

**AGENDA**  
**CITY OF GROSSE POINTE PARK**  
**PLANNING COMMISSION**

**October 8<sup>th</sup>, 2020**

**SPECIAL NOTICE:** Due to Governor Whitmer's Executive Order Regarding Meeting Size and to Minimize the Spread of COVID-19, this meeting will be held electronically. See instructions below for how to join the meeting and guidelines for meeting conduct. All Planning Commission meeting materials are included as part of this meeting notice.

- I. Call to Order
- II. Roll Call
- III. Approval of Minutes
- IV. Public Comment – Agenda Items
- V. Master Plan Update Presentations
  - a. MKSK
  - b. McKenna
  - c. OHM Advisors
  - d. Beckett and Raeder
- VI. New/Old Business
- VII. Public Comment Non-Agenda Items
- VIII. Adjournment

**ZOOM MEETING AND TELECONFERENCE INFORMATION**

- Go to [zoom.us](https://zoom.us)
- Meeting ID: 827 0580 3944
- Password: 035108

Dial In Information

- +1 301 715 8592 US (Germantown)
- +1 312 626 6799 US (Chicago)
- +1 646 558 8656 US (New York)
- +1 253 215 8782 US (Tacoma)
- +1 346 248 7799 US (Houston)
- +1 669 900 9128 US (San Jose)

Meeting ID: 827 0580 3944

Password: 035108

Michigan Relay is a communications system that allows hearing persons and deaf, hard of hearing, or speech-impaired persons to communicate by telephone. Users may reach Michigan Relay by dialing 7-1-1 and then connection with Zoom conference number above. There is no additional charge to use this service. Please contact [smithl@grossepointepark.org](mailto:smithl@grossepointepark.org) with any other requests for accommodations.

### **How to Submit Public Comment**

There will be two options for how to submit a public comment for this meeting: attending the Zoom meeting or written comment. There will be two public comment periods: one before agenda items at the beginning of the meeting and one at the end of the meeting for new/old business. Spoken comments will be limited to three minutes. Written comments will be limited to 250 words.

Members of the public wishing to make a comment via Zoom will need to either join the meeting through the app on their computer/tablet/mobile phone and/or dial in to the phone number listed on the public notice. All spoken comments through the Zoom app or the phone will be limited to three minutes. The provided meeting guidelines outline the process for teleconferencing comments that will be followed during the meeting.

Written comments can be submitted directly to [planning@grossepointepark.org](mailto:planning@grossepointepark.org). **If you are submitting two written comments, please type either Public Comment Agenda Items or Public Comment Non-Agenda Items in the subject line of your email.**

Written submissions need to be 250 words or less and be submitted by 5pm on Wednesday, October 7<sup>th</sup>.

### **Guidelines for Public Participants**

1. All virtual meetings will be conducted via Zoom with a dial-in option. If you join the meeting utilizing the Zoom app on your computer/tablet/phone, you will be able to listen, see the Planning Commission members, and make a public comment if you desire to do so. **We are not allowing the public to utilize a webcam during the meeting.** If you join the meeting with your webcam on, it will be disabled by the host.
2. All meeting materials and meeting information is available on the City website at [www.grossepointepark.org](http://www.grossepointepark.org)
3. The meeting will start promptly at the time listed on the meeting notice. **Public participants will be permitted to join the meeting five minutes before the meeting is scheduled to start.**
4. When you are ready to join the meeting, please make sure your line is muted to decrease background noise. Public participant lines have to remain muted until the public comment portion of the meeting. **Also make sure your webcam is disabled before you join.** If you join the meeting with your webcam on, it will be disabled by the host.
5. If you decide you want to make a public comment, please utilize the raise hand function in the Zoom app or on the phone **during the agenda item before the appropriate public comment period.** To raise your hand on the phone, press

\*9. Staff will add you to the public comment queue list for the next public comment period. **Please note that all public participants are only allowed one three-minute public comment per public comment period.**

6. **When each public comment period begins**, the Chair will review the process for public comments. After the process is reviewed, the Chair will call on a Staff member to read any public comments that were submitted via written statement. When those are completed, the Chair will call for any spoken public comment. A staff member will call on public participants by either the last four digits of your phone number or your participant name listed in the Zoom app. Public participants will be called in the order they were added to the queue list. Public participants who do not respond within ten seconds of their phone number or screen name being called will be skipped and the next person in line will be called on. This method will continue until all public participants have had the opportunity to comment. **All public comments shall not exceed three minutes and a timer will be displayed on the screen.**
7. Once the public comment period is done, the Chair will either continue with the next agenda item or end the meeting.

**Hosts will have the ability to and will remove participants from the meeting if they breach the peace in such a way that disrupts or interferes with the meeting.**

CITY OF GROSSE POINTE PARK PLANNING COMMISSION – September 24<sup>th</sup>, 2020  
7:00 P.M.

A special meeting was held via Zoom due to Governor Whitmer’s Executive Order 2020-160 and to minimize the spread of COVID-19. The meeting was called to order by Chairman Olds.

Roll Call

The following were electronically present: Chairman Olds, Commissioners Gaskin, Fikany, Sanpere, Goodwin, Lindsay, and Mayor Denner.

Also electronically present: Nick Sizeland, City Manager; Jake Howlett, City Attorney; Pat Thomas, Public Works Supervisor; and Leah Smith, Assistant to the City Manager.

Minutes

Chairman Olds presented to the Board the minutes of August 12<sup>th</sup>, 2020 for approval.

Motion by Commissioner Gaskin, supported by Commissioner Goodwin, to approve the minutes as presented.

AYES: Commissioners Gaskin, Fikany, Sanpere, Goodwin, Lindsay, Mayor Denner, and Chairman Olds.

NAYS: None

Public Hearing – Department of Public Works Facility

City Manager Sizeland read written comments from two residents.

One resident and one non-resident made verbal comments.

Site Plan Review – Department of Public Works Facility

City Manager Sizeland stated that the conceptual design being presented was for the new Public Works Facility located on Mack Avenue between Maryland and Wayburn Street. The presented design has been developed by Stuckey Vitale Architects with civil engineering assistance provided by Stonefield Engineering. The new facility will be approximately 17000 square feet and includes a secure storage yard and mezzanine inside to provide additional storage. The facility was approved by City Council in December of 2019 and the TIFA Amended Development Plan in June 2020. The City also worked closely with OHM Advisors to identify the top needs for the new facility.

Public Works Supervisor Thomas stated that the current facility is too small and the size of the current facility creates numerous functionality issues. Based on the conceptual design provided, the new facility will provide adequate space for movement and various tasks to be completed at the same time.

City Attorney Howlett reminded the Commission that the City does not have to follow zoning code for City projects.

City Manager Sizeland stated that the City also had OHM Advisors complete a review of conceptual design and the City’s zoning code. In a letter to the City, OHM Advisors did confirm that the project does not meet the zoning code for the area however, the City is exempt from following Zoning Code for City

projects. OHM Advisors also encourages the use of additional screening measures for surrounding the facility to maintain harmony between the City and residents in close proximity to the facility.

City Manager Sizeland introduced John Vitale and James McNelis from Stuckey Vitale Architect to present the conceptual plan for the facility in detail.

Mr. McNelis also introduced Eric Williams and Kevin Heffernan from Stonefield Engineering, who served as the Civil Engineers on the project. Mr. McNelis stated that the proposed building was designed to highlight the entrance of the City. The new facility will be approximately 17565 square feet and will be a pre-engineered building, which will help maintain a more upscale look with lower cost. The conceptual design includes the following elements:

- A main entrance off of Mack avenue.
- A maintenance garage and office space.
- A second story mezzanine inside the facility to provide additional storage space.
- A lighting design and plan to help provide adequate light for work to be done while also lowering the impact on residents
- A landscaping plan for the facility including the placement of arborvitae and screening along the back of building facing Wayburn avenue to decrease noise and light spillage into the neighboring residential area

Chairman Olds and Commissioners Gaskin, Fikany, Sanpere, Goodwin, and Lindsay all stated concerns with the kinds of material being utilized on the sides and the back of the building. They all stated that they would prefer to see the same brick façade on the Mack Avenue side around the entire building.

Mr. Vitale stated that they could work with the City and look for additional ways to soften the backside of the building. Currently, insulated metal foam panels are being used on the back and sides of the building because it is long lasting, functional, and cost effective.

Commissioner Gaskin inquired on if there were any anticipated issues with stormwater run-off as designed.

Mr. Williams stated that the current design does meet all of Wayne County's standards and requirements for stormwater management and negative impact is not anticipated.

Commissioner Gaskin inquired on the small numbers included by each light fixture on the lighting plan.

Mr. Williams stated that each number is a foot candle reading. The lighting was designed with the neighboring residential areas in mind and all of the lights are LED fixtures and any lights that back up directly to a home will have a house shielding to shield the house from any light shining directly in. All of the lights around the perimeter of the property are around zero and any numbers higher than zero are small which indicates very low light flooding.

Commissioner Gaskin inquired on the height of the brick wall shown as part of the landscape plan and is it tall enough to screen the building for the adjacent residential area.

Mr. Vitale stated that the wall included in the design is 6 feet, which is higher than an average humans sight line of five feet. The current height still provides adequate screening and sound protection without

it being overwhelming for the neighbors. Mr. Williams also added that the arbs to be planted will grow to a height of about seven feet to make the wall more appealing.

Commissioner Gaskin and Lindsay inquired if an elevator was going to be installed for access to the mezzanine to haul equipment and materials.

Mr. Vitale stated that a removable railing is being anticipated for use so that a portable lift or hauler could be used to lift materials up there when necessary.

Commissioner Goodwin inquired how noise mitigation was incorporated into the design.

Mr. Vitale stated that the building will be fully insulated once built which will help decrease noise. He also stated that they considered building a taller wall in areas where the facility is in close proximity to residential property. However, they determined that the six-foot wall will be adequate along with the added benefit of the arbs that are being planted. When planted, the arbs will already be six feet tall.

Commissioner Lindsay inquired if the mezzanine could be extended further to increase storage capacity for the future.

Mt. Vitale stated that has been considered and the design team does believe there is a possibility to add mezzanine storage on the other end of the building. There is a code restriction regarding that only 30% of mezzanine storage can be included in a building but the design has not hit that maximum capacity yet.

Commissioner Lindsay inquired if there is enough of a turning radius for deliveries built into the current design.

Mr. Williams stated the building was designed with the intention of delivery trucks entering off of Maryland and they would pull through the alley heading west. Delivery companies were contacted and their feed back was integrated into the design.

Commissioner Sanpere stated that she would like to see a sustainability plan incorporated more into the design and construction of the facility to serve as an example for other projects in the future.

Motion by Chairman Olds, supported by Mayor Denner, to approve the site plan with a recommendation to the City Manager to take into consideration all of the comments made by the Planning Commission members and act on the comments made to the highest extent possible.

AYES: Commissioners Gaskin, Fikany, Sanpere, Goodwin, Lindsay, Mayor Denner, and Chairman Olds.

NAYS: None

#### New/Old Business

No new/old business was presented.

#### Public Comment Non-Agenda Items

Three residents made verbal comments.

Motion by Chairman Olds, second by Commissioner Fikany, to adjourn the meeting.

AYES: Commissioners Gaskin, Fikany, Sanpere, Goodwin, Lindsay, Mayor Denner, and Chairman Olds.

NAYS: None

With no further business, the meeting adjourned at 8:40 pm.

DRAFT PENDING APPROVAL



## *Planning Commission Meeting* *October 8, 2020*

<b>TITLE: Master Plan Proposals</b>	<b>DATE: 10/2/2020</b>
<p><b>SUMMARY:</b> Based upon review from City Administration and at the August City Council Meeting the City Council recommended the top four firms based on Administrations recommendation. These firms include MKSK, OHM Advisors, Beckett and Raeder and McKenna.</p> <p>Assistant to the Manager Smith provided the Council in August and now before the Planning Commission a review of each firm attached with this packet.</p>	
<p><b>FINANCIAL IMPACT:</b> Based upon individual firms cost.</p>	
<p><b>RECOMMENDATION:</b> Planning Commission approve one of the four proposed Master Plan Consultants at the October 8, Planning Commission Meeting.</p>	
<b>PREPARED BY:</b> Nick Sizeland	<b>TITLE:</b> City Manager

# City of Grosse Pointe Park

15115 EAST JEFFERSON AVENUE □ GROSSE POINTE PARK, MICHIGAN 48230 □  
PHONE (313) 822-6200

**To: Nick Sizeland, City Manager**

**From: Leah Smith, Assistant to the City Manager**

**Date: August 19<sup>th</sup>, 2020**

**RE: Review of Master Plan Update RFPs and Recommendation**

Through a competitive and formal bid process, the City of Grosse Pointe Park received eight Request for Proposals (RFP) for the Master Plan Update project. Through initial review and scoring, four RFPs scored at the top and were selected for a second review. The top four RFPs are:

- McKenna
- MKSK
- OHM Advisors
- Beckett and Raeder

We identified three points to focus on during the second review of the top four RFPs:

1. Knowledge of Grosse Pointe Park and the surrounding areas
2. Relevant Experience
3. Public Outreach Plan. This is all outreach to residents and interested parties outside of required meetings with the Planning Commission and/or City Council. Is the public outreach plan creative, does it utilize multiple platforms, etcetera.

A summary of my findings on the top four RFPs is below.

## **McKenna**

McKenna demonstrates a detailed and in-depth understanding of Grosse Pointe Park as a City, focusing on the importance of maintaining a walkable community and preserving the way of life in GPP for years to come. McKenna provides Zoning and Planning services for Grosse Pointe and Grosse Pointe Farms and is currently working with the Eastside Community Network on a Mack Avenue Improvement Plan.

In addition to completing all of the required components for the Master Plan, McKenna also recommends completing a Complete Streets Plan component to focus on calming measures for traffic through residential neighborhoods and providing parking recommendations to achieve the best balance between supply and demand. McKenna's price is very budget friendly as well which could allow the city an opportunity to partner on more areas of service including but not limited to a Parks and Recreation Master Plan, Parking Plan, Capital Improvement, etc.

While McKenna demonstrates a solid understanding of GPP there could be more detail in their public engagement and they do not utilize unique or creative methods in their public outreach plan.

### **MKSK**

MKSK, in partnership with Quinn Evans and Gibbs Planning Group, demonstrates an in-depth understanding of the surrounding area through extensive work with the Grosse Pointe Public Library, City of Detroit, and City of St. Clair Shores. Their work program has a continual focus on implementation and also demonstrates creative classification of land use by classifying current land use by type as well as the character (lot sizes, age, etcetera). They are the only firm that included completion of a retail market study as part of their proposal which is critical for the City and local businesses in moving forward post-COVID. Their public outreach plan includes trained community ambassadors/volunteers to assist with community engagement, creating a grass-roots feel for the project. MKSK stated that they have found the community engagement is higher when this approach is utilized.

MKSK also has an impressive list of past projects on their resume, including recent Master Plan Updates for other Michigan communities. I believe it is important to remember that while they have completed a lot of relevant projects, many of those communities are in either a redevelopment mindset (City of Detroit) or have open space to be developed (East Grand Rapids). MKSK did not demonstrate a deeper understanding of Grosse Pointe Park and our community history. Their work plan proposal is high quality but reads generic.

### **OHM Advisors**

OHM Advisors, in partnership with CIB Planning, presents a proposal that includes an extensive and impressive public outreach plan. They propose utilizing a multi-platform engagement approach, including a project-specific website, online community survey, postcards, yard signs, and text message polling. They also propose holding virtual office hours throughout the project, which the project team will attend to listen to additional community feedback and answer questions. OHM Advisors also demonstrates knowledge of the surrounding area and is currently working on a project in the East Warren/Cadieux neighborhood in Detroit and was also involved in the development of the Detroit Lower Eastside Action Plan in 2017.

Additionally, OHM Advisors already has a thorough and extensive knowledge of the City's infrastructure needs due to their current and ongoing engineering work. They demonstrated this knowledge in their proposed work program plan. CIB Planning serves as the lead technical consultant for the Michigan Economic Development Corporation (MEDC) Redevelopment Communities Program, which we have already demonstrated an interest in joining soon.

### **Beckett & Raeder**

Beckett & Raeder is the only firm that referenced text from the 2012 Master Plan which demonstrates a thorough and in-depth knowledge of the City's history. Through their work program proposal, a demonstration of where we want to go as a City is also shown. Their use of a Story Map Open House is unique and provides an engaging online format to present the draft plan. Beckett and Raeder are the only consultants who stated the benefits of doing a Parks and Recreation Master Plan in conjunction with the master plan and their proposed price allows for

that conversation to occur. Beckett & Raeder includes an action plan as part of their proposal. The action plan will include a time frame and the parties responsible for making the required changes. Additionally, the action plan will also highlight what we would need to do specifically to align with the Redevelopment Ready Communities program.

The only identifiable fault with their proposal is their lack of knowledge regarding the Grosse Pointe Park area and our neighbors.

**Recommendation**

Based on my evaluations of all the RFPs, I am formally recommending OHM Advisors, Mckenna and MKSK as the top three candidates per City Administration to the Planning Commission for review and selection.



PROPOSAL FOR

# GROSSE POINTE PARK, MICHIGAN MASTER PLAN REVISION & UPDATE 2020

JULY 31, 2020



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July 31, 2020

**MKSK**

Nick Sizeland, City Manager  
City of Grosse Pointe Park  
15115 E. Jefferson Avenue  
Grosse Pointe Park, MI 48230

Brad Strader, AICP, PTP, Principal  
4219 Woodward Avenue  
Detroit, MI 48201  
313.652.1101

**RE: PROPOSAL TO UPDATE 2020 CITY OF GROSSE POINTE PARK MASTER PLAN**

Dear Mr. Sizeland,

MKSK and the team of experts we have assembled are very interested in working with the City to revise and update the Master Plan for Grosse Pointe Park. This Letter of Interest highlights some of the unique experience of our team and our approach.

**MKSK** are leaders in placemaking, working with communities throughout the Great Lakes region. We are experts in land use, neighborhood and district planning, multi-modal streets, parking, and redevelopment. Through all of these elements, we focus on conservation, enhancement and creation of desirable places that reflect a city's special character. To us, place is not just a sterile description of a city's layout or building architecture - it is where we grow, learn, experience, and establish roots. Our work is anchored in the notion that creating a sense of place creates value that strengthens and defines a community.

Our project leadership has been involved in over 30 Master Plans in Michigan. We have developed a reputation for both technical excellence and meaningful engagement of a city's officials, staff, stakeholders and residents. Through that work we have been selected to provide training programs on best practices in Master Planning by the Michigan Association of Planning and other organizations. MKSK also serves as one of the MEDC's Redevelopment Ready Community program advisors and trainers, so we are very familiar with their Master Plan criteria.

Our Project Team will be managed by Ann Marie Kerby who currently resides in Grosse Pointe Farms. Her family has lived in the Grosse Pointes for three generations and has deep historical roots in the area. Her Great Great Grandfather owned a ribbon farm and donated a large portion of the land to what is now Kerby Elementary School. Ann Marie has worked on a number of Master Plans, district and neighborhood plans, and has led community engagement on many projects. Ann Marie will be your day-to-day contact and responsible for overseeing community engagement and the Plan preparation. She will be supported by me as the Principal-in-Charge, and others at MKSK for mapping and graphics.

Our team also includes Quinn Evans Architects and Gibbs Planning. **Quinn Evans** has a rich history in metro Detroit with nearly 40 years of experience in the planning and design. QE will combine an affinity for our work with a proven planning process that will cultivate the involvement of the relevant stakeholders in the Grosse Pointe Park community for a collaborative master planning effort. QE's team will be led by Sandra Little, AIA, LEED AP. She is an architect with substantial expertise in facilitating community engagement activities. Sandra will lead the evaluation of the neighborhoods and business districts, and will assist with engagement. She will be assisted by Damon Thomas, LEED AP, NOMA who has worked on adaptive reuse of many properties and neighborhood planning in Metro Detroit, including a current project for the Grosse Pointe Public Library. MKSK and Quinn Evans have worked together on several projects including the recent well received Woodbridge Neighborhood Development and Design Guidelines in Detroit and redevelopment strategies for the City of Hamtramck. We are neighbors in our building so coordination is "just down the hall."

**Gibbs Planning**, nationally known market experts, will provide an evaluation of the retail market demand vs. supply in the City's four business districts. This will include strategies for specific types of uses toward a full occupancy scenario. Bob Gibbs from Gibbs Planning is very familiar with the market since he previously prepared a retail market study for the Grosse Pointe Chamber of Commerce that included all five cities. He will also lend his expertise on retailing at a best practice session. Bob frequently serves as an advisor on major redevelopment projects. He also is frequently sought as an instructor for small businesses organization on techniques to increase foot traffic and sales; he annually teaches a class at the Harvard Business School. MKSK has worked with Gibbs Planning on several other projects, for both cities and developers, in the last few years.

**Our Approach:** We have crafted a Master Plan approach for working with quality mature cities like Grosse Pointe Park. Through review of data, observations, and discussions with the community, we will classify the city into areas to Conserve (building upon existing character with some small scale improvements), Enhance (target opportunities for modest and incremental improvements), and Redevelop (determine opportunities for larger scale changes). Then the strategies for implementation will be a phased and realistic approach that are directly linked to the various districts in the City.

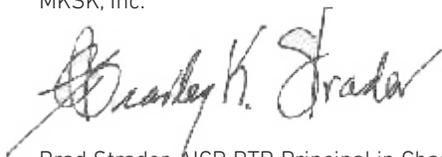
**Diverse Skills:** MKSK's team offers experts in the various topics to be addressed in the Master Plan – planners, architects, landscape architects, market analysts, transportation planners and zoning specialists. We know how to dig beneath the initial attitude that things “just need to stay the way they are” to instead build awareness of the City's need for a visionary Plan. We can work with you to be prepared for future opportunities to help meet the City's Vision, from changes in programs, to focused capital improvements, regulations, and partnership with those invested in the City's future. We also have an experienced graphic design team to help create a Master Plan full of images and in a format that is inviting and user-friendly.

**Community Engagement:** Our approach is to work with the city's leaders, stakeholders, and citizens to generate a creative, progressive, and strategic plan that provides guidance for the City of Grosse Pointe Park for the next decade. We are known for innovative and enticing ways to gain community participation. Our engagement has several layers to work with the City Administration/staff, City Officials, Stakeholders and the Public. The best engagement involves the community directly, so we will blend presentations and workshops with opportunities for people to provide input on-line or with Public Workshops in a Box (more on those ideas are in the Work Plan). We also stand ready to adapt our engagement using some of the successful tools we have been using during the COVID-19 era.

**Focus on High Quality Public Space:** Our team planners, transportation specialists, landscape architects, architects and urban designers are all focused on the importance of preserving and making quality places. Our evaluation will look at the city's assets such as the civic complex, library, parks, and streets to identify options and priorities to contribute and enhance the City's historic character and charm.

Thank you for the opportunity to be considered. This package that follows includes the information that you have requested. Please reach out to me if you have any questions.

Respectfully submitted,  
MKSK, Inc.



Brad Strader, AICP, PTP, Principal in Charge  
bstrader@mkskstudios.com | 313.652.1105





## We invite you to explore the character of our work.

MKSK is a collective of Landscape Architects, Urban Designers, and Planners, founded in 1990, who are passionate about the interaction between people and place. We are a practice with a network of seven regional metropolitan studios in Michigan, Ohio, Indiana, Kentucky, and South Carolina. MKSK approaches planning and design with a clear understanding that each place is unique and has economic, social, environmental, historical, and cultural influences which should be explored through thoughtful, context sensitive design. We shape place to improve lives, and we share our transformational stories and the power of strong planning and design to inspire ourselves, our peers, and the world to work together for the common good. We work in cities to reimagine, plan, and design dynamic urban environments for the betterment of all.

We are strategic thinkers and bold innovators who celebrate the power of collaboration to plan and build authentic places. Our practice values the importance of social connections and the relationship of people and place. We partner with clients to create places that are socially connected, ecologically responsive, and economically sustainable. We believe in the culture of local, strive to understand the sense of place, and rely on authentic ideas.

DETROIT	313.652.1101
COLUMBUS	614.621.2796
CINCINNATI	513.818.3842
GREENVILLE	864.626.5715
INDIANAPOLIS	317.423.9600
LAFAYETTE	765.250.9209
LOUISVILLE	502.694.1416



MKSK's approach focuses on helping communities fully realize their potential, by providing plans, collaborative services, design guidelines and policy tools that address each development's specific needs and goals. Our team of highly-qualified urban designers brings both private and public practice expertise on large and small projects. By continually evolving design processes and crafting individualized solutions for each community, our team is able to create visions that clearly communicate effective strategies and allow for an organic and extraordinary place to emerge.

There are three elements that are consistent in our firm's approach:

- A focus on quality design and placemaking;
- An inclusive, communication-based approach for coordination of stakeholder interests into a common goal;
- A strategic approach to implementation that is grounded in reality but innovative in its solutions.

These elements have directly led to renewed investment and improved quality-of-life in the places in which we have worked.

At MKSK, our designers have the unique ability to work in conjunction with the firm's landscape architecture, planning, and transportation studios to bring multidisciplinary expertise, high-quality design, and achievable, real-world solutions to all of its urban design efforts. This, combined with the firm's focus on high-quality graphic presentations, enhances the ability of the planning studio to effectively communicate and gain consensus on plan concepts, ideas and strategies. The end results are thoughtful, meaningful and implementable plans that spur action and provide a framework for transformational change.



1 Greenville Unity Park Community Event, Greenville, SC  
 2 Scioto Greenways Visioning, Columbus, OH  
 3 Downtown Akron Strategic Plan Charrette, Akron, OH

4 Kenmore Neighborhood Community Event, Akron, OH  
 5 'Jane's Walk' Neighborhood Walking Tour, Akron, OH  
 6 Gordon Square Arts District Open House, Cleveland, OH

Community involvement and engagement is a fundamental part of our urban planning and design approach. The success of the public engagement process is a critical step in building understanding, support, and ownership of focus areas that will ultimately lead to effective implementation across time.

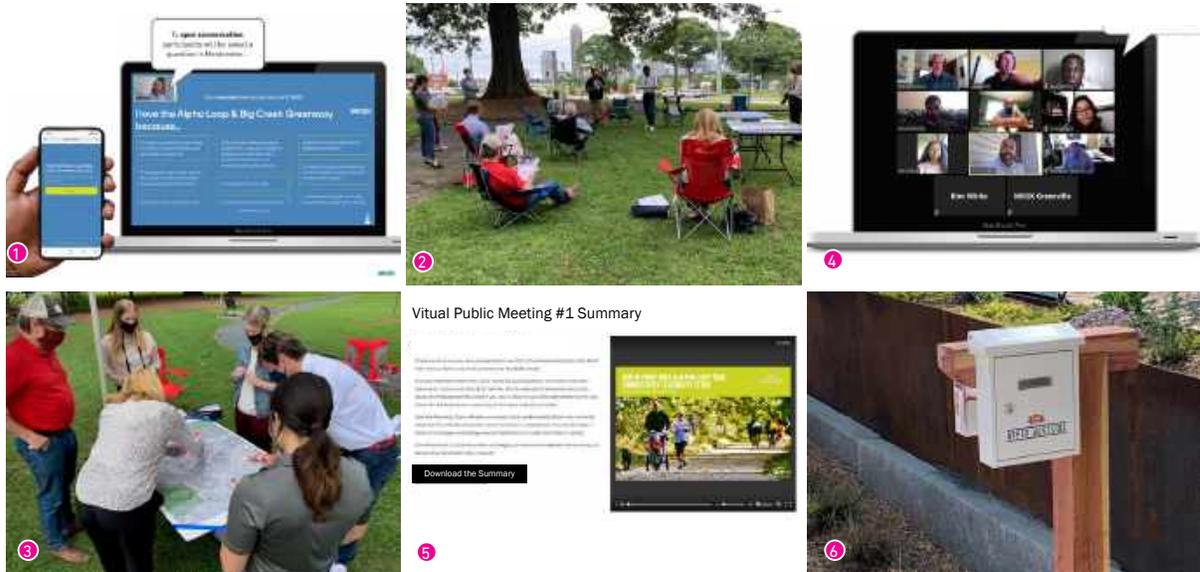
Our team views the early stages of a planning project as a time for learning and collaboration. It is here that we invite the public and stakeholders to share with us the issues and considerations important within a community. This knowledge, and the relationships built through this process, guides our planning efforts as we develop ideas and strategies to address project issues. The testing of those ideas, through further public engagement, ultimately provides us with a consensus-based direction. Our goal is to form a shared and "living" vision. To reach this goal, we cast a wide net, which often includes residents, business interests, development community members, key stakeholders, elected officials, and public agencies. Opportunities to engage the public can be in the form of traditional open houses, forums, or focus group sessions, or online through web-based meetings, surveys, and via social media platforms.

Our public participation toolbox blends traditional methods with fresh approaches adapted to hands-on engagement together with 24-hour community information and dialogue on web-based platforms. Every project and community is unique, so for each we refine an engagement tool kit in close consultation with the Working Group. The more traditional public participation and engagement opportunities incorporated in this process include stakeholder interviews, walking tours, and public meeting visioning workshops. Additional opportunities include:

- Interactive meetings & exhibits
- Pop-up displays
- Dedicated website & social media platforms
- Community mapping - geo locate ideas
- Tactical urbanism
- Youth activities
- DIY Meetings-in-a-Box
- Study area storefront displays and office hours
- Street stalls and kiosks at existing events
- Study area walking/bike tours
- Stakeholder and focus group meetings
- Public workshops and presentations
- Charrettes and visioning

# FLEXIBLE & EFFECTIVE METHODS OF ENGAGEMENT

**MKSK**



- 1 Live & Online Workshop, Alpha Loop Trail Connectivity Study, Alpharetta, GA
- 2 Safe, Social Distanced Committee Meeting, Upper Westside CID, Atlanta, GA
- 3 Adapted In-Person Meeting, Upper Westside CID, Atlanta, GA

- 4 Client & Stakeholder Meetings on Zoom, Upper Westside CID, Atlanta, GA
- 5 Continuous Virtual Meeting, Alpha Loop Trail Connectivity Study, Alpharetta, GA
- 6 Custom Designed Mailboxes for No-Contact Engagement Drop-off, Atlanta, GA

In light of the current COVID-19 outbreak, engagement efforts must be carefully crafted. As necessary, we plan to utilize interactive online software and conferencing platforms to ensure we have the vital conversations and interactions needed to advance this project effectively and appropriately. We have been using these tools effectively over the past two months to great effect for work sessions, stakeholder meetings, and larger community engagement. They include:

- Custom website modules,
- Zoom conference public meetings,
- Zoom conference meetings with break-out room capabilities,
- Mentimeter Polling,
- Google My Maps,
- SurveyMonkey, and more.

# SUSTAIN RENEW REIMAGINE

**QE Employees:** 209

**Established:** 1984

**QE Offices:**

4219 Woodward Avenue, #301  
**Detroit, Michigan** 48201  
313.462.2550

219 1/2 N Main Street  
**Ann Arbor, Michigan** 48104  
734.663.5888

2121 Ward Place NW, 4th Floor  
**Washington, DC** 20037  
202.298.6700

100 N Charles Street, 14th Floor  
**Baltimore, Maryland** 21201  
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The experienced professionals at Quinn Evans (QE) are committed to elegance in design and well-crafted solutions that sustain and renew the tradition of our built environment. QE is a full-service architectural firm with offices in Detroit and Ann Arbor, Michigan; Washington, DC; Baltimore, Maryland; Madison, Wisconsin; and Richmond, Virginia.

In order to meet each client's needs, our comprehensive services include renovation and restoration of existing structures and sites as well as the design of expansions and new structures. In addition to full architectural services, we offer a diverse portfolio that combines context-sensitive and innovative designs with sustainable strategies.

Sensitive planning and design solutions involve both the preservation and reuse of significant buildings, as well as the development of new structures that complement and respect their surrounding environments.

More than 500 projects in our portfolio have been honored with awards for quality design, outstanding restoration work, and innovative approaches to adapting existing facilities for new uses.

For over 35 years, QE has proudly served local municipalities and has been intimately involved in strategic planning, housing, preservation, and commercial development that has helped shape and revitalize neighborhoods and community cultural resources. From across the country, we bring national insight and expertise to Metro Detroit's growing demand for urban planning, infill, and revitalization.

**Our clients for projects in Grosse Pointe include the Grosse Pointe Public School System, Gary Turla, Saint Paul on the Lake, and True North Facility Services.**





## Firm Profile

GPG is considered one of the foremost urban planning and real estate consultancies in America. Since its inception, GPG has pioneered the development of proven market-based principles for the revitalization of historic downtowns and the development of new walkable mixed-use town centers. GPG specializes in analyzing and planning complex urban commercial centers and offers complete master planning and real estate advisory services for the public and private sectors.

During the past three decades, GPG has consulted for over 1,000 cities, institutions, new town centers and universities across North and Central America, Europe and the Pacific Rim, including: Auckland, Big Sky, Charleston, Detroit, Disney, Hilton Head, Houston, Mexico, Naples, Palm Desert, Panama, Poland, Portland, Melbourne, New Zealand, Rosemary Beach, Southampton, Sydney, Taubman and the University of Pennsylvania.

Based in Birmingham, Michigan, GPG was founded by Robert Gibbs, AICP, ASLA in 1988. Gibbs directs GPG's operations and oversees its consulting projects.

## Services

- **Urban and Master Planning:** GPG offers full service urban and land planning services for mixed-use, residential and commercial walkable developments. Our clients include: Central Michigan University, Charleston, Daybreak Village, Milwaukee, Palm Desert, Portland, Naples, Simon Centers, Southampton, Taubman Centers, University of Pennsylvania and the Walt Disney Company.
- **Real Estate Market Analysis:** GPG has initiated a proven commercial market analysis process that accurately identifies supportable hospitality, retail, residential and office market segments. Our market studies include specific types of businesses and their sizes and sales forecast. GPG has completed over 300 retail market studies across the US during the past 30 years. Representative clients include; Albuquerque, Alexander, Boyne Resorts, Capital Natural (Mexico), Charleston, Delray Beach, EDS, General Motors, Grand Rapids, Hilton Head-Harbour Town Home Fed Corporation, Houston, Kalamazoo, Las Cruces, Mackinac Island, Memphis, Naples, Palm Desert, Rosemary Beach, Sarasota, Santa Cruz, the Walt Disney Company and Wayne State University.
- **Commercial Advisory Services:** GPG has broad experience with economic research and implementation services, including its unique Shopability analysis that evaluates all aspects of urban conditions and public policies as they relate to commercial performance. Clients include; Big Sky Resorts, Delray Beach, Disney, Hilton Head, Houston, Palm Desert, Sarasota and the Queensland Investment Company.
- **Public Workshops & Lectures:** GPG has extensive experience with planning workshops and public speaking including an annual class at Harvard University. GPG has given workshops and lectures around the world including; Auckland, Fargo, New Zealand, Palm Beach, Panama, Portland, Seattle and Washington. Clients include; American Planning Association, American Society of Landscape Architects, Congress for the New Urbanism, the International Downtown Association, the Mayor's Institute and the National Main Street program.

## Affiliations

GPG is a member of the American Institute of Certified Planners, American Society of Landscape Architects, American Planning Association, Congress for the New Urbanism (Charter Member), International Council of Shopping Centers and the Urban Land Institute.



CITY OF WYOMING MASTER PLAN  
WYOMING, OHIO\_MKSK

## OUR APPROACH

We understand that a recent effort to update the Master Plan was stalled, with the finding that there was a need for more community input and focus on key opportunities. We will use the previous work as a starting point and build upon it by bringing expertise on various topics to help the City craft a Master Plan that will be inspired and embraced by the community. This Master Plan will provide direction for policies, regulations, capital improvements and partnerships for implementation. We will also ensure that the criteria of the MEDC's Redevelopment Ready Community program are acknowledged and incorporated throughout the document.

A successful Master Plan process is as much about the journey as it is the destination. This will be more than just data, technical findings and illustrations. We will help facilitate this as an exercise in community-building. This makes the process tangible and fosters the energy and momentum to ensure the plan is lasting and implemented. Building on the approach described above, we have detailed a proposed framework for knitting community engagement into this process.

This section describes our approach to the Grosse Pointe Park Master Plan. It serves as the foundation for our Work Plan and tasks related to community engagement, focus on planning for mature cities, and a focus on implementation.

## COMMUNITY ENGAGEMENT

MKSK recognizes the crucial role that community engagement plays in creating plans. Residents and City officials in Grosse Pointe Park are proud and passionate about their city. They have much to offer in conversations about topics such as a desire for a walkable community, sustainability, parking, the lakefront, infill and redevelopment opportunities in the business districts, and the goal for a safer system for pedestrian and bicycle travel. We look to engage the community throughout the planning process in an assortment of creative methods that keep those involved informed and invested in the process.

One technique is to work with the City to identify and inform "Ambassadors" for the project. These folks can be city officials, staff, representatives or organizations, and motivated residents. Those community volunteers can use e-mail blasts, social media, and other methods to give residents and property owners opportunities to review materials and provide constructive feedback. Our engagement program includes a training session for volunteers on the ingredients of a Master Plan and how to facilitate discussions using MKSK's Public Workshop in a Box. This material will provide background information about Master Plans and a packet of information that they can share with various organizations, at city events, or even small group sessions that they organize. This allows us to really engage the community directly, and also allows the consultant budget to be targeted for other tasks.

This grass-roots effort is just part of the engagement program. We will also have a project website with a survey and information posed for review and comment. A key feature of our process is a Best Practices and Visioning Forum. During this event, our specialists will describe various aspects of Master Planning and the results of our initial analysis, including a market study. At this event, we will craft an overall Vision for the City with specific goals or ideas for various topics and locations. We will also have several meetings with the Planning Commission and Public to discuss concepts and priorities, as shown on the Project Schedule.

We understand that given the current COVID-19 circumstances, our engagement approach needs to be adaptable. Our team has developed a series of on-line and distanced engagement tools that we can employ as needed. We can discuss the various aspects of the engagement techniques to use at the Project Kickoff Meeting.

## PLANNING FOR QUALITY MATURE CITIES

As you can see from this proposal package, our team has vast experience working in quality mature cities. Our work plan is crafted on our experience with other similar cities. From a community planning standpoint, the development and transportation network are well established. Still, there is always change expected – home renovations, new infill housing, projects to update parks and facilities, and potential to redesign streets as reconstruction is programmed. A Master Plan helps provide city staff and officials with guidance to ensure those investments best complement the city's character.

In many respects, a Master Plan is just as important, if not more so, for a mature city compared to a rapidly growing community. But a different type of plan is needed; one that focuses on key areas and topics where attention is needed to retain the city's appeal and vitality in the next 10-20 years. Our program works with the community to identify places that need to be enhanced (such as streets, parks, infill development). We will also target sites or areas that may be redevelopment opportunities, with strategies so that development harmonizes with the spirit and the existing qualities of the City. This will be part of the Community Visioning Session described later in the proposal.

## FOCUS ON IMPLEMENTATION

While at first glance the Master Plan process looks to be sequential, it is in fact integrated. As we move through the tasks, we always keep on eye on potential implementation strategies. In this way, we build consensus as we go, instead of having surprises or debates withheld until the Public Hearing. Some key aspects of implementation are listed below.

- Identification and discussion of potential actions throughout the process
- Consideration of City budgets, relative costs, and potential funding sources
- Creation of visually engaging materials with graphics, maps, photographs and other imagery to illustrate the key Plan concepts and recommendations
- Conformance with the requirements of Michigan Planning Act and MEDC RRC Program

In the end, the City of Grosse Pointe Park will have a well-thought-out plan update that provides direction and is user friendly. Working together, the plan will have broad support from City staff, appointed and elected commissions/ councils, the business community, and the community as a whole.



## WORK PLAN

We propose a series of tasks to prepare the Master Plan, with a variety of engagement sessions and meetings. Those tasks are described below. The process is also illustrated on the proposed Project Schedule.

### **TASK 1: Project Kick-Off**

We would start with a Kick-off meeting with City staff (which could also include select City Officials or others). Topics at this meeting will include:

- A discussion of the current Master Plan, and the draft Master Plan that did not move forward. We want to understand what aspects of that work can be retained or repackaged. Also, how we might engage some of those who gave their time to that process so that we might involve them in this more comprehensive update.
- Confirm if the Master Plan will be adopted by just the Planning Commission or also by the City Council.
- City staff will provide us with a briefing on other relevant plans, the process for capital project planning, and projects that are underway or being contemplated.
- Start-up of the community engagement effort including the city posting information about the Master Plan on the City's website and through the use of social media.
- Discuss the options of including adjacent communities and agencies in the process to share information, for coordination, and identification of potential funding.
- Data included in the current plan and other data that might be meaningful; data that the city has available or may be able to collect.
- Discuss the previous survey, its results and changes for a new on-line survey and how it will be promoted.
- Review of the schedule, meeting dates and meeting logistics.
- Any refinements to this proposed work plan, including any other services, to fit within the budget.
- A general discussion about key issues, trends, and opportunities.
- We assume the City has already distributed a Notice of Intent to proceed with the plan update to adjacent municipalities and organizations, as required by the Planning Act.

This meeting could be followed by a tour of the City overall and the four business districts where we can make initial observations and begin to note potential opportunities.



## **TASK 2: Project Framework (Data and Information Gathering)**

The master planning process begins with a number of questions that need to be answered, including questions about existing conditions in residential areas, business districts, recreational amenities, resident priorities and city planning priorities and budget. We also know from experience that other issues and concerns will undoubtedly be discovered during the community engagement of the Master Plan.

Gathering data for analysis occurs with different tasks such as a new resident online surveys (MKSK will develop a draft and one set of revisions. The survey will have a set end date and then we will summarize the results. This Task will also include site visits to parks, business districts, residential areas, and research of existing city policies and codes. We will also update and expand the demographics and other information in the current plan using the U.S. Census, data from SEMCOG and state agencies, and other readily available data. We also will look for the City to provide us with current traffic counts and trends, along with other data that will be helpful in the evaluation of alternatives or explanation of plan recommendations later in the process.

From discussions and evaluation, we will prepare a plan outline. This outline will identify elements of the previous plan to retain, refresh, remove, or replace and any additions that are needed. It will also provide a new table of contents and plan format or storyboard to confirm we are on track.

## **TASK 3: Retail Market Study**

Some of the key planning questions for the Master Plan revolve around the amount of commercial space needed, and the types of stores to fill them. Internet shopping, COVID-19, and other market dynamics have altered the strategies for vibrant small business districts. For this evaluation, Gibbs Planning will prepare a retail market study to provide the City with a general understanding of the amounts and types of retail development that are presently supportable in its four business districts. This will build upon previous a previous study for the Grosse Pointe Chamber of Commerce in which he conducted extensive interviews with retailers, stakeholders, and residents. That study concluded that there was a market for expanded offerings by current or new retailers. Gibbs Planning will take a fresh look at the demographic data, including household income and consumer expenditure potential by retail category, for the estimated trade areas of the City. Bob Gibbs will present his findings in a short study which can be summarized in the Master Plan. He will also provide a "best practice" session for downtown retailers and City Officials.



## **TASK 4: Community Vision and Values**

MKSK will facilitate one Visioning Session. This will be a session with City staff and Officials, but also open to the public. We suggest those interested in the Master Plan and the City's Vision be invited to express their ideas as well.

At this session we will provide the background information, our observations, and public input to date. We will describe some provocative trends and their potential implications to the city. This will include a presentation of Master Plan "Best Practice" with examples for quality mature cities to help stimulate a discussion about the future. Those topics might include Retail Trends, Placemaking, Infill Housing, Complete Streets, Community Greening, and the MEDC RRC criteria. Then we will lead an interactive session to articulate the City's Vision, potential issues that need to be confronted, and some priorities (locations, topics, projects, etc.). We will also look for some priority setting on what is most important. This forum will be instrumental in defining the vision and direction for the plan.

One of the features of this Visioning Session will be a mapping exercise to classify different areas of the city into these three categories:

- **CONSERVE.** Well established and thriving areas that are expected to remain relatively the same with little to no change in land use.
- **ENHANCE.** Areas that may need some enhancement (i.e. rehabilitation of a building, upgrades to a park, or low-cost changes to a street).
- **INVEST.** Targeted redevelopment sites or areas with corresponding strategies to reuse or rehabilitate underutilized properties. This could include guidelines for infill development

## **TASK 5: Future Land Use Plan and Focus Areas (Neighborhoods and Business Districts )**

We will classify the current land uses not just by type (single family, commercial, public) but also by character (lot sizes, age, relative condition). This will also include a comparison to zoning (which is needed later for the Zoning Plan as required by the Michigan Municipal Planning Act). We will prepare text with photographs and/or aerial shots to explain the land uses, general density, and design associated with different categories.. From this, we will create a future land use map that will also include any goals targeted for specific sites or areas in the city.

