

Tax Increment Plan Tables

Table 2
Actual & Estimate of Capturable Taxable Value
City of Fremont DDA (2021 – 2045)

***Approximately 30% of capturable revenues have been collected in recent years to retire outstanding debt.*

Tax Year	Prior Year Taxable Value (1)	Net Change Taxable Value (2)	December 31 Taxable Value (3)	Capturable Taxable Value (4)
Base Year (5)			\$13,256,416	
2021 act	40,096,948	1,202,908	41,299,856	\$28,043,440
2022	41,299,856	1,238,995	42,538,851	\$29,282,435
2023	42,538,851	-5,635,866	36,902,985	\$23,646,569
2024	36,902,985	1,263,775	38,166,760	\$24,910,344
2025	38,166,760	1,301,688	39,468,449	\$26,212,033
2026 est	39,468,449	1,340,739	40,809,188	\$27,552,772
2027	40,809,188	1,380,961	42,190,149	\$28,933,733
2028	42,190,149	1,422,390	43,612,539	\$30,356,123
2029	43,612,539	1,465,062	45,077,601	\$31,821,185
2030	45,077,601	1,509,014	46,586,614	\$33,330,198
2031	46,586,614	1,554,284	48,140,899	\$34,884,483
2032	48,140,899	1,600,913	49,741,811	\$36,485,395
2033	49,741,811	1,648,940	51,390,751	\$38,134,335
2034	51,390,751	1,698,408	53,089,159	\$39,832,743
2035	53,089,159	1,749,360	54,838,519	\$41,582,103
2036	54,838,519	1,801,841	56,640,361	\$43,383,945
2037	56,640,361	1,855,896	58,496,257	\$45,239,841
2038	58,496,257	1,911,573	60,407,830	\$47,151,414
2039	60,407,830	1,968,920	62,376,751	\$49,120,335
2040	62,376,751	2,027,988	64,404,739	\$51,148,323
2041	64,404,739	2,088,828	66,493,567	\$53,237,151
2042	66,493,567	2,151,493	68,645,059	\$55,388,643
2043	68,645,059	2,216,037	70,861,097	\$57,604,681
2044	70,861,097	2,282,518	73,143,615	\$59,887,199
2045	73,143,615	2,350,994	75,494,609	\$62,238,193

1. Represents actual DDA District Taxable Value (TV) for years 2021 – 2025 and estimated DDA District TV for years 2026 – 2045.
2. Estimated net change (increase) from new construction, building expansion and inflationary increases (projected at 3.0 percent annually).
3. Represents the sum of columns “Prior Year TV” and “Net Change TV.”
4. Represents the difference between column “12/31 TV” and amended base value of \$13,256,416.
5. Base Year 2010 TV (amended) as stated in the Fremont DDA 2025 Tax Capture Report.

Table 3
Actual & Estimate of Available Revenue Stream
City of Fremont DDA (2021 – 2045)

- Refer to the Table 1: Estimate of Capturable Taxable Value.
- Data from last column of Table 1.
- Represents “Capturable Taxable Value” column values multiplied by the apportionment of actual mills through 2025 and 25.4269 mills for years thereafter (non-school captures).
- Fiscal Period during which funds will become available for expenditures.
- ***Approximately 30% of capturable revenues have been collected in recent years to retire outstanding debt.*

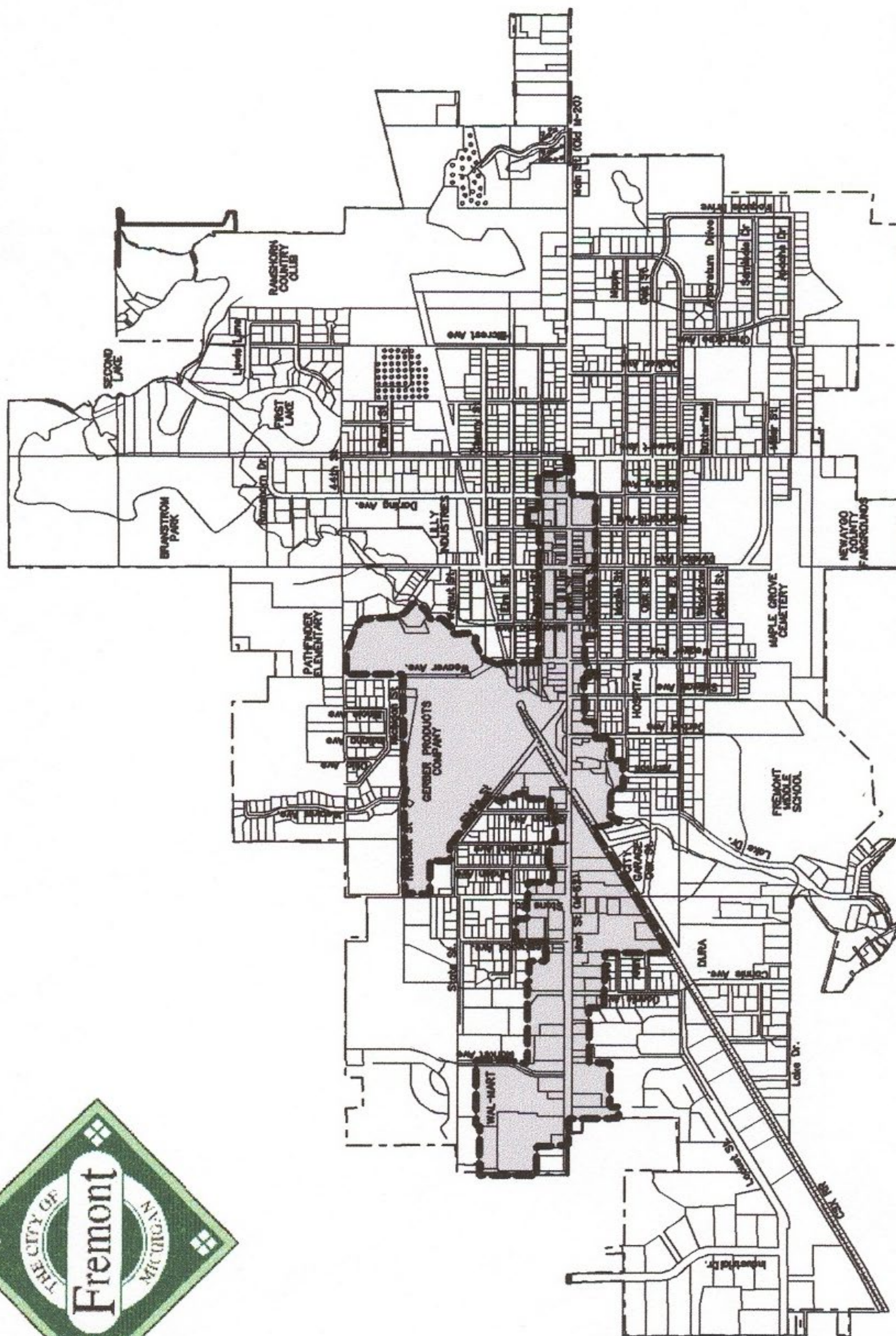
Tax Year	Capturable Taxable Values **	Available Tax Increment Revenues	Disbursement Cycle
2021 act	28,043,440	713,058	2021-2022
2022	29,282,435	744,562	2022-2023
2023	23,646,569	601,259	2023-2024
2024	24,910,344	633,393	2024-2025
2025	26,212,033	666,491	2025-2026
2026 est	27,552,772	700,582	2026-2027
2027	28,933,733	735,695	2027-2028
2028	30,356,123	771,862	2028-2029
2029	31,821,185	809,114	2029-2030
2030	33,330,198	847,484	2030-2031
2031	34,884,483	887,004	2031-2032
2032	36,485,395	927,710	2032-2033
2033	38,134,335	969,638	2033-2034
2034	39,832,743	1,012,823	2034-2035
2035	41,582,103	1,057,304	2035-2036
2036	43,383,945	1,103,119	2036-2037
2037	45,239,841	1,150,309	2037-2038
2038	47,151,414	1,198,914	2038-2039
2039	49,120,335	1,248,978	2039-2040
2040	51,148,323	1,300,543	2040-2041
2041	53,237,151	1,353,656	2041-2042
2042	55,388,643	1,408,361	2042-2043
2043	57,604,681	1,464,708	2043-2044
2044	59,887,199	1,522,746	2044-2045
2045	62,238,193	1,582,524	2045-2046
Total TIF Revenue		\$25,411,838	

Table 4
Available Revenue Reallocation by Taxing Jurisdiction
City of Fremont DDA (2021 – 2045)

* Years 2021-2025 based on actual Millage levied. Years 2026-2045 based on estimated Millage levied.
 **Approximately 30% of capturable revenues have been collected in recent years (thru 2025) to cover primarily outstanding debt.

