



VILLAGE OF PARMA-SANDSTONE  
LOCAL DEVELOPMENT FINANCE AUTHORITY  
SERVED BY ACCELERATE JACKSON COUNTY

**VILLAGE OF PARMA-SANDSTONE LDFA  
QUARTERLY BOARD MEETING**

**Thursday, May 21, 2026 at 5:30 p.m.**

**Parma Village Office  
117 West Main Street  
Parma, MI 49269**

**AGENDA**

**Call to Order by Chair**

**Pledge of Allegiance**

**Public Comment**

**Semi-Annual Informational Meeting (*Required by Tax Increment Financing P.A. 57*)**

- a. Goals and direction of PLDFA for 2026
- b. Upcoming Projects

\*Approval of the Parma LDFA Board Meeting minutes from February 19, 2026

**Old Business**

**New Business:**

- a. \*Strategic Planning Proposal discussion.
- b. \*Engineering Proposal updates.

**Other Business**

**Chairman and Board Comments**

**Next PLDFA Meeting:** Thursday, August 20, 2026, at 5:30 p.m.

**Adjourn**

*\*indicates attachment*



**VILLAGE OF PARMA-SANDSTONE**  
**LOCAL DEVELOPMENT FINANCE AUTHORITY**

SERVED BY ACCELERATE JACKSON COUNTY

**Village of Parma-Sandstone LDFA**

**Board Meeting Minutes**

**Village of Parma Meeting Hall**

**117 W. Main Street**

**Parma, MI 49269**

**February 19th, 2026, at 5:30 p.m.**

**Members Present:** Dave Dawson, Michael Desnoyer, Cheryl Marks, Shawn Riani, Joanne Havican, Mike Way, Gary Britten, Chris Crisenbery, Chris Hendges

**Members Absent:** Easton, Smajda

**Staff:** Keith Gillenwater, Accelerate Jackson County, Emily Weaver, Accelerate Jackson County

The PLDFA Board Meeting was called to order by Chairman Riani at 5:30 p.m.

**Pledge of Allegiance**

**Public Comment:** None.

**Approval of the Meeting Minutes**

Minutes from February 19<sup>th</sup>, 2026, approve by unanimous consent.

**New Business**

Strategic Planning – Motion made by Hendges and seconded by Marks to have Accelerate Jackson get quotes to get a Strategic Plan. Motion passes.

**Old Business**

Update on Bridges/LDFA Property – Discussion about Bridges working on the drain with the Drain Commissioners office.

**Other Business:**

Riani inquired about the option to have a billboard advertising the property. Accelerate Jackson will investigate this option.

Discussion about what it will take to make the PLDFA property shovel ready.

Unanimous consent to adjourn at 6:05 PM

March 30, 2026

Emily Weaver  
Project Manager of Economic Development  
Accelerate Jackson

*via email:* [emily@acceleratejacksoncounty.org](mailto:emily@acceleratejacksoncounty.org)

**Re: Proposal and Budget for the Strategic Plan and Site Development Strategy for the Parma-Sandstone Land Development Finance Authority**

Emily:

Thank you for reaching out to us about developing a strategic plan for the Parma-Sandstone Land Development Finance Authority (PLDFA) and a Site Development Strategy for the MACI site. We are excited about the opportunity to work with you on this important effort. Planning Next has critical expertise and experience that we believe will bring considerable value to this effort.

**National Leader in Strategic Planning...** We are national leaders in helping municipalities, corporations, and organizations create authentic, inclusive, and impactful strategic plans. We have facilitated processes that bring diverse stakeholders together to ensure all perspectives are valued. Our facilitation efforts include strategic planning for the City of Kettering and Findlay, Ohio, and initiatives for Jackson County Michigan, Summit County, Cuyahoga County, and Columbus, Ohio. Additionally, we helped organizations such as the LaPorte County Convention and Visitors Bureau in Indiana and the Short North Alliance in Columbus, Ohio, develop strategic plans through meaningful, collaborative processes. We have worked with school districts, economic development corporations, business improvement districts, and private anchor institutions to develop and execute unified visions at the site-level and beyond.

**Planning Brought to Life...** Our strategic work has helped our clients build innovation in their communities and solve complex problems. Our work with [onMain](#), Dayton Ohio's Innovation District, is a recent successful initiative that highlights Planning NEXT's ability to identify a cohesive vision and staged development plan that is feasible, based on an extensive understanding of the economic conditions of the community, and that is carefully articulated to serve and inspire the public. Our numerous area plans emphasize this ability to envision specific and actionable futures, including work we have done in Hilliard City (OH), visualizing a potential rail station, in the City of Dublin (OH), coordinating dozens of studies and active site development plans to build a thriving [innovation district](#), and Fayette County (OH), envisioning the I-70 interchange, and many others over the last several decades.