We envision this Chapter of the Plan would also include some specific options for the Residential Neighborhoods and the Business Districts, as explained below.

**Residential Neighborhoods.** Quinn Evans will analyze the existing character of the neighborhoods and housing trends, housing type diversity, and residential area improvements for existing residents. This will include an evaluation of the neighborhood amenities such as parks, tree canopy, recreation facilities, library, the city marina, and other public assets. Concepts will be noted for potential actions to sustain or improve the neighborhood character. Those may include general guidelines for infill residential development, design of public space, or transportation such as changes to streets, pedestrian crossings or Safe Routes to School initiatives (assuming 4-6 pages).

**The Business Districts.** This will include an analysis and improvement recommendations to the four business areas of Grosse Pointe Park; Mack Avenue (prime focus), Charlevoix, Kercheval and Jefferson Avenue. The Kercheval business area may be used as an example for improvements to Mack and Charlevoix. This will include assessment of existing commercial buildings and key considerations for preservation, rehabs and development by Quinn Evans. MKSK will evaluate potential changes to the public realm (streets, sidewalks, public space). We will also provide a general review of parking and potential actions based on our observations and parking management experience (a more detailed parking assessment is listed as a potential additional or future service (post COVID-19).

**Redevelopment Opportunity Sites.** We will also work with City staff to discuss ideas for some of the key redevelopment opportunity sites identified in Task 4 and through the analysis of the neighborhoods and business districts. These locations and initial strategies or development guidelines will be shown on a map with accompanying illustrations. (More detailed 3-D design concepts similar to those shown on some of our representative project sheets could be provided as an additional service).

Public input may include comments on the city's services and facilities that support the residential and business districts. We will rely on the City to provide information on city services and facilities that serve the residential and business districts. This could also include areas to prioritize for major capital investments (street reconstruction, parks, drainage, public buildings to support desired redevelopment. That information will be summarized in the Master Plan either in the land use Chapter or as a separate chapter.

## **TASK 6: Multi-Modal Transportation**

One plan goal should be to offer a safe and efficient transportation system. Since the last plan was prepared, there is more awareness of how the design in the right-of-way can impact the walkability, bikeability, and general safety for all types of travelers. From that perspective, we will conduct a high-level review of the existing traffic counts and other available data (City, SEMCOG include their Short Trips modeling). We also want to review any city plans for underground or major street improvements that may provide an opportunity to redesign the streets over the next 5-10 years.

Our transportation specialists will help craft a long-range phased plan that will ensure safety, create transportation parity, and encourage a healthy community. We believe pedestrian safety should be the priority. During the Visioning session we will have explained why non-motorized planning is important to the city's future. This will include a review of best practices for similar suburban communities. This Plan will classify streets by their function in the network and context. A primary bicycle system will be illustrated that takes into consideration the main destinations (parks, schools, shopping), street widths, traffic speeds, on-street parking needs and other factors. We will also provide guidelines that explain alternative cross sections, crossing treatments, traffic calming and other features that will help guide the city's capital investment and design decisions. Since the Plan is focused on 5-10 years but also looks out 20 years, and since this is Metro Detroit, there will likely be some discussion about future mobility (such as a transition to autonomous vehicles). We can include some description of how those changes could change travel in the City and some general guidance on preparedness scenarios (this will rely largely on informational reports by the Institute of Transportation Engineers Technology Task Force of which MKSK is a member).



## **TASK 7: Preliminary Draft Plan and Template for the Implementation/Action Plan**

Materials prepared in the preceding tasks will be organized into a preliminary draft document (i.e. Working Draft) for discussion first with the City Administration and then the Planning Commission (City Council and others could also join as a Joint Meeting). We anticipate that at this event the Planning Commission will serve as hosts for a public workshop in a format to allow discussion on the Master Plan's key concepts and recommendations. During this session, we will present key aspects and Plan recommendations. Next will be a facilitated interactive polling exercise for input on the importance of each recommendation (such as most important, important, not important, don't support, etc.). Ideas for additional recommendations can also be discussed. Then a second part of the session will use tools to help identify priorities.

The discussion at the workshop will help populate a draft Implementation and Action Plan. This will include an introduction on "How to Use the Plan." A matrix will be prepared which lists Plan recommendations into classifications such as Policies, Regulatory, Capital Projects, and Future Studies. This Section will also include the following information:

1. A list of projects that can form the basis of a Capital Improvements Plan (as required by the Planning Act and the MEDC RRC program). These may be classified by type such as buildings, grounds, parks, streets, utilities. We will work in tandem with the City Administration to compile this information. The City will be responsible for any cost estimates.
2. A Zoning Plan that will identify changes to the zoning map or Zoning Ordinance districts that may be needed to support the Master Plan. Where map changes are suggested, we will note the criteria for the timing of that change – for example, those the City may wish to initiate, those largely dependent upon private sector interest and those the City may wish to initiate at a later time with a trigger.
3. This will include an audit of the City's Zoning Ordinance in terms of the map, uses in the zoning district and a general review where there may be barriers to the plan's implementation (aka the "Zoning Plan"). We will prepare a separate technical memorandum to recommended zoning district updates or new districts/overlays with a simple summary in the plan itself.

Note: we suggest that if the City Council does not participate in this workshop, that the City Manager provide a briefing to the Council to gain their input on the working draft before it is finalized. Members of the MKSK team could facilitate this meeting as an additional service, if desired.



## **TASK 8: Draft Master Plan, Review and Adoption Process**

Based on the input from the workshop in Task 7, a full plan document will be assembled that includes an Introduction, summary of the engagement process, the above chapters, any subarea concepts, and the Action Plan. Given the goal for a highly illustrative plan that is enticing to read, we assume a concise document. Detailed information may be provided in a separate appendix to meet that intent.

This second draft Master Plan will be vetted through a review meeting with the Planning Commission and the public, before final adoption by the City Council. Our proposal includes participation on three meetings as part of the process. Others will be the responsibility of the City staff, as listed below. Our team is available for additional meetings as an additional service, if desired.

1. Planning Commission forwards the draft Master Plan to the City Council to start the public review period (City staff will handle this meeting).
2. City Council authorizes the distribution of the Plan to start the formal review period (City staff will handle this meeting).
3. City staff will advertise the Public Hearing and forward a draft to the adjacent cities and agencies as required by the Planning Act. Any comments from the public or organizations that received a copy of the Plan will be summarized by City staff.
4. We have included another public Open House during the review period. This will allow the public to have one-on-one discussions with our team, City staff and possibly interested Planning Commission members. Depending upon the COVID-19 situation, this could be a virtual session or a hybrid of live and virtual meetings to give options for comfortable and safe engagement. Topics discussed and potential changes to the Draft Plan will be presented at the Public Hearing. This session could be the afternoon before the Public Hearing, or at another time during the review period.
5. After the review period, the MKSK team will facilitate a presentation on the Master Plan at a Public Hearing held by the Planning Commission. Following public input, the Planning Commission will give directions on changes to the Plan.
6. Planning Commission formally adopts the Master Plan. If the City Council has exerted its option to adopt the Plan, the Planning Commission shall forward the Master Plan to the City Council.
7. City Council meeting to adopt the plan. *(Note: the Council must adopt the same version as the Planning Commission. If the Council desires change, it must be returned to the Planning Commission for their concurrence and re-adoption. This is why we have suggested joint meetings at key milestones in the process.)* City staff shall prepare a Resolution of Adoption and any other formal documents that may be required by the City Charter or Ordinances.
8. Finalization of the Master Plan. One copy-ready document and a PDF web-based version of the final Master Plan will be required.

## DELIVERABLES

For each meeting or event, the MKSK team will develop materials including an agenda, handouts and presentations or displays. We will work with the City on publicity for the events such as a media release, flyers, Facebook announcements, notice on the City's website, e-mail blasts to City Officials and contact lists, displays at the farmers market and at other events. We will also develop some type of feedback form appropriate for the types of events. Following the events, we will compile a summary of comments and direction based on the feedback.

- Handouts and exhibits for meetings and sessions (boards or power-point images). We will also provide text and images for the City to use on the website and any social media outreach
- Web-based community survey and summary of results
- "Best practices" images worksheet for the workshop
- Working or Preliminary Draft Plan (#1) for review by the Planning Commission and Public as described in Task 7. This may be distributed in sections. This will include the various chapters and maps noted along with worksheets for the Action Plan
- Full public hearing draft that incorporates revisions from City staff and Planning Commission review (Draft #2). Revisions to this based on public hearing review comments will be included as revised pages or an errata sheet.
- The Final Plan in digital format and 1 unbound hard copy for additional printing if desired.



CENTENNIAL COMMONS  
ROYAL OAK, MICHIGAN\_MKSK

# EAST GRAND RAPIDS MASTER PLAN

East Grand Rapids, Michigan

# MKSK



## Future development and strategic land use planning to advance a thriving community into the 21st century

East Grand Rapids is an affluent inner-ring suburb of the Grand Rapids metro area. This prosperous city is known for its exemplary neighborhoods, walkability, schools, hospital, parks and lakes. MKSK staff had worked with the City through two previous Master Plans that focused on redevelopment of the downtown, called "Gaslight Village." Several new buildings, a new streetscape, and amenities such as a sidewalk snow-melting system have been developed based on those plans.

MKSK was asked to help the City update its Master Plan with an emphasis on the Gaslight Village area and multi-modal transportation. Through a series of workshops, a number of concepts were developed to stimulate mixed use redevelopment and pedestrian activity in Gaslight Village in the e-commerce era. Strategies were crafted to expand

housing choices especially for young professionals and independent seniors. A series of Complete Street "best practice" design options are noted to make the city even more walkable and bikeable.

CLIENT	City of East Grand Rapids
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YEAR	2018

# EAST GRAND RAPIDS MASTER PLAN

East Grand Rapids, Michigan

# MKSK



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Doug LaFave, City Manager  
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2018

# NAUTICAL MILE: ENHANCEMENTS AND FUTURE PLANNING

St. Clair Shores, Michigan

# MKSK



## Guiding reinvestment within a community's lakefront

The Nautical Mile is currently home to seven major marinas with over 2,700 boat slips. The District also features nightlife, a variety of dining options and is also host to major events. Metro Detroit has initiated several waterfront public improvements to help facilitate people's enjoyment of Michigan's beautiful waterfront. The Nautical Mile is due for a resurgence as a visitor and resident destination. It is the intent of this project to introduce prioritized public improvements (non-motorized transportation, public gathering places, parking) based on greatest impact to attract visitors and residents to the Nautical Mile. MKSK is leading a team in the development of a robust planning, design and implementation strategy effort to guide reinvestment within the St. Clair Lakefront. Project Goals include: 1.) Short Term: Implementable projects. 2.) Long Term: Stimulate private investment in the district.

The master plan identifies and prioritizes specific public investments that are intended to provide a catalyst for improved connectivity and public space throughout the District. Walking between points of interest in the Nautical Mile is currently a challenge, not only because of the distance from Jefferson Avenue to Lake St. Clair, but also due to private property and canals limiting direct paths to various destinations. Throughout the Nautical Mile, Focus Areas for public investment have been identified, such as creating bike lanes, signage and wayfinding strategies, open space improvements, and activation zones.

Recommendations in this project also identify the two public bookends of the Mile - the 9 Mile Pier and Blossom Heath Park as major public gathering places and proposed anchors to the Nautical Mile. Blossom Heath Park, currently the site of a closed beach, is in need of a new vision to fulfill its potential. The proposed improvements should help enhance the major events that the Nautical Mile currently hosts and foster new successful events.

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2018

# NAUTICAL MILE: ENHANCEMENTS AND FUTURE PLANNING

St. Clair Shores, Michigan

# MKSK



AVENUE TEN DISTRICT: JEFFERSON AVENUE

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# NAUTICAL MILE: ENHANCEMENTS AND FUTURE PLANNING

St. Clair Shores, Michigan

# MKSK



BLOSSOM HEATH PIER IMPROVEMENTS LONG TERM

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2018

# OLD WOODWARD AVENUE/MAPLE ROAD CORRIDOR AND ON-GOING MULTIMODAL TRANSPORTATION ADVISING

Birmingham, Michigan

# MKSK



## Redesign to “complete streets” to improve safety, multi-modal transportation, and parking

MKSK is providing on-going multi-modal transportation advising to the City of Birmingham. The work includes the evaluation of traffic and non-motorized operations, development of conceptual alternatives, and redesign of streets and streetscapes. MKSK also is assisting the City with parking studies and strategies for the downtown, Triangle and Rail Districts. All of these projects involve engagement with the public, stakeholders, focus groups, and elected officials.

A key project was the redesign of Old Woodward and Maple Roads through the core of the downtown. MKSK identified a design concept that would best balance a variety of transportation and economic goals advocated by various groups and the public. Business leaders emphasized the need to retain the amount of convenient on-street parking and a thoughtfully designed streetscape. Planners sought wider sidewalks with more frequent pedestrian crossings

and additional space for outdoor cafés. Others advocated better routing for bikes and use of long lasting green infrastructure elements. City engineers stressed the need for smooth traffic operations, radii for larger commercial vehicles, and cost considerations. Some wanted to retain the traditional streetscape features while others felt it was time for a fresh design. Through exploration of a range of alternatives, MKSK crafted a design that strikes a balance between those somewhat competing goals. The final design expands the pedestrian zone by incorporating linear planting beds, seating elements, and other site amenities; increasing the walkable sidewalk width by up to 25%; and reducing the overall roadway paving section.

Based on the enthusiastic reaction to Phase 1, MKSK and the design team are currently finishing the concept for Phase 2. As the on-going advisors to the City’s Multi-Modal Board, MKSK is finalizing a redesign for the important alleyway that parallels Old Woodward Avenue to improve its appearance and convenience for pedestrians. MKSK is also advising the city on numerous parking studies and projects.

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YEAR	2016 Plan, 2018 Implementation

# OLD WOODWARD AVENUE/MAPLE ROAD CORRIDOR AND ON-GOING MULTIMODAL TRANSPORTATION ADVISING

Birmingham, Michigan

# MKSK



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2016 Plan, 2018 Implementation

# DOWNTOWN MASTER PLAN & PARKING STUDY

Monroe, Michigan

# MKSK



## City embraces a redevelopment plan and transportation strategy to beautify its historic downtown area

MKSK led a team to craft a redevelopment plan and parking management strategies for downtown Monroe, Michigan. Specialists in the marketplace (Gibbs Planning), as well as transportation and urban design (Nelson\Nygaard and MKSK) outlined strategies to invigorate the downtown.

A key part of the plan was an evaluation of the transportation and parking system. MKSK outlined a package of changes to key downtown streets, including road diets and conversion of one-way streets to two-way, to help revitalize the core and enhance walkability. Parking specialists from MKSK and Nelson\Nygaard outlined a series of changes to parking pricing and management to open development opportunities at key sites.

Concepts were widely embraced through meetings with business and city representatives, along with a very successful public open house at a unique downtown location. The Plan is going through the adoption process, but implementation has already begun.

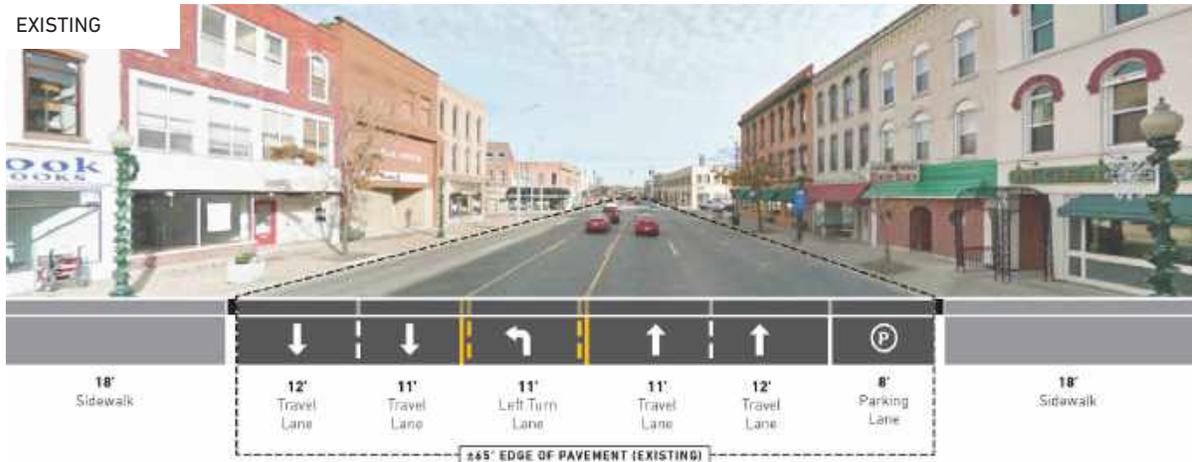
CLIENT	City of Monroe
CONTACT	Annette M. Knowles, Economic/ Downtown Development Coordinator
PHONE	734.384.9146
EMAIL	annette.knowles@monroemi.gov
YEAR	2018

# DOWNTOWN MASTER PLAN & PARKING STUDY

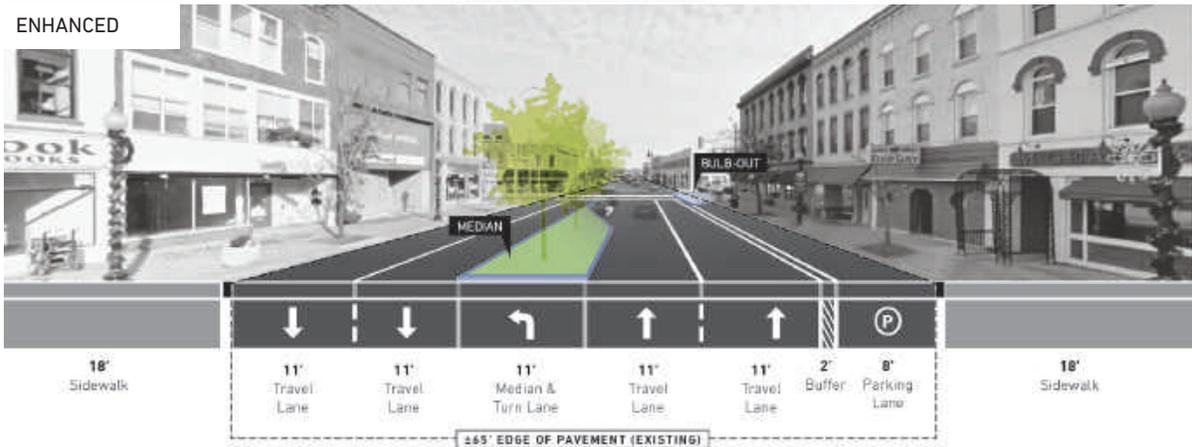
Monroe, Michigan



EXISTING



ENHANCED



RECONFIGURED



CLIENT CONTACT

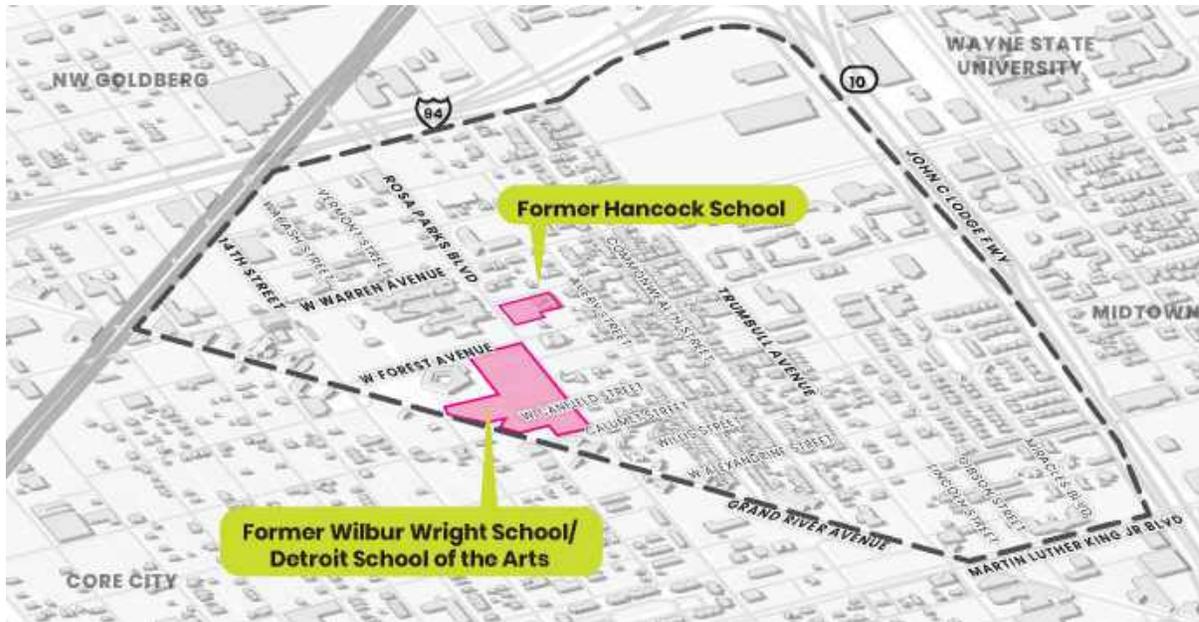
PHONE  
EMAIL  
YEAR

City of Monroe  
Annette M. Knowles, Economic/  
Downtown Development Coordinator  
734.384.9146  
annette.knowles@monroemi.gov  
2018

# WOODBIDGE NEIGHBORHOOD DESIGN GUIDELINES

Detroit, Michigan

# MKSK



## Embracing the history, character, and authenticity of a Detroit neighborhood

MKSK led a multi-disciplinary team of Landscape Architects, Planners, Urban Designers, Architects, and Market Advisors to prepare neighborhood design guidelines and standards that will influence future development and improvements in the near-term. Working closely with the residents of Woodbridge and Woodbridge Neighborhood Development Corporation, the MKSK team is developing a series of neighborhood-scaled context diagrams that document and investigate the existing conditions of infrastructure and land use that compose this historic urban neighborhood near downtown Detroit. The intent of the project is to provide future guidance and strategies for overall neighborhood improvements and development with specific case studies including two vacant properties embedded within the neighborhood.

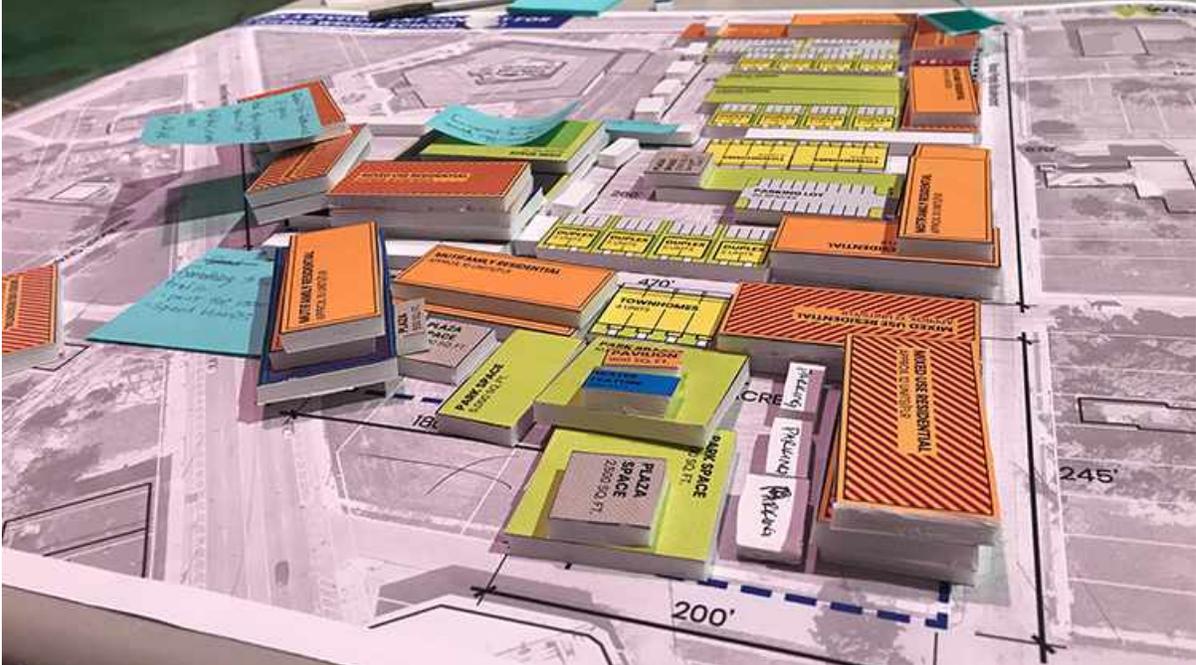
The process involved the exploration of potential development scenarios for each of these vacant parcels, and testing them with the neighborhood residents and stakeholders to solicit feedback. Each scenario responds not only to building density and architectural massing, but integrates community open space and the design and development of the urban public realm including recreation areas, material selection and aesthetics, pedestrian/bicycle circulation, and parking. The vision of this effort is to embrace the history, character, and authenticity of Woodbridge while preparing the residents to be proactive about what type of development they would like to see in their neighborhood.

CLIENT	Woodbridge Neighborhood Development
CONTACT	Angie Gaabo, Executive Director
PHONE	313.516.8948
EMAIL	gaabo@woodbridgendc.org
YEAR	2020

# WOODBIDGE NEIGHBORHOOD DESIGN GUIDELINES

Detroit, Michigan

# MKSK



CLIENT  
CONTACT  
PHONE  
EMAIL  
YEAR

Woodbridge Neighborhood Development  
Angie Gaabo, Executive Director  
313.516.8948  
gaabo@woodbridgendc.org  
2020

# WOODBIDGE NEIGHBORHOOD DESIGN GUIDELINES

Detroit, Michigan

# MKSK



CLIENT  
CONTACT  
PHONE  
EMAIL  
YEAR

Woodbridge Neighborhood Development  
Angie Gaabo, Executive Director  
313.516.8948  
gaabo@woodbridgendc.org  
2020



# WOODBIDGE NEIGHBORHOOD DEVELOPMENT GUIDELINES

**CINNAIRE \ \ DETROIT, MICHIGAN**

## Project Features

In Collaboration with MKSK  
National Register of Historic  
Places: 1980  
Scope \ \ Services: Neighborhood  
Planning  
Project Area: 8+ Acres  
Completion: 2020

## Client Reference

*Cinnaire*  
Liliana Gonzalez, Design +  
Development Strategist  
2111 Woodward Avenue, Suite 600  
Detroit, Michigan 48201  
313.544.4017  
lgonzalez@cinnaire.com

**Leveraging planning, creative funding strategies, and contextual design, our project team facilitated the development of design guidelines for Detroit's Woodbridge district, to support their progress as a vibrant hub of cultural and economic development.**

Designed to promote community growth that serves diverse accessibility and socioeconomic needs through various types of housing, the Woodbridge Development Guidelines Driven were driven by the neighborhood's vision.

Our team assisted with selecting opportunity sites for mixed-use and multifamily development, focusing specifically on the historic properties within each opportunity site and recommendations for each historic asset. Cultural attributes assessments included the physical and cultural history of the Woodbridge neighborhood.

The team provided design guidelines for more compact, higher-density housing choices than single or semi-detached dwellings. The project also accommodated for an additional 2.55 acres of green space to support the area's biodiversity and encourage pedestrian-friendly transit.



# TRAVERSE CITY STREET DESIGN MANUAL

Traverse City, Michigan

# MKSK

## STREET TYPOLOGIES Traditional Residential



## STREET TYPOLOGIES Commercial Corridor



CLIENT  
CONTACT  
PHONE  
EMAIL  
YEAR

City of Traverse City  
Russell A. Soyring, Planning Director  
231.922.4465  
rsoyring@traversecitymi.gov  
2018

# CENTENNIAL COMMONS

Royal Oak, Michigan

# MKSK



## Creating a community's world-class urban park

MKSK is working with the City of Royal Oak, Downtown Development Authority, and the local community to design and construct a new two-acre "World Class" urban park in the heart of downtown Royal Oak. Located nearly 10 miles from downtown Detroit, the new downtown park will serve as a central gathering space for the entire community and will host multiple festivals and events throughout the year. With immediate adjacency to the Royal Oak Downtown Library, Farmer's Market, and the new City Center development, this new downtown park will also serve as a daily destination for local residents and workers to engage with nature and take a few moments of respite during the weekly grind.

MKSK engaged the public and a local task force to develop three distinct concept design alternatives exploring a variety of programmatic relationships and overall design

framework. Our planning and design team prepared multiple diagrams, plan renderings, and 3D models to illustrate the design intent and better inform the public and client for input and feedback.

<b>CLIENT</b>	City of Royal Oak
<b>CONTACT</b>	Judy Davids, Comm. Engagement Specialist
<b>PHONE</b>	248.246.3201
<b>EMAIL</b>	Judyd@romi.gov
<b>YEAR</b>	On-going

[mkskstudios.com](http://mkskstudios.com)

# CENTENNIAL COMMONS

Royal Oak, Michigan

# MKSK



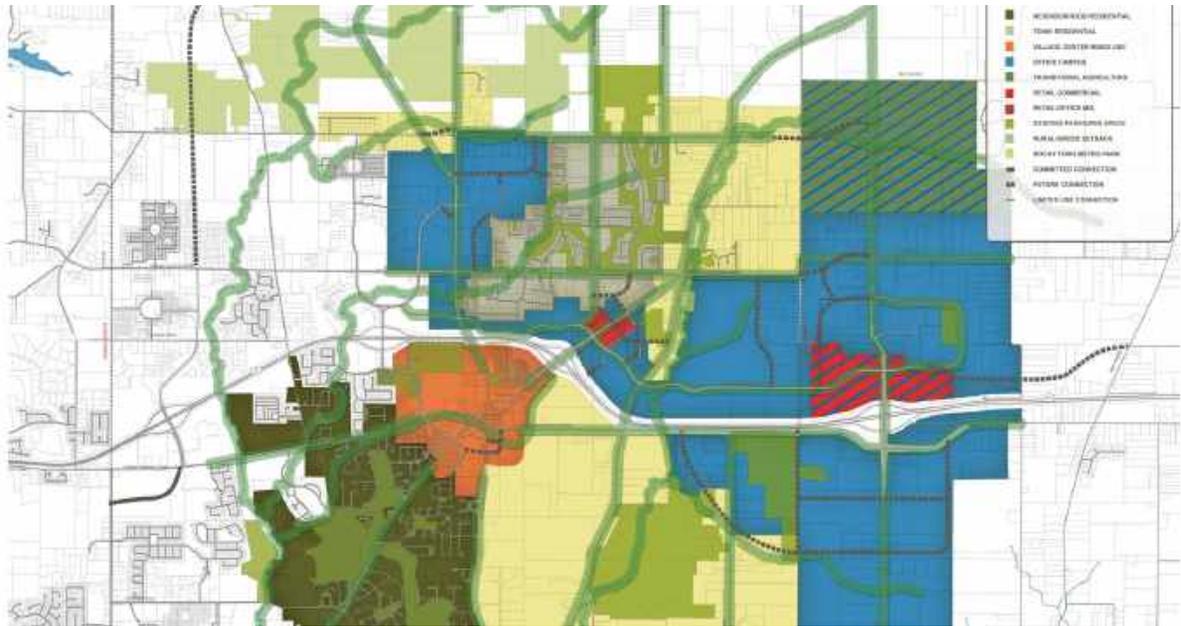
CLIENT	City of Royal Oak
CONTACT	Judy Davids, Comm. Engagement Specialist
PHONE	248.246.3201
EMAIL	Judyd@romi.gov
YEAR	On-going

[mkskstudios.com](http://mkskstudios.com)

# NEW ALBANY STRATEGIC PLAN

New Albany, Ohio

# MKSK



## Burgeoning community uses careful design concepts and regular updates to keep its strategic plan fresh

The New Albany Strategic Plan has been guiding development in the community since its adoption in 1998. New Albany has relied on this critical tool for this growing community to preserve character, reduce impacts of development, and encourage investment that contributes to the community. The plan focuses on promoting balanced growth, creating great neighborhoods, providing first rate amenities, and developing a robust business employment base. Of particular focus has been the development of a mixed use Village Center, interconnecting the community with leisure trails, and guiding densities and aesthetics.

The original plan has been regularly updated to reflect the evolving nature of New Albany and its rapid growth. With each update, the planning effort has been a highly collaborative process involving elected leaders, administration, and community members.

### Outcome:

- 2000 Ohio Chapter American Society of Landscape Architects (OCASLA) Merit Award

CLIENT  
CONTACT  
PHONE  
EMAIL  
YEAR

City of New Albany  
Joseph Stefanov, City Manager  
614.855.3913  
jstefanov@newalbanyohio.org  
1998, 2001, 2006, 2014, On-going

# NEW ALBANY VILLAGE CENTER PLAN

New Albany, Ohio

# MKSK



## Planning to transform a growing village's core into a lively mixed-use town center

The Village Center Plan establishes the long-term vision for the village core as an integrated, mixed-use town center with attention to the location of civic uses, the inclusion of high-density residential areas, and the quality of the built environment – buildings, streetscapes and public spaces.

Since the adoption of the Village Center Study a number of the planning recommendations have been accomplished including a revision of the Village Center Design Guidelines and development of a Form-Based Code. Quality development has begun in the Village Center, including institutional uses such as City Hall, the library, and a performing arts center, mixed use development including Market Square, and traditionally-styled higher density residential developments such as the Keswick Townhomes and Richmond Square.

### Outcomes:

- 2006 OCASLA Merit Award

CLIENT  
CONTACT  
PHONE  
EMAIL  
YEAR

City of New Albany  
Joseph Stefanov, City Manager  
614.855.3913  
jstefanov@newalbanyohio.org  
2005

# CITY OF POWELL COMPREHENSIVE PLAN

Powell, Ohio

# MKSK



## Working together to map a strategic vision for the next twenty years

The City of Powell is a growing upscale 'bedroom community' in the Columbus Metropolitan Area. Located north of Columbus, State Route 750 serves as a major transportation corridor between the Columbus Zoo & Aquarium and Interstate 71, funneling traffic through historic downtown Powell. Resolving traffic congestion at the downtown's 'Four Corners' intersection was a key goal of the planning process. MKSK also explored land use considerations in Powell's downtown. The Plan aims to guide the community in determining what types of housing may be appropriate in the downtown area. This is of particular importance for a community with an aging population and few alternative housing options. The planning process also explored opportunities for Powell to expand and diversify its revenue sources to support needed infrastructure investments and maintain the high quality public services that residents desire. The planned extension

of Sawmill Parkway through undeveloped farmland north of the City will increase pressure for growth and development. The Plan update guides the City in determining what types of land use and development patterns are appropriate in this expansion area, and will be fiscally sustainable in the long run.

Key Components of the Plan include:

- Traffic and infrastructure capacity
- Annexation policy and relationship to surrounding communities
- Downtown vitality
- Taxation and finance policy
- Economic development strategies
- Preservation of community character
- Response to changing development and market trends

CLIENT  
CONTACT  
PHONE  
EMAIL  
YEAR

City of Powell  
David Betz, AICP, Director of Dev.  
614.885.5380 ext. 1033  
dbetz@cityofpowell.us  
2015

# CITY OF WYOMING MASTER PLAN

Wyoming, Ohio

# MKSK



## Leveraging the strengths and character of one of Cincinnati's most vibrant suburbs

With its nationally-recognized public school system, timeless commercial districts, and historic, pedestrian-scale character, the City of Wyoming, Ohio is a vibrant suburb of Cincinnati with a beloved small-town feel. To continue to preserve this character and promote the vitality of the community, the City initiated a planning process to update its Master Plan.

The City of Wyoming Master Plan assisted the community in understanding regional and national trends and identifying strategic opportunities, taking into account the City's location within the Greater Cincinnati area and its largely built-out nature. It examined how to best position Wyoming for the future and how to focus both public investment and private reinvestment within its boundary.

MKSK identified transformative initiatives and catalytic focus areas that build upon Wyoming's identified vision and sense of place. This strategic master planning process tailored focused efforts, policies and reinvestment to address existing challenges and leverage opportunities toward a continued, prosperous future.

<b>CLIENT</b>	City of Wyoming
<b>CONTACT</b>	Terry Vanderman, Community Development Director
<b>PHONE</b>	513.821.7600
<b>EMAIL</b>	tvanderman@wyomingohio.gov
<b>YEAR</b>	2018

[mkskstudios.com](http://mkskstudios.com)

# CITY OF WYOMING MASTER PLAN

Wyoming, Ohio

# MKSK



<b>CLIENT</b>	City of Wyoming
<b>CONTACT</b>	Terry Vanderman, Community Development Director
<b>PHONE</b>	513.821.7600
<b>EMAIL</b>	tvanderman@wyomingohio.gov
<b>YEAR</b>	2018

[mkskstudios.com](http://mkskstudios.com)



# HAMTRAMCK RECREATION DISTRICT PLAN

MICHIGAN MUNICIPAL LEAGUE FOUNDATION \ \ HAMTRAMCK, MICHIGAN

## Project Features

In Collaboration with TENxTEN  
Scope \ \ Services: Planning  
Project Area: 26 Acres  
Completion: 2020

## Client Reference

TENxTEN  
Maura Rockcastle APA, ASLA,  
Principal and Cofounder  
575 9th Street Southeast, Suite  
201  
Minneapolis, Minnesota 55414  
612.440.8369  
maura@tenxtenstudio.com

## This framework plan project was a collaborative effort to create a roadmap for the underutilized Recreation District in Hamtramck.

The district includes Keyworth Stadium, where the DCFC soccer team now plays, the Historic Hamtramck Stadium, which was once home to the Negro National League Detroit Stars and is one of five remaining Negro League stadiums in the nation, and Veteran's Memorial Park. This plan builds the district's future around the site's rich and layered history, the importance of long-term financial sustainability, and the needs of Hamtramck's diverse community.

The project team also investigated the historic integrity of the park in order to align the site recommendations with the preservation of important resources and the rehabilitation of the property overall.



# HIGHLAND PARK/HAMTRAMCK MARKET ANALYSIS

**CITY OF HAMTRAMCK \ \ HAMTRAMCK, MICHIGAN**

## **Project Features**

In Collaboration with  
LandUseUSA + MKSK

Scope \ \ Services: Building  
Condition Assessments,  
ADA + Accessibility  
Assessment, Identifying  
Redevelopment Opportunities,  
Conceptual Renderings, Link  
Demonstration Between Site  
Use + Economic Development

Project Area: 5.07 Square Miles  
Completion: 2019

## **Client Reference**

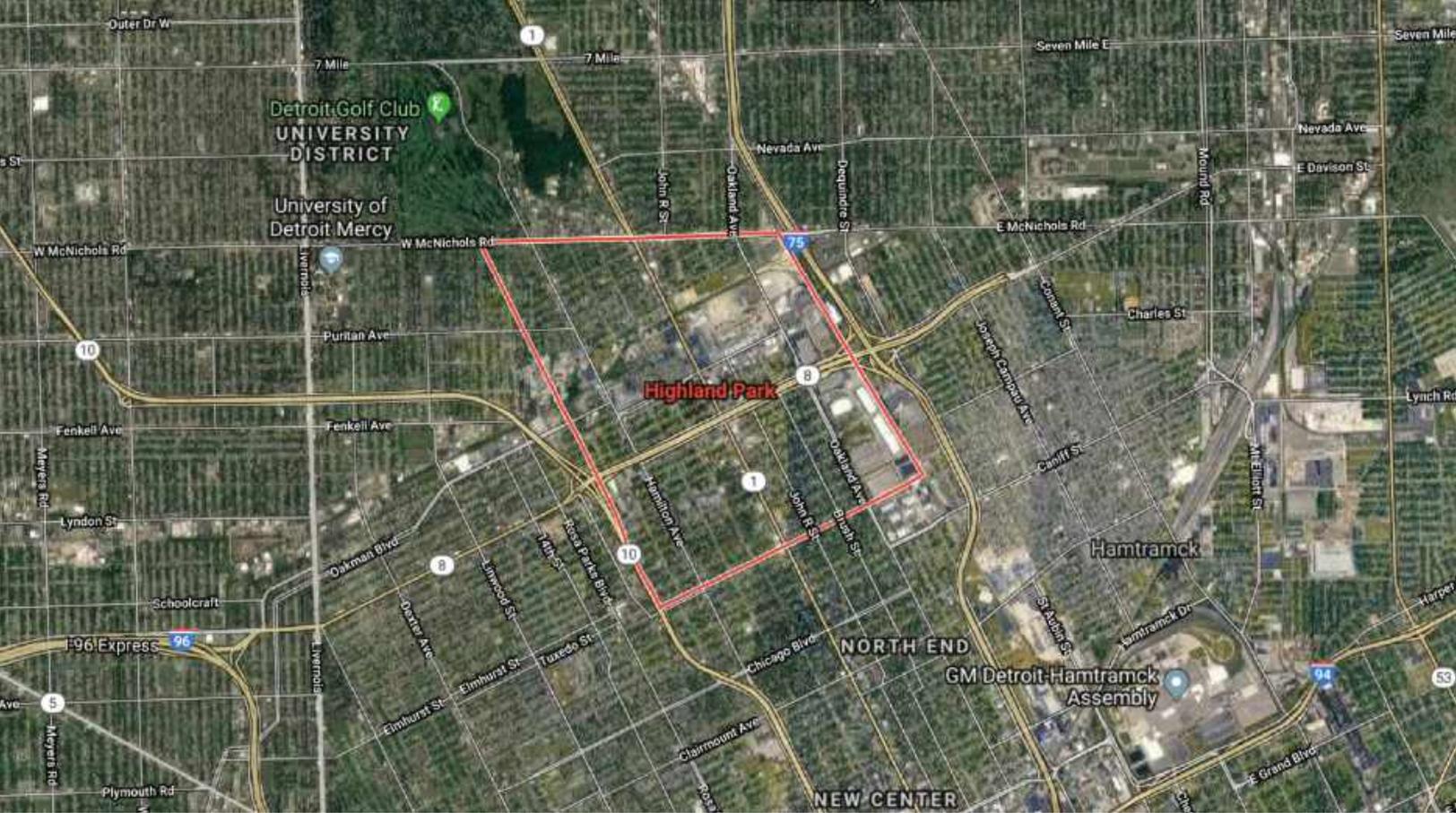
*LandUseUSA*

Sharon Woods, President  
6971 Westgate Drive  
Laingsburg, Michigan 48848  
517.290.5531  
sharonwoods@landuseusa.com

## **Quinn Evans worked with the City of Hamtramck to identify potential markets for redevelopment.**

Based on the findings of the target market analysis, and in collaboration with LandUseUSA and MKSK Studios, Quinn Evans identified several key redevelopment sites as ideal projects for Hamtramck's Redevelopment Ready Communities, Redevelopment Ready Sites, and the Project Rising Tide initiatives. The project team supported this objective through assistance with transportation matters, placemaking, building condition assessments, and resolving ADA issues.

The team developed conceptual renderings of a proposed pilot site, demonstrated the locational attributes, context, and linkage between adjacent uses and reinvestment opportunities for economic development.



# HIGHLAND PARK MASTER PLAN UPDATE

**CITY OF HIGHLAND PARK \ \ HIGHLAND PARK, MICHIGAN**

## Project Features

Current Master Plan: Created in 2010

Scope \ \ Services: Master Plan, Visioning Sessions with Project Stakeholders, Incorporation of Current Planning Documents, Zoning Code Revision, Direction + Implementation Plan for Next 10\15\20 Years

Project Area: 2.9 Square Miles

Population: 11,776 \ \ 4,645 Households

Completion: 2020 (estimated)

## Client Reference

*City of Highland Park*

Hubert Yoop, Mayor

12050 Woodward Avenue

Highland Park, Michigan 48203

313.252.0050, ext. 240

hyopp@highlandparkmi.gov

**Quinn Evans is consulting with the City of Highland Park in reviewing and updating its current master plan to guide future developments that will strengthen their community.**

The objectives for this plan include visioning sessions with the city's Planning Commission, Community + Economic Development Department, and municipal administrative staff; identifying relevant sections of the current plan that should remain, be revised or be removed, as well as deficiencies and potential enhancements; incorporate current planning documents, such as the Highland Park Downtown Strategic Plan; define the direction for developments over the next 10/15/20 years; facilitate and recommend appropriate zoning; and determine an implementation plan for executing on short- and long-term goals.