Year	Capturable Taxable Values**	City	Fremont	Newaygo	Recreation	Total
		Operational	District	County	Authority	Millage*
			Library			
		15	2.6787	7.2492	0.499	25.4269
2021 act	28,043,440	420,652	75,120	203,293	13,994	713,058
2022	29,282,435	439,237	78,439	212,274	14,612	744,562
2023	23,646,569	354,699	63,342	171,419	11,800	601,259
2024	24,910,344	373,655	66,727	180,580	12,430	633,393
2025	26,212,033	393,180	70,214	190,016	13,080	666,491
2026 est	27,552,772	413,292	73,806	199,736	13,749	700,582
2027	28,933,733	434,006	77,505	209,746	14,438	735,695
2028	30,356,123	455,342	81,315	220,058	15,148	771,862
2029	31,821,185	477,318	85,239	230,678	15,879	809,114
2030	33,330,198	499,953	89,282	241,617	16,632	847,484
2031	34,884,483	523,267	93,445	252,885	17,407	887,004
2032	36,485,395	547,281	97,733	264,490	18,206	927,710
2033	38,134,335	572,015	102,150	276,443	19,029	969,638
2034	39,832,743	597,491	106,700	288,756	19,877	1,012,823
2035	41,582,103	623,732	111,386	301,437	20,749	1,057,304
2036	43,383,945	650,759	116,213	314,499	21,649	1,103,119
2037	45,239,841	678,598	121,184	327,953	22,575	1,150,309
2038	47,151,414	707,271	126,304	341,810	23,529	1,198,914
2039	49,120,335	736,805	131,579	356,083	24,511	1,248,978
2040	51,148,323	767,225	137,011	370,784	25,523	1,300,543
2041	53,237,151	798,557	142,606	385,927	26,565	1,353,656
2042	55,388,643	830,830	148,370	401,523	27,639	1,408,361
2043	57,604,681	864,070	154,306	417,588	28,745	1,464,708
2044	59,887,199	898,308	160,420	434,134	29,884	1,522,746
2045	62,238,193	933,573	166,717	451,177	31,057	1,582,524
Totals		14,991,114	2,677,113	7,244,906	498,704	25,411,838

MAP 1: DDA DISTRICT



DDA DISTRICT BOUNDARIES

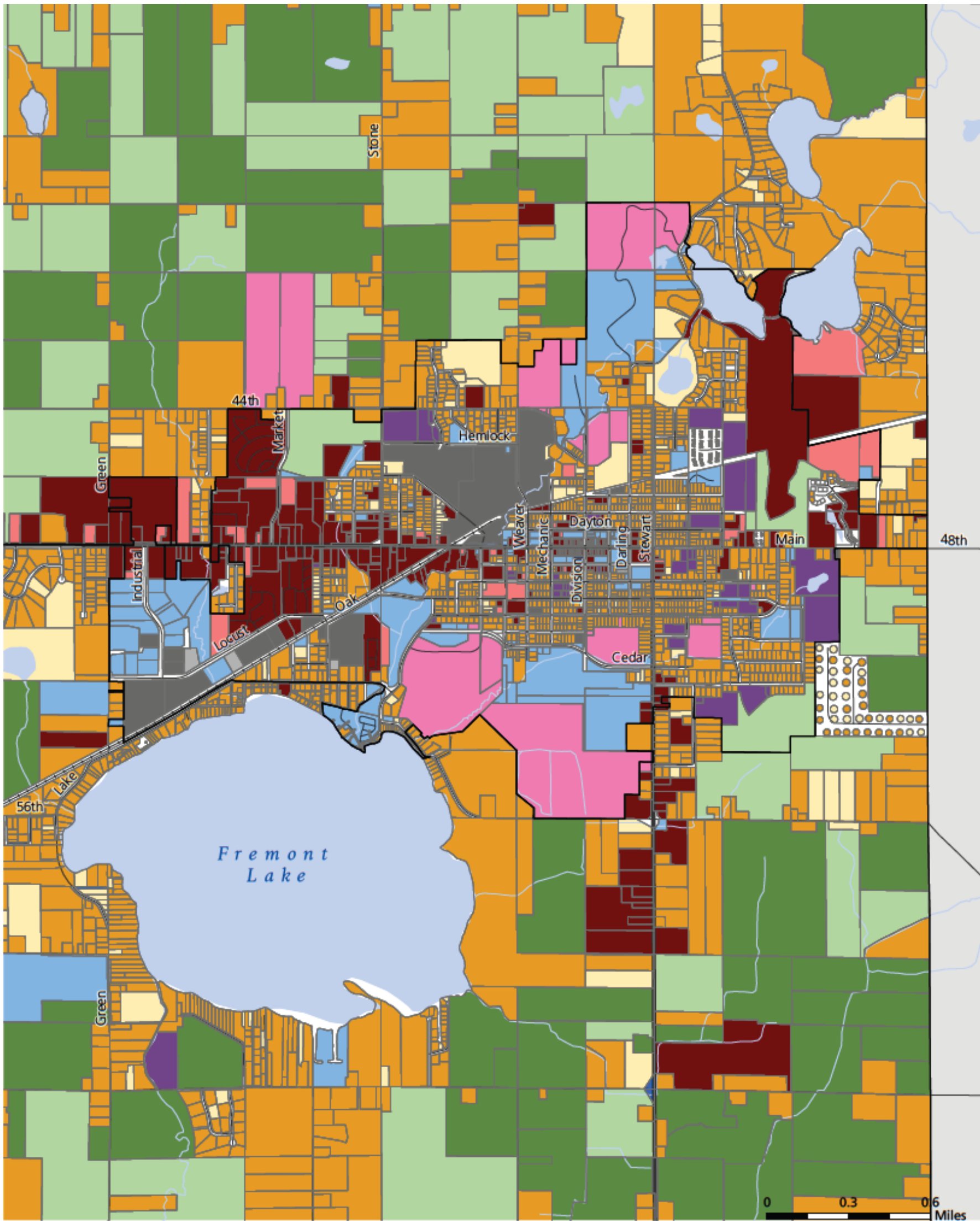
Exhibit A

LEGAL DESCRIPTION DDA DISTRICT BOUNDARIES CITY OF FREMONT, NEWAYGO COUNTY

Description of the boundaries of the City of Fremont Downtown Development Authority District Number One (1) as amended:

Starting at the SE corner Sec 34, then 2,986.58' W to the City Limits, the POB, then N 380', then W 315.38', then N 502.87', then E 1,317.85', then S 486.87', then E 891', then N 68.07', then E 66', then S 35.07', then E 265.41', then S 200', then E 200' to W ROW of Westwood Ave., then N 355.5', then E 296.5', then S 135.98', then E 445.89', then S 214', then E 148.5' to W ROW of Linden Ave., then S 50', then E 333.52' to E ROW of Fremont Ave., then S 62.05', then E 331.36' to W ROW of Gibson Ave., then N 62.14', then E 192.5', then N 565', then W 52.7', then NLY & ELY 96.7' to S ROW of State St., then NLY and WLY along said ROW to a point 433' E of W section line of Section 35, then N 316', then W 433' to centerline of Stone Rd., then N to N ROW of Hemlock St. extended WLY, then E along said N ROW to W ROW of Weaver Ave., then N along W ROW of Weaver to N ROW of Division Ave., then ELY & SLY along N ROW of Division to centerline of Darling Creek, then SLY on said centerline to a point where the W ROW of Mechanic Ave. extended intersects with Darling Creek, then S to N line of S ½ of Block 5, Empire Plat, then W along said line to centerline of Darling Creek, then SLY along said centerline to E ROW of Weaver Ave., then S to N ROW of Dayton St., then E on said ROW to a point 16.5' E of the SW corner of Lot 9, Block 11, Empire Plat, then S to S ROW of Main St., then W to E ROW of Merchant Ave., then S to S ROW of Sheridan St., then W to the W ROW of Mechanic Ave., then N 66', then W to the W lot line of Lot 8, Block 34, Empire Plat, then N to N lot line of said lot, then W to E lot line of Lot 1, Block 35, Empire Plat, then S 123.8', then W 66', then N 132', then W 518.67', then S 132', then W 198' to W ROW of Gerber Ave., then S 198', then S 132' to N ROW of Maple St., then W 335.86' to E ROW of Lake Ave., then N on said ROW to centerline of Darling Creek, then WLY & SLY on the centerline of Darling Creek to E lot lines of Lots 12 & 13, Ephraim Misner's Addition, then NLY along said lot lines to N ROW of CSX Railroad, then WLY along said ROW to a point 457.40' E to E ROW of Connie Ave., then N 702.98', then W 160', then N 21.63', then W 499.48', then N 173', then W 662.28', then S 250', then W 526.45', then S 100', then W 132' to City Limits, then N 600', then W 340' to POB.