**Meaningful and Productive Facilitation...** Our process helps communities, agencies, and organizations set priorities, establish roles and responsibilities, and create systems for

measuring progress. The resulting strategic plans are practical tools for decision-making, ensuring that strategies move from vision to action. Our plans bring together strategies focused on the physical environment and economic prosperity. We are accustomed to working closely with economists to help communities understand and capitalize on opportunities for synergy. Our recent work with the Accelerate Jackson Economic Dashboards and the Drive Jackson Initiative has provided a significant understanding of the county's economic and demographic conditions, which will inform several aspects of this work.

We look forward to the opportunity to help the Parma-Sandstone Local Development Finance Authority and Accelerate Jackson envision the future of the Authority and the Michigan Automotive Compressor, Inc. Site. Please find our **Approach and Scope** and **Relevant Work Experience** attached in this document for your consideration.

Sincerely,

A handwritten signature in cursive script that reads "Sarah Bongiorno".

Sarah Bongiorno  
Director

## Approach and Scope Work

We developed a Scope of Work based upon our conversation, which outlines the process as two distinct processes. Please review and know we are flexible in how this work is completed.

### Assumptions

1. For the purposes of this document, the “Board” refers to the PLDFA Board, “Staff” refers to Accelerate Jackson staff, and “Team” refers to the core members of the Planning NEXT team who will serve in the consultant role.
2. The Site Development Strategy noted in this Scope of Work references an approach to planning for development at the Michigan Automotive Compressor, Inc. (MACI) Site.
3. Accelerate Jackson will act as the primary point of contact and engage the appropriate board members when necessary, including at the engagement touchpoints identified in the Scope of Work.
4. The professional cost associated with this scope of work assumes a schedule of approximately 5 months to complete the Strategic Plan and the Site Development Strategy.
5. The Parma Sandstone LDFA (PLDFA) is already established and there is sufficient information to support the initial task (Task 1.1. below). The Team will use existing/scheduled board meetings whenever possible. This Scope assumes that the Board will be able to meet virtually as required and convene for one in-person work session throughout the process to provide feedback and drive the Strategic Plan and Site Development Strategy.
6. The Team will identify details for meeting logistics, documents, and other specific deliverables as part of Task 1.2. New items that are identified in this Task, if any, will require additional negotiation and may require an additional fee if they are not accounted for in this Scope of Work.

### Scope of Work

The first three tasks in this scope of work identify the process for developing a Strategic Plan for the PLDFA. The final task identifies an approach to a Site Development Strategy for the MACI Site. The scope is organized in four distinct tasks: 1) Preparation, 2) Facilitation, 3) Documentation, 4) Site Development Strategy.

## Organizational Strategic Plan

### 1. Preparation

**1.1 Gather and Review Background Information.** Staff will provide any necessary background information for the Team, such as annual reports, studies, current funding and resource information, and any other information deemed helpful for the Team to gain a good understanding of the LDFA.

**1.2 Design the process.** The Team will work with the Staff, and a representative group of Board Members to determine the specifics of the process and the desired outcomes for the Strategic Plan and the Site Development Strategy. A detailed schedule will be developed with key milestones and deliverables outlined.

## **2. Facilitation**

**2.1 Introduce the process to the Board.** The Team will meet virtually with the Board to introduce the Team members, provide an overview of the process, and gather initial feedback on the desired outcomes. The following items will be covered in this virtual meeting.

- Gather input from Board members on their desired outcomes for the work session.
- Present and gather feedback on the proposed work session format, length, and agenda.
- Introduce a pre-work session survey.

**2.2 Facilitate the pre-work session survey.**

- Develop.** The Team will prepare a pre-work session survey based on the conversations with the Board at the virtual board meeting. The survey will include critical questions for Board members to answer in anticipation of the work session.
- Launch.** The Team will launch the pre-work session online input survey, and the Board will have two weeks to submit their responses.
- Document.** The Team will input raw results into a spreadsheet that will be analyzed and organized around key themes. The themes will be used during the retreat.

**2.3 Facilitate work session.** The Team will facilitate the work session with the Board (anticipated to be between 4-6 hours). The Team will prepare the necessary materials (agendas, presentations, hand-outs, etc.) for this meeting. During the work session, the survey results will be shared and discussed. The format will be established as part of Task 1.2 so the Team can prepare accordingly.

## **3. Developing the Strategic Plan**

**3.1 Prepare draft document.** Based on the work session insights, the Team will prepare a draft strategic plan document that describes goals and recommendations and provides any supporting materials.

**3.2 Prepare final document.** The Team will prepare the final Strategic Plan, incorporating Board member comments. The Team will provide a PDF with separate technical appendices, relevant data collected throughout the process, along with other items, if applicable.

## Site Development Strategy

### 4. Site Development Strategy

**4.1 Foundation.** The team will review existing information regarding the MACI site, including but not limited to review of previous applications and permitting information (include site plans), environmental constraints like woodland, steep slopes, wetlands and floodplains and others. The Team will also use our existing county-wide and regional data to identify key demographic, workforce, and industry trends that may inform the target industries and developers that would maximize the site's potential.