# JEFFERSON CHALMERS NEIGHBORHOOD DEVELOPMENT PLAN

**CITY OF DETROIT \ \ DETROIT, MICHIGAN**

## **Project Features**

In Collaboration with W  
Architecture

National Register of Historic  
Places: 2004

Scope \ \ Services: Identification  
of Historic Assets, Identification  
of Eligible National + Local  
Historic District Designations,  
GIS Data Entry, Adaptive-Use  
Development Strategy

Project Area: 29 Acres

Completion: 2019

## **Client Reference**

*City of Detroit, Planning and  
Development*

Jacqueline Taylor, Lead  
Historian \ \ Cultural Landscape  
Specialist

2 Woodward Avenue, Suite 808

Detroit, Michigan 48226

313.224.1356

taylorj@detroitmi.gov

**Quinn Evans is the Historic Preservation Lead for the creation of a neighborhood development and implementation plan for Detroit's historic Jefferson-Chalmers neighborhood.**

The framework plan builds on the neighborhood's rich history and focuses on sensitive land stewardship, economic redevelopment, and supporting the neighborhood's residents with practical tools for preserving and rehabilitating the urban fabric. QE's work includes historic research, active engagement with neighborhood residents including conducting oral histories, and recommendations for strengthening the neighborhood's historic context.

One outcome is the creation of a conservation overlay district, a new model zoning tool that ensures the retention of neighborhood historic characteristics while guiding new construction and infill, with significant local control.





# DEXTER DOWNTOWN DEVELOPMENT PLAN

**CITY OF DEXTER \ \ DEXTER, MICHIGAN**

## **Project Features**

Scope \ \ Services: Community Engagement, Concept Design, Mixed-use Redevelopment, Pedestrian-friendly Design  
Project Area: 2 Square Miles  
Commercial Space: 20,000 SF  
Population: 4,901 \ \ 75-85 Residential Units  
Completion: 2018

## **Client Reference**

*Norfolk Homes*  
James Franke, Owner + CEO  
8178 Jackson Road, Suite D  
Ann Arbor, Michigan 48103  
734.545.8860  
jfranke@norfolk-homes.com

**The riverfront site will act as a vibrant, pedestrian-friendly hub that connects the historic downtown of Dexter to the Millcreek Trail.**

3045 Broad Street is a brownfield site located adjacent to a riverfront bike trail that has recently been improved by the City of Dexter. The DDA and the City of Dexter collectively own four parcels in the downtown development area that measure roughly three acres in all. The site is in close proximity to Dexter's traditional, historic downtown and overlooks Mill Creek Park. The site has excellent potential to serve as a mixed-use development embracing both the high-density, walkable urban environment of Main Street as well as the more tranquil, natural setting of Mill Creek Park. The relationship between the site, the historic downtown area, and the natural setting are key design factors.

The city has experienced exponential growth in the past decade, which has created demand for housing and retail locations. In response, the mixed-use development will feature residential units geared toward young professionals and empty-nesters. The design team has collaborated closely with the developer and city council members, and has hosted multiple community workshops to gather feedback from local residents.



# GROSSE POINTE PUBLIC LIBRARY

GROSSE POINTE PUBLIC LIBRARY \ \ GROSSE POINTE, MICHIGAN

## Project Features

In Association with DesignLAB

Architect: Marcel Breuer

Scope \ \ Services: Architecture, Renovation, Addition

Renovation: 17,750 SF

Addition: 13,800 SF

Completion: 2021 (estimated)

## Client Reference

*Grosse Pointe Public Library*

Jessica Keyser, Director

10 Kercheval Avenue

Grosse Pointe Farms, Michigan  
48236

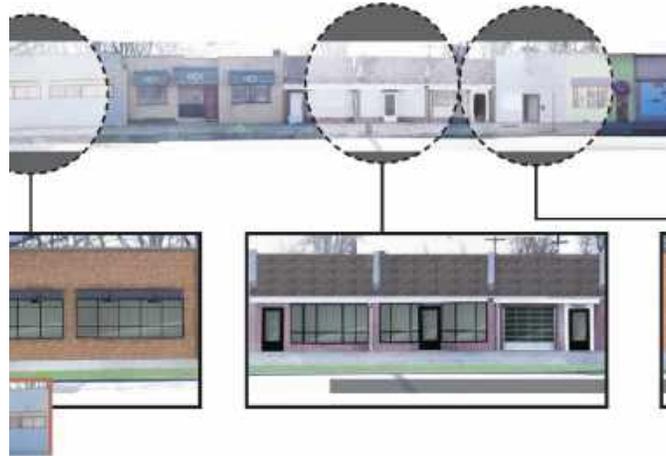
313.343.2325

[jkeyser@grosspointelibrary.org](mailto:jkeyser@grosspointelibrary.org)

## Quinn Evans served as Architect of Record for the \$14M renovation and addition of a historic Marcel Breuer designed library.

The scope involved a 13,800-SF addition to the existing two-story 17,700-SF building. The project integrates structured and surface parking to accommodate 80 vehicles on a challenging site.

Working with Design Architect, DesignLAB, QE was the chosen Architect of Record for the renovation and addition to historic Marcel Breuer designed library. The existing library was approximately 17,750 SF on two floors with a proposed addition of about 13,800 SF (for a total of about 32,000 SF).



# SINAI GRACE (SGGCDC)

## STRATEGIC FRAMEWORK COMMUNITY PLANNING

**CLIENT \ \ DETROIT, MICHIGAN**

### Project Features

Scope \ \ Services: Community Engagement, Meeting Moderation, Concept Planning, Client-User Facilitation, Urban Planning, Asset Analysis/ Mapping, Graphic Design

Project Area: 8 Neighborhoods \ \ Belmont, Bethune, College Park, Crary/St. Mary, Harmony Village, Hubbell-Puritan, Schulze, Winship

Completion: 2017

### Client Reference

*Sinai Grace Guild Community Development Corporation*

Lisa Jones, Executive Director  
6071 West Outer Drive

Detroit, Michigan 48235

313.966.6208

lisajones@sinaigraceguildcdc.org

**Seeing the importance of Sinai Grace Hospital and the many churches and schools in the region, Sinai Grace Guild Community Development Corporation (SGG CDC) envisioned a Strategic Framework that could act as a conceptual guide to help connect community institutions and assets, such as schools, parks, and churches, as well as activate commercial corridors for revitalization.**

SGG CDC formed in 2017 in an effort to catalyze change in Northwest Detroit's built environment. The framework included eight neighborhoods between the Lodge and Southfield Freeways and Seven Mile and Fenkell Roads, based on their proximity to the hospital, schools, and commercial corridors.

Quinn Evans' Centric Design Studio team acted as a facilitator during meetings with the community and SGG CDC in order to engage residents in the conversation and center framework planning around resident needs. Our team also conceived development ideas to present to the community in order to further those conversations, and help residents understand and bring form to their visions.





# ANN ARBOR MUNICIPAL CENTER

CITY OF ANN ARBOR \ \ ANN ARBOR, MICHIGAN

## Project Features

Originally Built: 1963

Architect: Alden B. Dow

Scope \ \ Services: Master Planning, Renovation, Addition, New Construction, Architecture, Interior Design, Sustainable Design

Renovation: 30,000 SF

Addition: 110,000 SF

In Association with Cannon Design

**Quinn Evans crafted a municipal complex for the City of Ann Arbor that consolidates the city administration, police department, and 15th District Court on its downtown site.**

The multi-phase development has transformed the city's aging downtown complex while creating an accessible, pedestrian-friendly civic center. The schedule and thoughtful approach to the site reflected the city's commitment to the community and enabled city hall to remain open and operational throughout the design and construction.

The new police and courts building features a high-performance, energy-efficient design that accommodates modern security requirements while creating open, friendly public spaces. Renovations to the existing City Hall concentrate public service areas on the lower floors and completely upgrade the environmental systems, making the building more energy-efficient and comfortable for its occupants and users. A new elevator tower and atrium connect the two buildings, improving circulation and public use.

There are public plazas to the north and south of the building, which help mitigate the impact of stormwater through rain gardens, porous paving, a cistern, and a vegetative green roof. LEED Gold Certified.



### 2013

For several decades, Grand Rapids has been experiencing extraordinary growth. Strategic planning and generous community support have contributed to the downtown becoming of the most sought-out destinations in the Midwest. However, in spite of its vibrant, city center, many of the area's new retailers had been deploying stores in the suburbs instead of the downtown.

The Grand Rapids Downtown Development Authority retained GPG in 2013, to analyze the region's retail dynamics and to assess why the downtown wasn't attracting its share of retail? GPG's scope included detailed retail market research for its primary downtown areas: East Fulton, the Ionia-Commerce Corridor, the South Division District and the Monroe Center Area.

GPG's analysis found that the four study areas combined, could support 350,000 sf of additional local, regional and national brand retailers generating over \$150 million per year in sales. GPG also completed merchandising and shopability plans that included over 100 design, marketing, parking and policy action items to improve the visitors' shopping experience and the downtown businesses' overall retail sales and sustainability.





### 1998-2012

For over a decade, GPG has been a key advisor to Charleston's Historic District. GPG's services included a comprehensive retail market analysis and long-range commercial master plan for the Holy City's Broad Street, City Market, College District, French Quarter and King Street.

During this process, GPG recommended the City take measures to preserve and to expand the French Quarter and Antique Districts. GPG also proposed Charleston repurpose the City Market, create a home design niche in the Upper King area and expand King Street as the regional's primary shopping destination.

GPG also prepared a *Shopability Master* plan outlining 100 specific short, mid and long-term actions the city could implement to improve the shopper's experience and promote a competitive mix of local, regional and national businesses.

During the 1980's, as the Taubman Center's planning director, Robert Gibbs participated in the design of the Charleston Place hotel and luxury boutique.

Charleston's Mayor Joseph P. Riley has described GPG's work as *"the Bible for the future of our historic district."*



### 2000

Located in Rochester Hills, one of suburban Detroit's upscale communities, the Meadow-brook Mall had gradually lost its appeal and many of its retailers since its opening in 1975. The mall's owner, Robert B. Aikens, Co. was also facing stiff resistance from the city for their proposal to expand the center with needed large retail anchors.

GPG was retained by Aikens in 2000, to develop a new vision and master plan for the expansion of a 200,000 sf enclosed mall. GPG proposed razing the entire mall and replacing it with a mixed-use walkable town center. GPG's plan included a new main street lined with 350,000 sf of ground-floor shops and residential on two upper floors. GPG also proposed adding a major department store, a supermarket and a town square.

The Gibbs plan was embraced by the city and quickly leased with over 100 upscale restaurants and retailers including Ann Taylor, Eddie Bauer, Orvis, Pottery Barn, Talbots, Von Maur and Whole Foods. The now rebranded, Village of Rochester, was one of the first 'lifestyle' centers in the US and remains Michigan's only new urban retail center. To date, the proposed residential has not yet been implemented.

(Architects: JPRA/Landscape Architects: Grissim-Metz)





**2018**

The City of Westland, a thriving western Detroit suburb was seeking a traditional mixed-use community on its former 80-acre city hall complex property for a decade. Previous attempts to market the property received limited proposals for conventional shopping center development – falling short of the community’s aspirations for a walkable neighborhood.

The City commissioned GPG in 2018, to develop a mixed-use neighborhood plan for the site to include a variety of housing, office, shops and restaurants to provide needed missing-middle housing. GPG along with McKenna Associates, led a community planning workshop engaging stakeholders, residents, regional partners and surrounding property owners.

The GPG plan proposed a traditional neighborhood of 1,000 new homes, a hotel, a commercial main street, office and senior housing all grouped around multiple parks. GPG’s plan has been embraced by the community and is presently being further engineered to present to potential real estate developers to implement the center.





## 2009

Green Lake Township, a small northern Michigan resort community and home of the Interlochen Arts Center was seeking to restore its historic village that had been replaced with suburban strip centers in the 1960s.

Over a six-month process, GPG led a public planning visioning session to plan a walkable village on the existing shopping center sites. As a part of the process, GPG established an office in the township's library and assembled a team of national planners to prepare to plan in real-time during a week-long workshop.

GPG's team inventoried the region's market demand and its historic urban character to develop a master plan to recreate an authentic new village. The plan was designed with Form Based codes to allow for market-based phasing of the center's sites over an extended time period.

The GPG plan included two new neighborhoods of cottages and multi-family, a new library, shops and several parks. GPG also prepared a Form Based Code to promote historically based building that reflected the region.





**2014**

As part of a master plan lead by Torti Gallas in 2014, GPG conducted market research for the City of South Bend's West Side that provided data on current and projected demand for the potential of its industrial and retail expansion.

During the planning process, residents, city staff, local businesses, policy makers and stakeholders participated in the area's visioning, land uses and urban design. In real time, GPG and the planners generated conceptual ideas for the corridor.

GPG's research found that the area had an existing demand for over 100,000 sf of new industrial and retail development by 2020.

These studies helped inform the City and planners on the market based types, sizes and preferred locations of uses.

Adopted by the City Council in 2015, the West Side Plan serves as a guide to residents, businesses and property owners, the City, developers, and others making investment, land use, and design decisions for the historic West District.



*Drawing by Torti Gallas Architects*



**2020**

GPG was recently commissioned to master plan a 22-acre industrially zoned property located in Pittsfield Twp. near Ann Arbor, MI. Although the land holds a prime location and had been listed for sale by a national broker for over a decade, it was passed over by investors.

GPG observed that the site represented a unique opportunity to build a mixed-use community with a variety of commercial and housing types at a medium density.

The GPG plan includes 350 carriage homes, cottages, lofts and town homes designed as a traditional New Urban neighborhood. At its completion, the community will also include cafes, a club house, offices, parks and retail shops grouped along State Street and a town square. GPG’s PUD master plan is based on the *Form Based Code* approach, allowing for multiple residential typologies on each block, to reflect changing market trends.

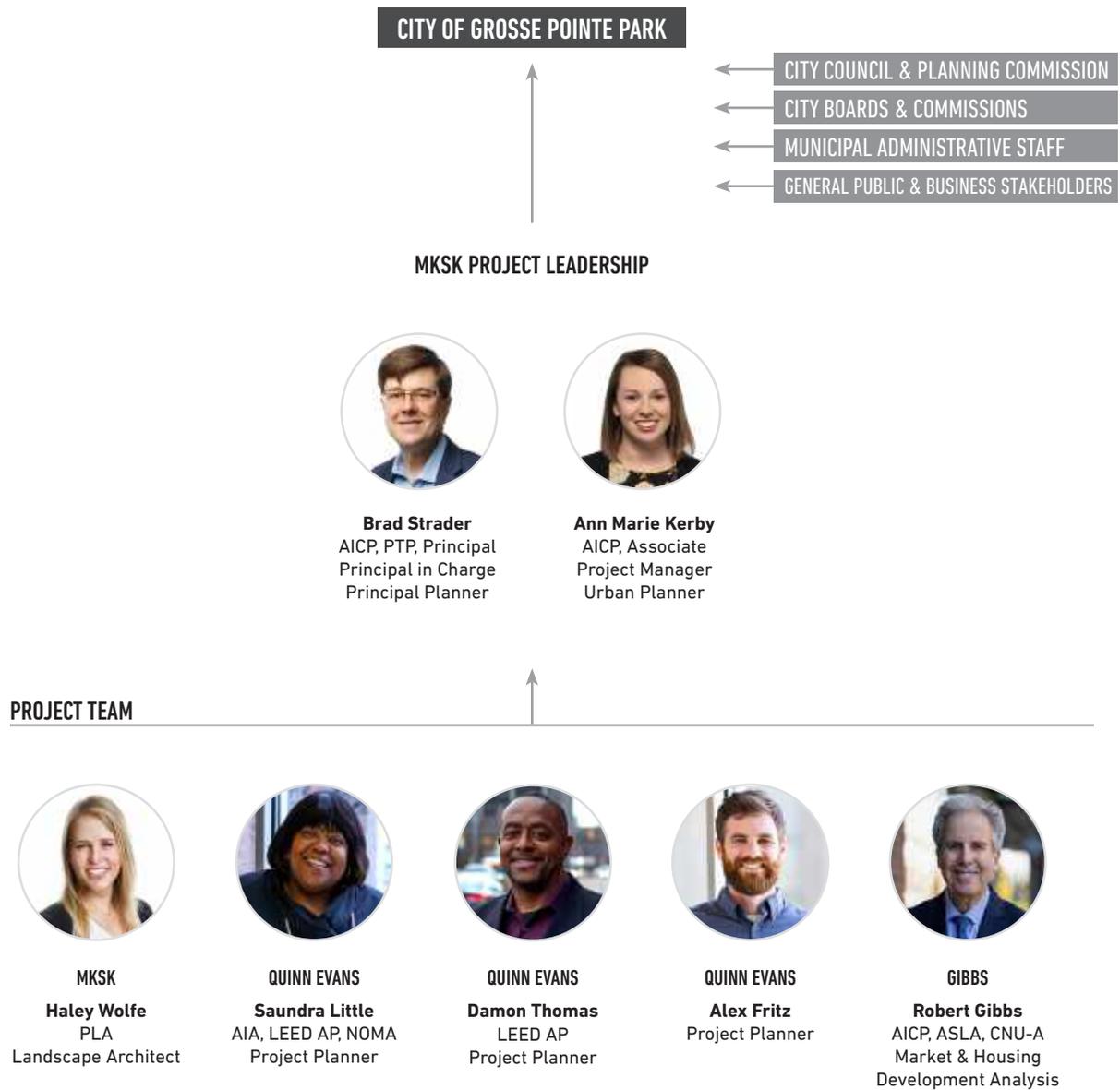
*The Sutherland Square* plan has been embraced by the community and presently being reviewed by the Township’s Planning Board.





CENTRAL AVENUE CORRIDOR MASTER PLAN  
MIDDLETOWN, OHIO\_MKSK

# PROJECT TEAM ORGANIZATION



# BRAD STRADER, AICP, PTP

Principal, Planner

# MKSK

Brad advocates linking land use with multi-modal transportation and design to create vibrant places.

Brad has more than 37 years experience specializing in comprehensive planning, downtown plans, multi-modal, transportation, greenways, and placemaking. He has led projects in eight states in the Great Lakes and Mid-Atlantic region. He has led over 60 Master Plans or Subarea Plans, with over 90% of his clients using him for additional work. Brad is also as frequent instructor on Best Practices in Planning for many organizations in Michigan and Nationally. Brad is an advisor for the Michigan Economic Development Corporation's "Redevelopment Ready Community" program that helps cities of all sizes recognize the important role of great public spaces as part of economic development strategies.

## Project Experience

Gaslight Village Plan & Parking Study  
East Grand Rapids, Michigan

East Grand Rapids Master Plan  
East Grand Rapids, Michigan

Monroe Downtown Master Plan & Parking Study, La-Z Boy  
Subarea Plan, Telegraph Road Corridor Improvement Plan  
Monroe, Michigan

Old Woodward Corridor Plan, Multi-Modal Transportation  
Board Advising & Parking Study Consulting, Triangle District  
Plan and Form-Based Code, Parking Studies  
Birmingham, Michigan

Downtown Parking Study, Subarea Plan, Waterfront  
Campus Plan, Street Design Manual  
Traverse City, Michigan

Downtown Transportation Plan, Michigan Avenue Design,  
Corridor Plans  
Detroit, Michigan

Comprehensive Plan, Downtown Plan, Corridor Plans,  
Farmers Market Study  
Midland, Michigan

Comprehensive Plan, Corridor Plan, Form-Based Code,  
Street Design Manual, Downtown Streets Design  
Lansing, Michigan

## Education

Michigan State University,  
B.S., with Honors, in Urban Planning, 1983

## Registration

Fellow, Institute of Transportation Engineers (FITE)  
ITE Certified Professional Transportation Planner (PTP)  
Certified Planner, American Planning Association

## Professional Affiliations

American Institute of Certified Planners  
Transportation Research Board  
Institute of Transportation Engineers

## Boards & Commissions

ITE Transportation Planning Council, Executive Committee,  
Smart Community Task Force, Vice-Chair, ITE Committee  
to create Recommended Practice for Multi-modal  
Transportation Impact Assessments



# ANN MARIE KERBY, AICP

Associate, Urban Planner

# MKSK

Ann Marie promotes pedestrian-scaled development through innovative community engagement and policy solutions.

Ann Marie has over 10 years of experience in the planning field with most of her career spent in the public sector specializing in zoning and land use compatibility and long-range comprehensive planning and facilitating effective community engagement. She also has experience in transportation and environmental planning at the county-wide level. Prior to MKSK, Ann Marie served as Senior City Planner for the City of Cincinnati for six years where she managed and facilitated neighborhood plans, the City's Form-Based Code, and was often sought out for her innovative community engagement strategies. During her time at MKSK, Ann Marie has expertly managed complex zoning, land use, and transportation projects, delivering refined and implementable solutions to clients.

## Project Experience

Woodbridge Neighborhood Development & Design Guidelines  
Detroit, Michigan

Telegraph Road Corridor Improvement Plan  
Monroe, Michigan

On-going Advising & Transportation Study  
Shelby Township, Michigan

Vining Road Subarea Plan  
Romulus, Michigan

Royal Oak Township Activation Strategy  
Royal Oak Township, Michigan

Redevelopment Strategies  
Inkster, Michigan

Redevelopment and Transportation Strategies Hamtramck,  
Michigan

Rochester Hills Transportation Master Plan  
Rochester Hills, Michigan

Lakeside Zoning Code Update  
Lakeside, Ohio

## Education

Michigan State University  
Bachelor of Science, Urban and Regional Planning, 2009

## Registration

American Institute of Certified Planners

## Professional Affiliations

American Planning Association  
Urban Land Institute



# HALEY WOLFE, PLA

Landscape Architect

# MKSK

Haley believes everything is part of the landscape, and therefore a landscape architect must know something about everything. She believes that designing on multiple layers will generate sites that are both beautiful and sustainable.

Haley's foundation drives her to create environments that are as memorable as they are functional. Her additional experience in hand-drawing fosters an intimate relationship with her designs and allows her to communicate in real-time. This background informs Haley's process from initial concept design to final construction of both private and public projects.

## Project Experience

East Grand Rapids Master Plan  
East Grand Rapids, Michigan

Traverse City Street Design Manual  
Traverse City, Michigan

Parks and Recreation Plan Update  
St. Clair Shores, Michigan

Vining Road Subarea Plan  
Romulus, Michigan

Royal Oak Township Activation Strategy, Centennial Commons Downtown Park  
Royal Oak, Michigan

Old Woodward Avenue/Maple Road Corridor, Multi-Modal Transportation Board Advising & Parking Study Consulting  
Birmingham, Michigan

Center City Redevelopment Plan  
Midland, Michigan

Okemos Village Mixed Use Development  
Okemos, Michigan

Shaping the Avenue Corridor Plan  
Lansing, Michigan

Downtown Street Analysis  
Kalamazoo, Michigan

## Education

The Ohio State University,  
Bachelor of Science Landscape Architecture, 2014

## Registration

Registered Landscape Architect, State of Michigan  
National Charrette Institute



# SAUNDRA LITTLE

**AIA, LEED AP, NOMA \ \ PRINCIPAL IN CHARGE**

Saundra Little is an award-winning architect and advocate for the revitalization of the urban realm, particularly in the City of Detroit. Her acclaimed portfolio includes complex renovations and the adaptive use of aging properties; she is known for developing creative and transformative solutions that optimize the long-term economic value of properties while respecting the unique architectural heritage of local neighborhoods and for incorporating community feedback into her designs.

## **African American Civil Rights Sites Nominations** Detroit, Michigan

Community Engagement Specialist and Project manager for a multi-disciplinary project to document and honor sites associated with the struggle for African American Civil Rights in Detroit. The sites are documented through reconnaissance and intensive-level survey, a historic context, five National Register of Historic Places nominations, and a bike tour of selected locations. The project includes public engagement through community meetings and collaboration with an Advisory Board of local Civil Rights historians.

## **Hamtramck Recreation District Plan** Hamtramck, Michigan

Principal and designer for the framework plan which is a collaborative effort to create a roadmap for the currently underutilized 26-acre Recreation District in Hamtramck. The district includes Keyworth Stadium, where the DCFC soccer team now plays, the Historic Hamtramck Stadium, which was once home to the Negro National League Detroit Stars and is one of five remaining Negro League stadiums in the nation, and Veteran's Memorial Park. This plan builds the district's future around the site's rich and layered history, the importance of long-term financial sustainability, and the needs of Hamtramck's diverse community.

## **Warrendale Cody Rouge Neighborhood Framework Plan** Detroit, Michigan

Principal Architect for a development and implementation plan for Detroit's Warrendale + Cody Rouge neighborhoods. The plan is a youth-centric plan of strategy, co-crafted by residents and the City of Detroit to guide growth and investment in the neighborhood. The plan focuses on housing, economic development, open spaces, and mobility.

## **Highland Park \ \ Hamtramck Target Market Analysis** Hamtramck, Michigan

Principal Architect for a market analysis that aims to define development opportunities and understand potential neighborhood relationships in the Highland Park and Hamtramck neighborhoods. The project includes pilot sites where the team developed test fits of existing buildings to understand reuse potential and focuses on transportation, placemaking, building condition assessments, and increasing accessibility.

## **Woodbridge Development Guidelines** Detroit, Michigan

Principal Architect for the development of infill housing design guidelines for the Woodbridge neighborhood. The guidelines define characteristics that allow for infill growth that reflects the context, scale, and materials of the current neighborhood while encouraging diverse, accessible, and innovative design.



Principal, Director of Diversity + Inclusion

### **Registrations + Certifications**

Registered Architect

### **Education**

Lawrence Technological University, Master of Architecture, 1998

Lawrence Technological University, Bachelor of Science in Architecture and Design, 1994

### **Professional Affiliations**

Design Core, Founding Member of Advisory Board

National Organization of Minority Architects, Advisory Board Member

Detroit 2030 District, Founding Professional Stakeholder

New Step CDC, Board Member

# DAMON THOMAS

## LEED AP \ \ PROJECT MANAGER

Damon Thomas has nearly 25 years of experience in planning, design, and construction administration. Known as a problem-solver and a resourceful designer, Damon brings a creative perspective to projects of all sizes and complexities. He has completed many transformative projects in the urban realm, including gallery space, educational environments, office and commercial facilities, and civic buildings. A LEED Accredited Professional, Damon is knowledgeable about sustainable strategies and design solutions that minimize energy use and environmental impact.

### **Sinai Grace (SGGCD) Strategic Framework Community Planning** Detroit, Michigan

Project Manager for this effort to catalyze change in Northwest Detroit's built environment, acting as a facilitator during meetings with the community and SGGCD in order to engage residents in the conversation and center framework planning around resident needs. The project team also conceived development ideas to present to the community in order to further those conversations, and help residents understand and bring form to their visions.

### **Second at York** Detroit, Michigan

Project Manager for the conceptual development of four commercial buildings/sites in Midtown Detroit. This project includes site + zoning analysis, establishing parking requirements, and project management.

### **Dream of Detroit Muslim Center Neighborhood Planning** Detroit, Michigan

Project Manager to develop a strategic master plan for redeveloping the existing neighborhoods within Davison Avenue, Glendale Avenue, Woodrow Wilson Street, and Rosa Parks Boulevard. Through detailed program planning, site analysis + precedent studies, QE's Centric Design Studio team was able to create a narrative that illustrates the organization's characteristics and the planning direction highlights to potential funders and community stakeholders.

### **Warrendale Cody Rouge Neighborhood Framework Plan** Detroit, Michigan

Project Manager for a development and implementation plan for Detroit's Warrendale + Cody Rouge neighborhoods. The plan is a youth-centric plan of strategy, co-crafted by residents and the City of Detroit to guide growth and investment in the neighborhood. The plan focuses on housing, economic development, open spaces, and mobility.

### **Lovett Hall, The Henry Ford** Dearborn, Michigan

Project Manager for re-planning the historic Lovett Hall to provide quality spaces for The Henry Ford's Initiative for Entrepreneurship program, which introduces entrepreneurs-in-residence, guest speakers, workshop,s and youth programming that intersect with their collections to create a deep and engaging understanding of entrepreneurship. The master plan for the building addresses public access, security for administrative areas, accessibility, and new large lecture and smaller collaboration spaces.



Senior Associate, Project Manager

### **Registrations + Certifications**

LEED Accredited Professional

### **Education**

Lawrence Technological University,  
Bachelor of Science in Architecture and  
Design, 1995

### **Professional Affiliations**

National Organization of Minority Architects  
Society for Experiential Graphic Design

# ALEX FRITZ

## \\ PROJECT MANAGER

Alex Fritz has collaborated on high-end residential projects in Canada, Michigan, and southeastern Florida, and engaged in various adaptive use projects throughout Metro Detroit. He excels in project management focused on teamwork strategies and practical knowledge. He utilizes his unique design abilities to create positive results for clients on complex, innovative projects. Alex also has extensive experience in designing + qualifying projects for LEED certification.

### Highland Park \\ Hamtramck Target Market Analysis Hamtramck, Michigan

Architectural Designer for a market analysis that aims to define development opportunities and understand potential neighborhood relationships in the Highland Park and Hamtramck neighborhoods. The project includes pilot sites where the team developed test fits of existing buildings to understand reuse potential and focuses on transportation, placemaking, building condition assessments, and increasing accessibility.

### Dexter Downtown Redevelopment Dexter, Michigan

Architectural Designer for a multi-acre, mixed-use master planning strategy to be developed at the edge of Dexter's historic downtown. The combined sites straddle the edge of the existing urban fabric while overlooking the natural, serene landscape of Mill Creek Park. In crafting the right vision for the site, Alex is working closely with the City's mayor and the planning commission in understanding the site's potential for sustainability. Key to its success has been ongoing engagement with the community and local stakeholders through a variety of public forums and workshops.

### Inkster Targeted Market Analysis Inkster, Michigan

Architectural Designer for this project, focused on identifying the potential markets for redevelopment in the City of Inkster, addressing placemaking, building condition assessments, and ADA accessibility issues.

### Trumbull Avenue Detroit, Michigan

Designer and Project Manager for a new residential development of a 1.6-acre site which was previously occupied by the long-demolished Scripps mansion; a Detroit landmark, which still bears the mansions turn of the century 2-story brick boiler house. The project included the design of 24 semi-detached townhouses, along with the restoration of the existing blighted boiler house. The project included extensive community outreach, and eventually garnered Historic District Commission approval for both the proposed new housing and existing boiler house restoration. The project will revitalize a long0vacant urban plot, and help reinvigorate the newly renovated Scripps Park across adjacent to the site.

### Second at York Detroit, Michigan

Architectural Designer for the conceptual development of four commercial buildings/sites in Midtown Detroit. This project includes site + zoning analysis, establishing parking requirements, and project management.



Senior Designer

### Registrations + Certifications

Registered Architect

### Education

Lawrence Technological University,  
Bachelor of Science: Architecture, 2009  
Eastern Michigan University, Bachelor of  
Fine Arts, 2005

### Professional Affiliations

Belle Isle Conservancy Volunteer  
Detroit Area Art Deco Society Member  
Institute of Classical Art + Architecture  
Member



**Robert J. Gibbs, AICP, ASLA, CNU-A**  
President, Gibbs Planning Group, Inc.

Email: [rgibbs@gibbsplanning.com](mailto:rgibbs@gibbsplanning.com)

Robert Gibbs serves as GPG's president and managing director. Gibbs is considered one of the foremost urban retail planners in America. For more than two decades, his expertise has been sought by some of the most respected mayors, renowned architects, and successful real-estate developers in the country. Profiled in *The New York Times*, *The Wall Street Journal*, and *Urban Land*, Gibbs has, writes *The Atlantic Monthly*, "a commercial sensibility unlike anything possessed by the urban planners who usually design downtown-renewal efforts." He is also a recognized leader in the New Urbanism, having pioneered the implementation of its environmentally sustainable principles of Traditional Town Planning and Smart Growth.

For the past 30 years, Gibbs has been active in developing innovative yet practical methods for applying modern trends in commercial development to more than 400 town centers and historic cities here and abroad. He also planned Michigan's first ten New Urban communities and Form Based Codes. A speaker at the First Congress of the New Urbanism in 1992 and twenty subsequent CNUs, Gibbs lectures frequently throughout the country. He is the author of *Principles of Urban Retail Planning and Development* and the Retail Module of the SmartCode and has contributed articles to numerous books and publications. For the past 22 years, he has taught "Urban Retail Planning" in the Executive Education Program at the Harvard Graduate School of Design. In 2012, Gibbs was honored by the Clinton Presidential Library for his life's contributions to urban planning and development, and by the City of Auckland, New Zealand for his planning innovations.

Before Gibbs founded GPG in 1988, he gained invaluable expertise in retail planning by advising shopping center developers on the psychology of commerce—the practical science of analyzing and adjusting all elements known to affect a shopper's mood in the marketplace. From this experience, Gibbs distilled the fundamental retail and merchandising principles for reviving retail in moribund downtowns and for instilling successful commerce in new ones.

### Education

University of Michigan: Master of Landscape Architecture & Urban Planning  
Oakland University: Bachelor of Arts in Social Studies & History

### Professional Associations

American Institute of Certified Planners  
American Planning Association  
American Society of Landscape Architects  
Congress for the New Urbanism, Charter Member  
Former Form Based Code Institute, Board Member  
Urban Land Institute

### Relevant Training

NCI Charrette System  
Form-Based Code Institute  
MI Place Initiative,  
Train the Trainers

### Prior Experience

JJR/SmithGroup  
Taubman Centers

### Representative Clients

Alexandria, Virginia  
Atlanta, Georgia  
Carlisle, Pennsylvania  
Charleston, South Carolina  
Chicago, Illinois  
Dearborn, Michigan  
Denver, Colorado  
Fresno, California  
Grand Rapids, Michigan  
Houston, Texas  
Marquette, Michigan  
Memphis, Tennessee  
Naples, Florida  
Norwalk, Connecticut  
Palm Beach, Florida  
Portland, Oregon  
Santa Cruz, California  
Sarasota, Florida  
Seattle, Washington  
Southampton, New York  
S. Fort Wayne, Indiana  
State of Florida  
State of Oregon  
Kentlands, Maryland  
The Glen, Illinois  
Rosemary Beach, Florida  
Seaside, Florida  
Brown University  
Johns Hopkins University  
University of Michigan  
Ohio State University  
University of Pennsylvania  
AECOM  
Duany Plater-Zyberk & Co.  
Fantasy Springs Resort  
& Casino  
General Motors Company  
Moule & Polyzoides  
Rock Ventures, Inc.  
Simon Property Group  
Taubman Centers, Inc.  
The Walt Disney Company



10TH STREET CORRIDOR MASTER PLAN  
JEFFERSONVILLE, INDIANA\_MKSK

SCHWAIGER 2018

# LIST OF CLIENTS



**Doug LaFave, Interim City Manager**

City of East Grand Rapids  
616.949.2110  
dlafave@eastgr.org

**Joseph Stefanov, City Manager**

City of New Albany  
614.855.3913  
jstefanov@newalbanyohio.org

**Bill Gambill, Assistant City Manager**

City of St. Clair Shores  
586.447.3321  
gambillb@scsmi.net

**David Betz, AICP, Director of Development**

City of Powell  
614.885.5380 ext. 1033  
dbetz@cityofpowell.us

**Jana Ecker, Planning Director**

City of Birmingham  
248.538.1800  
jecker@bhamgov.org

**Terry Vanderman, Community Development Director**

City of Wyoming  
513.821.7600  
tvanderman@wyomingohio.gov

**Annette M. Knowles, Economic / Downtown  
Development Coordinator**

City of Monroe  
734.384.9146  
annette.knowles@monroemi.gov

**Angie Gaabo, Executive Director**

Woodbridge Neighborhood Development  
313.516.8948  
gaabo@woodbridgendc.org

**Russell A. Soyring, Planning Director**

City of Traverse City  
231.922.4465  
rsoyring@traversecitymi.gov

**Judy Davids, Comm. Engagement Specialist**

City of Royal Oak  
248.246.3201  
judyd@romi.gov

# URBAN DEVELOPMENT

QE is a leader in adapting buildings for residential and mixed uses, and in designing new buildings that strengthen the existing urban fabric. We embrace the opportunity to preserve, renew, and create spaces that meet contemporary expectations.

QE's multi-occupancy, mixed-use experience includes hotel, office, restaurant\bar, entertainment, and multifamily residential uses in small and large, historic and non-historic buildings. Our design work includes restoration of historic spaces and creation of contemporary spaces. The designs meet the requirements of public and private funding sources, and in many cases qualify for historic preservation tax credits.

## SELECT PROJECTS

**7.Liv** Detroit, Michigan

**71 Garfield** Detroit, Michigan

**731-735 West Cross Street** Ypsilanti, Michigan

**Accident Fund Headquarters** Lansing, Michigan

**Alden B. Dow Home and Studio** Midland, Michigan

**Armory Arts Village** Jackson, Michigan

**Caille Brothers Building** Detroit, Michigan

**Carroll Apartments** Washington, DC

**Chapman House Restaurant** Rochester, Michigan

**Clipper Mill** Baltimore, Maryland

**College of Create Studies** Detroit, Michigan

**Cross Street Village** Ypsilanti, Michigan

**Dilworth Hotel** Boyne City, Michigan

**Element Detroit at the Metropolitan** Detroit, Michigan

**Ferry Street Inn** Detroit, Michigan

**Fort Shelby Hotel** Detroit, Michigan

**Garden Theater** Detroit, Michigan

**Gateway Senior Housing** Fremont, Michigan

**Garfield Lofts** Detroit, Michigan

**Gilbert Mansion** Ypsilanti, Michigan

**Graphic Arts Building Lofts** Detroit, Michigan

**Knapp's Centre** Lansing, Michigan

**Lafayette Towers** Detroit, Michigan

**Lithuanian Hall** Detroit, Michigan

**Maurice Fox Ford Block** Detroit, Michigan

**Merchant's Row Lofts** Detroit, Michigan

**Murray Aviation\National Air Cargo** Ypsilanti, Michigan

**Newberry Hall** Detroit, Michigan

**Odd Fellows Hall** Detroit, Michigan

**Old Wayne County Building** Detroit, Michigan

**Oliver Arts Center** Crystal Lake, Michigan

**Pere Marquette Depot** Bay City, Michigan

**River Park Place (Old Whittier Hotel)** Detroit, Michigan

**Reberts Building** Detroit, Michigan

**Sherbrooke Manor** Detroit, Michigan

**Stanford University Center** Washington, DC

**Stuber-Stone Lofts** Detroit, Michigan

**Sudworth Building** Ann Arbor, Michigan

**Tower on the Maumee** Toledo, Ohio

**Woodward Plaza** Detroit, Michigan

**Woodward-Willis Mixed-Use Development** Detroit, Michigan

**Wurlitzer Building** Detroit, Michigan



Woodward Plaza



Garden Theater Block

# MASTER PLANNING

QE has developed master plans and space utilization studies for a range of institutions and properties, scaling from individual buildings to several thousand acres.

We have shepherded the development of long-range master plans that have guided capital campaigns and the subsequent execution of design and construction projects. Our work has included historical sites, parks, museums, gardens, places of worship, performing arts venues, and college campuses. Drawing on our extensive experience in leading robust stakeholder engagement processes, QE has created master plans that optimize existing resources and plan for future growth while positioning the property to support the mission of the institution.

## SELECT PROJECTS

African American Civil Rights Sites Nominations	Michigan State Capital Dome
Ann Arbor Municipal Center	Montgomery College
Baltimore Inner Harbor Development	Morehouse College
Bridgewater College Master Plan	National Academy of Sciences
Cathedral of St. Andrew	National Museum of Natural History, Smithsonian Institution
Chesapeake Bay Maritime Museum	National Zoological Park, Smithsonian Institution
Christchurch School Master Plan	Richmond Montessori School Master Plan
Coastal Maine Botanical Gardens	Roanoke College
Cranbrook Educational Community	Salem Academy and College
Davidson College	Second at York
Detroit Institute for Children	Shenandoah University
Dexter Downtown Development Plan	Sinai Grace (SGGDC) Strategic Framework Community Planning
DPSCD School Facilities Siting Study	Split Rock Lighthouse
Dream of Detroit Muslim Center Neighborhood Planning	Tryon Palace
Eastern Michigan University	Ulysses S. Grant National Historic Site
First Presbyterian Church of Ann Arbor	University of Charleston
Oliver Art Center	University of Dayton Central Mall
Gari Melchers' Home and Studio, University of Mary Washington	U.S. Food and Drug Administration Headquarters
George Washington's Ferry Farm	Virginia Commonwealth University Site Master Plan Update
Hamtramck Recreation District Plan	Virginia Wesleyan University
Highland Park/Hamtramck Market Analysis	Vizcaya Museum and Gardens
Highland Park Master Plan Update	Warrendale Cody Rouge Neighborhood Framework Plan
Hirshhorn Museum and Sculpture Garden, Smithsonian Institution	Washington and Lee University
Jefferson Chalmers Neighborhood Development Plan	Washington Waldorf School
Maryland Women's Heritage Center	Woodbridge Neighborhood Development Guidelines
Maritime and Yachting Museum of Florida	Wright State University
	Ypsilanti Campus, Michigan Mutual Inc.