EXISTING LAND USE



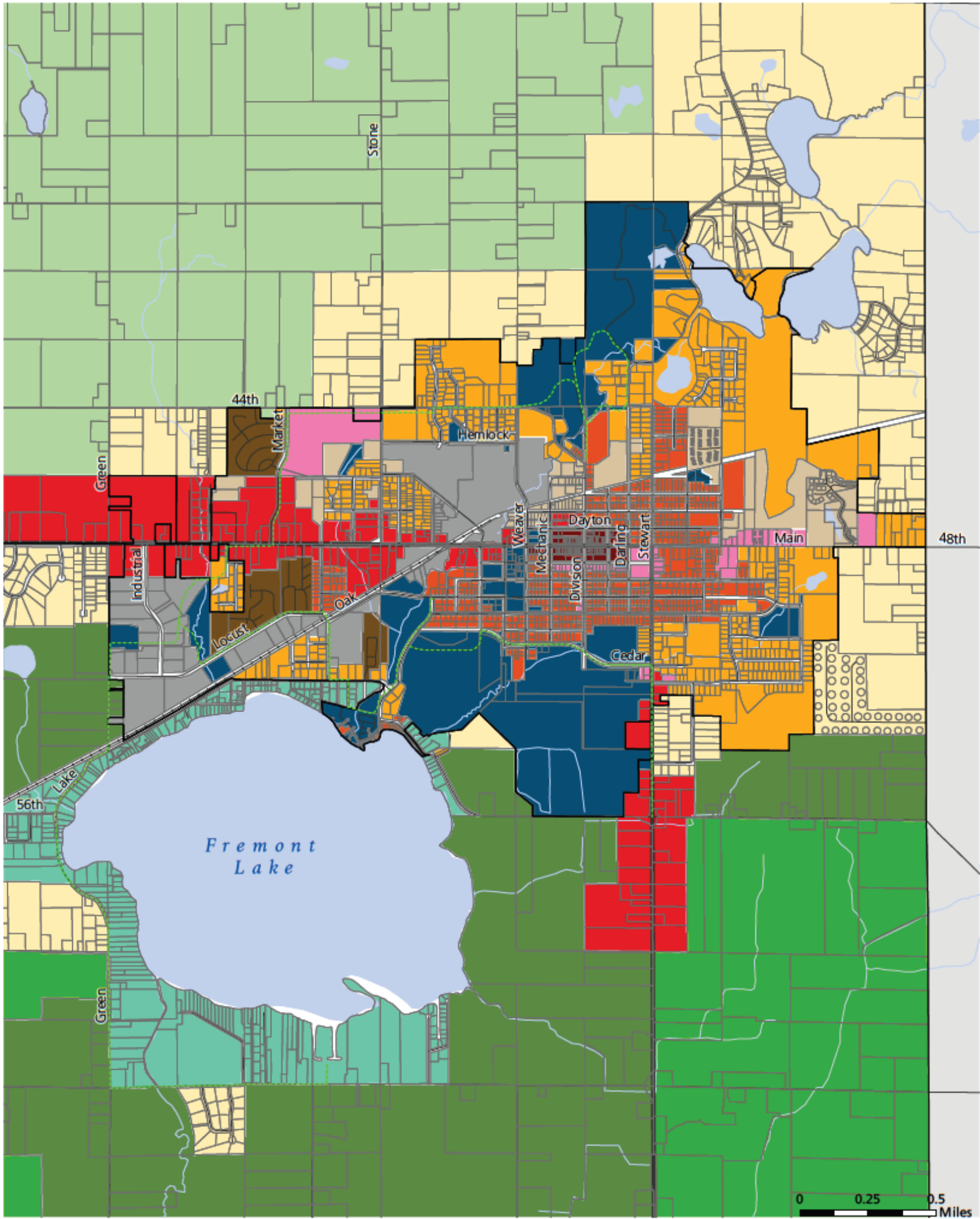
FREMONT COMMUNITY JOINT PLANNING AREA

Existing Land Use

Data Sources: State of Michigan Geographic Data Library, Newaygo County GIS, Esri Basemap

- | | | |
|---|--|--|
| Agricultural, Improved | Industrial, Vacant | Exempt, Local |
| Agricultural, Vacant | Residential, Improved | Exempt, Schools |
| Commercial, Improved | Residential, Vacant | Exempt, Religious |
| Commercial, Vacant | Exempt, Federal | Parcel Boundary |
| Industrial, Improved | Exempt, State | Site Condominium |

FUTURE LAND USE



FREMONT COMMUNITY JOINT PLANNING AREA

Future Land Use

Data Sources: State of Michigan Geographic Data Library, Newaygo County GIS, Esri Basemap

- | | |
|----------------------------|---------------------------|
| Agriculture Preservation | Lake Residential |
| Agriculture General | Rural Commercial |
| Agriculture Residential | General Commercial |
| Low Density Residential | Central Business District |
| Medium Density Residential | Mixed Use |
| Urban Residential | Public |
| High Density Residential | Industrial |
| Manufactured Residential | Town and Country Path |



FREMONT AREA CHAMBER OF COMMERCE

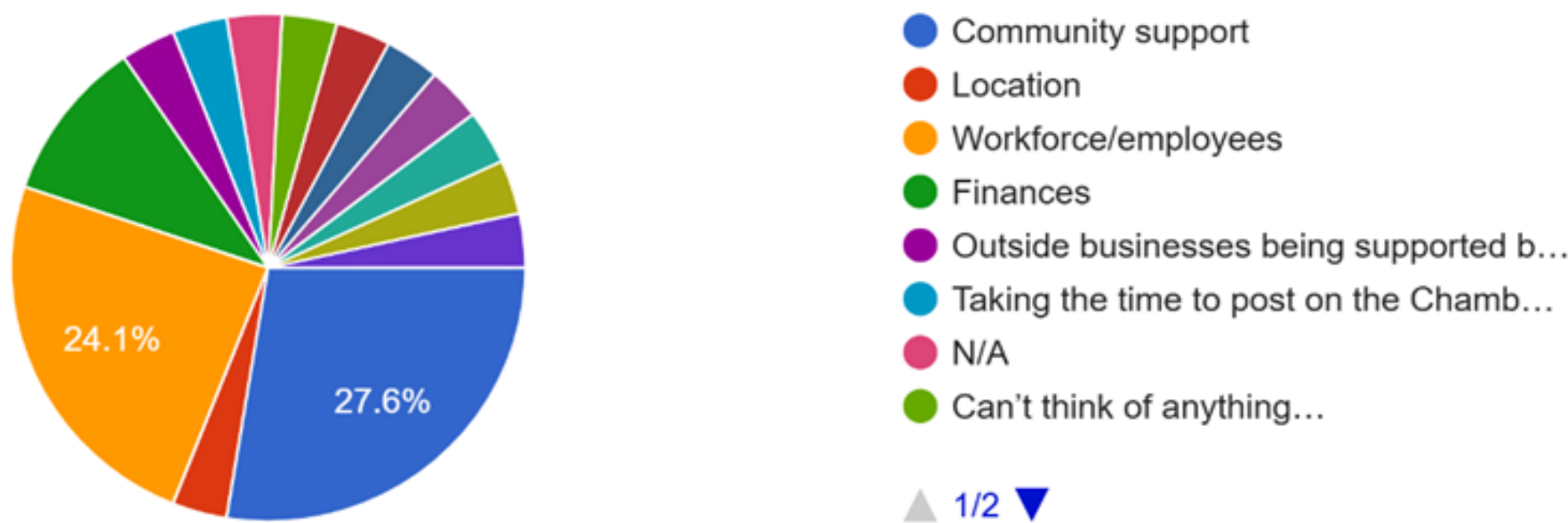
MEMBER SURVEY 2025 SUMMARY

What are your business's biggest pain points? What would help you succeed?