**4.2 Exploration.** Based on engagement with the Board and Staff, the Team will identify the information required to market the site to potential developers, including potential site development concepts and visualizations, property characteristics and context maps to highlight proximity to key locations like interstates and airports, other manufacturing companies, population centers and educational institutions, etc. Using the new Strategic Plan the team will identify the way that goals and actions will be implemented in the Site Development Strategy. This will include additional coordination with the Board and Accelerate Jackson. The format for this coordination will be identified in Task 1.2, but will likely include a platform for submitting comments online or via a virtual meeting.

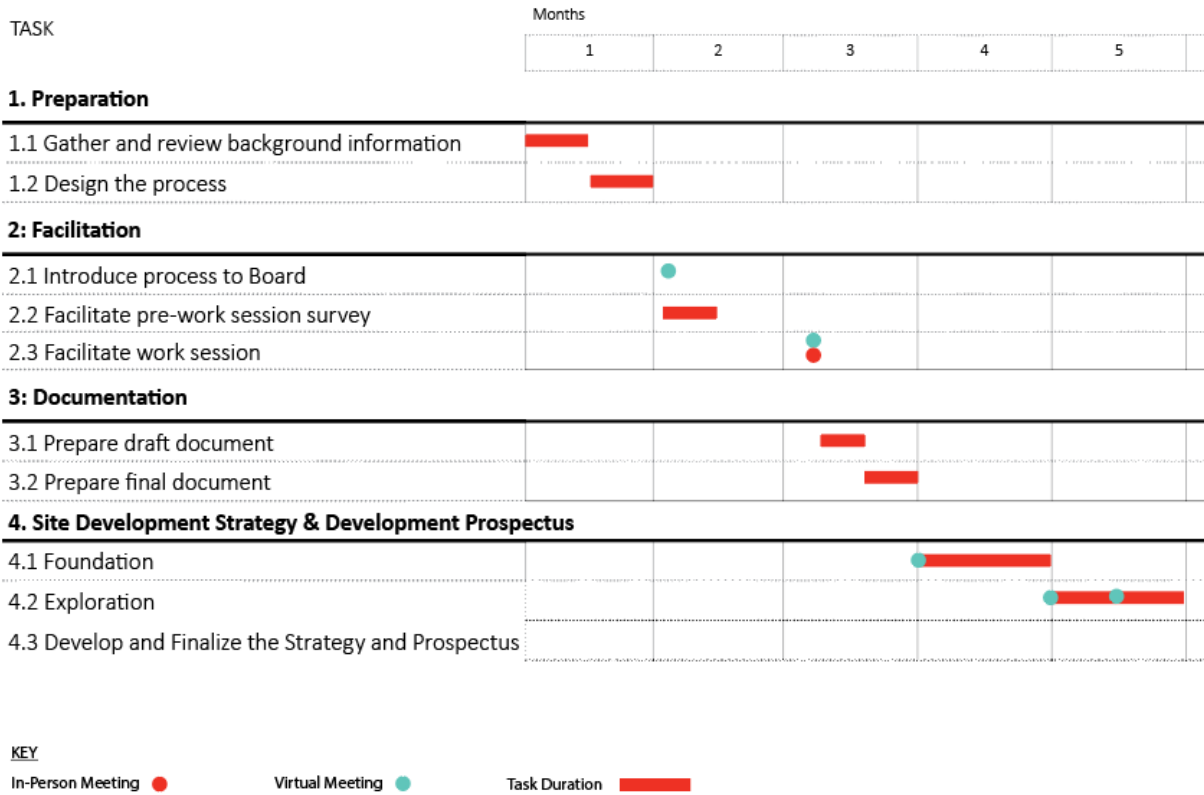
**4.3 Develop and Finalize the Strategy.** Two final project deliverables will be produced:

- The Team will present a final Site Development Strategy to the Board as a PDF with supporting text and graphics.
- The Team will also develop a marketing brochure will identify the strategic advantages of the site to prospective developers that may be shared on the Accelerate Jackson Website or via other channels. This brochure may vary from the development strategy in that it emphasizes regional or site-level assets in is developed assuming that the development community will be the primary audience.

## Schedule

The scope of work identified above will take approximately 5 months to complete. We suggest a roughly 3-month process to adequately develop the Strategic Plan Document. The Site Development Strategy and Prospectus will begin after the LDFA Strategic work has been completed, and the process will take approximately 2 months. If the Board and Staff prefer to manage these two components concurrently, Planning NEXT is prepared to , and has capacity to, condense this schedule.