Dexter Downtown Development Plan



Hamtramck Recreation District Plan

**List of Clients:**

July 2020

**Delray Beach Downtown Development Authority**

Laura Simon, Executive Director  
Delray Beach DDA  
85 SE 4th Ave, Suite 100 Del Ray, FL 33483  
561 573-3672  
[lsimon@downtowndelraybeach.com](mailto:lsimon@downtowndelraybeach.com)

**Naples, FL**

Bruce Barone Jr.  
Fifth Avenue South DDA  
649 5th Avenue South  
Naples, Florida 34102  
(239) 777-1822  
[bruce@fifthavenuesouth.com](mailto:bruce@fifthavenuesouth.com)

**Southampton, NY**

Eldon Scott, Planning Commission Chairman  
Urbanspace  
80 Fifth Avenue  
New York, NY 10011  
917-502-2855  
[escott@urbanspacenyc.com](mailto:escott@urbanspacenyc.com)

**Bethlehem, PA**

City of Bethlehem  
Amy Burkhart  
Deputy Director Community and Economic Development  
10 East Church St.  
Bethlehem, PA 18018-6025  
(610) 997-7630  
[ABurkhart@bethlehem-pa.gov](mailto:ABurkhart@bethlehem-pa.gov)

**Downtown Kalamazoo Incorporated**

Andrew Haan, President  
Downtown Kalamazoo Incorporated  
162 E. Michigan Avenue Kalamazoo, Michigan 49007 (269) 344-0795  
[ahaan@dki.org](mailto:ahaan@dki.org)

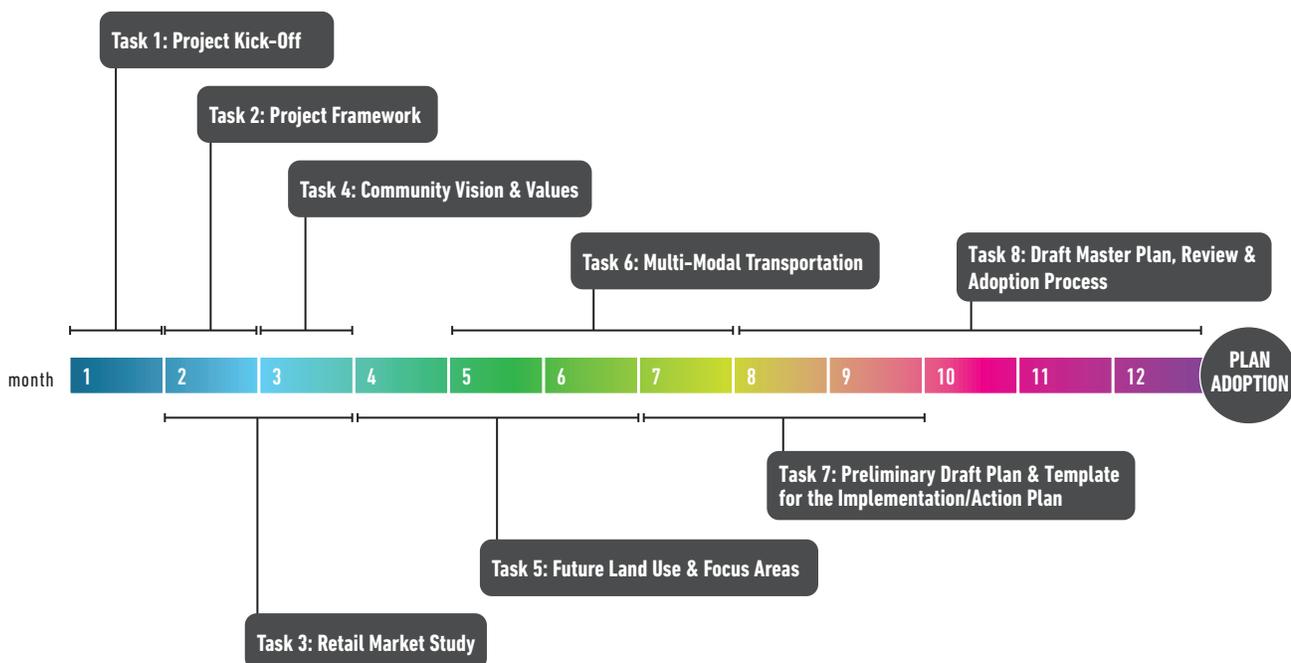
**High Street Advisors**

Ward Davis, Principal  
High Street Advisors  
5530 Carley Road Springdale, AR 72764 501 499-4000  
[wardd@highstreetdev.com](mailto:wardd@highstreetdev.com)



# TIMEFRAME FLOW CHART

	TASK 1 Project Kick-Off	TASK 2 Project Framework	TASK 3 Retail Market Study	TASK 4 Community Vision & Values	TASK 5 Future Land Use & Focus Areas	TASK 6 Multi-Modal Transportation	TASK 7 Preliminary Draft Plan & Template for the Implementation/Action Plan	TASK 8 Draft Master Plan, Review & Adoption Process
	Month 1	Month 2	Months 2-3	Month 3	Months 4-6	Months 5-7	Months 7-9	Months 8-12
WORK PLAN		Evaluate past plans  Initiate Community Engagement Program and survey  Master Plan "Best Practices" Session		Posting information on website, other outreach	Neighborhood Character Guidelines  Business District Plan and Strategies  Redevelopment Sites & Strategies			
PROJECT MEETINGS	Meeting with City Administration	Training for Community Ambassadors (officials and Public)		Visioning Session (Joint Meeting with public invited)			Meeting with City Administration  Workshop with Planning Commission and Public  City Staff to obtain City Council input	Public Open House (may be virtual)  Planning Commission Public Hearing  City Council





# ESTIMATED COSTS

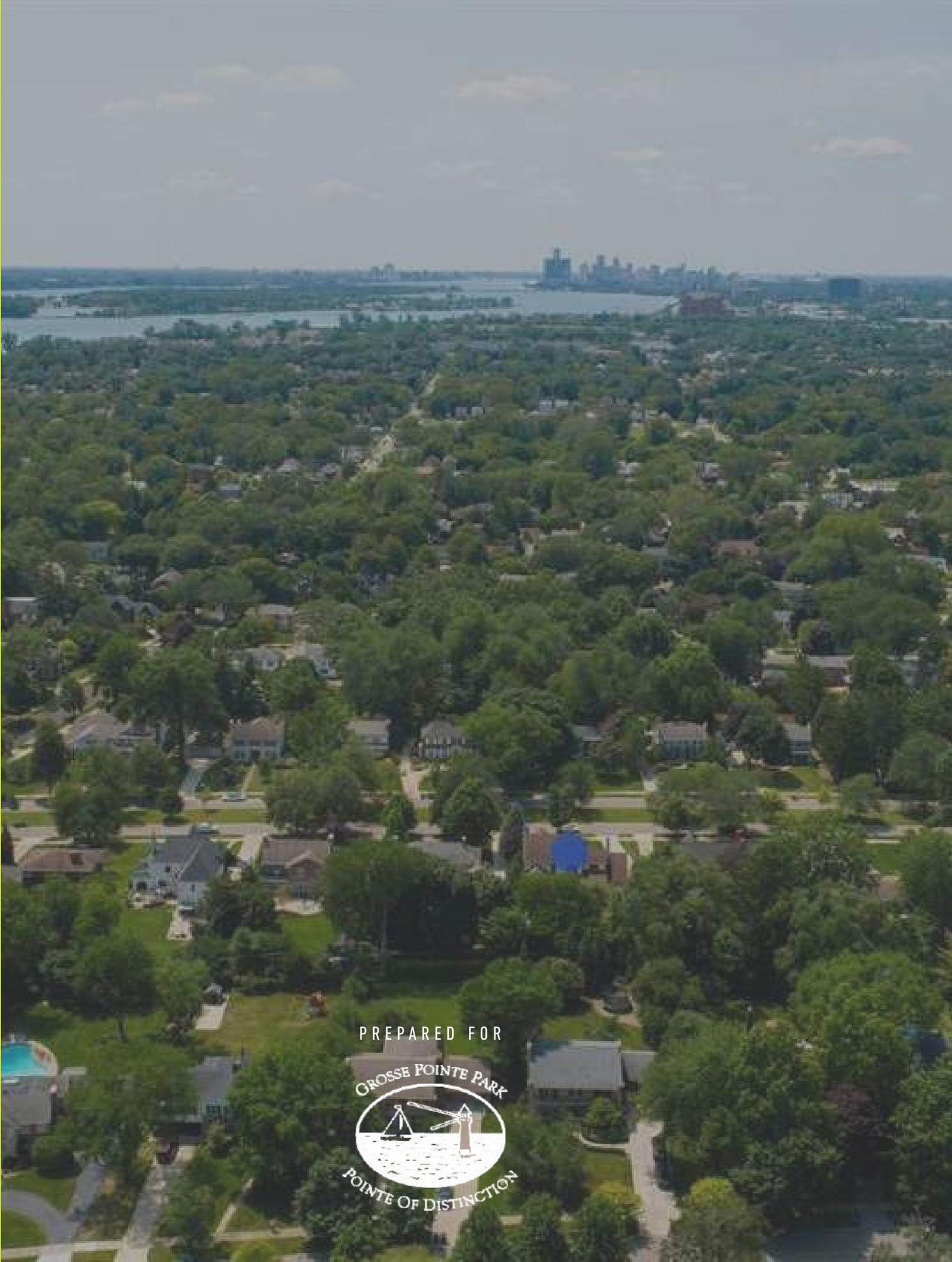


We are proposing a relatively barebones approach to the Master Plan update in an effort to keep it affordable. Thus, this includes an expectation that City officials and community volunteers can facilitate some of the public engagement using materials we provide. This scope also includes a set number of meetings for our team to help economize the budget. We are open to negotiating both the scope of the update, our level of participation in community engagement efforts, meetings, and additional areas of focus to fit your budget and priorities.

The MKSK Team can complete the Master Plan as described above for \$50,000.

There are several other plans or studies that could become additional services. For any of those, we would need to work with the City on a specific work plan and budget.

1. **Residential Infill Design Guidelines:** Quinn Evans could prepare a more elaborate set of residential infill design guidelines than the few pages described in the Work Plan. The scope and fee would depend upon the extent of new sketches, meetings and complexity of the additional work.
2. **Design Concepts for Redevelopment Sites** as described in Task 5. The cost will be influenced by the number and size of the site(s) or buildings, number of alternatives prepared, extent of an additional market analysis by Gibbs Planning, complexity, and the number of additional meetings.
3. **Parks and Recreation Master Plan:** this would be a separate plan to meet the requirements of the MDNR. This could use much of the information in the Master Plan (demographics, maps, Vision and Goals) but would require a couple of additional meetings and a public hearing just focused on the parks and recreation system. We typically also have a separate listening session, which could be located at a park, with focus groups (organizations) and with the public, along with City staff responsible for the parks and recreation programming. Typical fee range is \$18,000-26,000 with the level of engagement the main variable. We could also prepare Master Plans for individual parks using the feedback gathered during the public engagement sessions. Those can range from simple concepts (\$7500-12,000 per park) to more detailed plans that look at equipment, courts, parking, landscape, drainage, signs etc.
4. **Parking study** for one or more of the business districts to review utilization, turnover, where employees are parking, pricing, regulations of the on-street curb-space and similar topics. The typical fee ranges from \$12,000-25,000 depending upon area included, number of counts and potential for volunteers to conduct them.



PREPARED FOR

GROSSE POINTE PARK



POINTE OF DISTINCTION

MCKENNA

PROPOSAL TO PREPARE THE

# Master Plan

CITY OF GROSSE POINTE PARK,  
MICHIGAN



JULY 31, 2020

Communities for real life.





**MCKENNA**

July 31, 2020

Mr. Nick Sizeland  
City Manager  
City of Grosse Pointe Park  
15115 East Jefferson Avenue  
Grosse Pointe Park, Michigan 48230

**Subject: Proposed Partnership for Grosse Pointe Park Master Plan**

Dear Mr. Sizeland:

We are honored to potentially partner with the City of Grosse Pointe Park leaders, residents, property owners, and other stakeholders to continue the strong momentum of creating great places, an environment for increased investment, and high quality of life for generations to come!

We believe that now is the time for Grosse Pointe Park leaders to memorialize the community excellence that you've fostered over the past number of decades in a state-of-the-art, bold Master Plan – a plan that your residents and business owners can stand behind and take pride in implementing together. Therefore, we are incredibly excited about the prospect of collaborating with you and hope that you'll find our group to be the most qualified, most energetic, and most forward-thinking (after all, planning is a hopeful and visionary endeavor!).

### **Understanding of Context**

Over the last number of months, McKenna planners have learned about a number of important initiatives that the City is currently undertaking, including studying your water, sewer, and roads infrastructure; leading through the closure of Trombly Elementary School, in spite of the community's evident great need for the elementary school; and other community improvement activities such as bolstering commercial areas, planning for future excellent community facilities, and studying the parks (Windmill Pointe and Matthew C. Patterson) – the jewels in the City's crown.

The people and partners of Grosse Pointe Park expect City leaders to maintain the community's record of excellence in community services. Thus, this Master Plan will be critically important to how Grosse Pointe Park evolves to meet the demands of its residents in coming years, especially in the context of interwoven imperatives of sustainability, neighborhood vitality, and addressing the needs of different demographic groups (key issues on planners' minds).

### **Engaging Stakeholders During Uncertain Times**

Of course, now is a unique time to be undertaking a landmark planning process due to the Coronavirus pandemic, but our team is poised to guide City leaders through an effective and meaningful public process. We are prepared and have become expert and agile in conducting all public engagement virtually or in small, safe groups in total compliance with current Executive Orders. We will work through specific details with the City's appointed managers of the planning process and conduct the most appropriate method of public engagement at each step of the way.

#### **HEADQUARTERS**

235 East Main Street  
Suite 105  
Northville, Michigan 48167

☎ 248.596.0920  
☎ 248.596.0930  
**MCKA.COM**

**Communities for real life.**



### **Focus on New Opportunities**

McKenna is Michigan's leading planning and design firm. We work with private sector market realities and manage complex municipal redevelopment projects – public acquisition, demolition, grant and other funding, urban design, marketing, and disposition – and are continuously implementing smart redevelopment principles for Midwest municipalities and select private clients.

Our team is comprised of considerate public engagement specialists with technical knowledge for increased effectiveness during the proposed public engagement program. Specifically, we propose to provide:

- An online / hard-copy survey (introductory / broad to gather opinions and preferences).
- One day of Roundtable Discussions with key stakeholders (neighborhoods, civic institutions, businesses, etc.).
- One day of Drop-In Clinic and Open House during daytime and evening.
- One day of Final Draft Review Clinic.

By broadly and frequently engaging many different stakeholders, we believe that special areas and neighborhoods' needs will be addressed, ensuring that the City continues to evolve intentionally and with respect to its many historic assets.

### **Why Our Team?**

The McKenna team has the right kind of experience and the proven approach the City of Grosse Pointe Park needs to help work through this challenging but rewarding process; we know how to navigate complex processes in successful communities and wish to support Grosse Pointe Park in achieving its next phase of excellence.

We also have strong relationships with frequent collaborators of The Park, including surrounding local units of government for whom we provide planning and zoning services (Grosse Pointe and Grosse Pointe Farms), the City of Detroit's neighborhood reps adjacent to The Park, and Eastside Community Network leaders, for whom we've prepared a number of plans.

Together with the dedicated people of Grosse Pointe Park, we will help you create an exciting, implementable vision that will benefit current and future generations for years to come.

Thank you for considering our team; we look forward to discussing our approach in greater detail.

Respectfully submitted,

**McKENNA**

John R. Jackson, AICP, NCI  
President

Cc: Sarah Traxler, AICP, NCI



# Master Plan

CITY OF GROSSE POINTE PARK, MICHIGAN

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PREPARED JULY 31, 2020 BY

**MCKENNA**  
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# Executive Summary



Grosse Pointe Park’s strength lies in its residents who greatly value community gatherings, traditional neighborhoods, and high-quality public services – all of which create community vitality and character.

## PROJECT APPROACH

Our team members are poised to immediately hit the ground running on the Grosse Pointe Park Master Plan with a bold approach; we:

- Have expertly prepared Master Plans with neighborhood and special planning area focuses for communities across Michigan and the Midwest.
- Are experienced, certified public engagement specialists who frequently conduct meaningful multi-pronged engagement programs, building deep credibility with even the most cynical participants – even during this pandemic.
- Are skilled and dedicated to understanding the specific needs of Grosse Pointe Park (and already have a baseline understanding).
- Create attractive, graphically-rich reports, renderings, and materials.

## PUBLIC ENGAGEMENT

We have crafted a robust public engagement program that strategically engages City administration, a Steering Committee, and the public. We propose:

- 5 Steering Committee, City Administration and McKenna project meetings
- 1 Day of Roundtable Discussions
- 1 Day of Drop-in Clinic and Open House
- 1 Day of Final Draft Review Clinic
- 7 Planning Commission and City Council meetings

See the detailed “Grosse Pointe Park Master Plan Project Chart” for a specific breakdown.

## PROPOSED PRICE

For the services described herein, we propose a fee of \$31,000; we are able to adjust our proposed price and scope to best meet the City’s needs.

# Introduction



McKenna's downtown Northville, Michigan headquarters. Our work spaces reflect McKenna's commitment to our people, our communities, sustainable design, and the rich technology heritage of the Midwest.

McKenna's team of talented planning, design and building professionals help municipal leaders develop and maintain communities for real life. From street festivals, neighborhood parks, and storefronts, to parking spots, coffee shops, and farmers' markets, we want your community to thrive. McKenna provides planning, zoning, building, landscape architecture, community and economic development, and urban design assistance to cities, villages, townships, counties, and regional agencies, as well as select private clients, based on skilled and effective public engagement. Our success can be measured by the built improvements to hundreds of McKenna client communities, and by our 42-year record of client satisfaction and on-time, on-budget delivery.

McKenna currently provides project services to more than 85 communities and private land investors in the Midwest. Anticipating and responding to change is a major distinction of McKenna's practice. Our innovation and depth of experience is a resource for public and private decision-makers; we are a corporation of 20-plus planners, building code experts, urban designers, and landscape architects formed under the laws of Michigan on May 2, 1978.

## HEADQUARTERS

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E info@mcka.com



**MCKA.COM**



## AREAS OF SERVICE

### Community Planning

- Master Plans (Cities, Villages, Townships, Counties and Regions)
- Neighborhood Preservation Plans
- Redevelopment Plans
- Corridor Plans
- Downtown Plans
- Growth Management Plans
- Park and Recreation Plans
- Capital Improvements Programs
- Community and Fiscal Impact Analysis
- Waterfront Planning
- Open Space Planning
- Historic Preservation Plans
- Transportation and Parking Plans
- GIS Analysis and Alternative Testing
- Access Management

### Economic Development

- Public/Private Partnerships
- Brownfield Redevelopment Planning
- Downtown Redevelopment Action Plans
- Corridor Redevelopment
- Tax Increment Finance Plans
- Grant Applications
- Redevelopment Project Management
- Market Studies: Retail, Commercial, Residential, Industrial, Institutional
- Redevelopment Financing Assistance
- Land Assembly/Eminent Domain Assistance

### Building Department Administration

- Zoning Administration
- Building Code and Zoning Enforcement
- Building Inspection
- Electrical, Mechanical and Plumbing Inspections
- Property Maintenance and Housing Inspection
- Landscape Construction Observation
- Code Enforcement
- Compliance with State
- Department Management Plans

### Parks and Recreation

- Parks and Recreation Master Plans
- Park Design (neighborhood, community, regional)
- Ball Field Planning and Design
- Park and Recreation Facilities Design
- Bikeway and Trail Planning and Design
- Grant Applications
- Public Participation
- Universal and ADA Accessibility
- Park and Recreation Furnishings



### On-Site Management Services

- Zoning and Planning Administration
- Tax Increment Finance Authority Management
- Downtown Development Authority Administration
- CDBG Administration
- Housing Rehabilitation
- Project Management – Capital Improvement Projects
- Redevelopment Project Administration
- Community Development Administration
- Economic Development Administration

### Development Codes

- Zoning Ordinance
- Zoning Ordinance and Resolution Review and Preparation
- Continuing Advisory Services to Elected and Appointed Officials, Planning and Zoning Commissions, and Boards of Appeal
- Subdivision and Condominium Regulations
- Form-Based Codes
- Environmental Regulations – Wetlands, Woodlands
- Expert Witnessing and Court Testimony on Zoning
- Sign Regulations
- Annexation Advisory Assistance
- Sex-Oriented Business Regulations and GIS Testing
- Open Space Regulations
- Planning and Zoning Code Training Seminars
- On-Site Zoning Administration



### Complete Streets and Transportation Planning

- Complete Streets Policy Development
- Complete Streets Design Guidelines
- Complete Streets Procedure and Implementation
- Corridor Plans
- Streetscape Plans
- Bicycle & Pedestrian Plans
- Bicycle Parking Plans
- Bicycle Sign Plans
- Bike Share Feasibility Studies
- Intersection Design & Crossing Plans
- Zoning and Regulatory Review
- User Maps and Wayfinding Studies
- Transportation Master Plans
- Site Plan Review of Transportation Facilities
- Circulation Studies Vehicles and Pedestrian
- TOD Studies
- Education and Training
- Transportation and Parking Plans
- Access Management
- Parking Studies

### Public Participation (NCI Certified)

- Charrettes
- Hands-on Workshops
- Focus Groups
- Roundtable Discussions
- Surveys (telephone, online, direct mail)
- Public Hearings
- Open Houses
- Interactive Citizen Advisory Committees
- Youth Outreach
- Community Walks and Bike Rides
- Pop-Up / Storefront Workshops
- Consensus Building
- Participatory Decision-Making
- Interviews (one-on-one, intercept)
- Community Preference Surveys

### Community Development

- HUD CDBG Administration
- Analysis of Impediments to Fair Housing
- Environmental Review Records
- Consolidated Plans
- Elderly Housing Assistance
- Five Year and Annual Action Plans
- CDBG Program Planning and Applications
- Housing Rehabilitation Administration
- Market Studies – Market Rate, Elderly and Assisted Housing
- Housing Market Studies (MSHDA approved)

### Urban Design

- Community Design Plans
- Placemaking Strategies
- Parks, Greens, Commons and Plaza Design
- Streetscape Design
- Site Planning
- Community Character Planning
- Historic Park Design
- Computer Visualization (before/after)
- Design Review
- Site Evaluation and Selection
- Design Manuals
- Neo-Traditional Design (TND)
- Urban Form Pattern Books
- Mixed Use (residential, retail, office, public, institutional) Design
- Public Art

### Sustainability Plans

- Sustainability Indicators Analysis, Evaluation Criteria, and Program Improvements
- Develop Neighborhood Stabilization Plans
- Green Infrastructure Plan for Community's Public Property
- Walkable/Bikeable Audits and Implementation Plans
- Community Master Plan, Strategic Plan, or Capital Improvement Plan
- Plan for Low Impact Development (LID) Components
- Local Planning and Zoning
- Access Management Plans for Transportation Corridors

### Landscape Architecture

- Residential Development Plans (single family detached/attached; multi-family, elderly, mixed use, townhouses) Conventional & Cluster
- Site Analysis and Design
- Site Layout and Planning
- Construction Drawings and Construction Observation
- Landscape Architecture (MSHDA-approved)
- Arborist Services (tree surveys and maintenance plans)
- Greenways and Trail Planning and Design
- Native Plant Landscapes
- Wayfinding, Signs, and Interpretive Stations
- Environmental Performance Standards
- Public Art Development
- Public Space Design – Greenways, Bikeways, Streetscapes
- Wetlands, Woodlands, Groundwater, Aesthetic, and Vista Protection Regulations
- Sustainable Landscape Design



# Work Program



Grosse Pointe Park is comprised of neighborhoods with tree-lined streets, many of which are within walking distance of a nice little shop to swing into. This type of community fabric has stood the test of time and now is the time to preserve and plan for the high-quality maintenance of all that makes Grosse Pointe Park the strong community it is today.

## PROJECT UNDERSTANDING

Grosse Pointe Park is a community that's exhibited great resilience and maintained high standards in its residential neighborhoods and many commercial areas, in addition to the beautiful parks and recreation amenities that are the jewel in the community's crown. Yours is a community that's "done it right"; in fact, other towns with similar sizes look to The Park as a place to emulate. Much of the community's success in terms of form and character are owed to the forefathers and original settlers and the fashion in which they platted and developed the town. That original fabric has protected The Park from development trends that were in fashion in the mid-1900s (with a focus on auto dependence and accommodation) that eroded so many communities' quality of place.

In recognition that The Park has special form and excellence of services, City leaders realize that "now is the time" to formalize land use, placemaking, infrastructure, and other important topics' policies – moving planning functions from the back of the napkin into a professional, comprehensive, and big and bold Master Plan. Many wonderful things have been accomplished and we wish to memorialize and improve on them to ensure that the things that make "The Park, The Park" are preserved for generations to come.

Our team is expert at synthesizing information that's provided to us – in the case of Grosse Pointe Park, we will review and pull together in a useful fashion the following:

1. The Planning Commission-prepared draft Master Plan from 2019 and 2020;
2. Results of the water system analysis by the City's consultant, Stantec;
3. Results of the sewer and roads analysis by the City's consultant, OHM;
4. Data on housing values, neighborhood trends, commercial land values and rents, and other real estate market data;
5. Any other relevant City reports, studies, or data sources that are germane to the Master Plan scope.

Using the above and other information, including results from our field analysis and investigation, we will expertly prepare the Master Plan for Grosse Pointe Park incorporating the following:

1. All required components of a Master Plan per the Michigan Planning Enabling Act;
2. Recommendations for implementing any of the plan's proposals consistent with the Michigan Economic Development Corporation's Redevelopment Ready Communities Best Practices;
3. "Complete streets", by including a Complete Streets Plan component, which must consider traffic calming measures through residential neighborhoods;
4. Parking recommendations regarding minimum parking standards, achieving the appropriate balance between supply and demand; this is critical for the ongoing vitality of The Park's commercial areas;
5. Green space, tree program, and park preservation strategies / recommendations;
6. Zoning change recommendations for successful future land use implementation;
7. Annually-described implementation program, including recommended funding sources and responsible parties.

Grosse Pointe Park is a community with extremely invested stakeholder groups, especially its owners of single-family residential property. Thoughtfully and meaningfully engaging them during this effort will be paramount to project success.

## PUBLIC ENGAGEMENT



Grosse Pointe Park residents will be meaningfully and respectfully engaged throughout the planning process; Master Plan public input could even be conducted in the park!

The team that we have hand-picked for the Grosse Pointe Park Master Plan is adept at facilitating complex public engagement strategies, including multi-pronged efforts such as that which we are proposing for The Park. We are sensitive to the importance of communicating effectively about public planning processes and providing diverse opportunities for input (for example, to capture the opinions of busy parents of school-aged children).

Additionally, McKenna has pivoted most of our public engagement to online and “old school” methods (such as conducting extensive phone interviews) and have also thoughtfully executed engagement in small, safe groups in total compliance with current Executive Orders. We will work through specific details with the City’s appointed managers of the planning process and conduct the most appropriate method of public engagement at each step of the way. There are many options to consider as we work through whatever the current realities of the time are.

McKenna’s planners and designers are well-skilled in public engagement that drills down to the core of key issues, respects participants’ time and attitudes, and is entertaining and value-add for City leaders, residents, and property owners / key stakeholders. On top of that, it is critical to our team that our public engagement events be:

- Well-organized;
- Well-publicized (we’ll provide you with a Communications Strategy / Plan, even suggesting and helping implement innovative ideas like yard signs promoting your meetings!);
- Productive; and
- Welcoming to all.

To summarize, the McKenna team understands that for success in Grosse Pointe Park, the Master Plan must excel in four important areas:

1. The plan must be a “Living Plan” that inspires people to own the plan and work to implement the vision – the multi-faceted public engagement program will help this greatly!
2. The plan must integrate current and future planning, design, mobility, and future land use trends by expanding the recommendations of Grosse Pointe Park plans that are currently “on the books” – and synthesize those prior efforts into this new Master Plan document.
3. The plan should incorporate current thinking and planning imperatives contained in the State of Michigan’s Redevelopment Ready Communities (RRC) Best Practices (which is just “good planning”) in the event that the City wishes to enter or become certified in that program.
4. The plan must contain fresh, current thinking and targeted strategies on neighborhood preservation, walkability, sustainability, and small commercial area planning to ensure that the document remains useful over its life.

We are confident that Team McKenna, working with the City’s dedicated leaders, professional staff, local neighbors, and business community, will successfully navigate the path to memorialize The Park’s excellence.

### **Project Scope Details**

We have prepared a detailed Project Plan Chart for the Grosse Pointe Park Master Plan, condensing project tasks into one page.

# Grosse Pointe Park Master Plan Project Chart

<i>ONGOING: Develop and implement comprehensive participation, communication, and information strategy</i>			2020		2021	
MASTER PLAN			Q3	Q4	Q1	Q2
SUMMARY WORK PLAN	STEP #	1	Affirm and Implement Project Communications / Promotions Program			
		2	Inventory, Assess, Analyze, and Project:	<ul style="list-style-type: none"> <li>Vision</li> <li>Land Use</li> <li>Transportation</li> <li>Housing</li> <li>Special Planning Areas</li> </ul>	<ul style="list-style-type: none"> <li>Placemaking</li> <li>Parks and Recreation</li> <li>Parking</li> <li>Infrastructure</li> <li>Others, as arise</li> </ul>	
		3	Finalize Goals, Objectives, and Strategies			
		4	Finalize Future Land Use and Future Mobility Plans			
		5	Develop Strategic RRC Planning Components *			
		6	Craft Zoning Plan			
		7	Refine Plan Priorities and Implementation Strategy (by year)			
		8	Final Document Design			
PUBLIC ENGAGEMENT			Q3	Q4	Q1	Q2
SUMMARY PUBLIC ENGAGEMENT PLAN	STEP #	1	Affirm and Implement Project Communications / Promotions Program			
		2	Conduct Survey	<ul style="list-style-type: none"> <li>Introductory / Broad</li> </ul>		
		3	Conduct 1 Day of Roundtable Discussions	<ul style="list-style-type: none"> <li>Civic Institutions</li> <li>Businesses</li> <li>Neighborhoods</li> </ul>	<ul style="list-style-type: none"> <li>Public Spaces</li> <li>Design</li> </ul>	
		4	Conduct 1-Day of Drop-In Clinic and Open House	<ul style="list-style-type: none"> <li>Daytime</li> <li>Evening</li> </ul>		
		5	Conduct 1-Day Final Draft Review Clinic	<ul style="list-style-type: none"> <li>Daytime</li> <li>Evening</li> </ul>		
CITY / MCKENNA MEETINGS			Q3	Q4	Q1	Q2
SUMMARY MEETING PLAN	MEETING #	1	Project Kick-Off with Relevant Departments and Steering Committee	<ul style="list-style-type: none"> <li>Establish working relationship</li> <li>Reach understanding of expectations</li> <li>Discuss project scope; refine, as agreed upon</li> </ul>		
		2	Field Investigation	<ul style="list-style-type: none"> <li>Tour character areas, neighborhoods</li> <li>Tour corridors</li> <li>Document conditions</li> </ul>		
		3	30% Draft Review with Steering Committee			
		4	70% Draft Review with Steering Committee			
		5	100% Draft Review with Steering Committee			
PUBLIC MEETINGS			Q3	Q4	Q1	Q2
SUMMARY MEETING PLAN	MEETING #	1	Project Kick-Off	PC		
		2	30% Draft Review	PC		
		3	70% Draft Review	PC + CC (joint meeting)		
		4, 5	100% Draft Review	PC + CC		
		6, 7	Public Hearings + Adoption	PC + CC		

\* The Grosse Pointe Park Master Plan will be prepared consistent with the State's Redevelopment Ready Communities® program requirements to position the City for future success.

# Experience, Qualifications, and List of Clients

Please refer to the end of this document for examples of McKenna’s work relevant to the Grosse Pointe Park Master Plan (in the form of project cases studies). Below is a list of relevant clients and projects for reference.

CLIENT	PROJECT INFORMATION
<p><b>BIRMINGHAM, MICHIGAN</b>            Jana Ecker, Director            Planning Department</p> <p>151 Martin Street, P.O. Box 3001            Birmingham, Michigan 48012            248.530.1841</p>	<p><b>The Birmingham Plan: A Citywide Master Plan for 2040</b></p> <ul style="list-style-type: none"> <li>• Currently in process</li> <li>• Managed by team member Sarah Traxler</li> <li>• Features extensive / innovative Public Engagement, including week-long charrette</li> <li>• Neighborhood focus</li> <li>• Parking component</li> </ul>
<p><b>ROCHESTER, MICHIGAN</b>            Mr. Blaine Wing            City Manager</p> <p>400 Sixth St.            Rochester, MI 48307            (248) 651-9061</p>	<p><b>Master Plan and Sustainability Plan (“Sustainable Rochester”)</b></p> <ul style="list-style-type: none"> <li>• Managed by team member Paul Lippens</li> <li>• Evaluation framework for proposed private development</li> <li>• Accelerated project schedule</li> <li>• Very large Steering Committee, expertly handled</li> <li>• Buy-in by development community</li> </ul>
<p><b>EASTPOINTE, MICHIGAN</b>            Mary Van Haaren, Director            Building &amp; Community Economic Development</p> <p>23200 Gratiot Ave.            Eastpointe, MI 48021            (586) 445-3661</p>	<p><b>Master Plan Update</b></p> <ul style="list-style-type: none"> <li>• Managed by team members Sarah Traxler and Laura Haw</li> <li>• Featured detailed monthly work sessions with Planning Commission</li> <li>• Beautifully-designed document</li> <li>• High client satisfaction</li> </ul>
<p><b>OXFORD, MICHIGAN</b>            Hon. Sue Bossardet            Village President</p> <p>22 W. Burdick            P.O. Box 94            Oxford, MI 48371            (248) 628-2543</p>	<p><b>Master Plan Update</b>  <b>Redevelopment / Area Plans</b>  <b>Form-Based Zoning Standards</b></p> <ul style="list-style-type: none"> <li>• Multi-year planning program designed to completely reinvent Lapeer Road / M-24 corridor (MDOT Business Route)</li> <li>• Tactical / strategic planning and coding efforts</li> <li>• Resulted in private investment consistent with plans and code</li> </ul>

# Consultant Personnel

In this section, we highlight our team’s organization philosophies, strengths and skills. Members of our team are industry leaders in organizing an efficient and effective public process leading to compelling and comprehensive plans with a strong implementation focus.

Our professionals embrace:

- Highly effective public processes.
- Involvement of stakeholders in planning that affects them.
- Information rich decision making.
- Context-sensitive design solutions, such as form-based codes.
- Active living and active transportation.
- Walkability, bicycling facilities, greenways, trails, complete streets, healthy development policies
- Land use and resource conservation.
- Environmental preservation.
- Livable communities.
- Placemaking.
- Economic sustainability



*The McKenna team loves engaging the young, old, and in-between during public planning processes!!*

Our Grosse Pointe Park team will customize our approach to the Master Plan and reflect the local economy, environment and politics – indeed, our approach to master planning is sensitive to history, size, scale, population, demographics and diversity of culture and place.

## **John R. Jackson, AICP, NCI, President** **PROJECT DIRECTOR**

Mr. Jackson will be the Project Director, providing oversight and leadership to the Grosse Pointe Park Master Plan. John is an experienced professional urban planner and designer who has spent his career blending zoning and urban design to encourage the development of great places. He has proven success in implementing zoning and planning concepts such as form-based codes and “development ready” procedures that lead to significant private investment and active, walkable, and sustainable neighborhoods, parks, mixed-use corridors and downtowns. Mr. Jackson has assisted many communities in adopting streamlined review procedures that result in consistent high quality projects and form the basis for large and small scale investments.

He has prepared master plans, parks and recreation / greenway design plans, zoning ordinances, corridor plans and redevelopment plans for many communities, including Grosse Pointe, Holly Township, Keego Harbor, Bad Axe, Oakland County, Frankenmuth, Rochester, Birmingham, Port Huron, and St. Clair. In the process of preparing these master and parks and recreation plans, he has conducted successful public engagement sessions and has managed and facilitated small focus group meetings to large community workshops.

John’s decades’ worth of experience overseeing and managing complex public planning and engagement processes, and his attention to detail, will provide the quality control and vision necessary for delivering a great product. Further, his involvement on this team ensure that Grosse Pointe Park has the attention of firm leadership.

## **Sarah Traxler, AICP, NCI, Executive Vice President**

### **PROJECT MANAGER / PUBLIC ENGAGEMENT / RRC / IMPLEMENTATION**

Sarah will serve as Project Manager for the Grosse Pointe Park Master Plan. Sarah's attention to detail and laser-like focus on her planning and design projects will ensure a smooth, organized, and productive process leading to City leader satisfaction. Ms. Traxler's experience with and understanding of key elements in creating better communities and public spaces has assisted in her management of numerous zoning code rewrites and substantial amendments, community redevelopment strategies and neighborhood plans. Sarah is certified by the National Charrette Institute and is highly effective in public engagement facilitation, having led dozens of engagement processes throughout her career. Additionally, Sarah has managed numerous grant programs that have leveraged streetscape, housing development and urban design resources in her client communities. Sarah has also directed a 33-acre regional commercial redevelopment project in an urban community from its inception to the site design, through financing and public improvements, including demolition, infrastructure provision, and new development.

Sarah has a Bachelor of Arts, with honors, from the University of California at Santa Cruz and a Master of Urban Planning from the Taubman College at the University of Michigan. She is a frequent speaker on community development and redevelopment topics.

## **Paul Lippens, AICP, NCI, Director of Transportation and Urban Design**

### **MOBILITY / TRANSPORTATION / CORRIDOR**

Paul will be responsible for recommendations relating to mobility, transportation (including complete streets), and parking. Paul specializes in planning and design of non-motorized and multimodal transportation systems, using strategies that reflect the values of people and their communities. He has led systems planning and design projects in Michigan, Illinois, and Indiana, and served as the lead and supervising planner on dozens of bicycle and pedestrian plans and studies. His interests examine interconnections between transportation design, living ecosystems, and economies. Previously the Director of Planning at Active Transportation Alliance in Chicago, Paul is the primary author of *Complete Streets, Complete Networks: a Manual for the Design of Active Transportation*, winner of the APA-Illinois 2012 award for best practices. He also worked with the Chicago Department of Transportation and the Cook County Highway Department on "Complete Streets" policy implementation. Paul has engaged audiences and lectured on multimodal system design and policy implementation at national, regional and local conferences in Los Angeles, Chicago, and Toronto. He has guest lectured at DePaul University and at the University of Illinois at Chicago, where he served as Adjunct Professor in 2014 and recently presented on non-motorized planning and design at the Michigan Association of Planning Educational Conference at Mackinac Island.

Paul holds a Master of Urban Planning from the Taubman College at the University of Michigan and Bachelor of Arts in creative writing and music composition from Hampshire College.

## **Julie Connochie, AICP, Principal Planner**

### **URBAN DESIGN / PUBLIC ENGAGEMENT**

Julie Connochie will serve as the team's urban design and public engagement guru. Julie specializes in comprehensive planning, urban design, form-based codes, and public engagement. As a Principal Planner, she assists a diverse group of municipalities with master planning, visioning, zoning, and development reviews. She is also a skilled public outreach coordinator and facilitator, with over four years of experience managing complex and wide-reaching engagement efforts across six counties in Southeast Michigan. She strives to bring creativity and fresh ideas to each of her projects. In 2019, she was part of a team that was awarded the New Jersey Chapter of the American Planning Association's Outstanding Plan Award for the Cherry Hill Master Plan.

Julie holds a Master of Urban Planning and a Bachelor of Science in Architecture from the University of Michigan.

**Brian Keeseey, AICP, Principal Planner**  
**GIS MAPPING / DATA VISUALIZATION**

Mr. Keeseey will serve as the Mapping and GIS Specialist for the Grosse Pointe Park Master Plan. He will be responsible for producing eye-catching and informative maps and graphics for the plan.

Brian's talent, experience and understanding of site planning, connectivity, and community buy-in has led to master planning and capital improvement success, most recently in the cities of Flat Rock and Hudson, MI, and Meridian Charter Township in Ingham County. In the process of preparing these plans, he has conducted successful public engagement sessions, and has facilitated small focus groups to large community workshops.

Specifically, Brian brings expertise in facilities assessment and management, natural features inventory, and deficiencies analysis. His large- and small-scale design background is an asset in developing site-specific program planning. In addition, Brian has practice in open space planning, including greenways incorporating site analysis, low-impact design techniques, and gateways / wayfinding signage.

Brian holds a Bachelor of Landscape Architecture and a Master of Urban and Regional Planning degrees from Michigan State University.

**Carrie Leitner, Art Director**  
**GRAPHICS AND PUBLICITY / DOCUMENT DESIGN**

Carrie Leitner will employ her creative eye and graphic talents to designing a graphically-rich Master Plan for Grosse Pointe Park. Carrie's graphic design expertise will ensure the graphic communication from websites to reports and other documents are polished and exceed standard expectations.

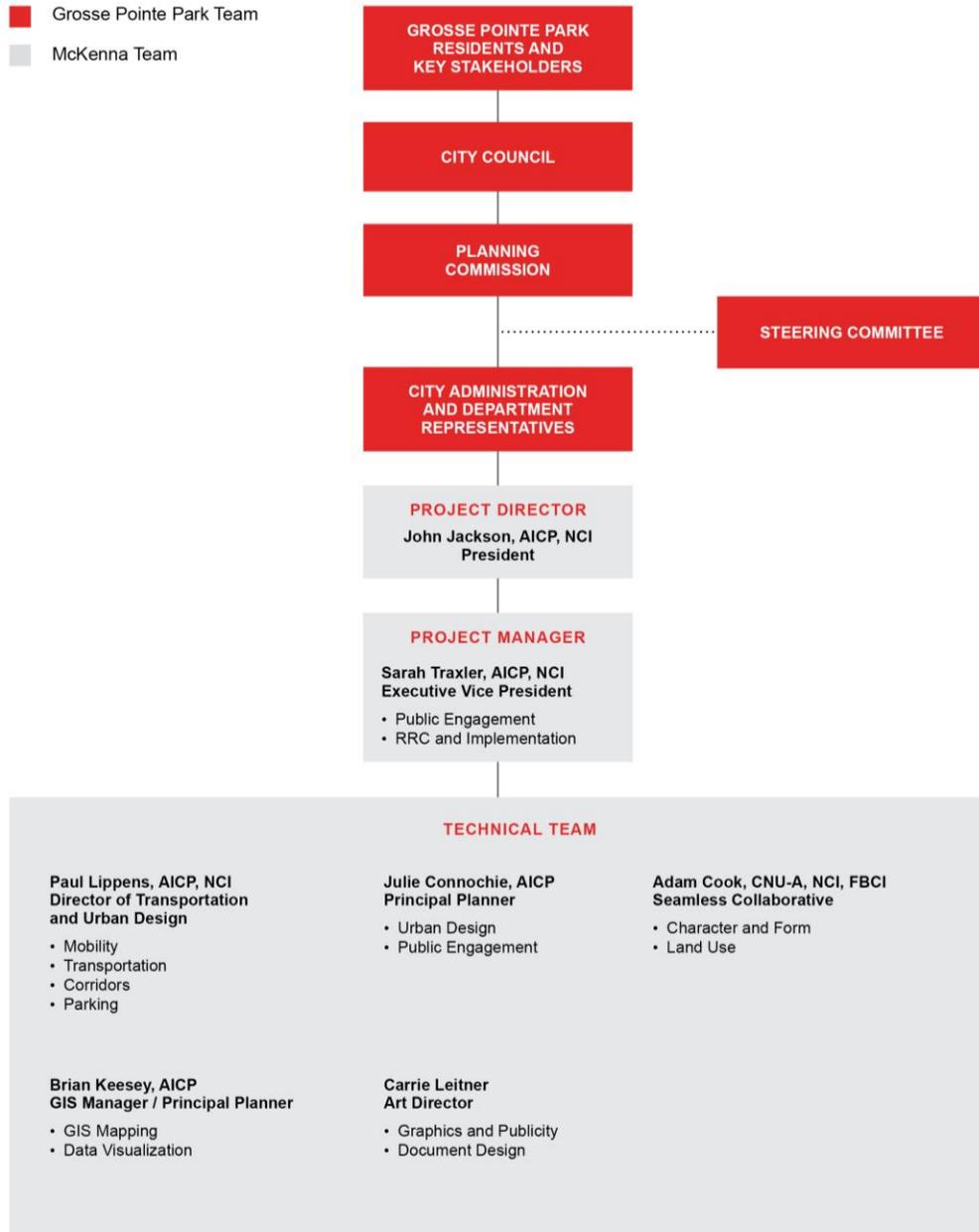
Carrie has 20 years of experience specializing in brand identity, advertising, brochures, direct mail, annual reports, book layouts, packaging and display art, such as banners, trade show booths, signage, vehicle graphics, and packaging. She has formal web development training and has handled numerous web projects from start to finish, including planning, designing and implementing. Carrie is also a fine artist with an excellent understanding of composition, balance, and color, and has a trained eye for detail.

Carrie holds a Bachelor of Fine Arts from The University of Michigan, is an accomplished sketch artist, and has also completed a series of web development and usability courses through Washtenaw Community College.

**Team Partner**

At the end of this document is the firm profile and resume of our Grosse Pointe Park Master Plan partner, **Seamless Collaborative**. Seamless will assist by contributing character planning, land use, and public engagement support. Adam Cook, Principal, is a constant partner of McKenna's, even working out of our headquarters daily to effortlessly collaborate with our team.

# Project Organizational Chart



# Project Methods and Milestones

As found on a prior page, we have prepared a detailed Project Plan Chart that provides:

- A coordinated approach to common project elements such as kick-of meetings, field investigation, public engagement planning, and the like – that translates into efficiencies and economies of scale while ensuring that we comprehensively address all of the important tasks needed to be undertaken;
- Information on the tasks we propose for each of the Master Plan components;
- A break-out of meetings by type, including internal City Department / Steering Committee / McKenna meetings and public meetings; and
- Our proposed Timeframe Flow Chart, by annual quarter, which will be refined and provided with more detail once we kick-off the projects with City professionals.

McKenna commits to preparing all necessary documents, handouts, charts, graphs, graphics, and renderings that contribute to an effective, professional planning and design process and end document(s). Specifically, our Project Plan Chart calls out task targets to be developed as part of this planning and design effort; though this may not be an exhaustive list (client satisfaction is our #1 priority – that means we “do what it takes” during a project to deliver the best experience), here are the products we will develop as part of the Grosse Pointe Park Master Plan process:

- Written monthly progress reports to the City’s designated Project Manager and/or Steering Committee.
- All agendas, materials, and summaries for working meetings between McKenna and City staff.
- All public engagement and public meetings materials, including publicity fliers, electronic / digital media, public notices, maps, graphics, charts and boards that will be brought to the event (exclusive of promotional materials, such as a raffle giveaway present).
- All necessary maps, as agreed upon during project kick-off activities and per the Michigan Planning Enabling Act, in a format compatible with the City’s GIS software.
- All written reports and narratives, and final Master Plan document, in a graphically-rich and compelling format, in a format compatible with the City’s software and able to be edited.
- Other incidental materials to “do what it takes” for project success!





# Proposed Fee

McKenna will prepare the Grosse Pointe Park Master Plan, inclusive of all tasks listed in this proposal, for a proposed fee of thirty-one thousand dollars (\$31,000). We can adjust this scope and fee to best meet your needs and/or budget.