- **Chamber Support for Non-Local Businesses**
 - Concern over support for businesses outside Fremont or Newaygo County
 - Local businesses contribute to the community (e.g., sponsorships, donations)
 - Chamber should prioritize local businesses over non-local members
- **Unequal Advertising and Event Costs**
 - Perception that some businesses are favored in promotions
 - High cost for community expo booth (\$175), with limited foot traffic compared to other events
 - Need for more equitable exposure for all businesses
- **Downtown Fremont Development**
 - Desire for more retail and food establishments in Downtown Fremont
 - Too many financial and legal offices, which affects foot traffic
 - Focus on making the area more walkable
- **Restaurant Industry Challenges**
 - Issues with qualified staff and recent legislation impacting the food service sector
 - Chamber may not be well-positioned to assist with these challenges
- **Event Performance Variability**
 - Craft show vendor experiencing inconsistent results at different events
 - Success at NBFF event, but underperformance at Jingle Mingle
- **Chamber Communication and Collaboration**
 - Need for better collaboration and communication from the Chamber
 - Clear and timely information necessary to counter misinformation on social media
- **Visibility and Engagement**
 - Limited awareness of businesses within the community
 - Desire for increased marketing and promotion
 - Difficulty in spreading the business mission and vision
- **Workforce and Staffing Challenges**
 - Recruiting and retaining employees, particularly in childcare and other local sectors
 - Issues with bank financing and recruiting local staff
- **General Feedback**
 - No significant issues from some businesses
 - Positive sentiment for serving the Fremont community
 - Desire for more collaboration and business promotion opportunities

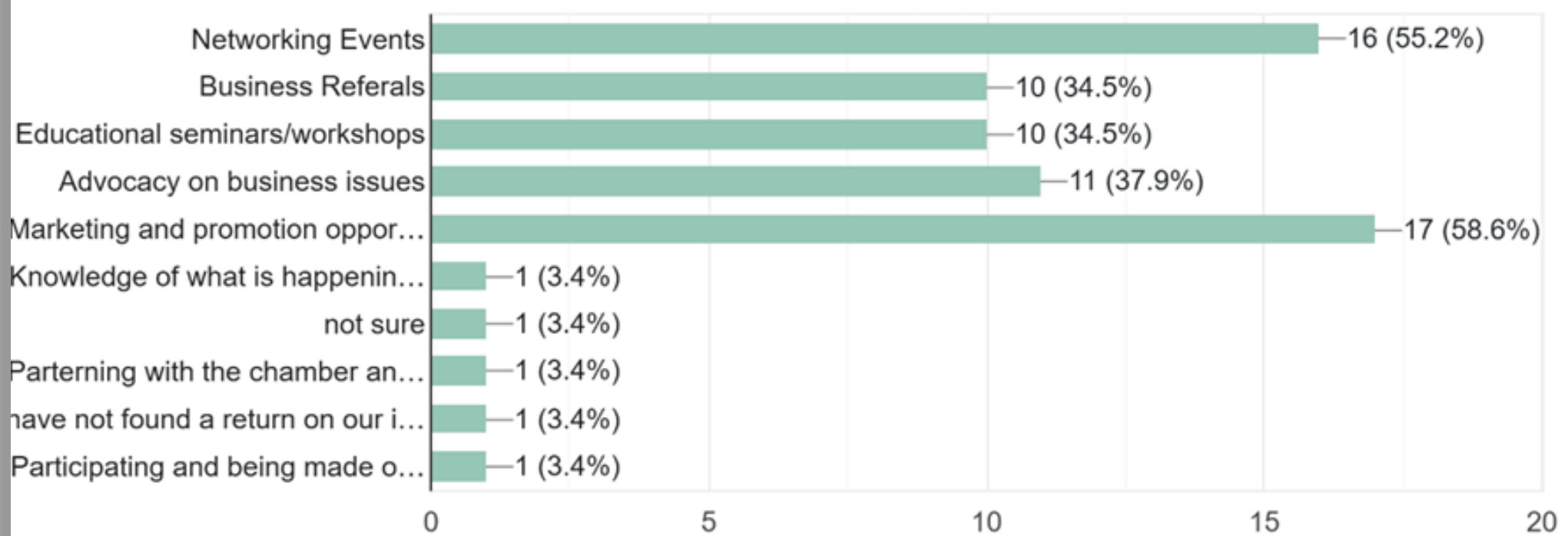
What is your biggest struggle?

29 responses



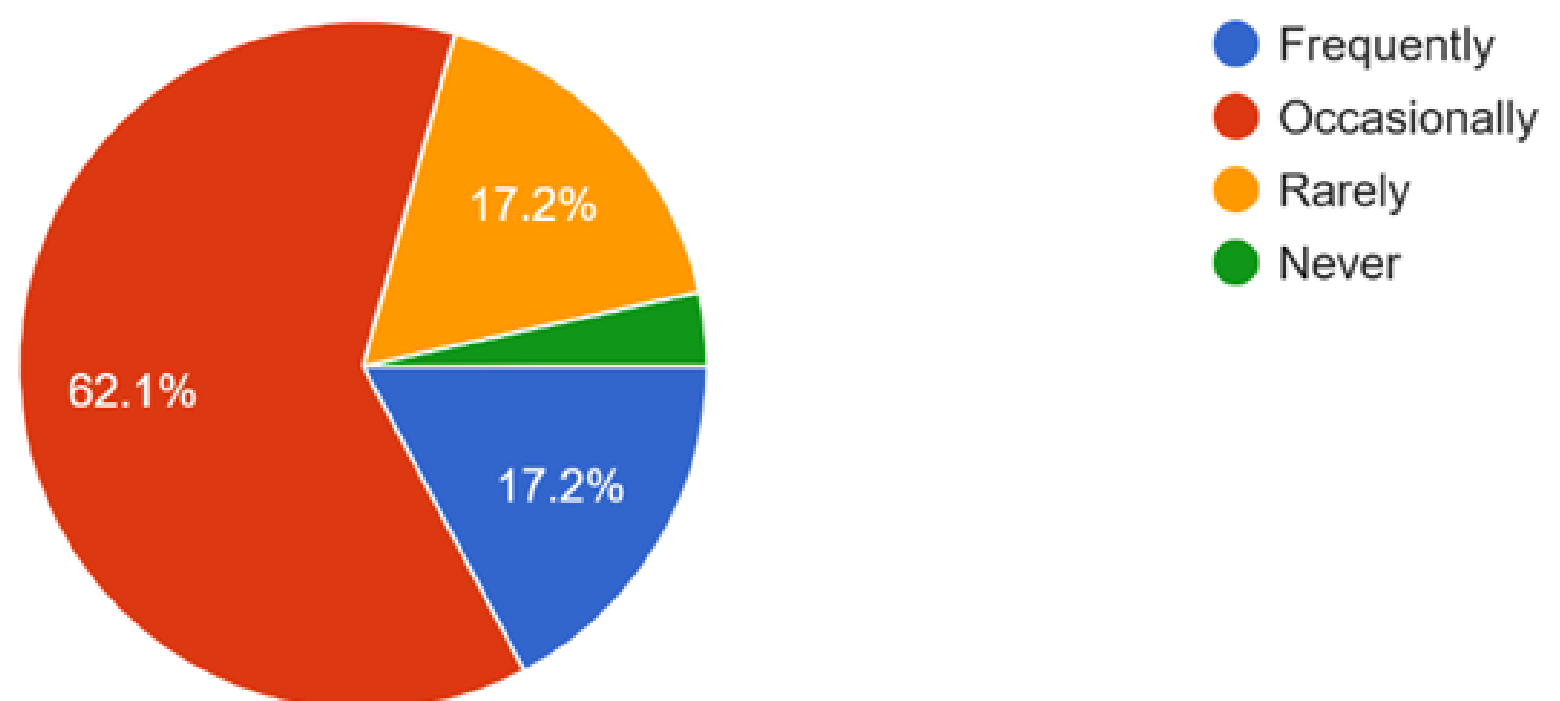
Which Fremont Area Chamber of Commerce services and benefits do you find most valuable? (Select all that apply)