# SCHEDULE



## Professional Fees

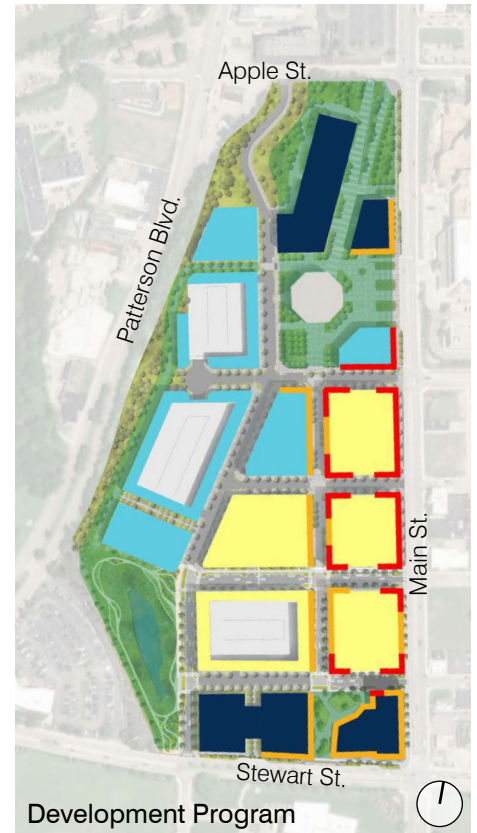
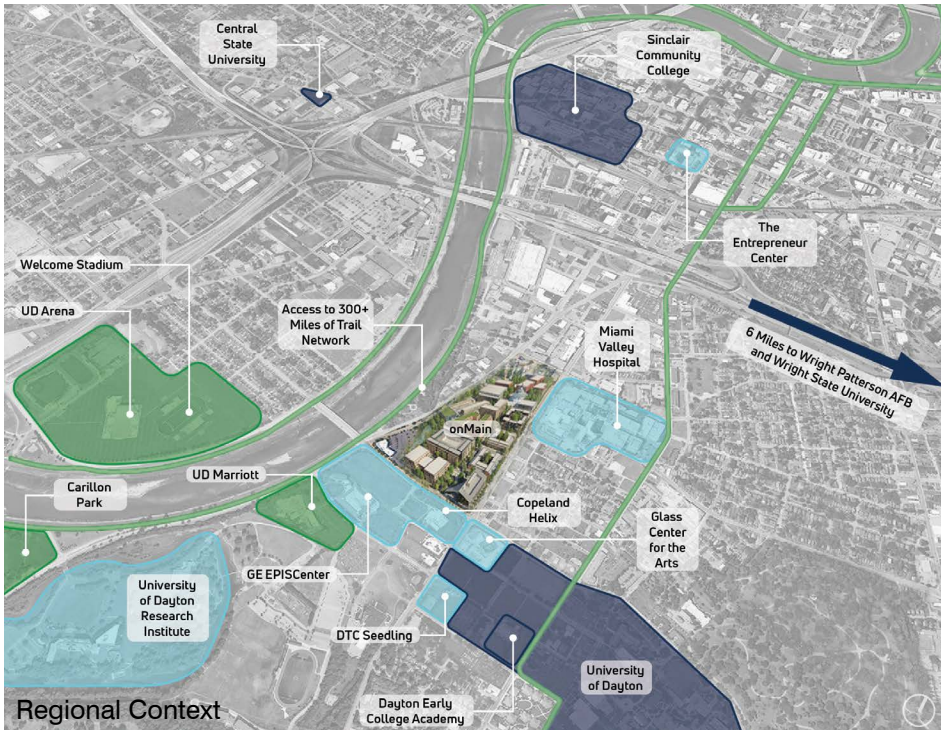
We suggest a not-to-exceed amount of \$40,000 to \$50,000 the effort outlined above. Planning NEXT is presenting a range that is contingent upon further discussion regarding the Site Development Strategy and Accelerate Jackson’s desire outcomes/deliverables for this component of the work. Please note the fee includes both professional fees and related expenses (printing, etc.). The effort will bill hourly and invoiced monthly.

Please contact me with any questions. We look forward to the opportunity to work with you and the PLDFA.

Sincerely,



Sarah Bongiorno  
 Director



- Legend**
- Office
  - Residential
  - Office and/or Residential
  - Open Space
  - Retail
  - Active Ground Floor