# John R. Jackson, AICP, CNU, NCI

PRESIDENT

## EDUCATION

**Master of Urban Planning**  
Taubman College  
University of Michigan

**Bachelor of Environmental Design**  
Miami University, Oxford, OH

## HONORS

**Planning Excellence Award for Implementation of "Downtown Grosse Pointe Revitalization Program"**  
City of Grosse Pointe, MI, Michigan Association of Planning.

**Outstanding Planning Project Award for Open Space Development,**  
Hamburg Township (Livingston County), MI, Michigan Association of Planning and Michigan Society of Planning Officials.

## PROFESSIONAL EXPERIENCE

### Community Planning and Zoning

Directed preparation of the master plans, urban design plans, and updated zoning ordinances. Provided day-to-day advisory services on comprehensive planning, zoning, site design and subdivision regulations for municipal, legal and real estate clients.

### Zoning

Prepared complete zoning ordinances, overlay districts, form-based standards, and comprehensive text and map amendments for cities, villages, and townships in Michigan. Advised legislative bodies, Planning Commissions, and Zoning Boards of Appeals on land use regulation and proposed development and redevelopment in a number of communities of various sizes and character.

### Urban Design

Prepared and implemented regulatory instruments addressing architectural design, form-based standards, aesthetic character, historic preservations, site plan review, and streetscape design.

### Form-Based Zoning

Prepared form-based and hybrid zoning ordinances for municipalities to promote quality predictable development.

### Agriculture and Open Space Preservation Planning

Prepared strategies incorporating specific state and county programs for the preservation of viable agricultural businesses including transfer of development rights, purchase of development rights, and other incentive-based zoning techniques.

### Economic Development Planning and Management

Provided planning and execution assistance in all phases of economic and community development and tax increment financing including planning, acquisition, rehabilitation, public improvements, citizen participation, financing and administration for redevelopment projects using DDA, TIFA, LDFA, and Brownfield mechanisms.

### Comprehensive Planning

Prepared comprehensive plans for rural and urban communities based upon community goals and land capability. Prepared zoning ordinances, capital improvement programs and regulatory mechanisms for communities from 4,000 to 60,000 populations.



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## PROFESSIONAL EXPERIENCE

### **Real Estate Development**

Created redevelopment strategies for single and multiple sites in Michigan communities. Tasks included performing economic and political/social feasibility studies, researching and developing appropriate use concepts for the site, and guiding the design process to complement the surrounding areas.

### **Central Business District Planning**

Directed major urban design efforts for downtowns of cities, including retail, office, institutional, tourism, redevelopment, placemaking, circulation and parking planning and redevelopment financing.

### **Commercial Corridor Redevelopment**

Directed preparation of corridor plans to revitalize older commercial strips and to accommodate public and private improvements through merchant and citizen involvement in the economic development process.

### **Court Testimony**

Provided testimony in Wayne County Circuit Court case involving litigation of eminent domain issues. Provided expert witnessing in zoning litigation in Wayne County, Lapeer County, and Livingston County, Michigan.

### **Smart Growth Initiatives**

Have made numerous presentations regarding smart growth policies including a panel discussion sponsored by the Suburban Alliance.

### **Building Department Administration**

Manages Building Department operations for two Midwest cities including reporting to City Manager and supervising clerical staff. Supervises inspection and compliance staff issuing permits for building, electrical, plumbing, mechanical, rental and code enforcement and business licensure processes.

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## MEMBERSHIPS

American Institute of Certified Planners  
American Planning Association  
Michigan Association of Planning  
Congress for the New Urbanism

Michigan Downtown Association  
Michigan Farmland and Community Alliance  
American Institute of Architects, Affiliate Member

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## CERTIFICATIONS

### **Mplace Partnership Initiative Placemaking Curriculum**

Module 1: People, Places and Placemaking  
Module 2: Form Planning and Regulations  
Module 6: Applied Placemaking

### **National Charrette Institute**

Charrette Systems and Management and Facilitation

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## ACTIVITIES & PUBLIC SERVICE

**Past Chair**, Michigan Association of Planning (MAP) Planners in Private Practice division

**Lecturer**, Michigan Association of Planning (MAP), Basic Training and Redevelopment Planning

**Lecturer**, Lapeer County Annual Planning Conference, Specific Planning, Zoning, Rural Preservation, and Economic Development Topics

**Co-Chair**, American Planning Association's Chicago Urban Innovation Project

**Co-Chair**, University of Michigan Urban Planning Student Caucus



# Sarah Traxler, AICP, NCI

EXECUTIVE VICE PRESIDENT

## EDUCATION

**Master of Urban Planning**  
Taubman College  
University of Michigan

**Bachelor of Arts (with honors)**  
Sociology  
University of California at Santa Cruz

## HONORS

**Excellence Award for Implementation of the “Downtown Marketing and Strategic Plan”**  
Buena Vista Charter Township, Michigan Association of Planning.

**Outstanding Student Project Award for “New Directions for Vehicle City: a Framework for Brownfield Reuse”**  
Michigan Association of Planning.

**Raoul K. Wallenberg Scholarship Recipient**  
University of Michigan, Taubman College of Architecture and Urban Planning.

## PROFESSIONAL EXPERIENCE

### Comprehensive and Master Planning

Managed numerous master and comprehensive planning efforts for diverse Midwestern communities, including thoughtful public engagement, sustainable future land use analyses, corridor re-imagining, and housing typologies and planning, all with a focus on effective and easy-to-administer implementation strategies. Managed and prepared parks and recreation plans for diverse communities, focusing on the future of play, inclusive / universal design, and equity planning for the provision of parks and recreation in a contextualized manner.

### Redevelopment Planning and Management

Managed urban and suburban redevelopment projects including project planning, land acquisition, relocation, citizen participation, budgeting and finance, grantsmanship, public improvements, site design, zoning, strategic planning, land disposition, and scheduling. Successfully functions as project manager for municipality acquiring vacant, blighted 380,000 sq. ft. shopping mall using eminent domain. Prepared a brownfield reuse strategy for a Brownfield Redevelopment Authority. Created an inventory of probable brownfields; crafted reuse goals; developed criteria to target areas where brownfield redevelopment could best fulfill reuse goals; and created frameworks for reuse in areas with the highest redevelopment potential. Reuse strategy recipient of a state planning award.

### Zoning

Prepared complete zoning ordinances, overlay districts, form-based standards, and comprehensive text and map amendments for cities, villages, and townships in Michigan. Advised legislative bodies, Planning Commissions, and Zoning Boards of Appeals on land use regulation and proposed development and redevelopment in a number of communities of various sizes and character. Provided on-site administration of zoning and other land use and building regulations for a community of 25,000.

### Real Estate Development

Created redevelopment strategies for single and multiple sites in Michigan communities. Tasks included performing economic and political/social feasibility studies, researching and developing appropriate use concepts for the site, and guiding the design process to complement the surrounding areas.



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## PROFESSIONAL EXPERIENCE

### Neighborhood Planning

Managed and prepared Neighborhood Plans for Michigan and Indiana communities. Plan elements include housing and commercial market analyses, placemaking strategies, capital improvement prioritization, funding recommendations and implementation matrices.

### Community Development

Managed annual Community Development Block Grant programs for three inner-ring suburbs (two entitlement communities and one Urban County program sub-recipient). Responsibilities included preparation of annual Action Plans, Environmental Review Records (ERRs), Consolidated Action Plan Evaluation Reports (CAPERs), applications to County for funding, and administration of projects, including Housing Rehabilitation. Administered Neighborhood Stabilization Program with \$1.65 M budget, including preparation of ERR, program and policy design, managing other consultants and project implementation.

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## MEMBERSHIPS

American Institute of Certified Planners  
American Planning Association  
Michigan Association of Planning

International Council of Shopping Centers

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## CERTIFICATIONS

### Mplace Partnership Initiative Placemaking Curriculum Trainer Certification

Module 1: People, Places and Placemaking  
Module 3: Neighborhoods, Streets and Connections  
Module 5: Collaborative Involvement  
Module 6: Applied Placemaking

### National Charrette Institute

Charrette Systems and Management and Facilitation

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## ACTIVITIES & PUBLIC SERVICE

**Past board member**, Michigan Community Development Association

**Past board member**, Northville, MI Planning Commission

**Past board member**, Northville, MI Zoning Board of Appeals



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## SELECT PRESENTATIONS

**“Neighborhood Planning for Michigan’s Sustainable Communities”**

Michigan Municipal League Annual Conference, Detroit, Michigan

**“Ethics for Community Planners”**

Michigan Association of Planning Annual Conference, Kalamazoo, Michigan

**“Analysis of Impediments to Fair Housing Choice Panel”**

Michigan Community Development Association Annual Conference, Kalamazoo, Michigan

**“How to Foster Entrepreneurship and Employ Tactical Urbanism”**

Michigan Association of Planning Annual Conference, Traverse City, Michigan

**“Making Sense of the Census”**

Michigan Association of Planning Annual Conference, Grand Rapids, Michigan

**“Take Back Your Neighborhoods - Turning Foreclosures Around”**

Michigan Townships Association, Grand Rapids, Michigan

**“Using Eminent Domain to Spur Redevelopment”**

Michigan Townships Association, Grand Rapids, Michigan

**“NSP Collaborative Service Delivery”**

Michigan Community Development Association, Lansing, Michigan

**“Road Map to Redevelopment”**

Michigan Association of Planning Annual Conference, Kalamazoo, Michigan

**“Give and Take: The Eminent Domain Debate”**

Brownfields 2008, Detroit, Michigan

**“Eminent Domain and Blight Rehabilitation”**

Michigan Association of Planning Annual Conference, Traverse City, Michigan

**“Eminent Domain in Michigan”**

Michigan Association of Planning Annual Conference, Detroit, Michigan

**“Conditional Rezoning: Is Your Community Ready?”**

Lapeer County (MI) Planning Conference, Lapeer, Michigan



# M. Paul Lippens, AICP, NCI

VICE PRESIDENT, DIRECTOR KALAMAZOO STUDIO

## EDUCATION

**Master of Urban Planning**  
Taubman College  
University of Michigan

**Bachelor of Arts**  
Hampshire College

## HONORS

**Award for Excellence in Transportation Planning for "Realize Cedar: Urban Design Framework"**  
Delhi Charter Township (Ingham County), MI, Michigan Association of Planning

**Award for Excellence in Transportation Planning for "Bike/Walk Livonia: A Future Transportation Plan"**  
City of Livonia, MI, Michigan Association of Planning

**Implementation Award, 2013**  
Illinois American Planning Association

**Best Practices Award, 2012**  
Illinois American Planning Association

## PROFESSIONAL EXPERIENCE

### **Complete Streets Policy and Implementation**

Award winning author of the Complete Streets, Complete Networks Design Manual, which combines the physical planning of infrastructure with an institutional understanding of project management, funding and prioritization. The manual provides guidance on the implementation of complete streets policy and presents a structure for evaluating street design, mode prioritization, network optimization and placemaking. Also coauthored the Complete Streets Chicago: Design Guide - Chicago's, Complete Streets v2.0.

### **Bicycle and Pedestrian Plans and Safety**

Led award winning bicycle and pedestrian planning in Livonia, Delhi Township, Frenchtown Township, and Paw Paw (Michigan) Evanston, Midlothian, Palos Heights and Winfield (Illinois) and Lowell (Indiana), as well as sub regional bike plans in Chicago suburbs. Studied sidewalk gaps, and recommended bike lanes, sharrows, trails, and protected bikeways. Improved crossing safety and intersection design for people walking, biking, and taking transit. Made network recommendations which considered traffic vehicular volume, roadway configuration, MMLOS, destinations, delay, directness, and public perception.

### **Trail Planning and Access Studies**

Lead planner and designer for the Fort Wayne Downtown/South Central Area Connectivity Plan. Planned a network of non-motorized transportation options to support neighborhood residential development, equity, and accessibility to regional amenities. The network is highlighted by an urban greenway linear park loop. A greenway extends the current Rivergreenway system as an armature linking neighborhoods with shared recreational, cultural and commercial resources. Additionally, led design and access studies on the Des Plaines River Trail, the Illinois Prairie Path, and Chicago's world famous Lakefront Trail.



## PROFESSIONAL EXPERIENCE

### **Multi-Modal Transportation System Planning and Design**

Led multi-modal planning projects in Indianapolis and Carmel, Indiana, which initiated transportation systems to integrate bicycle, pedestrian and transit modes in a network of streets that form typology-specific corridors. Designed system to encourage development of a place-based transportation, principally pulling land use analysis, housing and neighborhood planning, economic development potential, and green infrastructure into the plan to assure a comprehensive approach to add value to residents.

### **Signs and Wayfinding Systems**

Created wayfinding and identity signs in relation to urban design projects in Terre Haute, West Baden Springs, and French Lick, Indiana and bicycle sign systems in Midlothian, Palos Park, Berwyn, Schaumburg, and Mount Prospect, Illinois. These projects included the design of the graphic pieces and the coordination of sign manufacturing and wayfinding campaign plus an interpretive sign campaign for the National Road Scenic Byway Trail in Terre Haute, Indiana. Managed the installation of MUTCD approved bicycle wayfinding signs in several Chicago suburbs.

### **Comprehensive and Subarea Planning**

Led Master Plan efforts for Garden City, Portland, Midlothian Township, Inkster, Paw Paw, Tecumseh, and Commerce Township. Engagement techniques included steering committees, local business interviews, field intercept surveys, focus groups and charrettes. Identified four goal areas by public process to guide the downtown economy, place, sustainability, and transportation. Additional planning examples include the Oak Park, IL Comprehensive Plan, the Evanston IL, Main Street Station Area TOD study, and a Downtown Vision Plan for Terre Haute, IN.

### **Housing and Energy Efficiency**

Created development visions for energy efficient affordable housing projects for the City County Department of Community Development. Created maps to illustrate affordable housing distribution comparative to low-moderate income census tracts. Evaluated feasibility and impacts of straw bale affordable housing development including a site plan, budget/cost estimates, and energy efficiency analysis comparing life cycle costing of straw bale with traditional development. Created an economic analysis of the feasibility of utilizing under-performing public land holdings to create more affordable housing.

### **Environmental Planning**

For Ann Arbor's "State of the Environment Report," created illustrations of environmental policy issues affecting the City, including, maps of the watersheds, floodplains, lighting usage, contaminant sources and sites; conducted data analysis and prepared illustrative graphs to address goals for phosphorus reduction and energy use. Developed Mitigation Plan that assessed flood impacts on neighborhoods and a comprehensive land use approach to floodplains with additional work on water protection activities and hazard mitigation planning.

### **Urban Design**

Led the Indianapolis East 10th Street Urban Design and Gateway Plan to improve the pedestrian environment and promote walkable access and crossing areas. The plan defines parking and parking management for businesses and residences, as well as the creation of bicycle facilities. Plan recommends improved bus shelters and bus pull-offs and intersection traffic management and improved vehicular traffic flow. Developed design alternatives for balanced multimodal transportation, and corridor/district placemaking, as well as destination functions; district identity elements; and public open space with design recommendations, construction budgets and implementation strategies.

### **Community Development**

Managed the preparation of a Five-Year Consolidated Plan for a multi-jurisdictional HUD grant Consortium, including all project management and public engagement tasks. Responsible for document preparation, including submittal of Consolidated Plan using the eCon Planning Suite via HUD's Integrated Disbursement and Information System (IDIS).

### **Ordinance and Regulatory Review**

Developed a Flood Mitigation Ordinance which involved public engagement, research of best practices, new ordinance drafting, and the evaluation of land use, infrastructure, and economic impacts. The project was vetted thoroughly with the Planning Commission, including public presentations.



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## MEMBERSHIPS

American Institute of Certified Planners  
American Planning Association

Michigan Association of Planning  
Congress for New Urbanism

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## CERTIFICATIONS

**National Charrette Institute**  
Charrette Systems and Management and Facilitation

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## ACTIVITIES & PUBLIC SERVICE

**Adjunct Professor of Urban Planning & Policy**  
University of Illinois Chicago (2013)

**Board of Directors**  
Transportation Riders United (TRU)  
(January 2014 to Present)

**Planning Commissioner**  
City of Ypsilanti, MI (2006-2007)

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## SELECT PRESENTATIONS

**"Planning for Tomorrow's Mobility"**  
MTPA Annual Conference, Grand Rapids 2017

**"Decoding Complete Streets"**  
MAMC Annual Conference, Kalamazoo, 2017

**"Hey Ho, Let's Go: Bike 2.0"**  
MAP Annual Conference, Kalamazoo, 2016

**"Bike 2.0, Getting There From Here"**  
MML Annual Convention, Mackinac Island, 2016

**"Promoting Your Community's Assets Through Wayfinding"**  
MAP Annual Conference, Detroit, 2015

**"Decoding Complete Streets"**  
MAP Annual Conference, Mackinac, 2014

**"Removing the Silos: Integrating Land Use & Transportation in Local Plans"**  
APA-CMA Conference, Chicago, 2013

**"Complete Streets Implementation"**  
APA National Conference Session, Chicago, 2013

**"The Boulevards and Beyond"**  
APA National Conference Session, Chicago, 2013

**"Complete Streets: Tools to Move from Idea to Practice"**  
Tuesdays at APA/Chicago, Chicago, 2012

**"Lessons in Completing Streets"**  
Complete Streets Forum, Toronto, 2012

**"Complete Streets Implementation in Chicagoland"**  
APA National Conference Session, Los Angeles, 2012

**"Creating Effective Bicycle Signage Systems"**  
The Change Institute, Rosemont, Illinois, 2010



# Julie Connochie, AICP

PRINCIPAL PLANNER

## EDUCATION

**Master of Urban Planning**  
University of Michigan

**Bachelor of Science in Architecture**  
University of Michigan

## HONORS

**Outstanding Plan Award for the “Cherry Hill Master Plan”**  
American Planning Association – New Jersey Chapter

## PROFESSIONAL EXPERIENCE

### Project Management

Manage complex planning and urban design projects, providing lead urban design and planning direction. Coordinate and review the work of planning team members. Oversee day-to-day planning needs of multiple clients, including conducting site plan reviews, drafting zoning amendments, preparing planning reports, and presenting to planning commissions and governing bodies.

### Comprehensive and Master Planning

Develop community-driven visions, policy recommendations, zoning regulations, and design guidelines for cities, downtowns, corridors, neighborhoods, and individual sites.

### Zoning

Prepare traditional and form-based zoning ordinances, overlays, and text and map amendments. Review and revise zoning ordinances as needed to effectuate master plan goals and recommendations, respond to the changing needs of municipalities, and address emerging land use issues.

### Urban Design

Create conceptual designs for projects of various sizes, such as individual sites, areas, and districts. Draft high-quality visualizations, including illustrative site plans, sections, and renderings. Develop design guidelines, overlays, and other zoning regulations to guide future development in a way that is consistent with the project vision and community character.

### Public Engagement

Coordinate and facilitate innovative public outreach efforts in communities across Southeast Michigan and the east coast, with an emphasis on expanding public participation in the planning process.

### Redevelopment Planning

Guide municipalities through each step of the redevelopment process including identification of sites, feasibility studies, conceptual site plan design, and zoning. Collaborate with property owners, municipal staff, residents, and other stakeholders to build consensus around project vision and implementation. Developed several revitalization and adaptive reuse strategies for Detroit churches and surrounding neighborhoods.



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## MEMBERSHIPS

American Institute of Certified Planners  
American Planning Association  
Michigan Association of Planning

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## SELECT PRESENTATIONS

**“Demographics of Housing Needs: New Roles for Suburbs and Cities”**  
New Jersey Planning Conference

**“Planning for Emerging Centers: How Transit-Oriented Planning Can Strengthen and Build Stronger Communities”**  
New Jersey Planning Conference



## Adam A. Cook, CNU-A NCI FBCI

Adam is the founding Principal Planner and Research Analyst at Seamless Collaborative, a boutique consulting firm providing expertise in strategic urban planning, economics, and design. His nearly ten years of project experience has spanned areas including urban planning and design, market analysis, and project and charrette management.

Adam's philosophy, centered on traditional urbanism and placemaking, has inspired his work on diverse projects in the United States and Canada. His firm has consulted on placemaking projects in communities throughout Michigan on behalf of the Michigan Municipal League (MML) in partnership with the Michigan State Housing Development Authority (MSHDA) and Michigan Economic Development Corporation (MEDC). He is an active member of the Congress for the New Urbanism (CNU), serving as Vice President for CNU's Michigan Chapter. Adam holds certificates in Charrette Management and Facilitation from the National Charrette Institute (NCI), as well as a certificate of course completion from the Form-Based Codes Institute (FBCI).

Adam has made significant contributions to urbanist projects and education throughout North America, including:

- Developing vision plans, master plans, and form-based codes in communities across the Midwestern US and Ontario, in partnership with local government, local, and national consultants;
- Leading a team of consultants which developed and executed an innovative program of Predevelopment Technical Assistance in four Michigan Redevelopment Ready Certified communities on behalf of the Michigan Municipal League and Michigan Economic Development Corporation;
- Contributions to over fifteen retail and residential market studies at the downtown and regional scales, developing market strategies, zoning recommendations, and client-specific research on community retail;
- Managing and contributing to charrettes and stakeholder workshops in dozens of communities, resulting in two award-winning vision plans (Vernor Crossing in Southwest Detroit and the West Dearborn Living Street plan);
- Teaching the comprehensive MiPlace Placemaking Curriculum to audiences of professionals, elected officials, and local stakeholders in dozens of Michigan communities, and South Bend, IN;
- Guest lectures, workshops, and participation in student project reviews at three Michigan university planning and architecture programs.

Adam received a BS in Mathematics and Economics from the University of Michigan-Dearborn, and studied Urban & Regional Planning and Historic Preservation at Eastern Michigan University. His views on urbanism are further influenced by extensive travel throughout North America, and experiences residing in several traditional neighborhoods; a rural community in western Kentucky; a small English town (during his childhood); and a Swiss village in the Alps (as a foreign exchange student).

1508 Plymouth Rd. #54  
Ann Arbor, MI 48105

Tel.: 313.610.0969

Email: [acook@seamlesscollaborative.com](mailto:acook@seamlesscollaborative.com)

# Adam A. Cook CNU-A NCI FBCI

Experienced private-sector consultant specializing in urban planning, economics, design, and community development. Seeking to leverage my expertise in service to the public and private sectors, through collaboration with like-minded urbanist firms in a multidisciplinary, team environment.

## PROFESSIONAL EXPERIENCE

.....  
**Managing Principal**  
Seamless Collaborative LLC  
Ann Arbor, MI  
2010 - present

Independent private sector consulting in Urban Planning, Urban Design, Market Analysis, Economics, and Community Development.

### *Representative Clients and Projects:*

- 2018 - 2019 Project management in master planning and urban design, in collaboration with McKenna (Northville/Detroit, MI), for municipal clients throughout the Midwestern US.
- 2018 Lead consultant, MEDC RRC Technical Assistance Program. Design and execution of comprehensive TA programs in four Michigan communities to produce developer RFQ packages for priority redevelopment sites. *Client: Michigan Municipal League*
- 2018 Development of downtown Form-Based Code for Sault Ste. Marie, MI in collaboration with McKenna (Northville/Detroit, MI) and Campbell Planning & Architecture PLC (Northville, MI). *Client: City of Sault Ste. Marie, MI*
- 2016 - 2018 Development of downtown urban design plans and Placemaking strategies for Vassar, MI in collaboration with Campbell Planning & Architecture PLC (Northville, MI) and NúñezDesign, Inc. (Troy, MI). *Clients: Michigan Municipal League (Ann Arbor, MI); City of Vassar, MI*
- 2016 - 2017 Preparation of Retail Target Market Analysis reports and development of retail strategies for twelve Michigan communities in collaboration with LandUse|USA LLC (Laingsburg, MI). *Clients: Western Upper Peninsula Planning & Development Region (MI); City of Monroe, MI*
- 2016 Local consultant, Vernor Crossing CNU24 Legacy Charrette, Detroit, MI. In collaboration with Thadani Architects + Urbanists and Congress for the New Urbanism (Washington, DC). *Client: Southwest Detroit Business Association*
- 2015 - 2016 Manager, Michigan Municipal League PlacePlans Implementation Grant program. Executed a statewide technical assistance program aiding five Michigan communities with development of place-based planning and development projects. *Client: Michigan Municipal League*
- 2013 - 2015 Certified Trainer of MiPlace Partnership Placemaking Curriculum. Conducted single- and multi-day educational sessions in over twenty Michigan communities focused on Placemaking, urban economics, form-based codes, charrettes, regionalism, and place-based planning principles. *Clients: Michigan State Housing Development Authority (MSHDA) and MiPlace Partnership*
- 2013 - 2014 Program assistance for Michigan Municipal League PlacePlans Program 2013-2014. Participated in selection of eight Michigan communities receiving technical assistance for place-based strategic planning and urban design projects. *Client: Michigan Municipal League*
- 2014 General Editor, Main Street Unionville (Ontario, Canada) Vision Plan Book. Composed primary text, conducted supplemental research, and organized print-ready content of a large-scale urban design plan for a designated Heritage District in Markham, Ontario, Canada, in collaboration with Michael Morrissey (Toronto), and Torti Gallas & Partners (Silver Spring, MD). *Client: City of Markham, ON*
- 2013 Stakeholder intake, site analysis, and retail strategies for Main Street Unionville (Ontario, Canada) Precinct Master Plan study. Developed detailed guidance on local zoning by-laws adopted by City of Markham, ON. *Clients: Michael Morrissey, Torti Gallas & Partners, and City of Markham, ON*

# Adam A. Cook CNU-A NCI FBCI

## PROFESSIONAL EXPERIENCE (CONTINUED)

### Planner

Kettren & Associates  
Milford, MI  
2010

Assisted principal planner consulting for a multi-jurisdictional authority on the planning of a bikeway and trail system in Hillsdale County, Michigan. Performed site research, stakeholder intake, and co-wrote grant applications.

### Graduate Research Assistant

Institute for Research on Labor,  
Employment, and the Economy  
University of Michigan  
Ann Arbor, MI  
2009 - 2010

Wrote detailed economic profiles and funding resource guides for distressed communities funded by the U.S. Economic Development Administration; supervised staff of five undergraduate research assistants; interfaced with community stakeholders regarding proposal development for potential funding opportunities; moderated stakeholder focus groups to develop needs assessment and visioning for job creation initiatives.

## PUBLICATIONS, PRESENTATIONS, AWARDS

- 2017 American Society of Landscape Architects, Michigan Chapter. **Merit Award** in Planning and Analysis for Dearborn Living Street Plan, Dearborn, MI, 2016. Co-awardee: HamiltonAnderson Associates.
- 2017 **Invited Speaker**, "Tactical Placemaking and Pop-Up Retail," Oakland County Main Street Focus Workshop, November 6, 2017, Pontiac, MI.
- 2016 Forrest, L., **Cook, A.** "PlacePlans Unlock Valuable Lessons." *The Review: The Official Magazine of the Michigan Municipal League* Mar.-Apr. 2016: 20-23.
- 2016 **Panelist**, "The Where, Why, and How of Missing Middle Housing Development," Building Michigan Communities Conference, April 25-27, 2016, Lansing, MI.
- 2015 American Institute of Architects, Detroit Chapter. **Architectural Honor Award** in Urban Design for Vernor Crossing PlacePlan, Detroit, MI, 2015. Co-awardees: Archive Design Studio and Michigan Municipal League.
- 2011 Research Assistant, *Principles of Urban Retail Planning and Development*, Robert J. Gibbs principal author, John Wiley & Sons, Inc., November 2011.
- 2010 Design credit, research and structural contributions to *Planning and Community Development: A Guide for the 21st Century*, Norman Tyler and Robert M. Ward principal authors, W.W Norton & Company, December 2010.

## CERTIFICATIONS

- 2016 National Charrette System (NCI) Management and Facilitation Certificate
- 2013 Form-Based Codes Institute (FBCI) Core Curriculum Certificate of Completion
- 2011 Congress for the New Urbanism, Accredited Membership (CNU-A)
- 2011 National Charrette System (NCI) System Certificate

## EDUCATION

- 2010 MSc.(ABD) Urban and Regional Planning, Eastern Michigan University, Ypsilanti, MI
- 2005 B.S. Mathematics; Economics, The University of Michigan-Dearborn, Dearborn, MI



# Brian Keeseey, AICP

SENIOR PRINCIPAL PLANNER / GIS MANAGER

## EDUCATION

**Master of Urban & Regional Planning**  
Michigan State University

**Bachelor of Landscape Architecture**  
Michigan State University

## MEMBERSHIPS

American Institute of Certified Planners  
American Planning Association  
Michigan Association of Planning

## PROFESSIONAL EXPERIENCE

### Land Use Planning and Administration

Provided support for citizens and developers with land use information and application procedures. Reviewed small and large scale development proposals, site plans, and special use applications and recommended action to Planning Commissions and elected officials. Conducted agency review meetings, public hearings, and public input forums to ensure comprehensive analysis and sound planning and design principles. Provided guidance and analysis for owners of properties affected by FEMA's updated flood survey.

### Zoning

Provided on-site administration of zoning regulations. Researched topics and drafted zoning ordinance amendments, including regulation of signs, mining operations, and wind energy conversion systems. Presented recommendations to Planning Commissions and elected officials.

### Comprehensive Planning

Facilitated visioning and goal-setting sessions to guide master plan development. Provided demographic analysis using U.S. Census data and market studies which highlighted community trends for the municipality to address. Guided the creation of policies to support municipal development goals. Provided graphic design and document layout for master plan updates, including formatting, photography, and presentation graphics.

### Demographic Trend Analysis

Conducted a study on the effects of neighborhood gentrification on businesses in an established commercial corridor, analyzing occupancy changes over the course of four decades against known indicators of gentrification.

### Capital Improvement Programs

Led municipalities through the Capital Improvement Program process, including calls for proposals, organization of proposal presenters, the Planning Commission ranking process, formulation of summary reports, and recommendations to legislative bodies. Implemented effective changes to the ranking process, evaluation criteria, and format of recommendation documents, as well as the formulation of a multi-year assessment process.



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## PROFESSIONAL EXPERIENCE

### **Signs and Wayfinding Systems**

Researched and drafted ordinances to address changeable copy, electronic message boards, and content-neutral regulations, and presented to Planning Commissions and elected officials. Participated in Michigan State University's Campus Wayfinding Workgroup for the expansion of the wayfinding system. Designed street signs and wayfinding plans for MSU's East Lansing campus during its implementation of the Tri-County emergency response improvement initiative. Collaborated with emergency response units, 911 call center, and law enforcement officials to ensure that all needs were met. Successfully coordinated the fabrication process, quality control, and installation of directional signage.

### **Geographic Information System (GIS) Analysis and Modeling**

Provided analysis of U.S. Census data, consumer and market information, and development opportunities and patterns. Designed zoning and future land use maps for administration and comprehensive plans, and developed online versions for public consumption using the ArcGIS Online platform. Administered databases of utility and infrastructure information. Completed numerous site surveys using GPS and Total Station software. Used the resulting data to create Sketchup models and production graphics. Drafted site plans, engineering details and design documents using AutoCAD.



# Carrie Leitner

ART DIRECTOR

## EDUCATION

**Bachelor of Fine Arts in Graphic Design**  
University of Michigan

**Internet Professional Curriculum Courses**  
Washtenaw Community College

## SOFTWARE EXPERTISE

Highly proficient in Adobe Creative Suite (InDesign, Illustrator, Photoshop) and Microsoft Office (Word, Powerpoint).

## PROFESSIONAL EXPERIENCE

### **Document Design and Layout - Planning and Zoning**

Designed and produced simple and complex layouts for documents including community master plans, zoning ordinances, and urban design plans.

### **Downtown and Retail Corridor Branding**

Created brands and identities for private firms and Michigan downtowns and corridors. Developed multiple concepts for elaboration in a range of styles. Branding included downtown logos, document design, banners, brochures, and wayfinding signage.

### **Art Director Municipal Projects**

Created initial design and messaging concepts for a multitude of high profile municipal clients, capital campaigns and annual giving initiatives.

### **Image Editing and Production**

Edited complex photographic and illustration graphics using Photoshop and Illustrator for zoning ordinances and master plans. Managed elaborate projects including color correction, recreation plan renderings, and branding for municipal electrical energy use education.

### **Illustration and Visualization – Zoning, Planning, and Design**

Produced graphic ideas quickly and successfully which conveyed the clients' vision. Rendered detailed zoning graphics, facade improvements, and corridor and neighborhood visualization using Adobe Photoshop.

### **Website Design and Implementation for Public Engagement**

Planned website architecture to clearly deliver content for stakeholder use under simplified navigation. Formatted websites to include municipal documents for public review and comments.

### **Hand Renderings and Art Work**

Created privately-commissioned portraits in pencil and charcoal. Created the first annual Charlevoix (MI) Venetian Festival poster in oil pastel. Appeared in the Charlevoix Waterfront Art Fair exhibiting pen and watercolor paintings of local street scenes and building sketches. Rendered several site and landscape concept plans with pen and marker.

# Awards and Accolades



**McKenna has been honored by its peers and public with planning and design awards. We take pride in consistently delivering exceptional planning and personal service to public officials across the Midwest.**

**2017 Award for Excellence in Transportation Planning**, Michigan Association of Planning.  
Delhi Charter Township (Ingham County), MI – Realize Cedar: Urban Design Framework.

**2016 Award for Excellence in Transportation Planning**, Michigan Association of Planning.  
City of Livonia, MI – Bike/Walk Livonia: A Future Transportation Plan.

**2011 Outstanding Implementation Project**, Michigan Association of Planning.  
City of Grosse Pointe, MI – Downtown Revitalization Program.

**2010 Site Design/Parks Award**, Michigan Recreation and Park Association.  
Van Buren Charter Township (Wayne County), MI – Riggs Heritage Park.

**2009 Outstanding Implementation Project**, Michigan Association of Planning.  
Buena Vista Charter Township (Saginaw County), MI –Town Center Project.

**2008 Merit Award, Outstanding Design**, American Society of Landscape Architects, Michigan Chapter.  
Brighton, MI – Green Oak Village Plan.

**2007 Planner of Year Award**, Michigan Association of Planning. Phillip C. McKenna, AICP, PCP.

**2007 Interactive Mapping Tool GIS for Everyone Award**, Improving Michigan's Access to Geographic Information Networks (IMAGIN). River Rouge, MI.

**2005 CAM Magazine Year End Special Issue**, Construction Association of Michigan in recognition of outstanding facility planning and design. Flat Rock, MI – Community Center Site Design and Boardwalk.

**2004 Innovative Park Resource Award**, Michigan Recreation and Park Association.  
Downriver (Southeast MI) Linked Greenways – Wayside Companion Trail Signage and Wayfinding Manual.

**2004 Outstanding Small Business Award**, Crain's Detroit Business. McKenna.

**2002 MRPA Master Plan Award**, Michigan Recreation and Park Association.  
Oakland County, MI, Orion Oaks County – Park Site (1,000 acre) Master Plan.

**2001 Award for Landscape Architectural Design**, Michigan Society of Landscape Architects  
Flat Rock, MI – Community Fields Ballfield/Community Park Complex.

**2001 Outstanding Facility Design Award**, Michigan Recreation and Park Association.  
Flat Rock, MI – Community Fields Ballfield/Community Park Complex.

**2001 Award for Excellence in Comprehensive Planning- Large Jurisdiction**, Ohio Planning Conference.  
Dayton, OH – West View Development Opportunity Redevelopment Plan.

**1999 Outstanding Planning Project Award**, Michigan Association of Planning & Michigan Society of Planning Officials. Hamburg Township (Livingston County), MI – Open Space Development.

**1996 Outstanding Planning Project Award** Michigan Association of Planning & Michigan Society of Planning Officials. Plymouth Charter Township (Wayne County), MI – Ann Arbor Corridor Plan Commercial Corridor.

*McKenna and its planners and designers have also been selected for other awards including Crain's Detroit Business 20-in-their-20's; Crain's Detroit Business "Coolest Places to Work"; and the Michigan Business and Professional Association's The 101 Best and Brightest Places to Work in Southeast and West Michigan.*

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# Master Plan

## CITY OF EASTPOINTE, MICHIGAN

To better distinguish itself in the region, Eastpointe committed to creating a long-term vision for the future based on its assets of place, which also addresses the development challenges and pressures of today. To realize their vision, City leaders engaged McKenna to overhaul the previously adopted Master Plan, with a focus on identifying new opportunities for mixed-use and pedestrian developments, as well as recreation and non-motorized connections throughout the City.

A critical component to the new 2040 Master Plan was the identification and creation of Potential Intensity Change Areas (PICAs)—sub-areas within Eastpointe ripe for redevelopment particularly aligned with the community's goals and objectives. One such PICA recommendation was the reimagining of Kelly Road as The Parkway—a green, multi-modal transportation corridor that supports pedestrian scale and neighborhood serving commercial (i.e. food trucks), adaptable live/work spaces, public spaces for gathering and art, recreation paths to connect to major destinations and parks both along Kelly Road as well as within the large landscaped central median.

Eastpointe's goals and objectives were solidified through an extensive public engagement process, including a public open house, surveys, and focus groups with various stakeholders. The resulting Eastpointe 2040 Master Plan is a shared vision and blueprint for the community to maximize and prioritize its investments for long-term future successes.



**EASTPOINTE**  
→ Plan 2040





**MCKENNA**

Communities for real life.

What we did:

**PLANNING**

- Master Planning
- Downtown Planning
- Neighborhood Planning
- Public Engagement

# Sustainable Rochester Plan

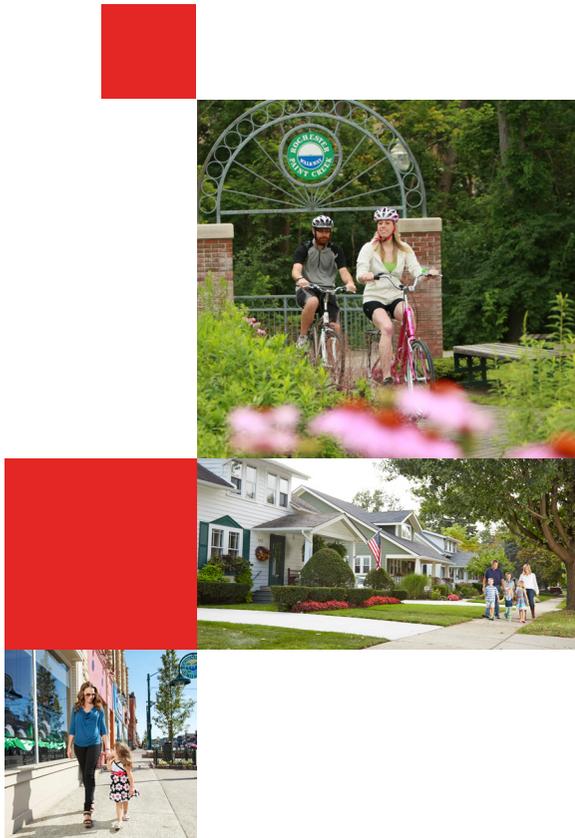
CITY OF ROCHESTER, MICHIGAN

Rochester, one of Michigan’s premier medium-sized cities located north of Detroit, is surrounded by fast-growing communities—and thus has been subject to extreme development pressure. Rochester’s walkability, vibrant downtown, and traditional neighborhoods have made it the center of this highly attractive suburban area in metro Detroit.

The City’s recently updated Master Plan identified a number of “potential intensity change areas”—sites likely to redevelop in the near future. Rochester experienced a building boom of mixed-use and residential development in its downtown consistent with the Master Plan. However, City leaders saw the need to gain a thorough understanding of the impact each of these projects would have on the character of the community, as well as impacts on the community’s natural, historic, and man-made systems.

Rochester engaged McKenna to develop a sustainability tool that would establish key measurable indicators. McKenna analyzed and developed 20 Rochester-specific indicators including tree coverage, traffic, parking, stormwater, and financial impact. McKenna’s analysis included a determination of the baseline for each indicator; then, working closely with the Interdisciplinary Working Committee through a robust public process, McKenna developed optimal levels for each indicator based on the objectives of the Master Plan. The McKenna team developed a scoring system, on which each new development is scored—ensuring that future development is sustainable and consistent with the established and envisioned character of the community. In addition, the City appointed McKenna to its Sustainability Directorship.

Rochester leaders are highly satisfied with the Sustainable Rochester process and resulting sustainability tool, and have directed McKenna to incorporate the program into the development review process for a comprehensive, coordinated approach to community planning and design excellence.





Communities for real life.

What we did:

DESIGN

Master Plan

Community Empowerment

Suburban Retrofit

# Livonia Vision 21, the City's Comprehensive Master Plan

CITY OF LIVONIA, MICHIGAN

McKenna partnered with the City of Livonia to develop a truly action-oriented, community driven plan that would build on years of progressive municipal planning. The primary focus for this comprehensive master plan, *Livonia Vision 21*, was to identify priority steps for the next three (3) years that would continue to secure Livonia for the next 100-years.

*Livonia Vision 21* is not only the City's comprehensive policy document directing future decisions for land use, transportation, neighborhoods, infrastructure and open space, among other topics. It is also a community plan that resulted from McKenna's robust public engagement program and was strengthened by the involvement of community members throughout 2018.

Throughout the planning process, there were numerous opportunities for stakeholders to offer ideas and reactions with the 16 member appointed steering committee, administration and elected officials. Community engagement opportunities included online surveys, public meetings, presentations, and workshops. Exercises with the public focused on future land use, mobility, visual preference surveys, and missing middle housing and were designed to facilitate conversation about the most important aspects of the community. Outreach efforts also included an intense, two-day charrette in which three special planning areas for the City were creatively redesigned.

With significant public input, the *Livonia Vision 21* Plan positions Livonia for continued success and confirms the aspirations of residents, businesses and stakeholders.



# Redevelopment Plans

VILLAGE OF OXFORD, MICHIGAN

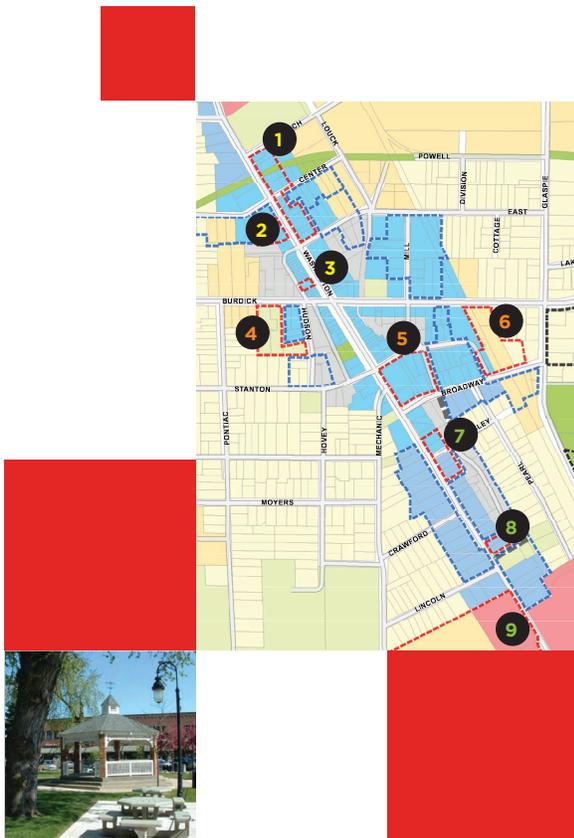
When the Village of Oxford did a five-year review of its Master Plan, it determined that the overall vision of the Plan still reflected the community's vision – but something was missing.

Approximately a dozen sites around the Village were underdeveloped, incompatible with their surroundings, or antiquated. Instead of a full Master Plan update, Oxford decided to dedicate its planning resources to those specific sites.

McKenna worked with the Village to develop urban design visions and roadmaps to redevelopment for the sites. The designs were developed through an intensive and iterative process including an online survey, three public open houses, and in-depth workshops with the Village's Master Plan Committee and Planning Commission.

One of the key factors in implementing the plans was reform of the Village's Form Based Code, with increased diversity of building types and more focus on the character of individual streets and districts.

The final designs, along with the path to implementation provided for each one, were used to attract developers and partner with the private sector to make the vision of the plan a reality.



**80-100 SOUTH WASHINGTON**

WASHINGTON-ENNSLEY



**124-134 SOUTH WASHINGTON**

EDISON ALLEY END



**141-161 SOUTH WASHINGTON**

WASHINGTON TRIANGLE





**MCKENNA**

Communities for real life.