29 responses



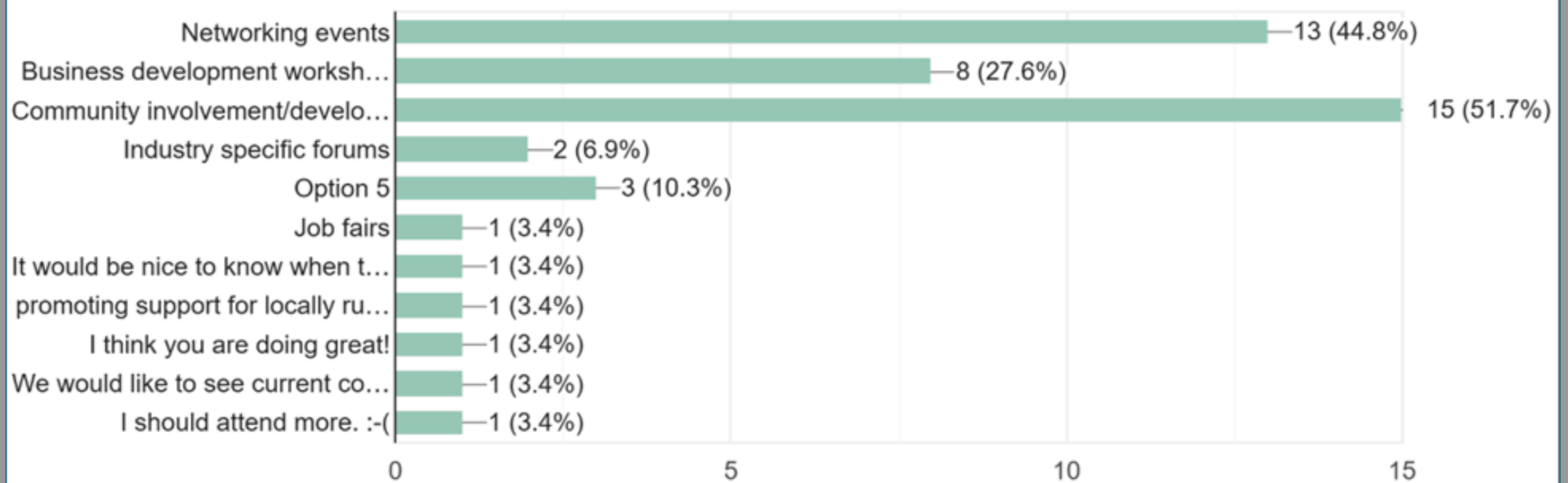
How often do you attend our Chamber events?

29 responses



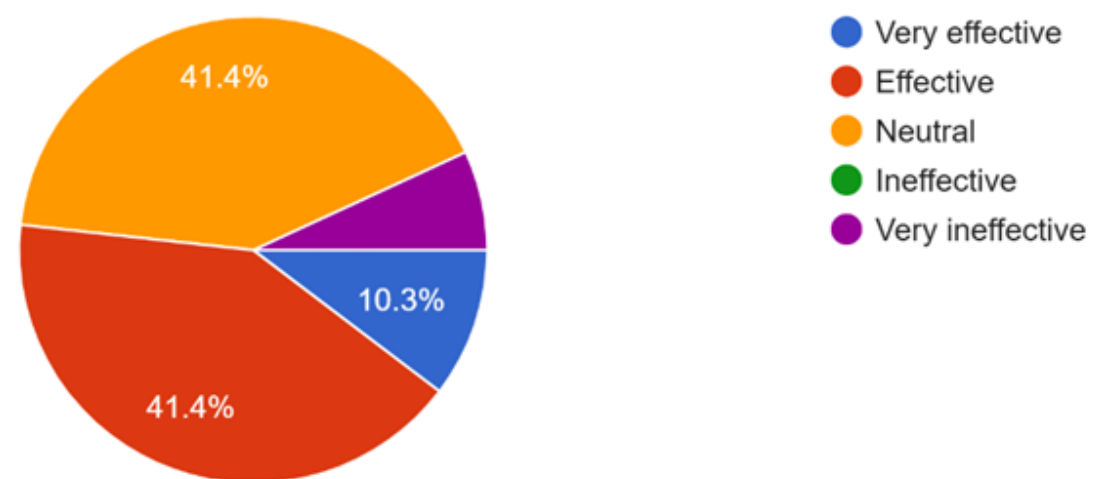
Which types of events would you like to see more of? (Select all that apply)

29 responses



How effective is our communication in keeping you informed about our Fremont Area Chamber of Commerce activities and opportunities?

29 responses



What do you feel as a business/member is something that we need to add to our community? What is missing?

- **Community Growth and Collaboration**
 - Partner with the EDC, hospital, schools, and businesses to promote regional growth
 - Develop multi-agency initiatives to better utilize resources and improve recruitment efforts
- **Event Coordination and Business Involvement**
 - Chamber events need better coordination and realistic expectations for business participation
 - Example: Community Expo had lower-than-expected attendance and a mismatch in booth allocations
- **County-Wide Collaboration and Affordable Membership**
 - More collaboration across Newaygo County chambers
 - Explore a joint membership option or more affordable ways to join all chambers
- **Modernization and Government Collaboration**
 - Get up to date with modern trends and better government collaboration
 - More business-friendly planning and joint efforts
- **Event Frequency and Diversity**
 - More frequent smaller events like Ladies Day
 - Host events that involve all community members, not just those in the downtown area
- **Community Support and Diversity**
 - Embrace diversity and create more accessible opportunities for everyone
 - Add more variety in entertainment and dining options
- **Increased Business and Community Involvement**
 - Replicate successful events like Ladies Day to boost sales and business participation
 - Consider unifying with River Country for a stronger single chamber
- **Promotional and Exciting Events**
 - Host events like the Art Hop to get people excited and shopping
 - More events that engage the community and encourage spending
- **Family and Youth-Oriented Activities**
 - More reasonably priced family restaurants and safe activities for teens
 - Improve community rec center offerings
 - Develop youth-oriented activities and young professional events
- **Attracting New Businesses**
 - Implement tax incentives and market support to attract new businesses
 - Focus on growing the business base alongside the rapidly growing community
- **More Dining and Entertainment Options**
 - Upscale dining, more diverse entertainment for all ages
- **City Parks and Community Infrastructure**
 - Focus on quality improvements for city parks over quantity

FACC STRENGTHS

- | | | |
|---|--|--|
| 1 Strong Community Presence | 5 Historical and Respectable Presence | 9 Community Involvement and Friendly Atmosphere |
| 2 Engagement with New Events | 6 Communication and Festivals | 10 Leadership and New Staff |
| 3 Opportunities for Member Involvement | 7 Commitment to Promoting Fremont | 11 Membership and Participation |
| 4 Successful Large Events | 8 Location and Visibility | 12 Overall Support |

FACC WEAKNESSES

- | | | | | | |
|----------|--|----------|---|-----------|---|
| 1 | Lack of Support for Local Businesses | 5 | Lack of Activity Compared to Growing Cities | 9 | Limited Visibility for Local Businesses |
| 2 | Social Media and Networking Challenges | 6 | Event Planning and Communication | 10 | Strategic Focus and Community Outreach |
| 3 | Limited Event Variety | 7 | Staffing and Volunteer Shortages | 11 | Lack of Forward Thinking and Diversity |
| 4 | Communication and Event Costs | 8 | Overemphasis on Events | 12 | Community Support and Engagement |

GOING FORWARD IN 2025, WHAT AREAS DOES THE CHAMBER NEED TO FOCUS?