**onMain Innovation District Master Plan and Design Guidelines**

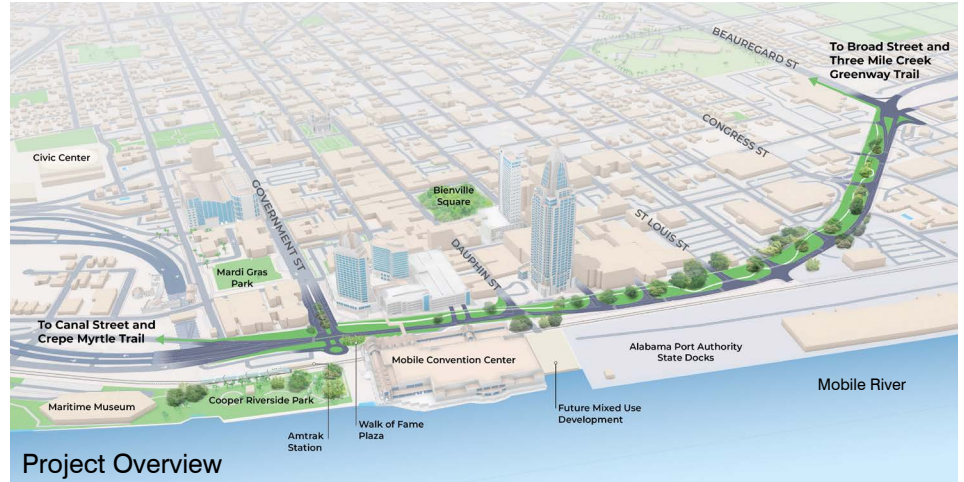
**Client:** onMain, Inc. Dayton, OH

**Project Description:** The master plan for onMain was recently updated in 2026. Focus was given to the phasing of the development, recalibration of retail, and interim use for the site as it develops over an extended timeline. Design guidelines were created jointly with the master plan to inform future build out of the 38-acre innovation district.

**Water Street Redesign**

**Client:** The City of Mobile, AL

**Project Description:** Working with Volkert Civil Engineers, a conceptual redesign of Water Street in downtown Mobile was submitted for a federal BUILD Grant in 2026. Planning NEXT created illustrative graphics to communicate the potential of the future of Water Street as a community amenity, connecting Mobilians to destinations along the Mobile River.



Project Overview



Before



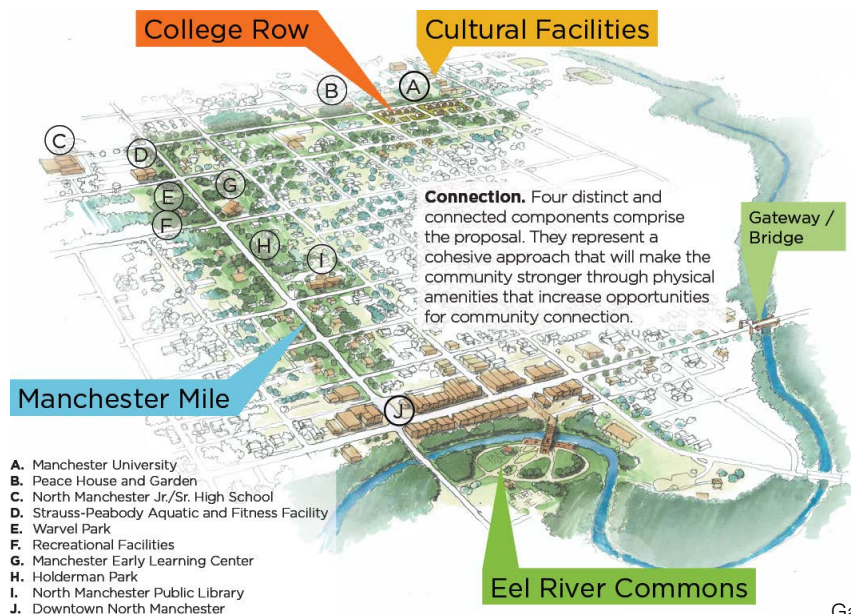
After

**Manchester Together Grant**

**Client:** The Town of North Manchester Indiana and Manchester University

**Project Description:** Planning NEXT lead a project team through the conceptualization and development of a successful \$12 Million Lilly Endowment Inc. grant in 2024. This grant helped to identify four transformative place-making initiatives to strengthen the connection between downtown North Manchester and the University.

The four initiatives include Eel River Commons — a marquee downtown park; Manchester Mile — a complete streetscape; College Row — a form of missing housing; and improved cultural facilities at Manchester University.



- A. Manchester University
- B. Peace House and Garden
- C. North Manchester Jr./Sr. High School
- D. Strauss-Peabody Aquatic and Fitness Facility
- E. Warvel Park
- F. Recreational Facilities
- G. Manchester Early Learning Center
- H. Holderman Park
- I. North Manchester Public Library
- J. Downtown North Manchester