What we did:

**PLANNING**

Parks and Recreation  
Public Engagement

# Parks & Recreation Master Plan

CITY OF BIRMINGHAM, MICHIGAN

The City of Birmingham is one of Michigan's premier communities, and part of its reputation and tradition of excellence is its longstanding commitment to world-class parks design and recreation provision. The City engaged McKenna to prepare a rewrite of its Parks and Recreation Master Plan, which—in Michigan—is the basis for access to State and other grants and loans for acquisition, design, and development of parks. Additionally, the Parks and Recreation Board wished to reexamine its overall planning priorities, as well as specific plans for each of its 26 parks, which cover more than 230 acres or 10% of the City's total acreage.

McKenna designed a robust public engagement program; City leaders had desired to extensively engage residents, who are extremely passionate about Birmingham parks. Throughout the multi-pronged engagement process, which included a "Field Day" at the Fall Harvest Farmer's Market, a comprehensive online and paper survey, key stakeholder roundtable discussions, and public presentations, a significant number of residents indicated that the parks and recreation programs were key to their choosing to invest and stay in Birmingham.

McKenna's beautifully-designed, easy to interpret Parks and Recreation Master Plan document included all information required by the State, as well as best practice and strategic recommendations on features that the City wished to investigate for future development, including restrooms in public parks, green stormwater handling, and other special planning topics.

City leaders are highly satisfied with the process and resulting document, and are incorporating the plan features into their other robust planning and design priorities city-wide for a comprehensive, coordinated program of community planning and design excellence.





**MCKENNA**

Communities for real life.

What we did:

**DESIGN**  
Urban Design

**PLANNING**  
Transportation Planning  
Corridor Planning  
Public Engagement

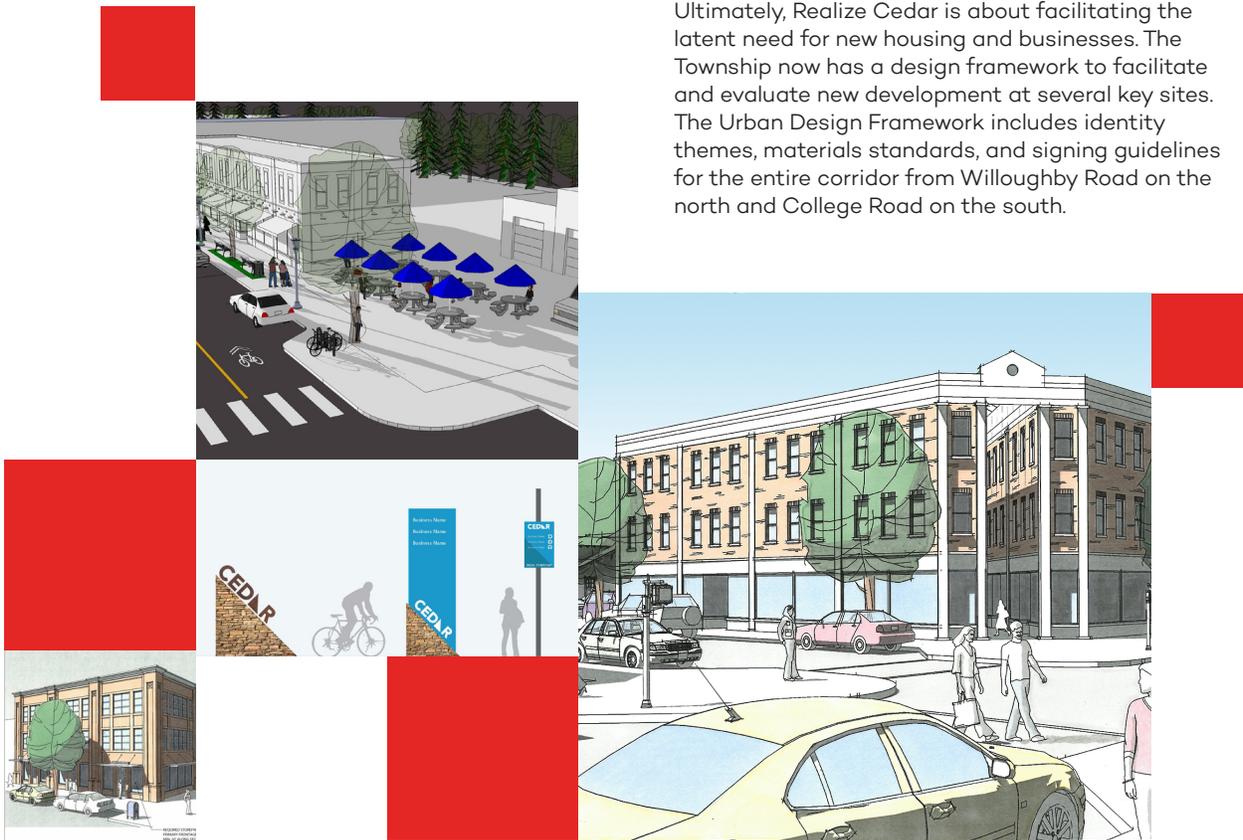
# Realize Cedar: Urban Design Framework

**DELHI CHARTER TOWNSHIP,  
INGHAM COUNTY, MICHIGAN**

McKenna worked with Delhi Charter Township on the award-winning Realize Cedar initiative to guide the design of a new downtown. The project included an innovative pop-up outreach events to reach residents where they were — local basketball games, riding the trails, shopping at the farmer’s market, visiting the library, or watching music at Veterans’ Memorial Park. Other outreach included digital display kiosks, online surveying and forums, local business presentations, and focus groups.

The project, which considered a roadway reconfiguration to reduce the number of lanes and create better biking, walking, and streetscape amenities, incorporated best practices for roadway operations and safety analysis. The transportation analysis followed the Federal Highway Administration process for the evaluation of Road Diets.

Ultimately, Realize Cedar is about facilitating the latent need for new housing and businesses. The Township now has a design framework to facilitate and evaluate new development at several key sites. The Urban Design Framework includes identity themes, materials standards, and signing guidelines for the entire corridor from Willoughby Road on the north and College Road on the south.



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# Downtown Parking Strategy

CITY OF ROCHESTER, MICHIGAN

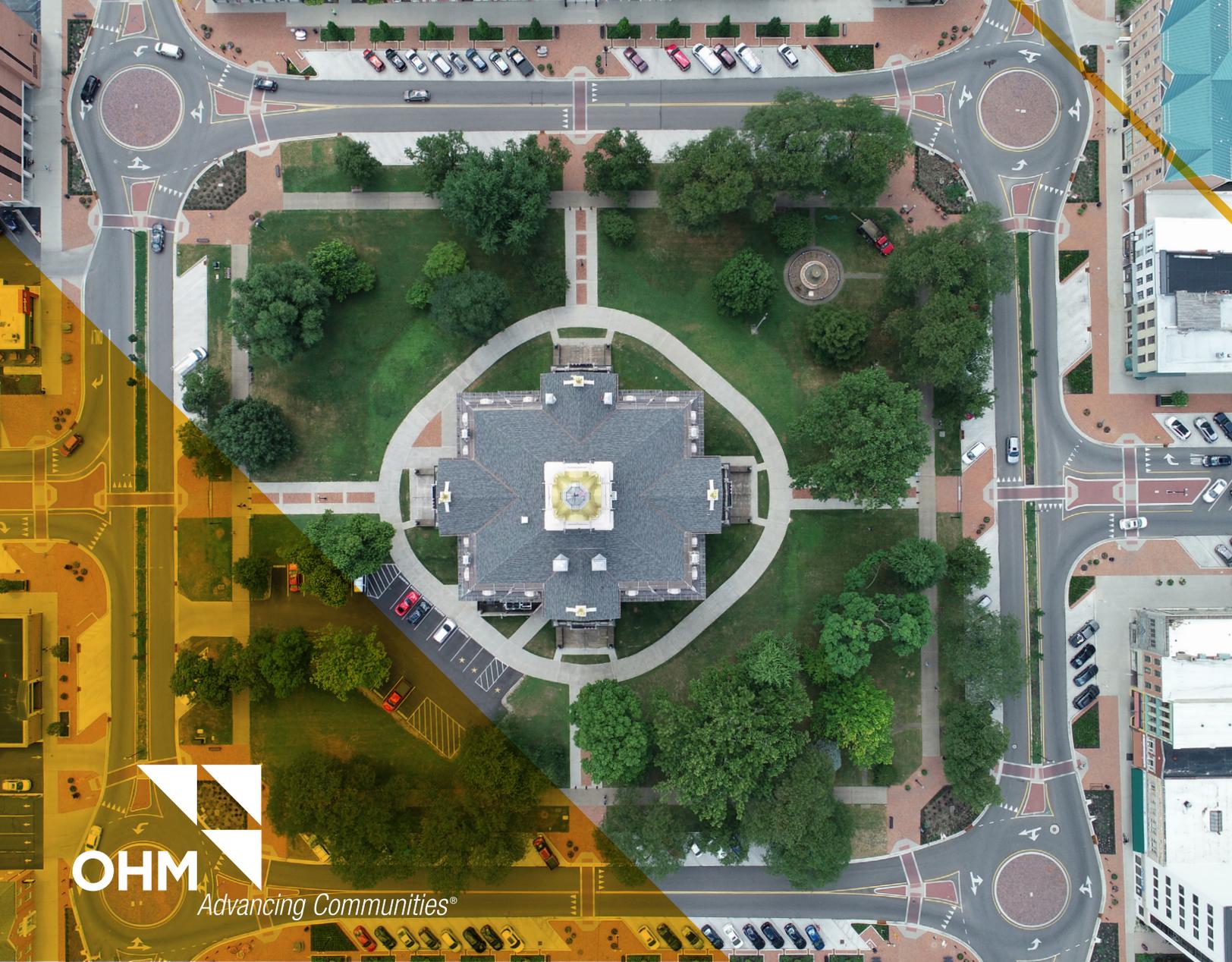
Downtown Rochester is a vibrant downtown with restaurants, upscale retail shops, salons, outdoor cafés, a European-style hotel, and host to a number of popular special events and festivals throughout the year. As the level of activity continues to increase, so does the pressure for providing adequate parking. The City has wrestled with parking challenges for many years. Questions about whether there was enough parking for current users, how to handle future development, and who should pay for parking were under constant debate.

To help answer these questions and to develop a strategic plan to meet future parking needs, McKenna assisted the City to implement a comprehensive Downtown Parking Management Strategy. Initial phases of the parking analysis included mapping and documentation of existing parking supply and utilization; documenting existing land uses to determine parking demand; conducting stakeholder outreach workshops and customer surveys; providing a review of parking system budget, revenues and fees charged; reviewing current planning, zoning and parking enforcement policies; and documenting the condition and adequacy of existing parking access and revenue control technology (PARC).

McKenna worked with the City of Rochester to actively implement all of the primary recommendations and parking management options identified in the Downtown Parking Strategy Document. The City formed a Parking Advisory Committee, and is in the process of creating a formalized Downtown Parking Management District. Elements of the Parking Management District include a special assessment formula for existing businesses; a payment-in-lieu-of parking (PILP) program for new developments or major expansions; updated parking fees, rates, and hours of operation; and revised planning and zoning parking requirements within the core downtown area.

The City recently purchased and installed new electronic on-street parking meters and upgraded to computerized parking enforcement technology from its old paper-based parking ticket system.





*Advancing Communities®*

JULY 31, 2020

**Proposal for**

# Master Plan Revision & Update 2020

City of Grosse Pointe Park  
15115 E. Jefferson Avenue  
Grosse Pointe Park, MI 48230

**OHM** Advisors®

July 31, 2020



Nick Sizeland  
City Manager  
City of Grosse Pointe Park  
15115 E. Jefferson Avenue  
Grosse Pointe Park, MI 48230

**RE: Grosse Pointe Park Master Plan**

Dear Mr. Sizeland,

Grosse Pointe Park is in a unique position. With recent investment and a growing desire for alignment on a direction for redevelopment, the City is poised to communicate a vision that is backed by residents and stakeholders, and secure their position in the market. Building off of the work that has already been done, revisiting the Master Plan is important for Grosse Pointe Park. It will ensure the City is poised to create a blueprint that will maintain Grosse Pointe Park as a high-quality community with exceptional places to work, live, and play.

Looking at Grosse Pointe today, we understand there are a number opportunities that should be considered as the community plans for the future. We believe the following will be critical to consider as the plan is created.

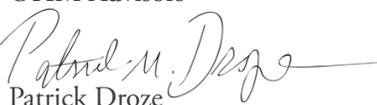
**Inclusive Community Engagement** – Engagement today has changed. How we communicate, host, and facilitate community meetings at OHM Advisors is dynamic, entertaining, and eventful. We have changed the traditional public meeting to function as a community event, an opportunity for celebration and dreaming. We will work with the Grosse Pointe Park community to listen, and strive, to reach the silent the majority, ensuring the plan is grounded and informed by realistic and true community aspirations.

**Neighborhood Character** – The City of Grosse Pointe Park has an incredibly strong, stable, and diverse housing stock. We are experts at planning for, illustrating, and creating visions and plans that promote balanced housing options, and complement and build on a community's sense of place. We know this will be pivotal to the planning effort.

**A Strategy For Economic Development** – Understanding a need for the alignment with the Redevelopment Ready Communities Program, and importance of the business districts, there needs to be a heightened focus as part of this effort on securing the success of local businesses. Grosse Pointe Parks' business districts currently, and will continue, to play a significant role in the economic success and overall quality of life in the community.

Our team of OHM Advisors and Community Image Builders are uniquely positioned to help Grosse Pointe Park create a plan that considers these elements, as well as all of the civic elements that define the community. We bring a holistic balance of planners, engineers, architects, and economic development specialists to the project. Our team is ready and has the capacity to work with Grosse Pointe Park to create a unique and inspiring plan to guide the community into the future.

Sincerely,  
OHM Advisors

  
Patrick Droze  
Project Manager

Infused into everything we do is the belief that putting people first creates a lasting impact on a community and its residents.

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# Introduction

“

A holistic team of planning and design professionals dedicated to planning for and building the community. Our team brings the best of regional and national experience, balanced with local perspective, that will result in a plan that is both visionary and grounded in the values of the community.

”

**PROJECT ROLES:**



Planning  
Landscape Architecture & Urban Design  
Community Engagement  
Economic Development



Community Engagement  
Redevelopment Planning and  
Strategy Development  
Transportation Planning

Rooted in experience —and always looking forward. Our heritage is strong, but our passion to help communities is what drives us every day.

**We think differently.**

OHM Advisors is a community advancement firm designing award-winning work across the engineering, architecture, and planning spheres. We believe that something incredible grows out of a team of experts with individual specialties – ideas with bigger impact. More energy. Greater synergy.

**Community is at the center of everything we do.**

As a team of nearly 500 multidisciplinary professionals in three states, we're wildly diverse and singularly passionate about Advancing Communities.

We've proudly had an impact on many communities over the past five-plus decades, but are especially honored that our four original clients are still with us today. They tell us it's because we make their challenges our own and embed ourselves deeply in their organizations to deliver innovation. We like to think it's because infused into everything we do is the belief that putting people first makes an impact on a community. In our experience, this is the mindset that leads to breakthrough thinking.

**Our Clients**

- Cities, Villages, Towns, Counties and Townships
- State and Federal Agencies
- ODOT, MDOT, TDOT, County Road Agencies
- K-12, Colleges and Universities
- Drain and Water Resource Commissioners
- Utility Authorities
- Parks Authorities

**Locations**

We opened our doors in 1962 and have been growing ever since. We have 14 offices throughout Ohio, Michigan, and Tennessee.

**Contract Office**

OHM Advisors  
1145 Griswold Street,  
Suite 200  
Detroit, MI 48226  
T 313.481.1250



# What We Do

Our services list is long, but our philosophy is simple:  
*Advancing Communities.* It's the approach that **guides us in everything we do.**

## Civil Engineering

### Transportation & Traffic

- Bridge Design, Inspection, Scoping, Rating
- Highway/Interchange Design & Enhancements
- NEPA Planning, Governmental Reviews & Permitting
- Community-Based Streetscape, Complete Street Designs
- Safety Studies, Capacity Analysis, Data Collection
- Traffic Signal Design
- Roundabout Analysis & Design

### Stormwater Management

- Stormwater, Drainage, Watershed Planning & Asset Management
- Hydrologic & Hydraulic Modeling
- Stream Restoration Analysis & Design
- Low Impact Development, LEED Site Design
- Collection & Conveyance Design
- Stormwater Utilities
- Permitting & Ordinance Writing

### Wastewater Systems

- Facility Master Planning & Asset Management
- Hydrologic & Hydraulic Modeling
- I/I, SSES Analysis & Flow Metering
- Pump Station, Collection System Design & Rehabilitation
- Wastewater Treatment Plant Design
- SCADA Systems

### Drinking Water Systems

- Facility Master Planning & Asset Management
- Hydraulic Network Modeling
- Source Water Protection
- Storage Facility, Booster Pump Design & Inspection
- Water Treatment Plant Design
- SCADA Systems

## Municipal Engineering

### Community Engineering

- Process/Plan Review
- Standards, Ordinance Development
- Stakeholder/Public Engagement
- Strategic Planning

### Infrastructure Assessment & Planning

- Pavement Maintenance
- Sewer
- Capital Improvement

### Design & Implementation

- Non-motorized Path/Sidewalk
- Utilities
- Roadways
- Parks/Recreation

## Architecture

- Site & Facility Evaluation
- Facility Master Planning
- BIM, 3D Modeling & Renderings
- Space Planning & Programming
- Interior Design & Finishes
- Design (incl. LEED) & Documentation
- Construction Administration

## Mechanical & Electrical Engineering

- Energy Audits
- HVAC System Design
- Lighting & Controls
- Plumbing System Design
- Fire Protection and Fire Alarm Systems
- Power Distribution
- LEED/Sustainability

## Planning & Urban Design

- Community Planning & Visioning
- Park, Streetscape & Corridor Design
- Economic Development Strategies
- Transportation Planning
- Land Planning
- Zoning & Entitlements
- Codes & Standards

## Surveying

- Topographic, Right-of-way, Boundary & Geodetic Control Surveys
- Road Design Surveys
- Bridge Surveys
- Hydraulic Surveys
- Construction Staking
- Global Positioning System (GPS) Surveys

## Construction Engineering

- Construction Observation
- Fieldbook Administration
- Construction Documentation
- Contractor Payment Requests
- Field Engineering
- Contract Administration & Close-Out
- Preconstruction Meetings

## Funding Procurement & Administration

## Geospatial Decision Making/GIS



### **CIB Planning, Inc.**

CIB Planning was formed in 2012 and is a Subchapter S Corporation organized in the State of Michigan.

17195 Silver Parkway, #309,  
Fenton, MI 48430

#### **Firm Overview**

Although active in regional planning, the focus of CIB Planning is to provide exceptional planning and development services to small and medium sized communities throughout Michigan. The professionals at CIB began their careers in the public sector and continue to work with local governments on a daily basis. This connection helps ensure that the plans, ordinances, and recommendations they make are both visionary and practical. Moreover, we pride ourselves on a firm that can not only provide day-to-day solutions to planning and development issues, but also bring a level of leadership that will build community consensus on key topics. This is evidenced by the long-term relationships we have with client communities; the longest being 24 years.

CIB Planning frequently teams with other consultants to provide the highest quality service and level of expertise.

#### **Who is CIB Planning?**

CIB Planning is an exciting planning and development consulting firm managed by Carmine Avantini, one of the founding partners of LSL Planning, and Justin Sprague. With a staff of four professionals, the firm has over 75 years of experience providing innovative planning and development solutions to communities in Michigan and the eastern United States. In addition to traditional community planning, CIB Planning specializes in downtown development, community marketing and branding strategies, economic development, ongoing DDA & CIA assistance, and project implementation.

#### **Experience with Similar Communities**

In addition to our current on-going economic development work for the City of Wixom, City of Fenton, Mundy Township, and Shelby Township, the CIB Planning team has significant experience with other similar communities throughout Michigan including the City of Romulus, City of South Lyon, City of Grand Blanc, City of Cedar Springs, and the Village of Spring Lake. Additionally, CIB Planning is the lead technical consultant for the Michigan Economic Development Corporation (MEDC) Redevelopment Ready Communities program.





# Work Program



## PROJECT UNDERSTANDING

Bordered by the City of Detroit on two sides and situated along Lake St. Clair, Grosse Pointe Park is the westernmost of the five Grosse Pointe cities. Grosse Pointe Park is home to a diverse housing stock, multiple business districts, historic architecture, and walkable neighborhoods that contribute to an unmatched quality of life for residents.

As urban-type living has become more desirable over the past decade, Metro Detroit's inner ring suburbs have seen renewed investment and attractiveness due to combination of a small-town atmosphere, city amenities, and a proximity to the region's larger cities. Cities like Ferndale, Berkley, Royal Oak, Northville, and the Grosse Pointes have seen an influx of new businesses, residents, and priorities that are challenging the status quo. Grosse Pointe Park has an opportunity with this update to their Master Plan to establish new priorities for the City and stay attractive for future generations of residents.

The goals and priorities of every city are different, and OHM Advisors (OHM) comes prepared to develop a unique, custom-made plan for Grosse Pointe Park that is based on data, community sentiment, and urban planning best practices. In addition to changes to land use and zoning required by Michigan law, we see the need to focus on the following topics for a stronger Grosse Pointe Park:

### A Focus On Business Districts

Grosse Pointe Park has four businesses districts spread throughout the City, each with distinct characteristics and needs. Our team will identify strategies to allow businesses to develop their own identities, diversify their business offerings, and thrive in the future.

### Strategies to Strengthen Neighborhoods

The City is home to an incredible diversity of homes, ranging from small starter houses to missing middle residential buildings to large historic homes. This diversity in housing stock, along with improved connections between neighborhoods, will allow the City to continue to attract a wide range of residents that contribute to a vibrant local economy.

### Modernizing Streets and Public Spaces

The COVID-19 pandemic has exacerbated the need for high quality public spaces for residents and businesses to conduct daily life in a safe manner. OHM will build on our complete streets and public space design expertise to identify strategic ways to maximize public space in both the business districts and in local parks.

### Connections to Neighboring Communities

In our region, most residents travel between communities for specific services, amenities, or activities, including between Detroit and Grosse Pointe Park. Fostering connections between the Detroit neighborhoods of Jefferson Chalmers, Morningside, and East English Village will benefit all residents. Additionally, OHM's work with the City of Detroit on the E. Warren/Cadieux Neighborhood Framework Plan will bring new development to those neighborhoods and interested Park residents.

### A Phased Approach

Master Plans are typically a long-term guiding policy document that helps determine where growth and change will occur in the City. OHM's approach is to identify potential projects for the short, medium, and long term that Grosse Pointe Park can begin to implement throughout the life of the Plan.

## THE OHM VALUE PROPOSITION

OHM is in the business of Advancing Communities and believes that a comprehensive approach to planning provides the greatest value to our client communities, allowing them thrive in the future. Our dedicated, local team of planners and designers is here to find ways to achieve Grosse Pointe Park's goals through action oriented and community driven solutions. We differentiate ourselves from our competition by offering the following values:



**A Deep Bench** – OHM has experts available in all aspects of planning, architecture, design, and engineering that can be utilized to answer questions, provide insight, and ensure that recommendations are feasible for Grosse Pointe Park.



**Branding** – Our team of talented designers will create a unique brand and appearance for the Master Plan Update to help it stand out from the noise. A dedicated brand will drive engagement and build awareness around the planning process.



**Community Connections** – OHM's planning team is currently working with the City of Detroit on the E. Warren/Cadieux Neighborhood Framework Plan and has developed strong relationships with the City's East Region planning team. We can leverage these relationships to maximize coordination in the future. We also work with numerous communities throughout Southeast Michigan, should the need for additional consultations with peer cities arise.



**Implementation Focused** – Our team is focused on achieving results for our client communities. OHM will work closely with Grosse Pointe Park staff to recommend a variety of projects that can be implemented throughout the life of the plan.



**Design Forward Thinking** – OHM's team of planners takes a design forward approach to all planning projects, developing maps, graphics, and drawings that clearly illustrate concepts and recommendations in a way everyone can understand.



**Multidisciplinary** – Our team is comprised of land use planners, transportation planners, economic development specialists, landscape architects, and zoning experts that will help Grosse Pointe Park navigate the complexities of the Master Planning Process. OHM will be able to provide detailed concepts addressing the City's priorities.



## PUBLIC ENGAGEMENT

### Our Approach

Public emergencies, such as the current pandemic, have presented significant disruptions to civic discourse. These unique times have challenged us in a way that is deeply personal and require a new approach to planning and communication. Understanding how these events are affecting community members on a personal level informs how we respond locally and how we plan for the future. In recognizing the community's struggles, needs, and aspirations, we are able to craft a method for a more meaningful engagement experience. It is an opportunity for innovation and to address inclusion into current engagement processes. This refined approach is driving out efforts to engage with the community at this time.

*Simplicity is Key.* Utilizing new online platforms can be confusing to navigate. We have found that maintaining familiarity, transparency, and simplicity can ensure a smooth meeting and allow for maximum input from all users. In creating websites, social media platforms, and sources of information, it is important to integrate all platforms to maintain continuity of look, feel, and content.

*Set Ground Rules.* Allowing for equal and fair input in virtual engagement can pose unique challenges. By setting a protocol and procedure early on, more voices can be heard in an efficient manner. This is new territory for many and having a clear methodology for navigation helps to ease uncertainty.

*More is More.* When it comes to digital engagement, additional communication is imperative. Hosting a town hall meeting online can create an intimidating atmosphere which could result in disengagement. Ample opportunities for input, such as a quick poll or check-ins during a presentation, can ensure active participation. Beyond gathering input,

providing updates often can maintain excitement and inform the community about the progress of the project.

**Preparedness is Essential.** Just as in-person community meetings need preparation and choreography, so do digital meetings. Understanding the software, its capabilities and its challenges will help ensure participants are getting the most out of the engagement exercise.

**Be Ready to Adapt.** While we design our engagement methods to minimize potential issues, some technical difficulties are inevitable. Anticipating these issues and having a plan in place for when this happens is important.

### Key Community Members

The key community members outlined below may be involved in the planning process to ensure the Plan responds to the needs of the community.

- **Government** – *Board Members, Elected Officials, City Staff*
- **Stakeholders** – *Business Owners, Property Owners, Civic Groups*
- **Steering Committee** – *Representatives from government and community leaders*
- **Community Residents** – *Members of the Grosse Pointe Park Community*



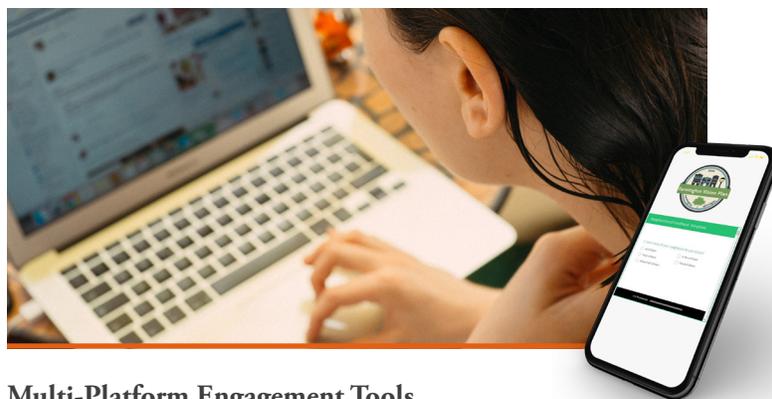
### ENGAGEMENT STRATEGIES

We will create a communication and engagement strategy plan that is specifically tailored to your stakeholders and the community. Understanding the challenges of in-person engagement at this time, that strategy will be anchored in reaching people where they are through the use of technology but remain flexible to shift to traditional engagement if feasible. While atypical in approach, we are able to reach a

wide array of community members, which is the cornerstone for building trust and excitement for your project.

### Community Meetings

OHM will prepare for and conduct two virtual community meetings to occur at key milestones during the project. These workshops will serve as an arena for community members to share their aspirations for the future of Grosse Pointe Park. In addition to the two meetings, OHM will hold virtual office hours throughout the planning process to provide additional opportunity for the project team to listen and gather community input.



### Multi-Platform Engagement Tools

A multi-platform approach is essential for reaching the entire population of Grosse Pointe Park. For people who can't make a community meeting, there are ample opportunities for them to engage:

- **Website** – A project specific website will be created to host all materials created throughout the process, and will provide a platform that communicates the intention of the plan, schedule, and all digital engagement.
- **Online Community Survey** – An online community survey will be conducted to capture the voice of the community and gain insight on key issues facing the City.
- **Mentimeter** – Text polling will be utilized during the community meetings to provide real-time responses in a public setting. Mentimeter is a quick, fun way to get feedback directly from a participant's smart phone with the feedback available immediately.
- **Social Media** – Methods for receiving information are rapidly evolving and social media presents an opportunity to easily share project updates, meeting invites, and information with the community. OHM will develop content to be shared easily by City accounts.



**Graphics**

Rendered plans, illustrative conceptual renderings, and reports can give a real, substantive idea of what the Plan is recommending, generating excitement and support for the Plan. Displays can be offered for public comment in the following ways:

- Presented at a public forum, with comment sheets and self-addressed envelopes provided.
- Presented in strategic locations throughout town, i.e. businesses, with comment sheets and self-addressed envelopes provided for comments.

**Non-Digital Outreach**

Beyond the virtual engagement strategies listed above, materials and signage help to raise project awareness and elicit further input from the community. OHM can produce the following outreach materials if needed:

- Postcards or mailers
- Yard signs and outdoor project boards

**WORK PROGRAM**

**Phase 1: Prepare for the Plan**

*Task 1.1 – Getting Organized*

OHM will facilitate a ‘kickoff’ work session with City staff and leadership. The intent of this session is to familiarize the OHM team with key planning and development issues, develop a Steering Committee structure, and establish logistics and detailed schedules for the project.

*Task 1.2 – Develop Project Brand and Website*

As part of this task, OHM will develop a project logo and brand, as well as a project website. The website will serve as the main social media outreach tool. The website will be developed and housed by OHM and later become property of the City of Grosse Pointe Park. The website will be utilized as a resource to disseminate information, solicit digital feedback in the form of online survey, provide project updates, contain draft and final documents and include a dashboard for the public to access and monitor the City’s progress on achieving stated plan outcomes. See the following websites OHM has developed:

- Ewcplan.com
- Visionforthevalleycycle.com
- Clintontownshipstrategicvisionplan.com

*Task 1.3 – Assemble Mapping Data and Prepare Maps*

As part of this task, the planning team will collect and assemble data to create base maps and data sets. This step will utilize data provided by the City, Wayne County, and various state organizations. The data will be compiled and organized to create a series of maps using GIS software. These maps will be used in later tasks.

*Task 1.4 – Review Current Plans and Policies*

OHM will assemble and review all relevant planning and zoning documents that directly address the City’s current and future conditions. This will include, but is not limited to, zoning district maps, development policies, and the existing Master Plan.

*Task 1.5 – Project Kick-Off (Steering Committee Meeting 1)*

OHM will begin the project by facilitating a kick-off meeting with the Steering Committee to review the project work plan and project schedule. The kick-off meeting will serve as a way to make sure all the participants in the planning process understand the schedule and deliverables that will result from each task. OHM will lead an open and transparent discussion with the Steering Committee that focuses on the end result and an inclusive process to ensure all expectations are met.

**Phase 2: Understand the Context**

*Task 2.1 – Existing Condition Analysis*

OHM will conduct a thorough analysis through the mapping of the existing conditions in the Grosse Pointe Park community. The analysis will focus on past, current, and future trends in the community and region, which will inform the Plan’s development.

This will include, but is not limited to, the following plan elements. We envision these elements serving as the main chapters and organizing elements of the Plan.

- Land Use & Character
- Demographics & Housing
- Economics
- Parks & Open Space
- Mobility (motorized and non-motorized)
- Community Services and Facilities
- Public Infrastructure

***Task 2.2 – Online Community Survey***

Through the project website, City website, the City’s social media accounts, and other channels of communication, OHM will administer an online survey to capture the goals of the community and serve as a basis for the Plan’s direction.

***Task 2.3 – Stakeholder Working Sessions***

OHM will meet with groups of stakeholders identified by the client team. The group may include citizens, community groups, business leaders, and appointed/elected political officials (up to three one-hour meetings will be conducted). At these meetings, OHM will conduct an idea generation and mapping exercise with the stakeholders to initiate dialogue on the future of the City. OHM will record these answers which will be in Public Meeting 1 and later tasks.

***Task 2.4 – Public Meeting 1***

Assuming social distancing guidelines are still in place, the first public meeting will be held virtually and involve a presentation of key findings from the website and community survey, as well as the existing conditions analysis. Several engagement exercises will be conducted through the online platform, along with an opportunity to identify development issues, opportunities, and priorities. The resulting input will help inform the public policy framework concerning development and redevelopment in the community and guide future implementation strategies.

If social distancing is no longer needed, OHM will hold a traditional in-person public meeting utilizing the same engagement exercises.

**Phase 3: Develop the Plan**

***Task 3.1 – Creating the Plan Goals and Objectives (Steering Committee Meeting 2)***

The purpose of this meeting is to translate the results of Phases 2 into the Plan framework. The existing conditions and community outreach findings will be categorized by each chapter of the Plan and presented in a clear and concise manner. The Steering Committee will be able to review the categorized results of the previous tasks to develop goal statements that describe, in simple terms, the desired outcome for each element of the Plan. Once the goals are established, OHM will present a list of draft development principles. The development principles are statements of intent that describe the desired outcome of future growth and development in the City. The goals and principles will be used to shape a plan for the City and should be used to evaluate the compatibility of future projects, programs, policies, and developments, as well as future regulatory updates.

***Task 3.2 – Business District Strategies***

OHM Advisors will perform a deep dive into the City’s business districts. The districts will be evaluated and reimaged with graphic site designs and strategies for improvement. These strategies will include recommendations related to economic development, programming, mobility, character and design, and further alignment with the Redevelopment Ready Communities program. Future development and redevelopment options will be presented and discussed at Steering Committee meeting #3.

***Task 3.3 – Getting It Done – Plan Strategies (Steering Committee Meeting 3)***

During this meeting, a preferred Development and Redevelopment Plan will be selected. OHM will also work with the Steering Committee to develop the objectives and strategies for implementation to achieve the desired outcomes of the Plan. Each strategy will include a time frame, responsible party, and cost estimate to achieve the strategy. City staff and the Steering Committee will be asked to review and annotate this implementation plan to ensure the strategies reflect the desired goals and incorporate the correct stakeholders. This will help guide and inform those implementing the Plan in the future.

**Phase 4: Finalize the Plan and Set Up Implementation**

***Task 4.1 – Prepare Draft Plan (Steering Committee Meeting 4)***

OHM will prepare the initial draft of the Master Plan. All

previous work will be integrated into this draft. OHM will submit the document to the client team for comments. Client team comments will be addressed, and the draft will be submitted to the Steering Committee for review. OHM will meet with the committee to review the final draft Plan. The recommendations from the meeting will be incorporated into the final draft that will be recommended for presentation to the public.

#### *Task 4.2 – Public Meeting 2*

OHM Advisors will facilitate a virtual public meeting that offers the public an opportunity to review the draft policies of the updated Plan. The meeting will be a two-part structure. In the first part, a presentation will be given to provide background on the technical research and community outreach work conducted. An overview of the status of the project will be shared. The second part of the meeting will be organized in a format that allows for participants to provide input, through polling and other interactive engagement methods.

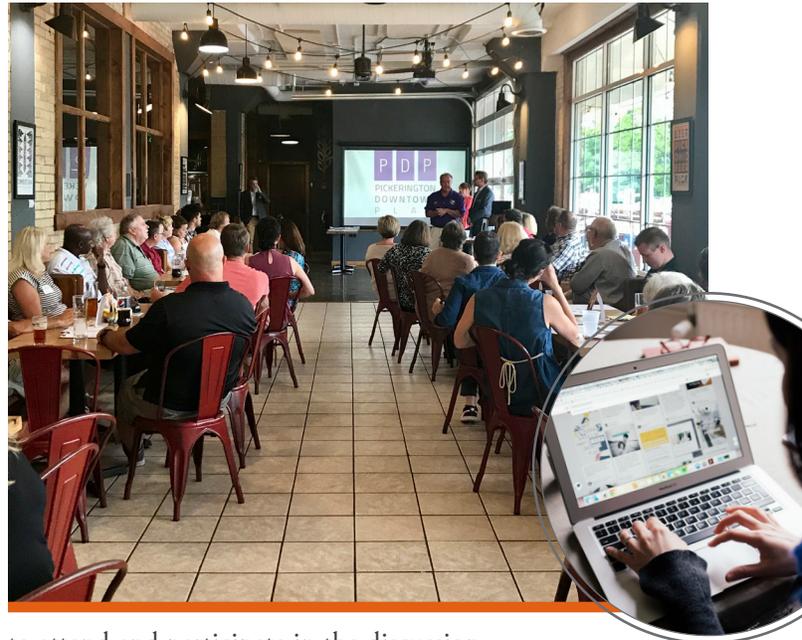
If the need for social distancing is no longer needed, OHM Advisors will hold a traditional in-person public meeting utilizing the same engagement exercises.

#### *Task 4.3 – Implementation, Funding and Accountability Plan*

OHM recommends that implementation steps be taken immediately following the release of the report in order to benefit from the momentum and goodwill created by the planning process. OHM will create an implementation plan and advise the City on the implementation and long-term management of the Plan. This will include a standalone accountability plan/matrix to be included as part of the website implementation dashboard. OHM has experience facilitating implementation committees following the completion of a plan; however, it is important to identify local champions early in the process who can carry-on the work of community improvements, policy creation, and increasing development potential.

#### *Task 4.4 – Present Draft Plan to Steering Committee, Appointed, and Elected Officials*

OHM will work with the client team to unveil the draft of the Master Plan to elected and appointed officials to solicit their feedback prior to completion of the Plan. Elected and appointed officials will have also had the opportunity to participate throughout the project during public outreach efforts and review the Plan's progress on the project website. At this meeting, the Steering Committee will also be invited



to attend and participate in the discussion, both as an ambassador of the Plan and as a means of continuing to provide input into the process. This meeting will serve as the final Steering Committee meeting.

#### *Task 4.5 – Public Hearing & Adoption*

As required by state law, a public hearing is to be held prior to adoption of the Plan. This public hearing will be held after the required 63-day review period of neighboring jurisdictions, utility companies, transportation agencies, and other relevant entities. OHM will attend the hearing and be available for questions.

#### *Task 4.6 – Revise and Deliver Plan*

After receiving final comments, OHM will revise the Master Plan, as necessary, and prepare the Plan for publication. Final deliverables include:

- One un-bound original copy of the Plan
- 18 bound copies of the Plan, including color copies of all maps
- 2 display-size colored copies of new Existing and Future Land Use maps
- Compiled, categorized digital files of all text, maps, and graphics incorporated in the final Plan. Any mapping will be hosted on OHM Advisors' ArcGIS online site and available for City staff to use. A master table showing the structure of the file system will be included as well.

# Ford Road Area 2 Mixed-Use Center in the Heart of It All

**Concept Overview**  
This area is envisioned as a vibrant master planned development that supports a variety of uses. Entertainment and retail are carefully integrated and arranged around public spaces that will help to maintain and elevate real-estate values and create a sense of vitality in the area.

The proposed concept is organized in three distinct phases including retail and entertainment, professional office, and residential. Whether developed as a whole or in individual phases, this area has tremendous potential to build on the economic success of the Ford Road Retail District and neighboring IKEA.

## Development Data

Site area: +/- 80.0 acres

#	Use	Area	Parking ratio	count
A.	Restaurant	32,000 sf	1/65	(+/- 570)
B.	Retail	23,580 sf	1/150	(157)
C.	Mixed Use	43,200 sf	1/200	(216)
D.	Office	133,200 sf	1/200	(667)
E.	Res. - MF	7.0 ac.	--	--
F.	Res. - SF	18.3 ac.	--	--

+- 1700 Provided

## Target Users

- Restaurants**  
Examples: Panera Bread, Cosi, Texas De Brazil, Bone Fish Grill, P.F. Changs, Chipotle, Panda Express, Abuelo's, Cheesecake Factory
- Office**  
A plan for flexible professional office space (real estate, law, medical/dental, design firms, etc.)
- Residential**  
High-end multifamily apartments/townhomes with world class amenities that attract the creative class and baby boomers
- Retail Target Users**  
Gap, Hollister Co, Forever 21, Ann Taylor, Abercrombie & Fitch, Eddie Bauer
- Body Care / Beauty Products**  
Apple, Verizon, AT&T, Radio Shack, Office Max, Staples
- Electronic/ Cell Phone Office Supply**  
Pottery Barn, West Elm, Pier 1 Imports, Crate & Barrel, Bed, Bath & Beyond
- Home Decore / Homewares**  
Golf Galaxy, Special Tee Golf
- Golf**  
Brookstone, Barnes & Noble, White Barn Candle Co, Williams-Sonoma, Tinder Box, Build-A-Bear Workshop, Hallmark, Trader Joes, Whole Foods, Lids
- Miscellaneous**

**STAIR / ELEVATOR OPTION**  
P-X 64' TUNNEL  
OPTIONAL ELEVATORS  
STAIRS WITH BIKE GROOVE

**ADVANTAGES**  
- MINIMAL IMPACTS TO SOUTHERN PARCELS ARE INSTALLED  
- HANDICAP ACCESSIBLE IF ELEVATORS ARE INSTALLED  
- NO RAMPS TO PROVIDE CONTIGUOUS BICYCLE MOVEMENTS  
- MAINTENANCE NEEDS FOR ELEVATORS

**DISADVANTAGES**  
- STAIRS TO SOUTHERN PARCELS ARE INSTALLED



# Experience & Qualifications

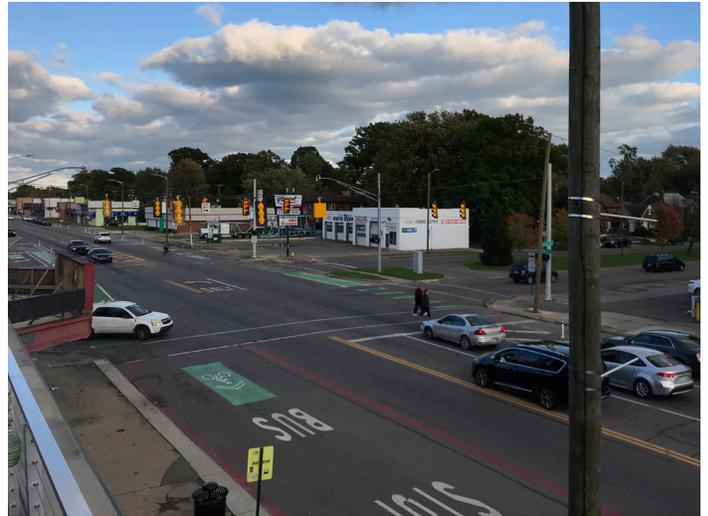


## City of Detroit – E. Warren/Cadieux Neighborhood Framework Plan Detroit, Michigan



The E. Warren/Cadieux Neighborhood Framework Plan is a plan of action crafted in coordination with community residents to identify feasible strategies to improve the quality of life for all residents in the neighborhood. The Plan will identify specific concepts spanning the three neighborhoods in the Study Area, Morningside, East English Village, and Cornerstone Village, that focus on four distinct topic areas. Ultimately, the project will identify specific locations and design concepts for the City of Detroit and its philanthropic partners to invest in with the goal to attract new private investment in neighborhood.

The Neighborhood Framework Plan is focused on developing strategies within four specific issue areas of the neighborhood; Neighborhood Stabilization, Commercial and Mixed-Use Development, E. Warren Streetscape, and Parks and Open Space. OHM Advisors is leading a team of local, national, and international experts to identify feasible concepts rooted in data and informed by the voices of community. Our team has been able to develop concepts for each of the focus areas that are feasible within the reality of Detroit, while drawing on our innovative experiences from around the world. The final plan will be a detailed guide to implementing each of the concepts and including potential funding opportunities, real estate investment data, detailed design concepts for E. Warren Avenue, and approaches to improving access to the neighborhood parks.



**COMPLETION**  
10.2019 - Ongoing

**COST**  
\$333,000

**CLIENT INFORMATION**  
City of Detroit  
Allen Penniman,  
Planner III  
2 Woodward Ave, Suite 808  
Detroit, MI 48226  
313.224.1332

**SERVICES PROVIDED**  
Neighborhood Planning  
Streetscape Design  
Economic Development  
Park Design  
Public Engagement  
Historic Preservation  
Market Analysis

# The City of Livonia – Master Plan

Livonia, Michigan



This 12 month Master Planning process will reflect Livonia’s desired direction for the future. Located in SE Michigan, Livonia is home to just under 100,000 residents in a mature suburban community 20 miles from downtown Detroit. The purpose of this project is to develop a Plan that can be used to guide future development in the City for the next 20 years. The Plan is envisioned as both a physical plan and policy guide for development in Livonia.