Community and
Business
Promotion

Event Planning
and
Coordination

Member Support
and
Opportunities

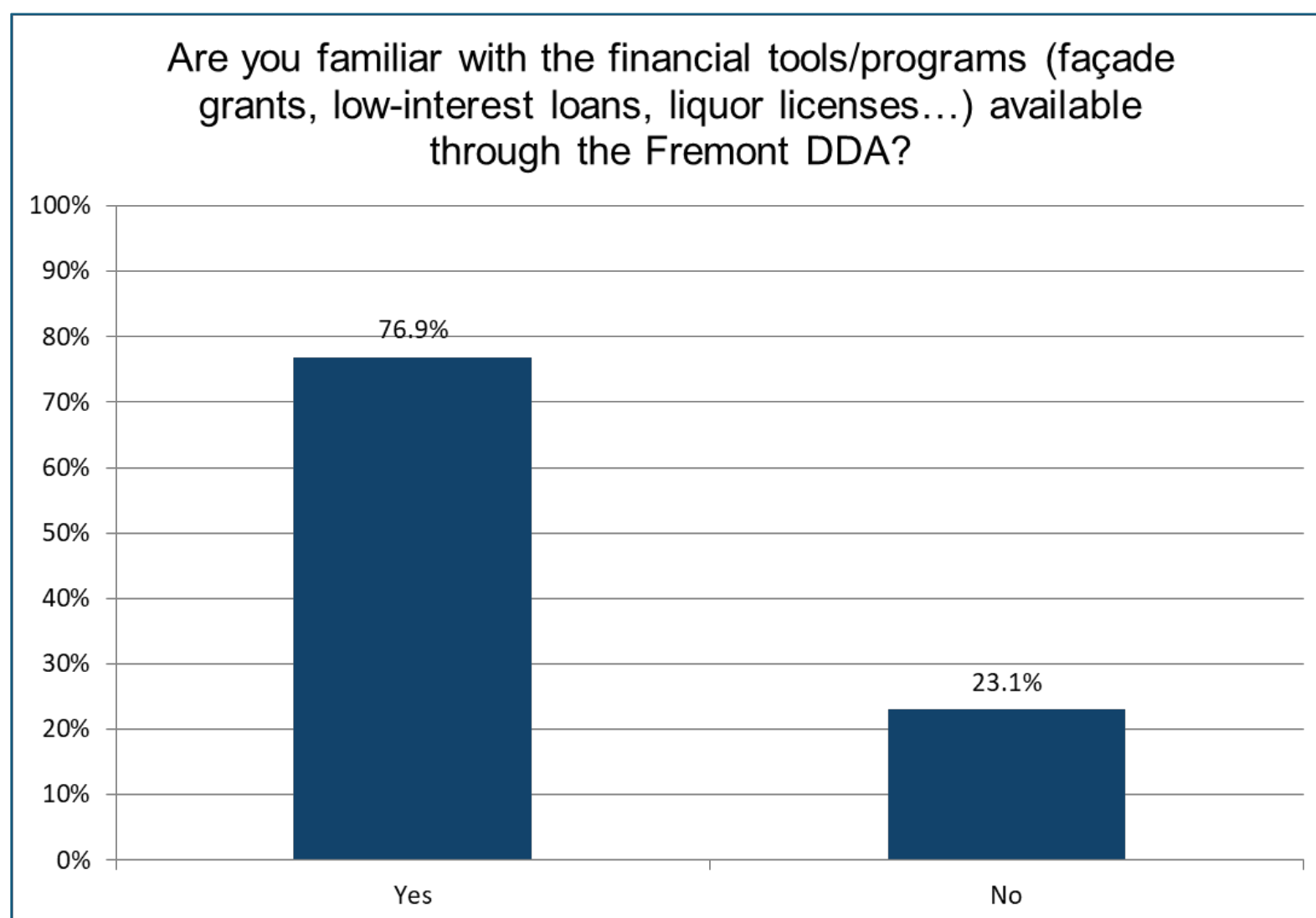
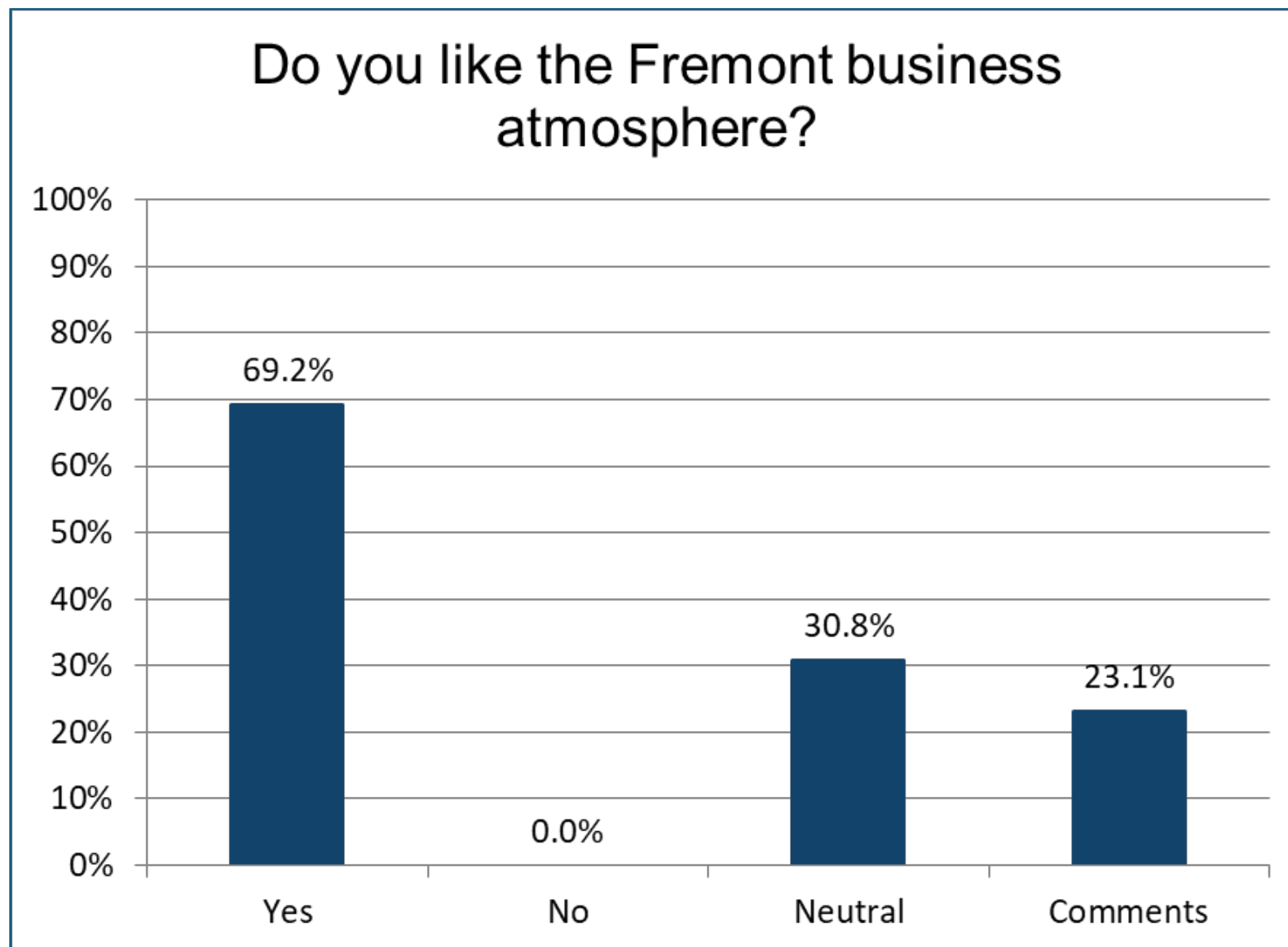
Downtown
Development
and Job Board