Image by Gary Bumpus

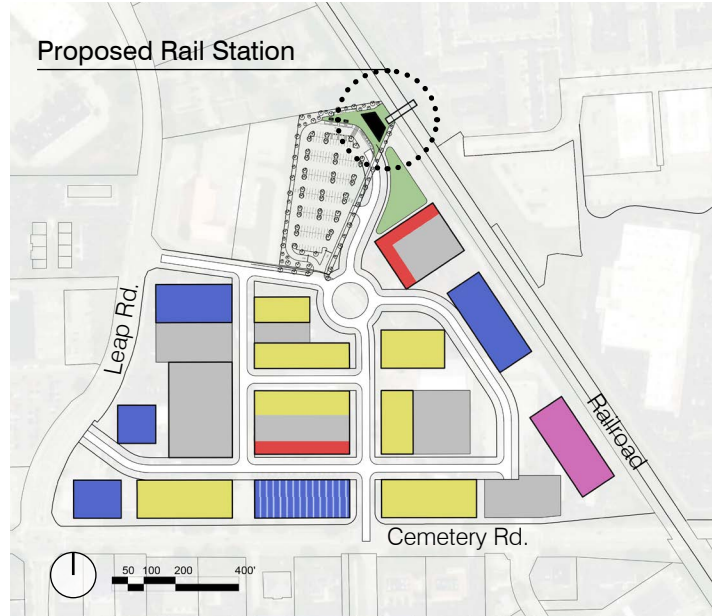


Image by Gary Bumpus

**Passenger Rail Potential Development Plan**

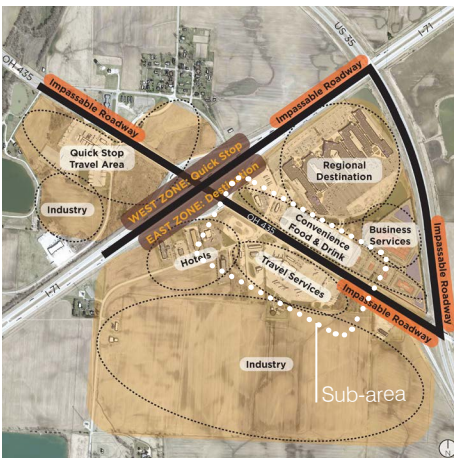
**Client:** The City of Hilliard, OH

**Project Description:** This conceptual development planning work was done to position the City of Hilliard as a leading candidate to be a suburban Columbus stop for the “Midwest Connect” rail route. This work was presented to the City of Ft. Wayne and the Northern Indiana Passenger Rail Association (NIPRA) in 2024.



Conceptual Development Plan, Hilliard Rail Station District

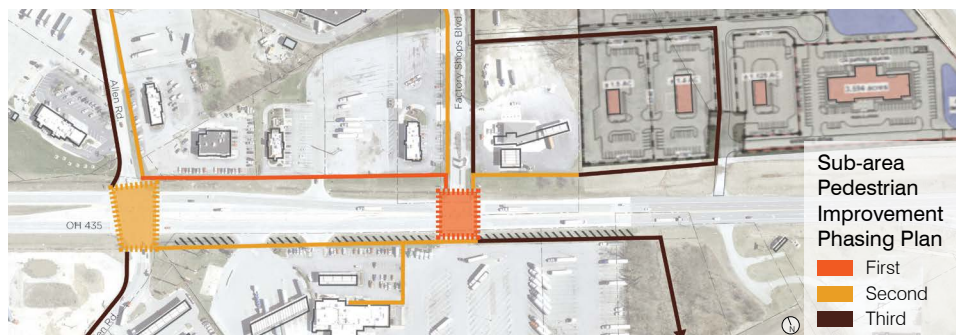
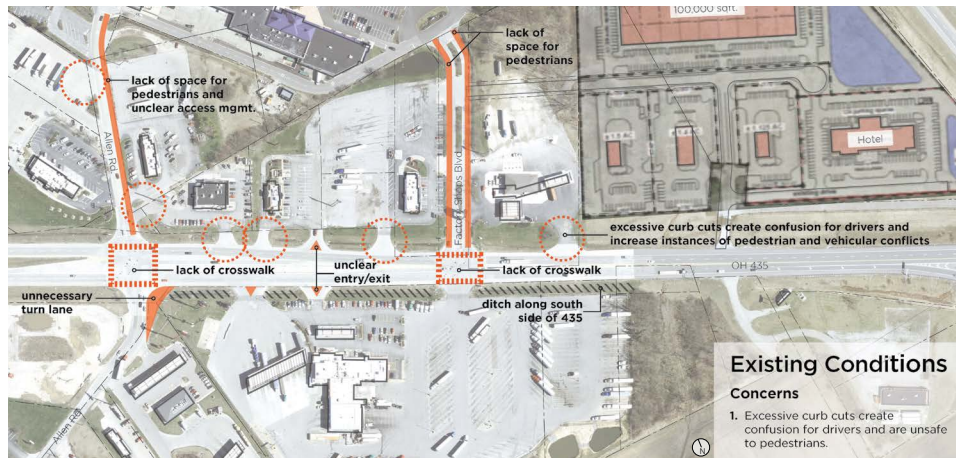
- Tech/Flex
- Retail
- Open Space
- Residential
- Parking
- Office



**R.E.S.T. Area Plan**

**Client:** Fayette County, OH

**Project Description:** This area plan focused on improving pedestrian safety and connectivity along OH 435 at the I-71 interchange. The study resulted in a characterization of the entire study area and a detailed analysis of the high traffic sub-area that included a phased pedestrian improvement strategy.