Critical to the City’s future is the need to address in-fill development proposals and redevelopment opportunities in a way that is consistent with the long-term goals of the community. OHM led this portion of the project and is analyzing and developing three concepts on the Civic Center campus, an area near 7 Mile and Middlebelt, and a mile long stretch of Plymouth Road from Inkster Road to Middlebelt Road. These concepts and development programs can serve as models for other developable areas within the City.

OHM was a sub to McKenna Associates and is assisting with all public involvement activities, stakeholder engagement and will also work on completion and adoption of the document which includes analysis of data related to land use trends and needs of the community, as well as solidifying community goals and objectives.



**COMPLETION**  
Ongoing

**COST**  
\$45,000

**CLIENT INFORMATION**  
The City of Livonia  
Mark S. Taormina, AICP, PCP,  
Director of Planning and  
Economic Development  
33000 Civic Center Drive  
Livonia, MI 48154  
734.466.2292

**SERVICES PROVIDED**  
Master Planning  
Community Engagement  
Redevelopment Focus Area  
Conceptual Analysis

## City of Farmington – Master Plan Farmington, Michigan



In 2018, the City of Farmington initiated a process to update their Master Plan. OHM Advisors, along with CIB Planning as the sub-consultant, led the City through a dynamic planning process to capture and build on current planning momentum. With a strong foundation set by the various city-wide and sub area plans completed by OHM, Farmington was set to review, update, and grow their community’s vision.

Working with stakeholders, City staff, and the public at large, the project team developed a plan that defines a direction through both policy and land use. The plan outlines several key areas that provide opportunity for revitalization. In providing greater detail on the desired character and development goals, each area contains an action plan and prioritizes key steps necessary to fulfill the vision and to maintain economic competitiveness.

An extensive public engagement process was implemented that included a community survey, resident and business based stakeholder meetings, and numerous public meetings. This engagement strategy, along with a strong understanding of local and regional conditions and trends, allowed for a blueprint for future development that truly reflects the values and aspirations of the community.



**COMPLETION**  
2018 - 2019

**COST**  
\$60,000

**CLIENT INFORMATION**  
City of Farmington  
Kevin P. Christiansen, AICP, PCP,  
Economic and Community  
Development Director  
23600 Liberty Street  
Farmington, MI 48335  
248.474.5500

**SERVICES PROVIDED**  
Master Planning  
Community Engagement

## City of Westland – Strategic Master Plan

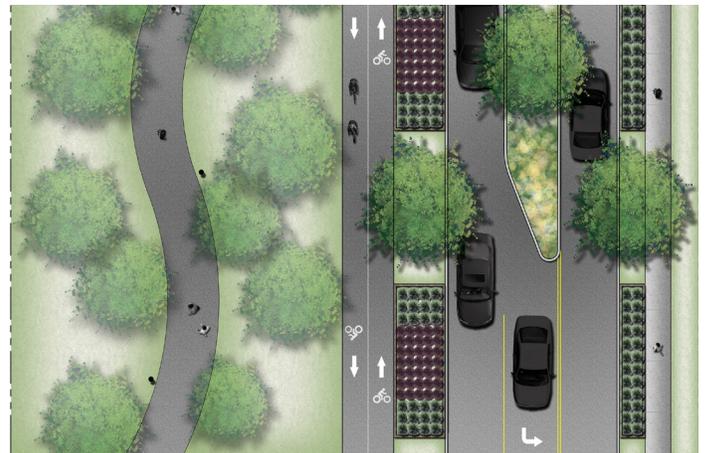
Westland, Michigan



OHM Advisors was hired to lead the City of Westland through a visioning process to determine the opportunities along the Central City Parkway corridor. The corridor had many points of interest that involved a variety of components. Although the remediation and basic improvements were nearly complete, the park still lacked the many details that would make this park a completed attraction for the community. The City of Westland wanted to have a complete design of each of the components, including a thorough and complete description of every detail that will be needed to complete the park.

Our team worked in conjunction with Westland’s DDA to conduct a strategic master plan. The project team explored areas within the corridor that could be targeted for future public improvements to enhance and strengthen the core of the city. OHM Advisors prepared final master plan of the Central City Park that described the five major areas of the park. Those areas of public improvements have been developed:

- The Mile
- Central City Park Master Plan
- Tattan Park Improvements
- Farmers’ Market
- City Hall Relocation
- Veterans Memorial Garden



## ENHANCING AND IMPROVING THE CORE OF THE CITY

**COMPLETION**  
2012

**COST**  
\$106,000

**CLIENT INFORMATION**  
City of Westland  
Lori Fodale,  
Economic Development Director  
36601 Ford Rd.  
Westland, MI 48185  
734.467.3264

**SERVICES PROVIDED**  
Planning  
Landscape Architecture  
Site Design

## City of Auburn Hills – Downtown Redevelopment

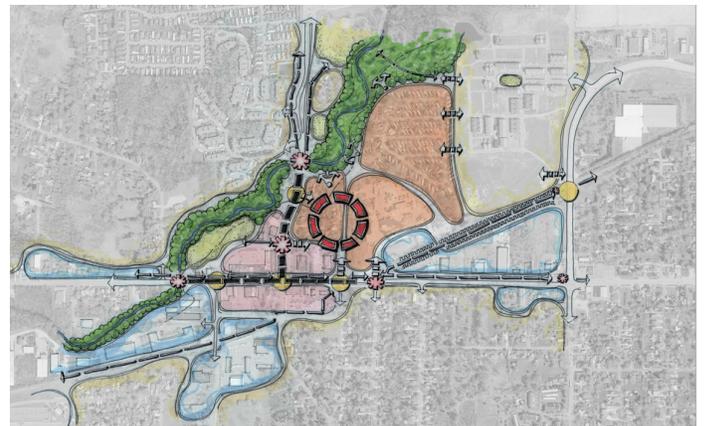
Auburn Hills, Michigan



Downtown Auburn Hills, at the time of this study, was a small downtown beginning a resurgence into a vibrant mixed-used district. Some public investment was made in the Downtown through transportation, streetscape, and public space improvements. Collectively, these improvements set the stage for future redevelopment in the area. There was also some private sector investment that occurred over the last several years that serves as a catalyst to encourage and complement future investment in the downtown.

One of the primary opportunities in the Downtown that was a driver for conducting this study was the City's purchase of a large manufacturing site north of Auburn Road and east of Squirrel Road. Surrounding this site were two other underutilized properties that when looked at collectively created a large area to support future economic development, and continue to build on the downtown as an attractive destination within the community.

In looking at this area, and the existing Downtown development pattern and infrastructures, it was clear a vision and development plan were needed. The vision that was developed through this planning process for the future of the Downtown was simple, attract and promote future development by marketing new development opportunities. Following this vision, six primary development goals were developed to implement the vision.



## A VISION FOR TURNING NEW OPPORTUNITIES INTO FUTURE DEVELOPMENT

**COMPLETION**  
2011

**CLIENT INFORMATION**  
City of Auburn Hills  
Steve Cohen,  
Director of  
Community Development  
1827 N. Squirrel Road  
Auburn Hills, MI 48326  
248.364.6900

**COST**  
Design  
\$30,000

**SERVICES PROVIDED**  
Visioning  
Planning

## Eastside Community Network - Detroit Lower Eastside Action Plan Detroit, Michigan



OHM Advisors assisted the Eastside Community Network to develop Detroit's Lower Eastside Action Plan (LEAP), which is a community-driven process designed to engage people in transforming vacant land into active land uses. As part of a company commitment to helping City of Detroit move forward, OHM Advisors donated the time of professional planners, engineers, and policy specialists to complete this effort.

For decades, the Eastside Community has experienced massive population, housing and business loss. LEAP is a community-driven effort to address these challenges. Using a "typology" approach that looked at both current conditions and possible future directions, residents devised schemata for stabilizing neighborhoods through turning vacant land into productive uses, recognizing that the area will probably not see a return to a higher population in the foreseeable future.

**COMPLETION**  
2017

**CLIENT INFORMATION**

Eastside Community Network

Donna Givens  
Executive Director  
4401 Conner Street  
Detroit, MI 48215  
dgivens@ecn-org  
313.571.7510

**SERVICES PROVIDED**

Community Engagement  
Planning  
Visioning

OHM Advisors' team members worked directly with neighborhood leaders to facilitate a series of public meetings to explore the accuracy of data, local needs and wishes, resident priorities, and creative ways to accomplish the goals of the plan. In addition, OHM Advisors worked to identify water infrastructure issues and provide a set of recommendations to implement green infrastructure and water infrastructure improvements throughout the project area.

The approach was used to achieve genuine engagement with the community is the Neighborhood First Engagement Model, which is a model that encourages participation of all stakeholders in advocating for a better quality of life in neighborhoods and improved communication among neighbors. The team also relied on the Neighborhood Revitalization Strategic Framework Process to create a new plan that builds upon existing work, including the original LEAP, Detroit Future City and a host of local, sub-area plans.

The end result of this effort was a revised LEAP document to serve as guide for all groups working to advance the Lower Eastside of Detroit.

Additionally, the project provided clear direction to the City of Detroit about the community's local wishes as Detroit embarks on the next generation of city-wide planning initiatives.





# Consultant Personnel



The entire OHM staff is stellar. When OHM is involved in a product they become totally engaged to the community. They are all pleasant and well accepted by professionals and various public personalities.



***Fred Ernest, Executive Director, Newark's  
Community Improvement Corporation, Newark, Ohio***

## Our People

OHM Advisors attests to the fact that the key personnel provided within this proposal have adequate availability to provide the services as outlined in this document. In addition to the key staff that will support the project directly, we have nearly 500 professionals firm-wide to provide as-needed support to our clients.



**Aaron Domini**, *Project Manager*

Aaron has played a key role in developing a variety of plans for urban, rural, suburban, and regional areas throughout the country. His experience includes community planning, economic development, and public policy. With over fifteen (15) years of experience, Aaron leads planning projects that build community and promote new economic opportunities for his clients.



**Marguerite Novak**, *Planner/Project Coordinator*

Marguerite's passion lies in community visioning and the public engagement process. She believes strongly in providing opportunity for all to have influence shaping the future of their community. Marguerite recently assisted in the updating and development of Master Plans in the City of Westland, Farmington, and Livonia.



**Eric Dyer**, *AICP, Planner*

Eric brings a diverse background in transit, non-motorized assets, and community engagement to the team. His experience includes multimodal corridor planning, non-motorized planning, benefit and impact analyses, bus and transit system planning, transit data collection, and spatial data analysis around the State of Michigan and in the Midwest.



**Chris Riggert**, *PLA, ASLA, CNU, Urban Designer*

As a designer and problem solver at heart, Chris' passion lies in developing meaningful projects that celebrate place. He brings a robust and collaborative perspective to the project and his expertise lies in working with multi-disciplinary teams in all project phases to reflect human scale and community-centric planning and design.



**Carmine Avantini**, *AICP, Economic Development, Land Use & Implementation*

Carmine specializes in community planning, zoning, public involvement, economic development, downtown planning, small town development, site redevelopment, and project implementation. He works with a wide range of municipalities to find creative solutions to challenging development issues and sees them through to implementation; recognizing that projects are not truly completed until construction is finished.

## AARON DOMINI

PROJECT MANAGER



Prior to joining OHM Advisors, Aaron served as a public sector planning administrator which contributes to his ability to create plans and codes that are easily understood and implemented. Passionate about including citizens at the heart of the planning process, Aaron excels at leading and facilitating public participation to build stewardship, consensus, and support throughout the communities he serves. His emphasis on engaging the public yields plans that are rooted in market realities balanced by community values and aspirations. Aaron plays an active role in the planning community and serves as an Adjunct Professor at The Ohio State University Knowlton School of Architecture.

### Education

- Master of City and Regional Planning, The Ohio State University, 2004
- Bachelor of Science, Fort Lewis College, 2002, Cum Laude

### Experience

With OHM since 2010  
8 years prior experience

### Professional Affiliations

- American Planning Association, Central Ohio Chapter
- The Ohio State University - Knowlton School of Architecture Adjunct Faculty, 2009-Present
- Ohio, Kentucky, Indiana Regional Council of Governments, 2012 Conference Committee, 2011-2012
- National Trust for Historic Preservation Member, 2009 - Present
- American Planning Association Member, 2004 – Present
- Michigan Planning Association Member
- Ohio Planning Association Member, 2010 – Present
- The Urban Land Institute, Design Juror

### Select Relevant Experience

#### City of Farmington Vision Plan (Farmington, MI)

Project Manager for this plan that asked citizens what they wanted their city to be like in the future. The process involved several public meetings, small group sessions, and an online survey. A city with a historic downtown, but an eye to the future, Farmington sought a plan that will position itself as a place that will attract and retain residents. The plan yielded 47 recommendations covering topics such as economic development, transportation, and community events. Since the completion of the plan, the City and stakeholders have begun implementation of several of the recommendations.

#### City of Farmington Downtown Area Plan (Farmington, MI)

Project Manager to prepare a Downtown Area Plan for a collection of public and private properties in Downtown Farmington. The Plan defines a vision for future public improvements that will elevate the economic competitiveness of the area and enhance the overall quality of life for the citizens of Farmington. To achieve this vision, our team led meetings to encourage input and buy-in from property owners, stakeholders, and public officials, analyzed existing market conditions, and developed concepts for redevelopment.

#### Grand River Corridor Plan (Farmington & Farmington Hills, MI)

Project Manager for the Grand River Corridor, a mixture of auto-oriented development that was lacking a strong vision for the future. This plan provides a framework for the corridor to develop and redevelop in a cohesive and coordinated manner. Additionally, it makes recommendations for streetscape improvement and future land use, and provides development scenarios based on those recommendations.

#### Westland Strategic Redevelopment Plan (Westland, MI)

Senior Planner to lead the City of Westland through a visioning process to determine the opportunities along the Central City Parkway corridor. The team worked in conjunction with Westland's DDA to conduct a strategic master plan. The project team explored areas within the corridor that could be targeted for future public improvements to enhance and strengthen the core of the city.

## MARGUERITE NOVAK

### PROJECT PLANNER

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#### Education

Bachelor of Arts in Urban and Regional Planning, Michigan State University, 2014

#### Experience

With OHM since 2016  
1 year prior experience

#### Professional Affiliation

American Planning Association, Michigan Chapter

Marguerite is a graduate of Michigan State University's Urban and Regional Planning Program who has experience working on master plans for urban and rural communities. Marguerite has worked closely with community members and the public to create plans that fit their needs. Prior to working at OHM Advisors, Marguerite has worked as a planner for the West Michigan Regional Planning Commission in Grand Rapids, where she assisted six counties (Region 8) for all general planning needs including technical assistance, resource connection, and mapping.

#### Select Relevant Experience

##### **City of Farmington Downtown Master Plan (Farmington, MI)**

Planner; assisted in the development and public input process for the update to the City's previous Downtown Master Plan to create a strategy for the district's future. The plan highlights and builds on the existing vision for the downtown. It includes several key projects along with schedules and potential funding mechanisms to guide implementation.

##### **Municipal & Planning Services (Farmington, MI)**

In providing assistance in municipal services, Marguerite has been involved in the review of private development site plans and the proposal process, from both planning and engineering standpoints. In addition, Marguerite has provided assistance in Recreation Plan review and evaluation for grant eligibility.

##### **City of Westland Master Plan (Westland, MI)**

Planner; assisting in the development of the City's Master Plan. Civic engagement strategies are implemented through various community summits and an interactive project website. The plan contains two focus area plans in which special public engagement and policies are being developed. The plan also includes a non-motorized transportation plan that addresses the entire city's current framework.

##### **City of Livonia, Master Plan (Livonia, MI)**

Planner; assisting in the development of the city-wide Master Plan, as a sub consultant to McKenna and Associates. The plan addresses topics relating to land use, goals and policies, mobility, infrastructure, sustainability and health, economic development, and urban design regarding special planning areas. Marguerite assisted in the facilitation of a multiple day design charrette and public meeting, seeking input for the plan.

##### **Lower Eastside Action Plan (Detroit, MI)**

Planner; assisting in the development of Phase III of the Lower Eastside Action Plan (LEAP). Through the Michigan Association of Planning's organization of a Community Action Planning Team, a team of professional planners were assembled to provide time and expertise to a project focusing on community outreach. In collaboration with the Eastside Community Network and neighborhood leaders, Marguerite has provided assistance with numerous community meetings and the development of the plan's framework.

## ERIC DRYER, AICP

### PROJECT PLANNER



#### Education

Master of City and Regional Planning, University of Oklahoma, 2013

Bachelor of Science in Biology, University of Michigan, 2010

#### Experience

With OHM since 2018

6 years prior experience

#### Professional Affiliation

- American Planning Association, member

#### Certifications

- American Institute of Certified Planners, #029160

Eric is a Detroit based transportation planner with a passion for improving the efficiency and sustainability of transportation systems by improving options for multi-modal travel. He brings a data and design-driven approach to helping communities determine the best way for multimodal, non-motorized, and transit system improvements to be implemented.

Recently, Eric led the implementation of DDOT's fare simplification project, Dart. In both Westland and Livonia, Michigan, Eric led the development of non-motorized safety education campaigns to educate residents on proper cycling safety. He has also been responsible for delivering public transit planning studies for the Regional Transit Authority of Southeast Michigan, in Grand Rapids, and in Ann Arbor.

#### Select Relevant Experience

##### **East Warren/Cadieux Neighborhood Framework Plan (Detroit, MI)**

Project Coordinator responsible for delivering a catalytic neighborhood revitalization plan to the City of Detroit for three neighborhoods on the east side of the City. The plan is focused on identifying near term strategies to stabilize the neighborhoods, spur commercial development, redesign for E. Warren Avenue, and develop concepts to improve Balduck Park. A streetscape design, including protected bicycle infrastructure, street trees, and wider sidewalks is included in the final design.

##### **Multi-Modal Development and Delivery (M2D2) Guidebook (Statewide, MI)**

Project Coordinator responsible for developing a planning and design guidebook to support implementation of the Multi-Modal Development and Delivery (M2D2) process for MDOT. The Guidebook identifies best practices for designing multi-modal projects, existing and future data and analysis tools, and a step-by-step framework to support implementation of the initiative on MDOT owned roadways.

##### **Michigan Avenue (US-12) Planning and Environmental Linkages (PEL) Study (Detroit, MI)**

Project Planner responsible for identifying and evaluating roadway design concepts for Michigan Avenue in Downtown Detroit, from Woodward Avenue to I-96. The Study will determine the future use of Michigan Avenue and right-size the street to improve safety, comfort, and bicycle and pedestrian conditions.

##### **Lower Town Mobility Study (Ann Arbor, MI)**

Lead Planner responsible work assisting in the development of mobility strategies for the Lower Town Neighborhood in Ann Arbor, MI. The Study is focused on identifying solutions for personal mobility through the Lower Town neighborhood centered on traffic safety, non-motorized travel, public transportation, and land use.

## CHRIS RIGGERT, PLA, ASLA, CNU

URBAN DESIGNER



Chris Riggert is a project manager and landscape architect within OHM's Planning, Landscape Architecture and Urban Design group. His project types span the built environment, and include neighborhood plans, urban design of new development, streetscapes, plazas, campus design, parks, trails, and green stormwater infrastructure.

He brings a creative and robust approach to his work and his expertise lies in fostering meaningful collaboration throughout the full life of the project, both internal to the project team and between the client and community stakeholders. He is passionate about tailoring proven solutions to unique project needs, while empowering residents to play active roles in shaping their communities.

### Education

Bachelor of Landscape Architecture, Iowa State University, 2013

### Experience

With OHM since 2019, 6 years prior experience

### Professional Registration

Licensed Landscape Architect: MI, #3901001672

### Professional Affiliation

- American Society of Landscape Architects
- Congress for New Urbanism

### Select Relevant Experience

#### Lane Avenue Corridor Plan (Upper Arlington OH)

Lead Urban Designer. Worked with the City of Arlington to develop a comprehensive vision, economic development strategy and form-based code for a rapidly changing mile-long commercial corridor. Project designs balanced historic community character with developer driven density and modern architecture, and integrated motorized and non-motorized transportation. Project proposed placemaking strategies with sidewalk activation and regulation, district branding and wayfinding signage.

#### E. Warren/Cadieus Neighborhood Framework Plan (Detroit, MI)

Landscape Architect for this neighborhood plan that is focused on developing strategies within four specific issue areas of the neighborhood; Neighborhood Stabilization, Commercial and Mixed-Use Development, E. Warren Streetscape, and Parks and Open Space. Concepts were developed for each of the focus areas to guide investments in the neighborhood.

#### Detroit Future City Field Guide to Working with Lots (Detroit, MI)\*

Landscape Architect. After completing an intensive and internationally renowned strategic framework plan, Detroit Future City (DFC) refocused efforts towards implementation of targeted projects. One such initiative was the "Field Guide", a pattern book of 34 site designs for prototypical Detroit parcels. These designs activated land above and beyond vacancy by introducing strategies for stormwater management, public space, agriculture, soil remediation and beautification, all while elevating residents to stewards of the landscape. Chris filled the role of project designer and technical landscape architect and utilized community data collected by DFC staff to create all lot design packages. The Field Guide received an ASLA national Honor Award in 2016.

#### Solanus Casey Center, Stormwater Master Plan and Feasibility Study (Detroit, MI)\*

Landscape Architect. The Solanus Casey Center (SCC) memorializes the life of Father Solanus, a capuchin priest slated to be North America's first anointed saint. Chris worked with the SCC to develop a comprehensive strategy for organizational growth and stewardship of underutilized properties within the surrounding economically challenged neighborhood. The master plan included a campus-wide stormwater master plan which not only utilized GSI best practices, but also credited SCC with City of Detroit GSI credits. Implementation is currently underway.

*\*Completed prior to OHM Advisors*

## CARMINE AVANTINI, AICP

### ECONOMIC DEVELOPMENT, LAND USE & IMPLEMENTATION

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#### Education

- Masters in Community Planning, University of Cincinnati
- Bachelors in Political Science, University of Buffalo

#### Experience

Over 30 Years in Planning

#### Professional Affiliations

- American Institute of Certified Planners (AICP)
- Michigan Association of Planning, Board of Directors
- American Planning Association
- National Charrette Institute
- Fenton Education Foundation, Board of Directors

Carmine is also active in the preparation and implementation of several redevelopment strategies and projects including the Wixom Village Center Area (VCA); the Downtown Fenton Redevelopment Plan including removal of the pedestrian mall and reopening of the street; the Pointe South Redevelopment plan in Jasper County, South Carolina; and currently redevelopment of the former Ford Wixom Assembly Plant into a mixed-use commercial, industrial, office and R&D center.

Prior to starting CIB Planning, Carmine was a co-founder of LSL Planning, the Director of Planning and Community Development for Utica, NY, Executive Director of the Herkimer County, NY, Development Corporation and City Planner for Rome, NY. He also worked as a Project Manager with CRM Commercial Properties where he was responsible for the redevelopment of two different former industrial complexes into mixed-use facilities.

#### Select Relevant Experience

##### Community Planning

- Master Plan & Ongoing Services (Brighton Twp., MI)
- Master Plan, Zoning Ordinance & Ongoing Services (City of Fenton, MI)
- Master Plan & Ongoing Services (City of Swartz Creek, MI)
- Master Plan, Zoning Ordinance (City of Lapeer, MI)
- Master Plan, Zoning Ordinance, Vision 2020 Plan & Ongoing Services (City of Wixom, MI)
- Master Plan & Ongoing Services (City of Imlay City, MI)
- Master Plan, Ongoing Services & Image Building Program (City of Cedar Springs, MI)
- Master Plan, Zoning Ordinance & Ongoing Services (City of South Lyon, MI)
- Master Plan & Public Workshop Delhi Township (MI) Cost of Community Services Study (City of Sturgis, MI)
- Corridor Improvement Authority Plan (Mundy Township, MI)
- Downtown Plan & Public Involvement (Rogers City, MI)
- Master Plan Update (Shelby Township, MI)
- Special Zoning Projects (Village of Spring Lake, MI)
- Master Plan & Zoning Ordinance (Village of Quincy, MI)

##### Implementation & Redevelopment

- Riverview Plaza Revitalization Plan (City of St. Clair, MI)
- DDA Plan & Downtown Design Guidelines (City of Belding, MI)
- Downtown Redevelopment Plan (City of Wayne, MI)
- Downtown Plan, Implementation & Façade, Improvement Program Update (City of Fenton, MI)
- Central City Parkway Plan (City of Westland, MI)
- DDA Plan & VCA Design Guidelines (City of Wixom, MI)





# List of Clients



OHM's unique planning approach brilliantly integrated market analysis, urban design, and real-estate assessment. The result is a tool that balances land use, market trends, and economic development elements with solutions to promote future economic growth.

***Kristen Thomas, Economic Development  
Manager, Canton Township, Michigan***

We encourage you to contact the references listed below who can speak to the quality of our work and the effectiveness of our collaborative approach.

#### REFERENCES FOR SIMILAR PROJECTS

For us, Advancing Communities is the driving force behind our creativity and breakthrough thinking. Every client relationship is tailor-made, and every solution is site-specific. Our view of success is creating places that capture the vision and aspirations of the community. It's doing the right thing for our clients. And innovating for solutions that allow all of us to make an impact for the greater good.

CLIENT CONTACT	CLIENT	ADDRESS	PHONE NUMBER
Kevin P. Christiansen, AICP, PCP Economic and Community Development Dir.	City of Farmington	23600 Liberty Street Farmington, MI 48335	248.474.5500
Steve Cohen Director of Community Development	City of Auburn Hills	1827 N. Squirrel Road Auburn Hills, MI 48326	248.364.6900
Tim Lake President and CEO	Monroe County Business Development Corporation	102 E. Front St. Monroe, MI 48161	734.241.8081





# Timeframe Flow Chart

## Timeframe Flow Chart



◆ Steering Committee Meetings





# Estimated Costs



**TASK 1**

Prepare for the Plan: \$6,300

**TASK 2**

Understanding the Context: \$7,500

**TASK 3**

Develop the Plan: \$15,000

**TASK 4**

Finalize the Plan: \$20,000

**TOTAL COST**

\$48,800

**REIMBURSEABLES**

Printing, website hosting, mailing, etc: \$800

# Grosse Pointe Park Master Plan Revision & Update

Proposal for Professional Services

July 31, 2020

Leah DuMouchel, AICP, CNU-A, FBCI, NCI



*Defer Elementary School,  
Grosse Pointe Park, MI*



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*Landscape Architecture  
Planning, Engineering &  
Environmental Services*

July 31, 2020

**Mr. Nick Sizeland**  
**City Manager**  
City of Grosse Pointe Park  
15115 E. Jefferson Avenue  
Grosse Pointe Park, MI 48230

**Regarding: Grosse Pointe Park Master Plan Revision and Update**

Dear Mr. Sizeland and Selection Committee,



On behalf of Beckett & Raeder, Inc., we are pleased and enthusiastic to submit for your consideration our proposal for professional services to prepare a Master Plan Revision and Update for the City of Grosse Pointe Park. We are a premiere master planning firm with extensive experience preparing a wide variety of comprehensive plans, including innovative regional efforts, Tribal master plans and integrated resource management plans, and a holistic resiliency-focused master plan—in addition to more traditional municipal plans for communities ranging in population from 500 to 100,000. We have won more Planning Excellence awards for comprehensive plans from the Michigan chapter of the American Planning Association than any other firm in the state, which speaks to our tirelessly customized and detailed approach.

Our multi-disciplinary firm fully integrates the services of planning, landscape architecture, GIS, and engineering into a professional skill set that delivers practical, elegant, and supportable solutions. We are excited to consider the prospect of bringing Grosse Pointe Park's master plan into the 21st century through the use of spatial analysis and the consideration of contemporary planning concepts such as missing middle housing, complete streets, and green infrastructure. We look forward to engaging your residents and businesses in conversation about their shared future, even as we meet the challenges presented by an ever-shifting public health scenario.

Our commitment to great places, made by great planning and design, began over 50 years ago. Your project team holds specialized certifications from the Congress for the New Urbanism, National Charrette Institute, the American Institute of Certified Planners, and the Form Based Code Institute. These credentials represent our commitment to, and investment in, bringing a breadth of tools and approaches to address our clients' needs sensitively and appropriately. We look forward to supplying the County with innovative, customized approaches that foster preservation, progress, and transformation.

We are pleased to have this opportunity to submit our proposal and look forward to your favorable consideration. Please do not hesitate to contact me at 734.531.7705 or [ldumouchel@bria2.com](mailto:ldumouchel@bria2.com) if I may offer any further information.

Sincerely,

Leah DuMouchel, AICP, CNU-A, NCI M&FC, FBCI  
Principal



*intuitive*

*i.*  
Firm Introduction



*Beckett & Raeder, Inc. is headquartered in Ann Arbor with offices in Petoskey and Traverse City, Michigan. The firm includes landscape architects, planners, civil engineers, LEED accredited professionals, and support staff maintaining registrations in the States of Michigan, Ohio, Indiana, and Illinois and certification at the national level.*

### HISTORY

Beckett & Raeder, Inc. was established as a Michigan corporation in 1966 with its corporate office in Ann Arbor, Michigan.

### SERVICES

Major areas of practice and scope of services include sustainable design, land use programming and analysis, master planning, campus planning, placemaking, site planning and civil engineering, site development, municipal engineering, storm water management, downtown revitalization and redevelopment, community planning and urban design, economic development, public/private development services, and environmental services.

### PHILOSOPHY

All commissions accepted by the firm are accomplished under the direct supervision of one of the firm's eight principals. Senior Associates, Associates, Project Landscape Architects, Planners, and Engineers are assigned to projects in accordance with their individual expertise and the requirements of the project. In keeping with the philosophy of the office, the project team is involved in all aspects of the work through its entire duration. The firm routinely engages other consultants, as the work plan requires.

### LOCATIONS

#### Ann Arbor

535 W. William,  
Suite 101  
Ann Arbor, MI 48103  
Tel: 734.663.2622  
Fax: 734.663.6759  
Employees: 16

#### Traverse City

148 E. Front Street,  
Suite 207  
Traverse City, MI 49684  
Tel: 231.933.8400  
Fax: 231.944.1709  
Employees: 2

#### Petoskey

113 Howard Street  
Petoskey, MI 49770  
Tel: 231.347.2523  
Fax: 231.347.2524  
Employees: 3

#### WEBSITE

[www.bria2.com](http://www.bria2.com)

### CONTACT:

Leah DuMouchel, AICP, CNU-A, FBCI, NCI  
Principal  
734.663.2622 | [ldumouchel@bria2.com](mailto:ldumouchel@bria2.com)

# Professional Affiliations & Organizations



Beckett & Raeder, Inc. is staffed by registered professional engineers, landscape architects, community planners, and environmental and ecological professionals and has specialized training and maintains professional affiliation with the following:

## ACCREDITATIONS

U. S. Green Building Council LEED Accredited Professionals  
Form Based Code Institute (FBCI)  
Congress for the New Urbanism Accreditation (CNU-A)

## CERTIFICATIONS

Michigan Economic Development Association Certified Economic Development Professional  
Certified Stormwater Operator  
Housing Development Finance Professional (HDFP)  
Project Management Boot Camp  
PASER Road Rating  
Planning and Zoning Instructor (MAP)  
Certificate of Real Estate  
Certified Playground Safety Inspector (CPSI)  
American Institute of Certified Planners (AICP)

National Charrette Institute Certification (NCI)

## REGISTRATIONS

Professional Registered Engineers

- State of Michigan (PE)
- State of Ohio (PE)

Professional Landscape Architects

- State of Michigan (PLA)
- State of Ohio (PLA)
- State of Illinois (PLA)
- State of Indiana (PLA)
- Council of Landscape Architects Registration Boards

Residential Builder License

- State of Michigan

## SPECIALIZED TRAINING

EPA Brownfield Redevelopment  
People, Places and Placemaking  
Economics of Place  
Neighborhoods, Streets and Connections  
Form Planning and Regulation  
Collaborative Public Involvement  
Applied Placemaking  
Complete Streets  
Geographic Information Systems  
FEMA ICS-100, IS-00029, EFS 15  
FEMA ICS-200, IS-00700 (NIMS)  
Green Roof Design  
Charrette System Training (NCI)

## Professional Affiliations & Organizations

### MEMBERSHIPS

American Planning Association (APA)	American Society of Landscape Architects (ASLA)	American Society of Civil Engineers (ASCE)	American Public Works Association (APWA)	Congress for the New Urbanism	Detroit Association of Planners
Heritage Ohio (Ohio Main Street)	Improving Michigan's Access to Geographic Information Networks (IMAGIN)	Institute of Transportation Engineers (ITE)	Michigan Association of Physical Plant Administrators (MIAPPA)	Michigan Association of Planning (MAP)	
MAP Planners in Private Practice	Michigan Complete Streets	Michigan Downtown Association (MDA)	Michigan Economic Development Association (MEDA)	Michigan Historic Preservation Network	Michigan Municipal League (MML)
Michigan Recreation and Parks Association	Michigan Rural Network	Michigan Society of Professional Engineers	Michigan School Business Officials (MSBO)	National Complete Streets	National Main Street Center
National Society of Professional Engineers	National Trust for Historic Preservation	Preservation Detroit	Society of Marketing Professional Services (SMPS)	Society of College and University Professionals (SCUP)	South Oakland County Municipal Engineers (SOCME)
Southern Michigan Water and Sewer Utilities Association (SMW & SUA)	Toledo Metropolitan Area of Council of Governments (TMACOG)	Urban Land Institute	URISA (Urban and Regional Information Systems Association)		

## Our Services



*Michigan Recreation and Park Association (mParks), Outstanding Park Design Award, 2018,  
Petoskey Downtown Greenway, South Segment, Petoskey, Michigan*

### INFRASTRUCTURE

- Storm Water Management
- Water Distribution Systems
- Sanitary Sewer Systems
- Capacity Analysis
- Capital Improvement Program
- Wellhead Design & Protection
- Pavement Evaluation
- Streets and Roads
- Onsite Sewage Treatment
- Utility Marking
- Parking

### COMMUNITY PLANNING & ZONING

- Comprehensive Master Plans
- Brownfield Redevelopment
- Zoning Ordinance /Codes
- Specialized Zoning Ordinance Provisions Development Standards and Guidelines Site Plan Review
- Strategic Planning
- Expert Witness Zoning Testimony
- Community Development
- Greenway Planning
- New Urbanism

### ENVIRONMENTAL SERVICES

- Site Evaluation & Analysis
- Low Impact, Conservation Design
- Wetland Delineation
- Constructed Wetland Design & Installation
- Wetland Restoration
- Storm Water Management

### ANALYSIS & EVALUATION

- Site Analysis
- Feasibility Studies
- Site Selection Studies
- Buildout Analysis
- Market Analysis
- Demographics
- Natural Features Interpretive Studies

### PROJECT CONSTRUCTION

- Construction Administration
- Field Inspection
- Storm Water Operator
- Bridge Inspection
- Specification Writing
- Project Cost Estimating
- Construction Drawings

### **DOWNTOWN & ECONOMIC DEVELOPMENT**

- Brownfield Redevelopment
- Grant Writing
- Downtown Management
- Downtown Master Plans
- Special Finance Districts
- Adaptive Reuse Studies
- Retail Market Analysis
- Strategic Planning/Visioning Workshops
- Physical Design Plans
- Streetscape Design & Implementation
- Wayfinding & Signage
- Tax Increment Financing & Development Plans
- DDA Creation

### **SITE DESIGN**

- Planting Design
- Irrigation Design
- Grading Plans
- Utility Plans
- Pavement Design
- Lighting Design
- Site Design Guidelines
- Park Design

### **URBAN DESIGN**

- Corridor Design & Planning
- Streetscape Design
- Waterfront Design

### **FACILITY DESIGN**

- Marina Design
- Playground Design
- Athletic Facility Design
- K-12 Site Development
- Subdivision Design
- Campgrounds
- Parks Design
- Higher Education

### **MASTER PLANNING**

- Campus Planning
- Traditional Neighborhood & Small Town Design
- Community Master Planning
- Watershed Planning
- Recreation Master Planning
- Park Master Planning
- Rural Land Planning Services
- Land Use Planning



*Marshbank Park, West Bloomfield Township, Michigan, 2016 Honor Award,  
Michigan Chapter, Landscape Architectural Sustainability*

## Selected Recent Awards



*River Raisin Heritage Corridor, Monroe, Michigan*

### **MICHIGAN ASSOCIATION OF PLANNING**

**Daniel Burnham Award for a Comprehensive Plan, 2019**  
Kalamazoo County Master Plan  
Kalamazoo, MI

**Economic Planning and Development Award, 2018**  
Project Rising Tide

**Urban Design Award, 2018**  
Jackson Downtown Streetscape  
Jackson, MI

**Best Practice Award, 2018**  
Planning for Resiliency in Michigan:  
A Comprehensive Handbook

**Urban Design Award, 2017**  
Jackson Blackman Park Expansion  
Jackson, MI

**Daniel Burnham Award for a Comprehensive Plan, 2016**  
Jackson Community Master Plan  
Jackson, MI

**Implementation Award, 2016**  
Bear River Valley Recreation Area  
Petoskey, Michigan

**Daniel Burnham Award for a Comprehensive Plan, 2015**  
Acme Township Master Plan  
Acme, MI

**Innovation in Economic Planning & Development, 2015**  
Lakes to Land Regional Initiative: Food and Farm System Assessment

**Innovation in Regional Planning, 2014**  
Lakes to Land Regional Planning Initiative

**Daniel Burnham Award for a Comprehensive Plan, 2013**  
Peshawbestown Master Plan  
Grand Traverse Band of Ottawa and Chippewa Indians

**Daniel Burnham Award for a Comprehensive Plan, 2010**  
Onekama Community Master Plan  
Onekama, Michigan

### **AMERICAN SOCIETY OF LANDSCAPE ARCHITECTS**

**Merit Award, Michigan Chapter, 2017, General Design**  
Chicago Drive Corridor  
Grandville, Michigan

**Merit Award, Michigan Chapter, 2017, Planning & Analysis**  
Peshawbestown Community Master Plan  
Peshawbestown, Michigan

**Merit Award, Michigan Chapter, 2016, Landscape Architectural Design**  
Jackson Blackman Park Expansion,  
Jackson, Michigan

**Merit Award, Michigan Chapter, 2016, Landscape Architectural Sustainability**  
Wall Street East Parking Structure,  
Ann Arbor, Michigan

**Honor Award, Michigan Chapter, 2016, Landscape Architectural Sustainability**  
Marshbank Park  
West Bloomfield Township, Michigan

**Merit Award, Michigan Chapter, 2015, Landscape Architectural Design**  
Munger Graduate Residences,  
University of Michigan  
Ann Arbor, Michigan

## Selected Recent Awards

### Honor Award, Michigan Chapter, 2016, Landscape Architectural Sustainability

Marshbank Park  
West Bloomfield Township, Michigan

### Merit Award, Michigan Chapter, 2015, Landscape Architectural Design

Munger Graduate Residences,  
University of Michigan  
Ann Arbor, Michigan

### Merit Award, Michigan Chapter, 2014, Historic Significance

Petoskey Bayfront Park  
Petoskey, Michigan

### Merit Award, Michigan Chapter, 2013, Planning & Analysis

River Raisin Heritage Corridor East Master  
Plan  
Monroe, Michigan

### Merit Award, Michigan Chapter, 2010

Outdoor Learning Center  
Central Michigan University  
Mt. Pleasant, Michigan

### MICHIGAN RECREATION & PARK ASSOCIATION

#### Design Award, Outstanding Facility 2017

Silver Lake State Park  
Mears, Michigan

### Landscape Design Award, 2014

White Lake Bloomer Park  
White Lake Charter Township, Michigan

### Outstanding Park Design Award, 2013

Argo Cascades  
Ann Arbor, Michigan

### Design Award, Landscape Design, 2011

Bear River Valley Recreation Area  
City of Petoskey, Michigan

### Landscape Design Award, 2011

Marshbank Park  
West Bloomfield Township, Michigan

### Landscape Design Award, 2010

Outdoor Learning Center  
Central Michigan University  
Mount Pleasant, Michigan

### IMAGIN (Improving Michigan's Access to Geographic Information Networks)

#### Innovation Award, 2018

Acme Township, Michigan

### EDUCATION DESIGN SHOWCASE

#### Project of Distinction, 2017

#### Outstanding Design and Architecture

Lasch Family Golf Center, Michigan State  
University  
East Lansing, Michigan

### NATIONAL TRUST FOR HISTORIC PRESERVATION

#### Richard H. Driehaus National Preservation Honor Award, 2014

McGregor Pool  
Wayne State University  
Detroit, Michigan

### MICHIGAN HISTORIC PRESERVATION NETWORK

#### Government/Institution

#### Award, 2016

River Raisin Heritage Corridor, East Master  
Plan  
Monroe, Michigan

### Cultural Landscape Award, 2014

McGregor Memorial Conference Center  
Reflecting Pool and Sculpture Garden for  
Contribution to Historic Preservation in  
Michigan  
Wayne State University  
Detroit, Michigan

### GREAT LAKES PARK TRAINING INSTITUTE

#### Great Lakes Park, Facility, & Recreation Program Award, 2013

Marshbank Park  
West Bloomfield Township, Michigan

### WASHTENAW CONTRACTORS ASSOCIATION

#### Pyramid Award, 2018

University of Michigan Art & Architecture  
A. Alfred Taubman Wing  
Ann Arbor, Michigan

### OAKLAND COUNTY

#### Oak Land Award, 2012

Marshbank Park  
West Bloomfield Township, Michigan



*intuitive*

*ii.*  
Work Program

### Project Overview

BRI understands the City of Grosse Pointe Park to be seeking professional services to prepare a master plan update that leverages best planning practices such as those embedded in the Redevelopment Ready Communities criteria to guide land use and development decisions over the next five to twenty years. We further understand that the City particularly desires the planning process to engage broadly with residents, businesses, and leadership to come to a shared understanding of the community's priorities and strategic preferences. In response, we have prepared a work program that employs time-tested methods to build on the solid foundation provided by the City's 2012 master plan. Our general approach is guided by these words found within it:

*"The Land Use Plan...must be thought of as:*

*REPRESENTATIVE in terms of what the people want  
IMAGINATIVE in projecting what the City might be  
REALISTIC in recognizing what is possible."*

We find these words to describe with poetic precision most of the major components of a traditional master plan: community engagement, policy and land use recommendations, and an action strategy. To this, we would only add that a plan must be **REFLECTIVE** of its context, including the people and land it is meant to affect as well as the history that has come before it. The work program is organized around these four concepts, presented as phases in the planning process. Our approach is to first understand the existing conditions; then to consult with the public to determine its preferences; next to bring these elements together to build a vision of possibility for the future; and finally to harness this vision in discrete actions that will move Grosse Pointe Park toward it.

Each phase contains specific tasks that BRI has executed countless times in our extensive master planning experience. Steering Committee formation and collaboration, integration of a wide range of planning documents, and targeted spatial analyses are examples of tools we routinely put to use in the development of our award-winning plans. Our steady focus on implementability drives us to continually strive for a product that is accessible to all through engaging graphics and straightforward language, and that culminates in clear actions with defined responsibilities. We salute your interest in the Redevelopment Ready Communities program and have helped many communities meet their well-thought-out criteria based on extensive statewide collaboration with the development community to understand the practices that best facilitate the outcome desired by all: thriving, bustling commerce supported by comfortable, attractive neighborhoods.

## Work Program

The work program presented below is estimated to take about a year, though we recognize that it is a flexible process and are happy to adjust to changes throughout the timeframe. At its conclusion, the City can expect an attractive, engaging document that clearly reflects the community's preferred future over the planning horizon. The City will be in possession of a modernized future land use and intensity scheme, in digital format as well as in hard copy. You will also receive a separate document summarizing the findings of the community engagement program, permitting the voices of those who invested their time and effort into the future of Grosse Pointe Park to be transmitted directly to leadership in addition to influencing the recommendations and outcomes of the master plan.

One additional note related to the ongoing COVID-19 pandemic: We have structured this proposal, as with others we are writing at this time, to fully accommodate the shifting limitations on in-person gatherings. We have not slowed down during this time, but rather have doubled down to pivot our methods and adapt on the fly to changing conditions. This proposal generally envisions remote meetings as the norm and offers the flexibility to shift between formats as preferences and constraints dictate. While we certainly look forward to a return to the business practices we are all most comfortable with, we also eagerly recognize the possibilities offered by "innovation under fire," which in this case includes substantial savings of time, money, and environmental effects associated with travel.