Strategic Growth
and
Communication

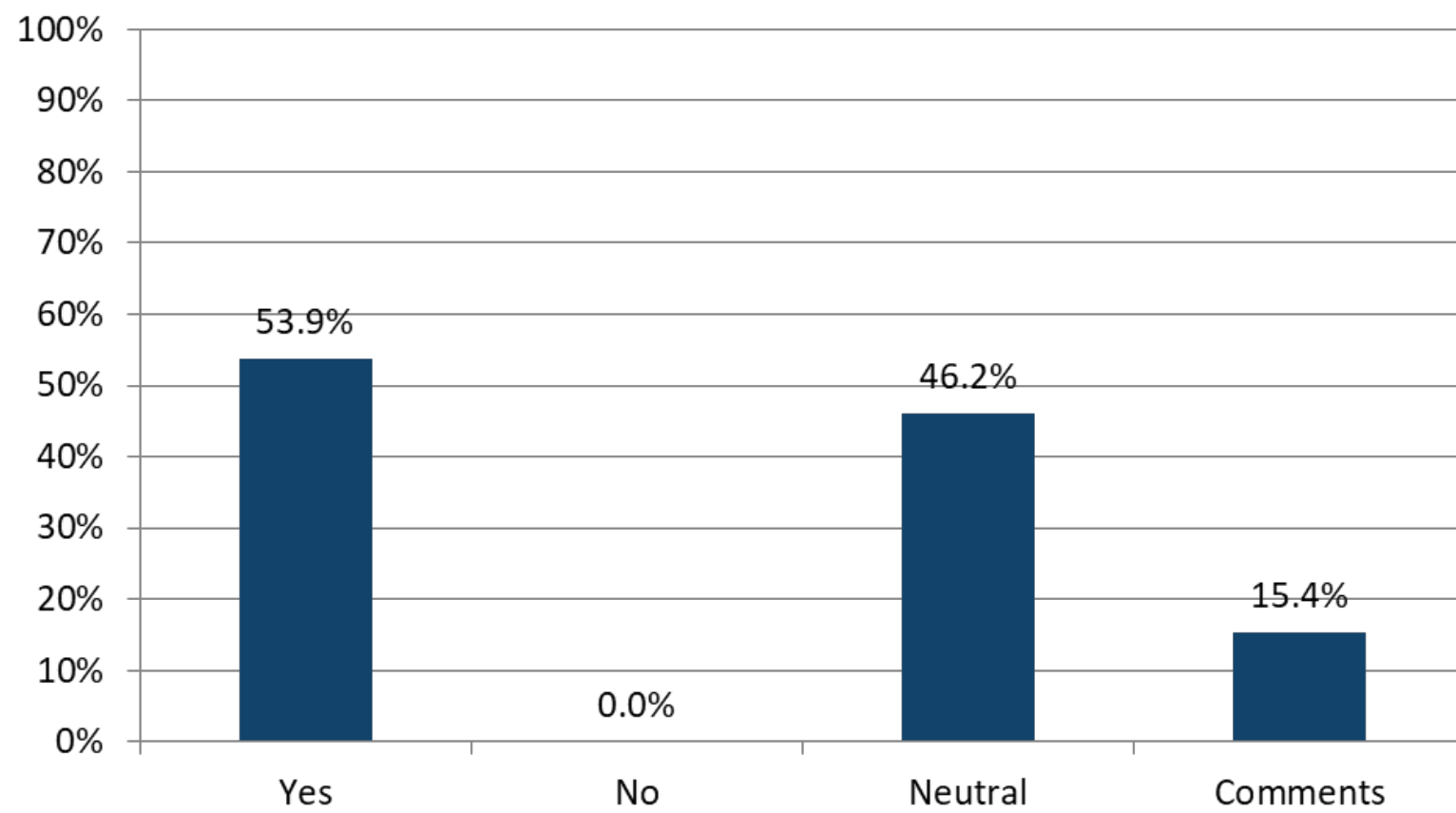
Embracing
Innovation and
Community
Engagement

Fremont DDA Business Owner Survey

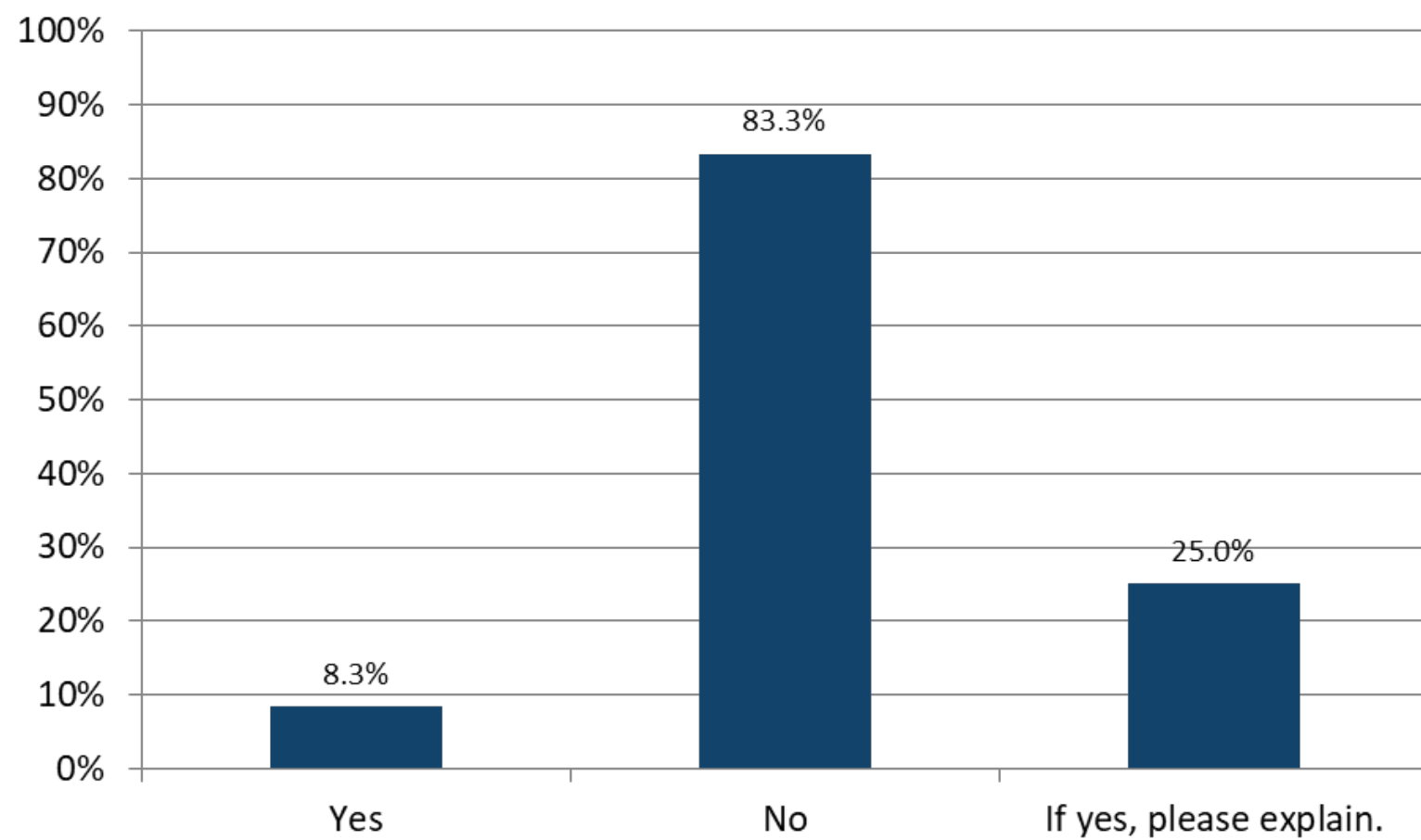
May 2025 (Omni Tech Intl.)



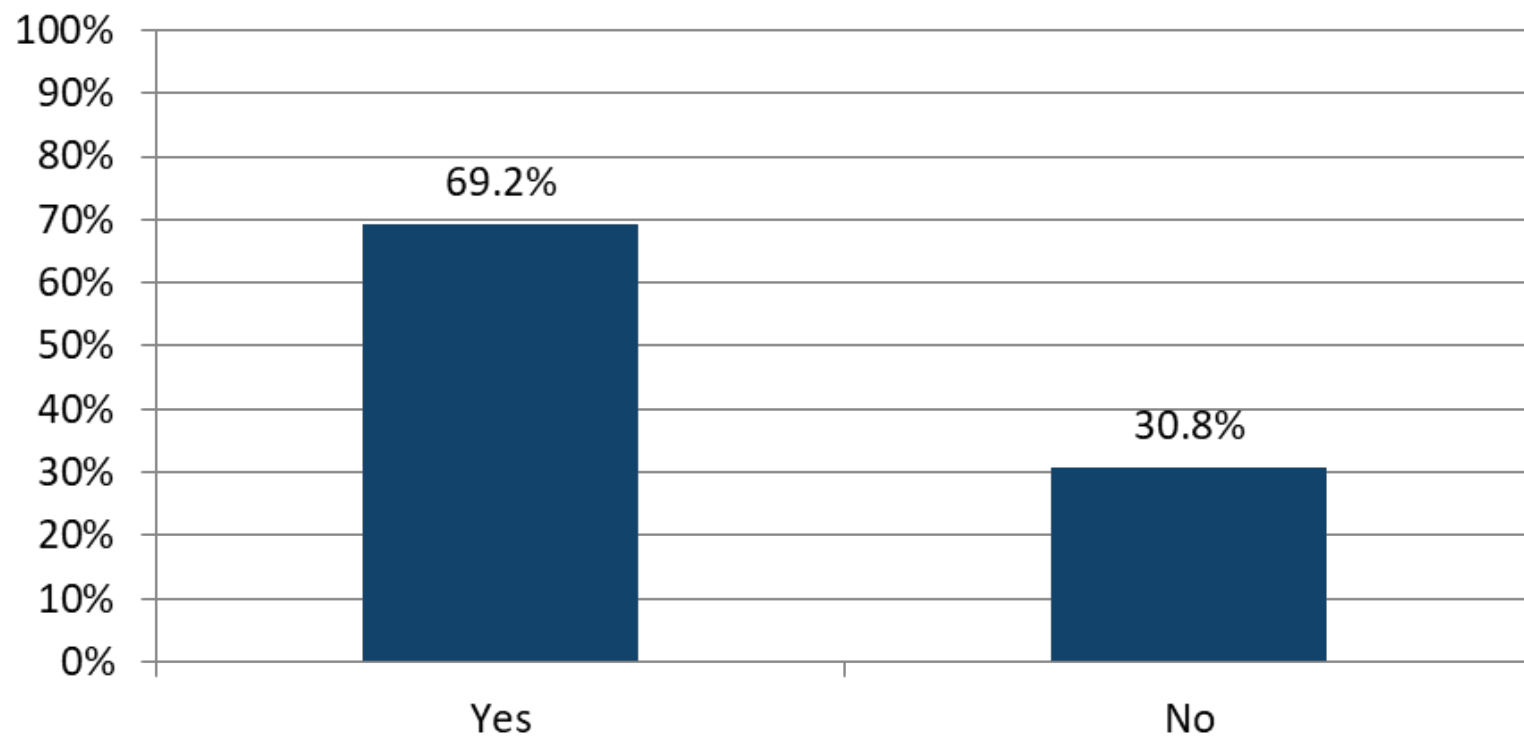
Is the Fremont “Community” (City, DDA, Chamber, etc.) helpful to you when you are making business decisions?