**SERVICES  
PROPOSAL for  
Parma LDFA -  
to guide and facilitate a strategic  
planning process**

## Consulting Services Proposal for Parma LDFA

Contact Name:  
On behalf of  
Accelerate Jackson  
100 East Michigan Ave, Ste 1100  
Jackson MI 49201

Developed by Nonprofit Network on January 2, 2024

Main Office  
**Nonprofit Network**  
209 East Washington Ave, Suite 430-23  
Jackson, MI 49201

**Lead Contact:**  
Regina Pinney, Executive Director & Consultant  
O: 517-796-4750  
[Regina@nonprofnetwork.org](mailto:Regina@nonprofnetwork.org)

### **SUMMARY**

The Parma Local Development Finance Authority (LDFA) is requesting assistance to determine its long-term relevance and impact within the Parma community and surrounding region. Established to drive economic development, the LDFA holds both the authority and the financial tools to catalyze growth.

The LDFA board is composed of representatives from multiple jurisdictions and institutions—including the Village of Parma, Sandstone Township, Jackson College, and the local school district—each bringing valid but sometimes competing priorities. The board is experiencing issues related to unclear priorities, decisions based on urgent instead of strategic, and a tendency toward maintaining the status quo rather than advancing strategic investments.

At present, the board demonstrates awareness of its authority—such as bonding capacity and infrastructure investment potential—but struggles to act decisively. Discussions often focus on isolated or reactive decisions (e.g., infrastructure repairs or cost-shifting) rather than being guided by a shared framework for long-term economic impact. This results in:

- Inconsistent decision-making
- Limited proactive use of available funding
- Repeated conversations without resolution
- Missed opportunities for coordinated development

This engagement is designed to address these challenges directly.

Nonprofit Network will facilitate a focused, structured strategic process that prioritizes clarity, alignment, and action. Rather than producing a lengthy or theoretical plan, this work is intentionally designed to deliver practical governance tools and a concise strategic direction that the board can immediately use.



### **Nonprofit Network Background and Expertise**


Nonprofit Network was founded in 1999 in response to the ever-evolving needs of nonprofit organizations in Jackson County. The Nonprofit Network team has an expansive toolbox of solutions, resources, and strategies to help nonprofits thrive and grow. Within the past several years, Nonprofit Network has expanded to neighboring counties and throughout Michigan, and beyond. The team is passionate about being a change agent for good in the world. The mission of Nonprofit Network is to strengthen nonprofit governance and management. We do this by providing numerous professional development opportunities for nonprofit boards and staff and offer a broad range of consulting services. We help with strategic planning, retreats, environmental scans and growth plans, organizational and board assessment, fund development, and other organizational and board related needs. All nonprofit organizations are unique. The path to efficiency, transparency and accountability is different for everyone.

Nonprofit Network customizes services for each organization based on where they are in their life cycle, mission, and structure. Using industry best practices as our guide, we work with organizations to first ensure they understand best practices, organizational and board governance. We then build on this foundation by identifying achievable and realistic goals providing tools and guidance to build capacity and resources and plan for growth and sustainability.

### **APPROACH to STRATEGIC PLANNING**

As it relates to strategic planning, Nonprofit Network has years of experience working alongside nonprofit clients helping them understand the perspective of their stakeholders, assess their capabilities to realize their mission and vision, and develop and implement plans that assist in executing goals and objectives. Nonprofit Network helps our nonprofit clients develop functional strategic plans that guide decision-making and cultivate practices that are intentional and proactive. All nonprofit organizations are unique. The path of efficiency, transparency and accountability is different for everyone.

Regina Pinney has been a consultant for more than 25 years and has facilitated well over 150 strategic visioning and comprehensive planning processes. Regina's strong facilitation skills and extensive experience at facilitating groups to inform the consensus-based planning process, provides every organization with the best process and support to develop a strategic plan. Nonprofit Network staff members will be assisting with administrative, facilitation and coordination.



## SCOPE OF WORK

### **Discovery and Diagnostic Process – Board and Staff Survey and Retreat**

Prior to beginning the strategic planning process, Nonprofit Network (NN) staff will work with key leadership to evaluate and understand the organization. The facilitator, Accelerate Jackson leadership and the Board Chair of Parma LDFA will meet to explore the current environment, desired state and capacity of the organization for change. This group will determine a team of *Project Leads* (Accelerate Jackson staff, Board Chair or identified Board Member) that Nonprofit Network will communicate with and help co-lead the process.

To prepare for the Retreat, a Strategic Planning Survey that will be administered to all board and key leadership staff members. Data collected will inform the agenda, affirm mission and purpose, determine major themes that will inform strategy and areas of consensus and disparity. This discovery process will uncover any potential pitfalls or obstacles that may impede the success of the process. Following the discovery phase, the collected data will be analyzed, compiled, and presented (45 minutes using Zoom) to the identified project leads. This process will finalize the agenda for the retreat.

The retreat will focus on exploring the future direction of the organization and what high level themes the strategies should focus on. Using a consensus method, Board Members and key leadership staff will agree on a shared strategic vision.