### *Why BRI?*

We believe that our track record of winning more Daniel Burnham Awards for a Comprehensive Plan than any other firm in the state speaks directly to our ability to hone in on a community's most pressing planning issues and to find creative and targeted solutions to address them. As preferred technical assistance providers to the Redevelopment Ready Communities program, we have routinely prepared compliant master plans and then leveraged them to facilitate specific desired development outcomes. We are leaders in resiliency-focused planning with a deep understanding of the interrelationships among topics such as land use, water quality, and infrastructure effectiveness.

## Work Program

### Phase 1: Reflective

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#### *Kickoff meeting*

The consultant team will host a virtual meeting with the Client to review the scope of services, arrange for document exchange, and begin organizing the community engagement process. The City will identify members of a Steering Committee consisting of 6-10 officials, board/commission members, staff, citizens, and/or members of the business community who can assist and guide the Master Plan process. At this meeting, a single client contact will be identified who will serve as the project's representative and partner to BRI's project lead.

#### *Basemap and community framework*

BRI will compile the initial spatial information into a basemap that will serve as a common reference for all maps developed in the course of the project. We note with pride that the City is currently served by maps created by Vilican Leman, an esteemed planning firm with whom BRI partnered, and intend to offer Grosse Pointe Park a spatial analysis that is equally durable. An initial conceptual map will show the relationships among the City's major business and residential areas, and identify areas of concentrated study during this planning effort.

- Kercheval Business District
- Mack Avenue Business District
- Charlevoix Business District
- Jefferson Business District
- Single Family Homes
- Multi Family Homes

#### *Community tour*

BRI will conduct a field visit and community tour to inventory the City's assets, collect data, and take pictures for use in the plan document. The Steering Committee will assist in the development of the itinerary.

#### *Planning context*

The Client will assemble and BRI will review all plans, projects, studies, spatial data, and agreements identified by the Client as having relevance to the Master Plan. At a minimum, these will include the City's zoning ordinance and recently adopted TIFA amendment. BRI will also conduct a review of data available through SEMCOG, including regional motorized and nonmotorized transportation, housing, and green infrastructure plans.

#### *Plan analysis*

BRI will review the current City of Grosse Pointe Park Master Plan and identify relevant sections to remain, be revised, or be removed. The 2012 plan is commendably concise, speaking directly and clearly to the community's major planning concerns. Our initial assessment is that the six study areas presented in the plan (land use, population, residential development, business areas, recreation, and thoroughfares) adequately address the scope of planning concerns with minor alteration, but could in each case benefit from targeted analyses that address specific contemporary issues.

#### *People and land*

The first two study areas, land use and population, represent the community's most basic assets and significant influences. Existing conditions and trends related to these two areas will be presented here, and the remaining four areas are discussed in more detail in Phase 3.

### Phase 2: Representative

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#### *Steering committee*

The City will convene a Steering Committee consisting of community advisers as identified above. BRI will remotely host a monthly meeting with this group to review drafts and receive feedback. The Committee will serve as the technical advisor and place-based expertise committee during the active portion of the project, and as the Plan's advocate and ambassador after its conclusion.

## Work Program

### *Project website*

A dedicated website will be created for the project that will serve as a repository and portal. It will offer easy-to-locate virtual real estate for all online events; host project documents and findings; and offer direct communication to the consultant team via a “Contact us” form.

### *Community survey*

BRI has found that a community survey provides the most effective method of soliciting broad feedback from residents. The survey will ask specific questions related to each of the study areas to determine community priorities and strategy preferences. It will also request demographic and geographic information about participants to help determine the representativeness of the responses. We will partner with the City to achieve the broadest outreach possible, providing materials to be disseminated through your neighborhood organizations, local media, City communications, public spaces, and willing businesses. The findings of this survey will substantially inform the plan’s goals and actions.

### *Visioning*

With survey results in hand, BRI will lead a visioning session with the City of Grosse Pointe Park City Council, Planning Commission, municipal administrative staff, DDA/TIFA boards, and any other group deemed influential to the plan. At this session, the survey’s major findings will be presented alongside possible recommendations, strategies, and projects. The goal of this meeting will be for the groups most responsible for the plan’s development and implementation to help shape the community’s preferences into a cohesive vision for the future that is understood and agreed upon across the various areas of leadership.

This activity is currently proposed to be an in-person event that the City will host. However, BRI is keenly aware that this type of meeting is the most vulnerable of all to public health restrictions at this time, and we are fully prepared to conduct this event remotely. As a recent example, BRI layered

software programs to host live, interactive activities that displayed results in real-time. Participants were given a link to join an online meeting, and then instructed on how to submit their responses virtually to visioning prompts through their personal devices. They were guided to a website where a series of multiple choice and open response questions asked for their insight on the future of planning and development. The immediate feedback allowed common trends to be easily identified and spark conversation based on priorities and concerns.

### *Story Map Open House*

When the draft plan is substantially complete, BRI will host a live online event to present it for public review. This engaging new way to present a master plan is more accessible and interesting to the casual user than the traditional report format, and we anticipate this to be a rich experience for users at all levels of familiarity with planning principles. During the event, we will introduce the story map, walk participants through the exercises and report feedback in real time as available, and offer a Q&A session with assistance from Steering Committee members. BRI will produce a set of informative outreach materials that include a QR code and link to the website in various sizes from postcard to poster, which the City and Steering Committee will display and disseminate to increase awareness of the plan and invite participation in the Open House.

### *Final Presentation*

At the conclusion of the project, key elements of the plan will be captured in a PowerPoint presentation with speaker notes. BRI will deliver this presentation remotely to an audience of the Client’s choice, including a Q&A session, and the presentation will be recorded for extended viewing.

## **Phase 3: Imaginative**

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### *Neighborhoods*

Our review of the 2012 master plan noted with interest the finding that reversal of a decline in the family formation age group is a priority in Grosse



MissingMiddleHousing.com is powered by Opticos Design  
Illustration © 2015 Opticos Design, Inc. OPTICOS

Pointe Park, as it is in many communities, and that this was attributed in part to the rising cost of single-family homes. However, the recommendation to upgrade the “starter home” housing stock and improve local amenities runs counter to the goal of increasing affordability. We suggest that an alternate approach is to more closely match the preferences and resources of the targeted market. The concept of “missing middle” housing recognizes that there is an array of housing formats between detached single-family homes and dense apartments which are appealing and accessible. They are especially suited to redevelopment, because their form can match a variety of contexts.

BRI will analyze the City’s housing stock using the “Envision Tomorrow” Balanced Housing model. This model uses Census population and housing data to produce worksheets showing existing conditions related to ownership/rentals, age, and income, and expected future cohorts. When combined with Esri’s proprietary “Tapestry Segmentation,” which identifies broad population swaths by their demographic characteristics as well as their purchasing data and housing preferences, this model produces detailed estimate of future housing type preferences. This analysis will be supplemented by information from the community survey, which will inquire about preferences related to housing format. From this information, BRI will identify the extent of future housing needs; the formats most suitable for accommodating them; and recommended locations for increasing density as needed.

### *Business areas*

The form, condition, and occupancy of the City’s four business areas will be analyzed to determine subjects of immediate concern. BRI will employ Esri Business Analyst to identify retail and service leakages as well as areas of commercial strength in order to provide strategies for ensuring vibrant, occupied districts. It is anticipated that the neighborhood analysis will result in recommendations to explore the inclusion of mixed-use development within the business areas to offer more variety of housing choice, and suitable areas for such development will be identified. Scenario analyses may be conducted to determine the development potential of specific configurations.

This information will be compared to City-identified “priority redevelopment sites” as defined by the RRC program. It is expected that many will be located within the DDA and TIFA districts; this information can then support the efforts of these organizations’ boards and staff in business recruitment and expansion efforts. BRI will also recommend physical alterations and improvements to further enhance the City’s accessible, attractive environments of distinctive character.

### *Services and Infrastructure*

The City’s two shoreline parks are rightly recognized as significant and defining community assets. It is our recommendation that the City

## Work Program

pursue a formal recreation plan in conjunction with this master planning effort, likely toward the middle of the process. BRI has conducted several joint recreation and master plan efforts, and finds substantial savings in the confluence. In either case, the master plan will offer goals and recommendations to ensure the continued vitality of these assets.

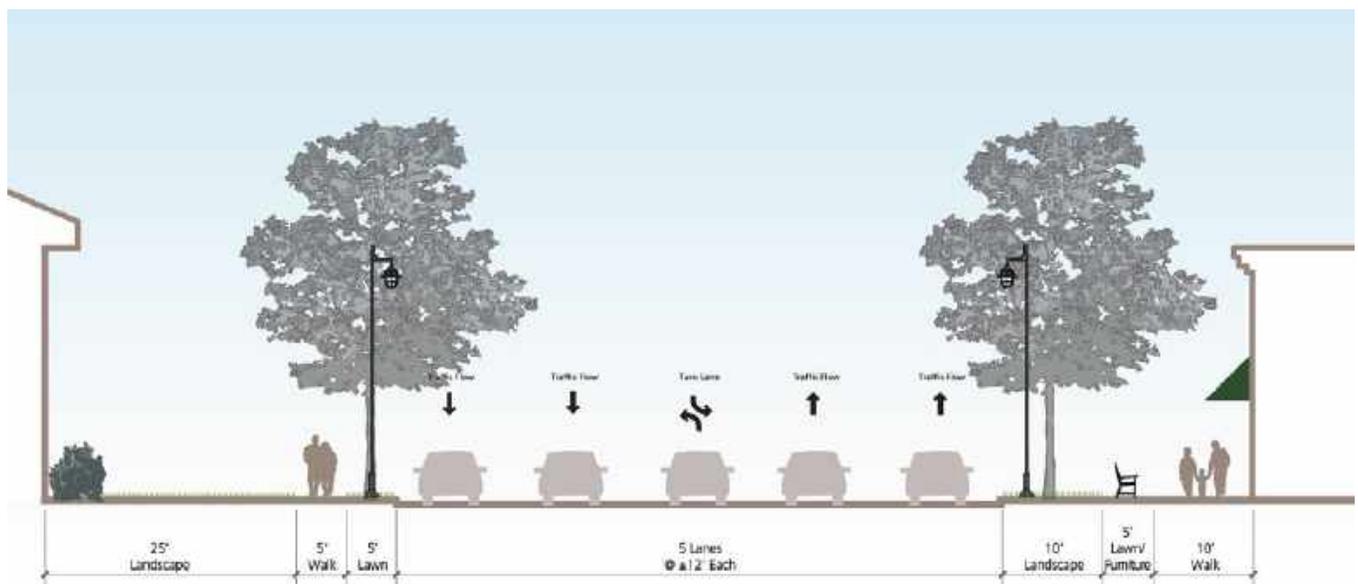
In any community, BRI regards recreation as a primary service to be integrated with its other essential systems, and this is particularly true in the case of the City's waterfront parks considering that land use, infrastructure, and water quality are so intricately linked. A master plan should substantially address community infrastructure, and we propose expanding this section to review current issues in the City's water, wastewater, public works, marina, and stormwater facilities. In particular, opportunities for green infrastructure will be examined to slow and reduce the amount of water entering the "gray infrastructure" system, with the triple aims of preserving the lifespan of these facilities, improving water quality, and enhancing the public realm.

### Circulation

Previously addressed as "thoroughfares," this analysis will be expanded to provide an understanding of how people and goods move through and within the community. In particular,

pedestrian and bicycle access has emerged as a widely popular and increasingly important dimension of community planning. Grosse Pointe Park can boast of commercial districts such as the Cabbage Patch which are highly supported by their walkable features, and these characteristics should be preserved and furthered with intention as well as expanded to other suitable contexts. At the same time, its major thoroughfares serve as important regional connectors which feed the business districts with exposure and the residential areas with access to diverse employment and amenities.

This section will provide recommendations to serve and balance both in a two-pronged strategy employing Complete Streets and network analysis. Complete Streets refers to the idea that public roadways should try to accommodate a variety of users, including pedestrians, bicycles, and those with limited mobility. This is a worthy goal and should be accommodated as far as possible. However, it is recognized that there are fundamental incompatibilities among some street uses; an example would be freight hauling and recreational bicycling. A network analysis ensures that each mode of travel does have access to all parts of the community in a safe and comfortable manner, even if some streets are designed to better accommodate a narrower range of travelers.



### *Future land use and intensity*

This map will go beyond the traditional considerations of future land use to focus more explicitly on intensity. It is recognized that the City is fully built out, and therefore any significant change will occur through redevelopment. The findings from the previous sections in this phase will be spatially represented in a map showing the type and amount of redevelopment that the City should encourage and plan for over the planning horizon of 5-25 years.

### **Phase 4: Realistic**

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#### *Action plan and RRC alignment*

The required Zoning Plan will reflect the changes proposed in the future land use and intensity analysis. An Action Plan will also be developed, which can be used as a real opportunity to drive progress by identifying projects and programs that can serve as a reliable guide to action over the planning horizon. It will be presented in a table format with time frames and responsible parties identified for each item to establish accountability. The Action Plan will also specifically highlight alignment with the Redevelopment Ready Communities program, and will identify actions needed to progress toward certification.

#### *Draft integration*

All information will be compiled into a document that is attractive, accessible, and informative. City staff will review the completed document

and return to BRI a single marked-up copy to incorporate edits. This version will then be circulated to the Steering Committee and the Planning Commission, and BRI will remotely convene a joint meeting to take final edits and review the adoption process.

#### *Public and interagency review.*

The draft plan as well as the “story map” version will be hosted on the project website for the required 63-day review period. BRI will execute all statutorily required interagency notices, and will supply the text of motions, resolutions, and public hearing notifications for the City’s use.

#### *Public hearing*

At the client’s option, BRI will attend the required public hearing. Remote attendance will be available, depending on the legality and advisability of in-person gatherings at that time and on meeting practices the City may adopt in the intervening time.

#### *Deliverables*

At the conclusion of the project, BRI will deliver to the City of Grosse Pointe Park the following:

- Ten (10) copies of the final bound Master Plan
- Two mounted copies of the Future Land Use map in large format (24x36 or 30x40)
- Community Engagement Summary of Findings
- Two (2) memory sticks containing all final documents, images, maps, shapefiles, and presentations related to the project



*intuitive*

***iii.***  
Experience &  
Qualifications

## Trenton Coast Resiliency Master Plan and Zoning Ordinance

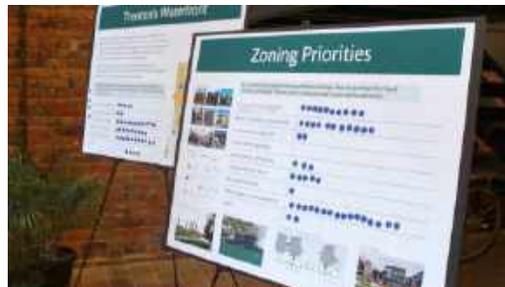
*City of Trenton, Michigan*

*2017 Daniel Burnham Award for a Comprehensive Plan*

Trenton's location along the Detroit River placed it at an important crossroads for economic prosperity in the middle of the 20th century. Home to major industry and shipping that was once a boon for the residents, the decline of these industries has served as the impetus for a new type of planning that investigates the ties among people, land, and structures through a resiliency lens. The City participated in a pilot program with the Michigan Association of Planning and the Department of Energy, Great Lakes, and the Environment to write a master plan embodying this focus, and was selected for a second round of grant funding to implement the findings via a new zoning ordinance.

Four community forums served three vital functions: connecting City officials and staff with members of the public; educating the public about resiliency planning; and inviting the public to the institutions that serve as emergency disaster centers in the community. An overview of resiliency planning was coupled with activities drawn from the efforts of the Red Cross: participants were asked to assess the City's current standing with regard to each of six resiliency characteristics, and then to share examples of previous, present, and future stressors as well as successful responses. One special community forum discussed environmental and leadership issues with the next generation: junior high students. These often-unheard voices were given the opportunity to grade adults, using interactive real-time voting technology, regarding how we are managing the city, the world, the environment, and change.

The plan contains an intensive analysis which combines a breadth of data indicating the sensitivity and vulnerability to shocks and stressors of the community's people, structures, and land. Policy recommendations that were then transformed into zoning provisions included decreased parking minimums and impervious pavement, increased vegetation and green space, increasing permitted residential density in select locations, and providing pedestrian and bicycle amenities to encourage nonmotorized transit. Trenton's longstanding working waterfront presents a particular challenge: the changing economics of industrial use have removed much of its wealth-generating power, yet its history of such use has resulted in environmental conditions which constrain redevelopment opportunities. A new "Industrial Waterfront" zoning category has been developed in partnership with the City's industrial landowners that aims to balance a shift away from uses and practices which are harmful to the environment with the rights of property owners and the health of the tax base.



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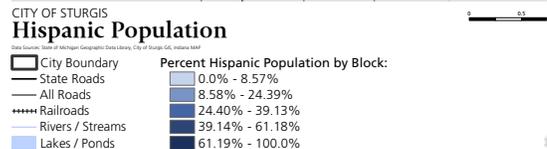
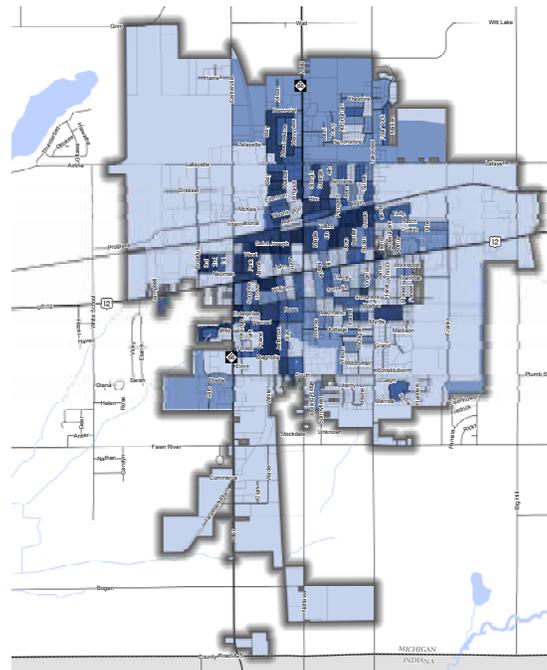
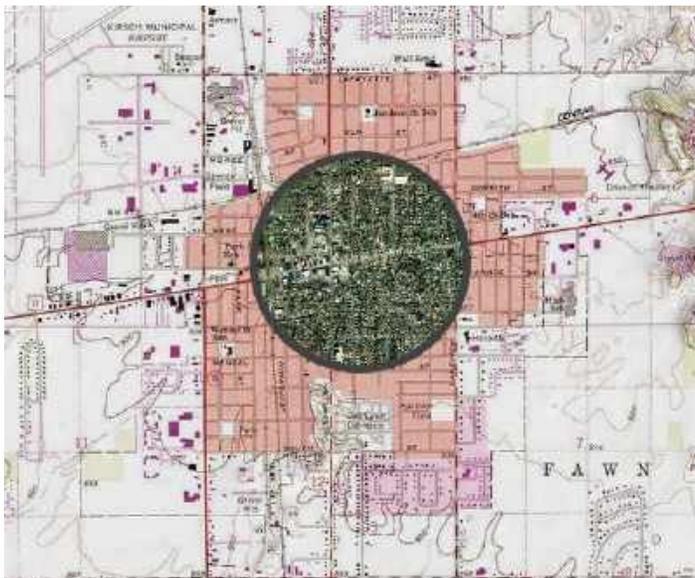
## Sturgis Master Plan

*Sturgis, Michigan*

*2020 Public Outreach Award for Planning Excellence*

BRI collaborated with the City of Sturgis on updating its Master Plan and creating an engaging interactive online version to share with its residents. The process followed a robust community engagement regimen that included a Spanish survey for the growing Hispanic population, a survey of employers, focus groups, youth education on planning, zoning, and development, and a visioning session. Their perspectives were detailed in the Master Plan and serve as the basis for the City's strategies.

The Master Plan had a heavy focus on future land use planning and action strategies. The proposed zones incorporated new commercial zones the City had been considering, new uses, and mixed-housing formats to avoid sprawling onto productive agricultural land. The action strategies are categorized in a "live," "work," "play" framework but also show the number of co-benefits associated with each strategy to convey their interrelatedness. The interactive map was designed to be playful and informative so that residents could quickly learn about the City's current conditions and its plans for the future.



*Share your vision for*  
**THE CITY OF STURGIS!**

The City of Sturgis is updating its master plan.  
**We want to hear from you!**

 **COMMUNITY MEETING**  
*All are welcome!*

*Come learn what is happening in your community. Help form a vision for the City through a series of interactive activities, and mingle with friends, family, and local officials!*



**DECEMBER 6th 2017**  
Sturges-Young Civic Auditorium  
201 N Nottawa St, Sturgis, MI 49091

**WEDNESDAY, 6:00 - 8:00 PM**  
Light Refreshments Provided

Will Prichard  
Director of Community Development  
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**Warren Master Plan**  
*Warren, Michigan*

The City of Warren, Michigan's third largest city, had not updated its Master Plan since 1966, and was in need of a new framework to manage its many competing and overlapping systems. The framework's utility comes from an emphasis on integration: small, neighborhood-friendly commercial nodes are moved closer to residential neighborhoods, density is increased on opportune corridors coupled with strategic transportation upgrades for nonmotorized and public transit options, and simultaneously green space is preserved for urban refuge. Not only are these changes based on best planning practices, the proposed actions came from residents who crave the convenience of walking to essential goods and services and having greater housing options.

The plan also focused on completely new areas of planning since the 1960s — historic preservation and resiliency. Guidelines for the historic commission are strengthened to commemorate buildings that predate the City's incorporation that are not adequately protected. The resiliency section takes stock of the city's most sensitive lands, structures, and people to target distribution of resources now and in the event of a catastrophe. This plan is truly comprehensive in that it protects the City's historic legacy, thoroughly examines existing conditions, and strategizes for self-preservation against future scenarios.



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## Project Rising Tide - Two Rounds of Technical Assistance

2018 Planning Excellence Award for Innovation in Economic Development - Michigan Association of Planning

BRI was retained to work with twenty-two communities over four years by the Michigan Economic Development Corporation, Michigan State Housing Authority, Talent Investment Agency, the Talent and Economic Development team, and a team of subconsultants to provide technical assistance to each prosperity region.

As a result of two rounds of holistic technical assistance, BRI produced several planning, zoning, and development documents, facilitated meetings for visioning and partnership building, and maintained a one-stop shop project website that all working documents. With an emphasis on developing an economic development framework, an examination of processes, marketing, redevelopment sites, and downtown strategies were all carried out to fit the communities' larger vision of growth and stability. Perhaps equally vital was our role in convening key players to define action items and accountability for implementation. BRI connected communities to state and regional resources to bolster or start new programs or seek out funding options to implement and maintain new projects on a collaborative basis. Overall, the effort successfully found common issues and fostered intergovernmental coordination so that successful strategies can be shared across the state.



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## Eaton Rapids Master Plan

*Eaton Rapids, Michigan*



The Eaton Rapids Master Plan touched on the City's unique assets: an island downtown, an island park, new river rapids from a dam removal, beautiful historic facades downtown, a fresh batch of data from recently completed projects, and select status from Michigan Main Street. The Plan sought to build on this momentum by including wide-ranging stakeholder group of 10 commissions and organizations to help craft the City's vision and describe their role in achieving the vision. That way, the actions could be designed to be collaborative.

The priorities from broad engagement became clear. Eaton Rapids wanted to focus on filling buildings

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downtown, protect its riverfront, and improve housing variety and quality. The action strategies to address each focus area were created with a lead and supporting party to ensure that there was accountability and cooperation to accomplish the City's goals over the next five years.

The plan was data-driven. Recently completed retail market and housing studies informed specific strategies for the Master Plan. Some of the recommendations call for sharing this data with local businesses, developers, and investors to show the demand for their goods and services and draw them into the City.



*inspired*

## Eaton Rapids Area Parks and Recreation Master Plan

City of Eaton Rapids, Eaton Rapids Township, Hamlin Township, Michigan



The joint plan for the City of Eaton Rapids, Hamlin Township, and Eaton Rapids Township is the product of a collaborative spirit that already existed between the three municipalities. The plan encompasses community engagement results to determine any unmet needs or emerging preferences, details from an on-the-ground inventory of park and recreation amenities, facilities, and a set of goals, objectives, and strategies to improve the recreation system based on the plan's findings.

Beckett & Raeder worked with the three communities to produce an achievable plan based on the community's expectations. The action plan focused on strengthening the community image, safety, and security while promoting health and wellness. The plan also serves as a tool during the budgeting process to allocate funds appropriately over the next five years on identified projects and apply for grants together for regional projects where there is insufficient funds. A "tear away" action plan was created to bring to joint meetings so that completed actions could be checked off by the group.

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## Eaton Rapids Project Information Packages

*Eaton Rapids, Michigan*

As a part of Project Rising Tide, the City's stakeholders decided to focus their attention on its downtown properties. The downtown commercial vacancy was highly visible to passers-by along M-50 and stakeholders wanted to use the Redevelopment Ready Certification best practices to repurpose its beautiful historic building stock. The best practice for redevelopment called for gathering basic information on potential properties, prioritizing the top three sites, creating a unified vision for a new use, and producing a marketing package for each property.

A matrix was created that weighted different criteria of the properties' "readiness" for redevelopment. Based on a final score, three properties rose to the top: two historic buildings and a former restaurant with a view of the Grand River from its back deck. BRI worked with property owners to secure details about the site and structure, defined a vision with the stakeholders, conducted retail analysis, and in one instance (below) reimagined what the property could look like if renovated.

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*intuitive*

*iv.*  
Consultant  
Personnel

## Consultant Personnel



### BRI'S AWARD-WINNING MASTER PLAN TEAM

BRI has won more Daniel Burnham Awards for a Comprehensive Plan, bestowed by the Michigan Association of Planners and juried by partner State chapters, than any other firm in Michigan. These honors have recognized the firm specialization in unique and custom planning projects, such as one of the first joint master plans in the State (Onkama Township and Village), a Tribal master plan (Peshawbestown), large-scale regional collaborations (Lakes to Land initiative serving 18 local units of government with 9 master plans), new analytical methods (City of Jackson), and resiliency (City of Trenton). Because we understand good work, we are eager to preserve and further it: In addition to these bottom-up efforts, the team also engages in highly targeted updates that move a community toward its established goals with new data, continued community conversation, and fresh eyes.



### SPECIALTY GIS SERVICES

At BRI, anything worth planning is worth mapping. Our GIS services go beyond putting colors on a page and include investigative analyses into land revenue potential, economic/built environment relationships, property reuse classification, green and gray infrastructure systems, and network analyses. It is a joy to find new problems for spatial analysis to help solve.

## Consultant Personnel



### Leah DuMouchel, AICP, CNU-A, NCI-M&FCT, FBCI Principal, Community Planner



Leah DuMouchel's planning experience includes innovative master planning projects and extensive community engagement. Her work coordinating project leadership teams, creating outreach materials, facilitating community engagement and visioning sessions, developing and administering surveys, implementing online communication channels, and conducting all manners of analysis provides the solid foundation for writing plans that genuinely reflect and serve their communities. From her previous career in journalism, she brings a polished, varied writing style and a sharp eye for "the whole story."

#### EDUCATION

Masters of Science  
Urban and Regional Planning  
Eastern Michigan University

Bachelor of Arts  
Philosophy  
University of Michigan

#### CERTIFICATIONS

Certified Planner, American  
Institute of Certified Planners;  
Accredited Professional,  
Congress for the New  
Urbanism;  
Certified Charrette Planner  
and Certified Charrette  
Manager, National Charrette  
Institute;  
Form-Based Code Institute

#### AFFILIATIONS

American Planning  
Association, Michigan  
Chapter;  
American Planning  
Association, Sustainable  
Communities Division;  
American Planning  
Association, Planning and the  
Black Community Division;  
Congress for the New  
Urbanism;  
Detroit Association of  
Planners

#### TEACHING EXPERIENCE

MiPlace Partnership  
Curriculum;  
Michigan Association of  
Planning Conference;  
Planning and Zoning  
Essentials - Michigan  
Association of Planning

#### SELECTED EXPERIENCE

**Kalamazoo County Master Plan**  
Kalamazoo County, MI  
*Daniel Burnham Award for a Comprehensive Plan –  
Michigan Association of Planning, 2019*

**Project Rising Tide I**  
Statewide Planning Initiative providing planning and zoning  
services to 10 communities throughout Michigan  
*Economic Development Award –  
Michigan Association of Planning, 2018*

**Resiliency Handbook**  
*Planning Excellence Best Practice Award –  
Michigan Association of Planning, 2018*

**Trenton Coast Resiliency Master Plan**  
City of Trenton, MI  
*Daniel Burnham Award for a Comprehensive Plan –  
Michigan Association of Planning, 2017*

**Jackson Community Master Plan**  
City of Jackson, MI  
*Daniel Burnham Award for a Comprehensive Plan –  
Michigan Association of Planning, 2016*

**Lakes to Land Regional Initiative**  
Collaborative Master Plan for sixteen communities in Benzie  
and Manistee Counties, MI  
*Innovation in Regional Planning Award –  
Michigan Association of Planning, 2014*

**Lakes to Land Regional Initiative –  
Food Innovation District**  
Benzie and Manistee Counties, MI  
*Innovation in Economic Planning and Development Award –  
Michigan Association of Planning, 2015*

**Acme Township Master Plan**  
Acme Township, MI  
*Daniel Burnham Award for a Comprehensive Plan –  
Michigan Association of Planning, 2015*

**Integrated Resource Management Plan, Nottawaseppi  
Huron Band of the Potawatomi Indians**  
Branch, Calhoun, and St. Joseph Counties, MI



## Consultant Personnel



Michelle Bennett, AICP  
Associate



Michelle has experience in domestic and international planning that spans both the private and public sector. Michelle's professional experience within the planning field and prior focused on improving economic development opportunities in cities. Her experience managing large scale, survey-based projects and converting data into a digestible format for cities is critical for the implementation. Aside from economic development, her interests also include the intersection of environmental preservation and housing the next generation. Originally from California, Michelle is more interested in working on the urban issues that affect the midwest.

### EDUCATION

Bachelor of Arts  
Urban Studies & Economics  
University of California,  
San Diego

### SELECTED EXPERIENCE

**Kalamazoo County Master Plan**  
Kalamazoo County, MI  
*Daniel Burnham Award for a Comprehensive Plan –  
Michigan Association of Planning, 2019*



Master of Urban and Regional  
Planning  
University of Michigan,  
Ann Arbor

**Trenton Coast Resiliency Master Plan**  
City of Trenton, MI  
*Daniel Burnham Award for a Comprehensive Plan –  
Michigan Association of Planning, 2017*

### TEACHING EXPERIENCE

University of Michigan, Legal  
Aspects of the Planning Process

**Resiliency Handbook**  
*Best Practice Award –  
Michigan Association of Planning, 2018*



### AFFILIATIONS

American Planning Association,  
Michigan Chapter

**Project Rising Tide I**  
Statewide Planning Initiative providing planning and zoning  
services to 10 communities throughout Michigan  
*Economic Development Award –  
Michigan Association of Planning, 2018*

### Committees:

Emerging Planning  
Professionals, MAP

**Dewitt Planning Services**  
Dewitt, MI  
Sign ordinance update  
Creation of mixed-use neighborhood zone

Education Committee, MAP

### Sandusky Planning Services

Sandusky, MI  
Development Review  
Zoning Ordinance Revision



### Warren Master Plan

Warren, MI

### Sturgis Master Plan

Sturgis, MI

### Eastside Community Network Neighborhood Plan

Detroit, MI  
Lower Eastside Action Plan

# Consultant Personnel



Liz Gunden  
Project Planner



Liz comes to Beckett & Raeder with a wealth of knowledge in urban and regional planning. She has served as a Graduate Student Instructor for the Taubman College of Architecture and Urban Planning. Prior to attending graduate school, she worked for several years as a planner for Elkhart County Planning and Development. In addition, Liz has worked on community master plans, park & recreation plans, zoning ordinances, downtown development plans, graphic design for report layouts, and conceptual site plan design.

### EDUCATION

Bachelor of  
Major: Art  
Minors: Graphic Design, Spanish  
Coshen College  
Coshen, Indiana

### SELECTED EXPERIENCE

Ypsilanti **Master Plan & Sustainability Plan** – in progress  
Ypsilanti, MI

Grand Blanc Township **Master Plan** – in progress  
Grand Blanc Township, MI

Albion DDA & TIF Plan – in progress  
Albion, MI

Charlevoix County **Park & Recreation Plan** – in progress  
Charlevoix County, MI

Lake City **Area Master Plan** – in progress  
Lake City, MI

Gun Lake Tribe **Pattern Book** – in progress  
Shelbyville, MI

Hamtramck **Master Plan** – in progress  
Hamtramck, MI

Warren **Master Plan** – in progress  
Warren, MI

Sturgis **Master Plan**  
Sturgis MI

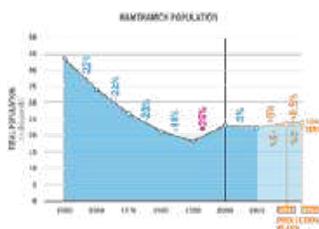
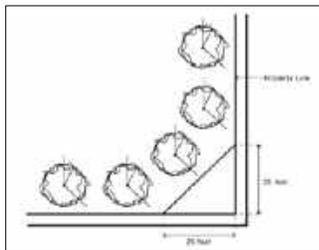
Lincoln Park **Master Plan**  
Lincoln Park, MI

New Buffalo Township **Master Plan**  
New Buffalo, MI

City of Farmington Hills **Park and Recreation Plan 2019**  
Farmington Hills, MI

Graduate Student Instructor  
Taubman College of Architecture & Urban Planning  
Ann Arbor, Michigan

Planner  
Elkhart County Planning & Development  
Coshen, Indiana



## Consultant Personnel



Rowan Brady  
Project Professional, GIS Technician



Rowan joined Beckett & Raeder, Inc. (BRI) as an Intern in 2018. After finishing his undergraduate degree in the Spring of 2019, Rowan remained at Beckett & Raeder, Inc. and is pursuing a Master's degree in Urban and Regional Planning at the University of Michigan-Ann Arbor. Rowan is a Geographic Information System (GIS) specialist and contributes data input, analysis, and mapping to many of BRI's community planning projects.

### EDUCATION

In Progress: Master of Urban and Regional Planning  
University of Michigan-Ann Arbor, Michigan

Bachelor of Arts  
Environmental Science  
University of Michigan-Ann Arbor, Michigan

### AFFILIATIONS

American Planning Association

### SELECTED EXPERIENCE

Michigan Economic Development Corporation, Project Rising Tide

Michigan Economic Development Corporation, Economic Development Board Training Curriculum

City of Warren Master Plan

City of Warren Zoning Atlas Digitization and Update

Michigan Department of Health and Human Services, Climate Health Adaptation Interactive Mapping Platform

City of Lincoln Park Master Plan

Clam Lake Township Zoning Ordinance

Clam Lake Township Master Plan

Farmington Hills Parks and Recreation Plan

Eaton Rapids Parks and Recreation Plan

Banks Township Master Plan

Hayes Township Master Plan

Village of Kalkaska Zoning Ordinance 2019 Update

Lake City Master Plan

Traverse City and Garfield Township Recreation Authority Public Visioning

Sugar Island Township Zoning Ordinance

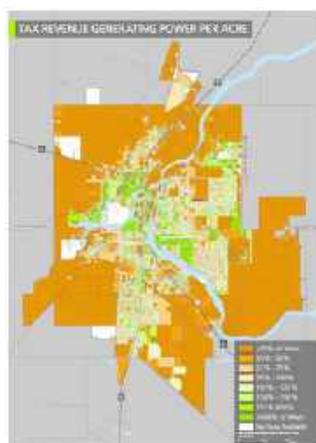
City of Ypsilanti Sustainability Plan

Grand Blanc Township Master Plan

Village of Elsworth RCFC Certification

Charter Township of Filer Master Plan

Michigan Department of Natural Resources  
General Management Plans





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List of Clients



### Comparable Clients for Whom Similar Services Have Been Provided

#### Grand Blanc Township Master Plan

Mark Lloyd | [lloyd@twp.grand-blanc.mi.us](mailto:lloyd@twp.grand-blanc.mi.us)

#### Gladwin Master Plan (RRC)

Chris Shannon | [citymanager@gladwin.org](mailto:citymanager@gladwin.org)

#### Eaton Rapids Area Parks & Recreation Master Plan

Aaron Desentz | [adesentz@cityofeatonrapids.com](mailto:adesentz@cityofeatonrapids.com)

#### Eaton Rapids Master Plan

Aaron Desentz | [adesentz@cityofeatonrapids.com](mailto:adesentz@cityofeatonrapids.com)

#### Ypsilanti Master Plan Update & Sustainability Plan

Bonnie Wessler | [wesslerb@cityofypsilanti.com](mailto:wesslerb@cityofypsilanti.com)

#### City of Iron Mountain Community Master Plan

Isaac Micheau | [clerktreasurer@cityofironmountain.com](mailto:clerktreasurer@cityofironmountain.com)

#### Trenton Master Planning for Sustainability & Resiliency

Virgil Mainai | [vmaiani@trenton-mi.com](mailto:vmaiani@trenton-mi.com)

#### Kalamazoo County Master Plan

Lotta Jarnefelt | [ljarn@kalcounty.com](mailto:ljarn@kalcounty.com)

#### Sturgis Master Plan

Will Prichard | [WPrichard@sturgismi.gov](mailto:WPrichard@sturgismi.gov)

#### Charter Township of Fenton Master Plan

Thomas Broecker | [tbroecker@fentontownship.org](mailto:tbroecker@fentontownship.org)

#### Warren Master Plan & Zoning Ordinance Update

Michelle Katopodes | [mkatopodes@cityofwarren.org](mailto:mkatopodes@cityofwarren.org)

#### New Buffalo Township Community Master Plan

Michelle Heit | [mheit@NewBuffaloTownship.org](mailto:mheit@NewBuffaloTownship.org)

#### Lincoln Park Master Plan

John Meyers | [jmeyers@citylp.com](mailto:jmeyers@citylp.com)

#### Acme Township Master Plan Update

Doug White | [dwhite@acmetownship.org](mailto:dwhite@acmetownship.org)

#### Eaton County Parks Master Plan

Troy Stowell | [TStowell@EatonCounty.org](mailto:TStowell@EatonCounty.org)

#### Iron River Master Plan

Rachel Andreski | [citymanager@ironriver.org](mailto:citymanager@ironriver.org)

#### Reading Master Plan & CIP Downtown Plan

Kym Blythe | [kym@reading.mi.us](mailto:kym@reading.mi.us)

#### Sandusky Parks & Recreation Master Plan

Dave Faber | [DFaber@misandusky.com](mailto:DFaber@misandusky.com)

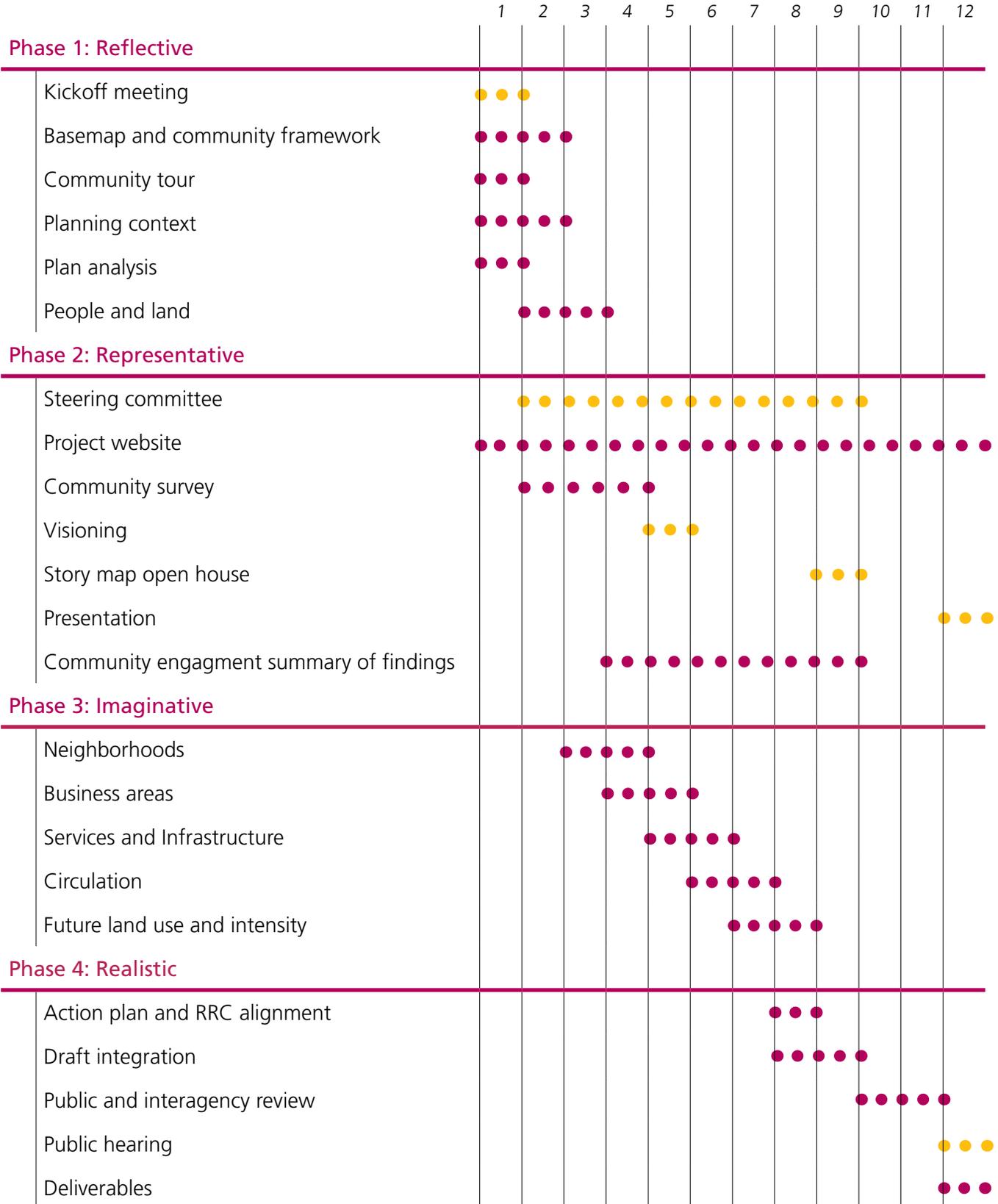


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Timeframe  
Flow Chart

# Timeframe Flow Chart

months



● ● ● meetings



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Estimated Costs

## Estimated Costs

Task	Expense	Hours	Fee
<b>Phase 1: Reflective</b>			<b>\$7,705</b>
Kickoff meeting		8	\$1,080
Basemap and community framework		6	\$630
Community tour	\$60	20	\$2,250
Planning context		9	\$1,045
Plan analysis		4	\$500
People and land		20	\$2,200
<b>Phase 2: Representative</b>			<b>\$10,510</b>
Steering committee		30	\$3,750
Project website		10	\$810
Community survey		16	\$1,800
Visioning	\$60	10	\$1,190
Story map open house		12	\$1,260
Presentation		8	\$900
Community engagement summary of findings		8	\$800
<b>Phase 3: Imaginative</b>			<b>\$8,285</b>
Neighborhoods		16	\$1,765
Business areas		16	\$1,765
Service and infrastructure		16	\$1,765
Circulation		16	\$1,765
Future land use and intensity		11	\$1,225
<b>Phase 4: Realistic</b>			<b>\$7,060</b>
Action plan and RRC alignment		8	\$900
Draft integration		42	\$4,610
Public and interagency review		6	\$650
Public hearing	\$60	4	\$500
Deliverables	\$200	4	\$400
<i>Subtotals</i>	\$380	300	\$33,560
<b>Not-to-Exceed</b>			<b>\$33,940</b>
Additional meeting, remote		2	\$250
Additional meeting, in person	\$60	4	\$560



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Thank you.

Leah DuMouchel, AICP, CNU-A, FBCI, NCI

734.531.7705 | [ldumouchel@bria2.com](mailto:ldumouchel@bria2.com)

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Beckett&Raeder

*Landscape Architecture  
Planning, Engineering &  
Environmental Services*