Do you have suppliers, customers or anyone else that may be interested in moving to Fremont?



The City restricted “food trucks” in town to support local restaurants. Do you believe they should be permitted to operate in town again, now that our restaurants are succeeding?



Streetscape or Community Enhancements

Are there any streetscape improvements and/or community enhancements needed to improve pedestrian experience?

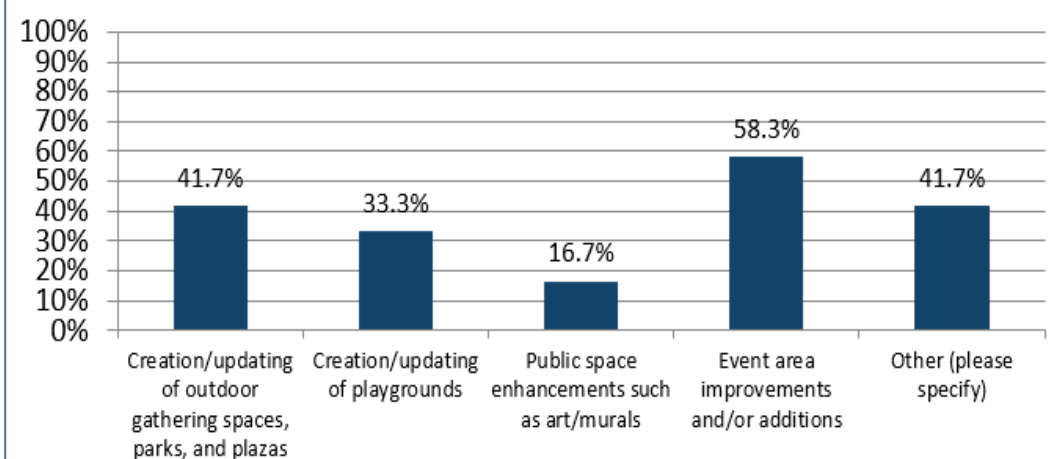
Top 3 Enhancements

- 1 Event area improvements and/or additions
- 2 Creation/updating of outdoor spaces
- 3 Creation/updating of playgrounds

Other Comments

- “Some of the playground equipment could be updated”
- “Heated sidewalks”
- “Crosswalk signs so people stop for those in the crosswalk. They speed down the downtown area”
- “Better snow plowing in back parking area”

Are there any streetscape improvements and/or community enhancements needed to improve pedestrian experience? Select all that apply.



Obstacles to Growth and Assistance Needed

What obstacles do you encounter in growing your business and what type of assistance do you need to overcome them to expand or enhance your business?

- *"Roof is leaking from the neighbors building. So, after a new roof we still have leaks. I don't want to put a new ceiling in until we can stop the leak. In order to get the food license, we need to replace the flooring."*
- *"Poor economy is our biggest obstacle. Free Wi-Fi for downtown businesses may help. More walking traffic downtown. Safer crosswalk at Merchant and Main Street."*
- *"We need more open communication and advertisement from the city both local and in surrounding areas. Copying and posting on Facebook just don't do it that the chamber does."*
- *"Locals not wanting to accept new idea and positive change"*
- *"I haven't hit any obstacles yet but I'm sure those will come. I'm only a year into being a business owner."*
- *"Very few obstacles as the city and DDA have been good partners with us. The matching grant programs have been very helpful for us."*
- *"Need for larger low interest or grant programs for financial assistance, more downtown foot traffic."*
- *"The downtown parking lots, downtown sidewalks, and alleys need to be plowed/cleared of snow by 6:00 AM each morning when it snows at night, so employees and customers/clients can park and walk on clean pavement. If the parking lots are not cleared before cars begin to park, the snow is not cleared from the parking spaces, and when employees/customers/clients park they step out into several inches of snow which then turns to ice. The roads in the city also need to be snowplowed on a regular basis. If a large amount of snow falls during the day, the roads and parking lots need to be re-plowed. It appears that the city does not clear the roads and parking lots if warm weather is predicted in several days. Not plowing the roads when there is snow, creates slippery conditions, and also gives the appearance that our city is not well maintained. I have been asked by clients and out of town visitors why Fremont's roads are so bad. I have been told that the roads are much worse inside the city limits than out. The poor condition of our roads and parking lots creates a problem for our businesses as they try to attract customers, clients, and others to move, stay, live, work, and conduct business in Fremont."*
- *"Lack of population growth in the city/county"*
- *"Taxes are very high in Fremont for small businesses and families"*
- *"Property tax prices and big box competition"*

Vision for the Future

What is your vision for the future character (next 20 years) for Fremont's Downtown and business district?

- *"I like the character and cleanliness of downtown. As mentioned above, I think something with entertainment downtown would help."*
- *"Walkable businesses district with hometown feeling where you can get your essentials without going to the big box stores or Amazon."*
- *"Every building downtown to be a unique shopping, eating and drinking experience. Plus, all the answers to question 8."*
- *"Decrease offices and build up retail and local food establishments."*
- *"Supporting new ideas and a vision for positive change"*
- *"A walkable area with a nice mixture of businesses with easy parking."*
- *"Continue to grow new businesses, creation of new social areas, expansion of the downtown area"*
- *"Move highway and through traffic out of downtown, so that downtown can be enjoyable to walk, shop, sit on sidewalk outside a restaurant/bakery/coffee shop etc."*
- *"Empty storefronts filled"*
- *"Grow the city. Attract young people New parks, updated playgrounds, extended bike trails, make sidewalks handicap accessible and parks ADA compliant"*
- *"Fingers crossed it doesn't get any worse."*

Potential Recommendations/Considerations

1. Business Growth & Attraction

- **Encourage Collaboration:** Establish networking events or a local business alliance to foster stronger partnerships and collective marketing efforts.
- **Expand Business Incentives:** Increase financial assistance programs—such as larger low-interest loans or grants—to support growth.
- **Attract Targeted Businesses:** Focus on bringing in restaurants, bars, retail stores, and entertainment venues based on community interest.

2. Infrastructure & Accessibility

- **Improve Snow Removal & Maintenance:** Address concerns about plowing efficiency to make winter months more manageable for businesses.
- **Enhance Parking & Handicap Accessibility:** Increase customer parking options and improve handicap-friendly spaces.
- **Invest in Streetscape Enhancements:** Upgrade parks, playgrounds, and outdoor spaces to boost appeal and usability.

3. Community Engagement & Support

- **Strengthen DDA Presence:** Improve communication and engagement between the Downtown Development Authority (DDA) and business owners to increase confidence in their support.
- **Revitalize Public Spaces:** Re-examine park/event setups and introduce community event improvements.
- **Support Food Trucks & Temporary Vendors:** Reintegrate food trucks with clear operational guidelines to enhance dining variety.

4. Sustainability & Future-Proofing

- **Develop EV Charging Infrastructure:** Install electric vehicle stations to encourage sustainability and modernize Fremont's appeal.
- **Reassess Electrical Grid Reliability:** Address concerns about power infrastructure to prevent disruptions in business operations.