#### **Activities:**

- Review LDFA materials (board packets, prior plans, statutes)
- Design and administer pre-meeting survey to board and key stakeholders
- Analyze responses to identify themes, tensions, and opportunities
- Develop facilitation strategy and decision framework

#### **Retreat Focus Areas:**

- Clarify LDFA purpose, authority, and role
- Define success (growth, targeted development, or dissolution)
- Establish decision-making criteria (e.g., tax base, job creation, infrastructure readiness, community impact)
- Introduce and apply a decision matrix tool
- Identify 5 strategic priorities with supporting strategies

#### **Deliverables:**

1. Board Survey
2. Board Retreat
3. Meetings with the Facilitator and Project Leads
4. Project Leads and Facilitator will create first drafts of strategies.

Anticipated timeframe: 2-3 months

### **Facilitated Planning Sessions to Develop Actionable Strategic Plan Serving as Blueprint**

Nonprofit Network will rely on the data gathered from the strategic planning survey and retreat to inform next steps and draft documents. The facilitated sessions with Project Leads may be held in person, virtually, or in a hybrid format.

#### **Deliverables:**

*Strategic Planning Sessions: Strategic Planning Work Group*

1. 2-hour session to draft goals and actions with metrics for evaluation
2. 2-hour session to present goals. Board will finalize priorities, strategies and dashboard and begin to fully share an understanding of next steps and how to utilize the tool created
3. Meetings with the Project Leads pre and post each session to create agendas and identify areas of focus.
4. Decision Matrix Tool (customized for LDFA project evaluation)
5. Executive Summary of key findings and decisions

The final report will be co-created with Project Leads and will include:

- An executive summary
- Goals & Objectives
- Decision Matrix
- Responsible partners and their roles
- Measures & Outcomes

Anticipated timeframe: 3-4 months.

#### **Timetable:**

Accelerate Jackson and Facilitator will work collaboratively to find mutually agreed upon schedule and completion date. The process recognizes prioritizing key individuals whose attendance is both critical and crucial. It is also acknowledged that the process may identify issues or barriers that may need to be addressed to ensure a successful planning process.

Nonprofit Network is committed to moving at a pace conducive to success, intentional conversations and expediency.

#### **Cost of Proposal: \$15,000**

Cost includes:

- All meetings described in the proposal
- Surveys identified in the proposal
- Meeting supplies (easel pads, markers, pens, etc)

Not included:

- Room rentals
- Food or beverages for retreats

\* Additional Costs: Additional meetings requested and/or coaching will be charged at \$200/hour.

## Services Agreement

Between Accelerate Jackson, (hereinafter referred to as "Client), and the Nonprofit Network (hereinafter referred to as "Consultant"),

the parties agree to the following:

- I. **Scope of Work:** All work as outlined in this proposal.
- II. **Term:** The Services of the Consultant shall commence no sooner than January 15, 2024. The term of this agreement shall be for the time specified in the proposal and is dependent upon the scope of services defined.
- III. **Billing and Payment:** An invoice for services as they are completed will be submitted upon service completion, payable in full within 30 days of the invoice date.
- IV. **Standards of Performance.** The Consultant agrees to exercise independent judgment and to perform the services provided for under this Agreement with due diligence and within such standards of care as established by prevailing standards and practices for such services within the Consultant's profession. The Client understands and acknowledges, however, that the Consultant cannot and does not guarantee any specific result as a consequence of the Consultant's efforts and the Consultant shall have no liability to the Client or to any third party for any failure to achieve a desired result in connection with the Project so long as the Consultant has performed the services provided for under the Agreement with due diligence and within such standards of care as established by prevailing standards and practices for such services within the Consultant's profession.
- V. **The Client's Responsibilities.** The Client will cooperate with the Consultant by providing to the Consultant on a timely basis all documents, record, reports, studies, analyses, and any other information in the Client's possession as may be requested by the Consultant from time to time. In addition, the Client will make the time and services of its employees, agents and independent contractors available to the Consultant as may be reasonably necessary and when requested by the Consultant.
- VI. **Termination:** Following the initial term, the Client or the consultant may terminate this Agreement by providing notification in writing stating that said Agreement is being terminated. The Client is responsible for all fees due the Consultant until such written termination is received and the Consultant is responsible for any credits or refunds due the Client.
- VII. **Indemnification:** The Consultant hereby undertakes and agrees to defend, indemnify and hold harmless the Client from and against any and all suits, claims or causes of action by any third party employees or agents of the Consultant, which claims suits or causes of action are based upon any act or omission of the Consultant in carrying out the terms of the agreement. Consultants agree to abide by the Nonprofit Network Code of Ethics, Conflict of Interest Policy and Gift Acceptance Policy.
- VIII. **Acceptance:** Authorized signatures below indicate acceptance by the Client and the Consultant of this agreement.

Accelerate Jackson

\_\_\_\_\_  
Designated Signor

\_\_\_\_\_  
Date

Nonprofit Network

*Regina Pinney, Executive Director*

April 3, 2026

\_\_\_\_\_  
Consultant      Date

\_\_\_\_\_