October 27, 2017

Mr. Frank Wash, AICP, PCP
Assistant City Manager/Community Development Director
City of Walker
4243 Remembrance Road NW
Walker, MI  49534

Subject:  Proposal for Master Plan

Dear Mr. Wash:

Along with our partners at Prein&Newhof, we at McKenna are excited to present to you this proposal to assist the City with its Master Plan process. With us, you can expect a plan that meets several objectives:

- Articulate a vision for Walker that capitalizes on its strategic position in the region.
- Take full advantage of regional initiatives that will impact Walker, such as the Laker Line and additional County park land in South Walker.
- Achieve an up-to-date document to use in making short and longer term decisions.
- Identify opportunities and constraints.
- Create a basis for decisions on redevelopment, infrastructure, and economic development.
- Review, update, and incorporate the ideas and policies from previous planning efforts, including sub-area plans and the 1998 Master Plan.

EFFECTIVE PUBLIC ENGAGEMENT
Our team’s success with engaging the public in ways that get people excited about a community’s future make us specifically qualified to assist with the Walker Master Plan. Our process helps public leaders and citizens themselves quantify economic costs and visualize tradeoffs within the built environment so they can develop a truly informed consensus.

While we understand that the community engagement process will be staff-led, we are prepared to provide best practices for outreach strategies, high-quality materials (including meetings-in-a-box for community members to host their own input sessions), staffing of meetings where needed, and compilation of all feedback into a coherent message that informs the plan.

Our process emphasizes both the use of technology and face-to-face involvement. Our electronic engagement strategy employs social media tools like Facebook, Twitter, and My Sidewalk, as well as traditional focus group discussions, to engage citizens and allow them to discuss ideas with the Master Plan team – and with each other – to craft a vision for the future of Walker.

ATTRACTING AND MANAGING GROWTH
Walker is a thriving, growing community that features major employers, such as Meijer, Bissell, and FedEx, regional park spaces, beautiful natural areas, healthy neighborhoods, and good schools. It is also strategically located along the I-96, M-37 (Alpine), M-11 (Wilson), and M-45 (Lake Michigan Drive) corridors, the latter of which is planned for a major transit upgrade in the form of the Lake Line Bus Rapid Transit. Walker’s position between economic and population growth.
But with growth comes challenges, and our team is fully prepared to craft a plan aimed at managing the growth successfully. With a well-designed plan, Walker can ensure it has adequate infrastructure, coherent design, efficient, multi-modal transportation, preserved open space and natural vistas, and high quality of life for all residents, even as it absorbs more and more new development.

WALKER TEAM
We have assembled for you an experienced team of master planning professionals from both our firm and our partners at Prein and Newhof.

Christopher Khorey, AICP, Principal Planner, a skilled planner and market analyst, is the proposed Project Manager. Chris has led master plan processes across the State (literally – from Muskegon County to Monroe County to Presque Isle County to Berrien County), but he is a West Michigander at heart, having grown up in East Grand Rapids, just a short distance from Walker.

Chris will collaborate with a team of specialists from both firms to form a unified team that will dive deep into the various facets of the City’s new Master Plan, including:

- Community Engagement
- Site Design
- Infrastructure Planning
- Market Analysis
- Transit-Oriented Development/Form Based Coding
- Traffic Safety Engineering
- Non-Motorized Transportation/Public Transit

Finally, we will of course bring to this project our mapping and graphic design capability. You can be assured that the Walker Master Plan will be a graphically oriented, organized, and attractive document to communicate plan proposals to leaders and community members – and be easy to use for years.

DYNAMIC PARTNERSHIP
Be assured, McKenna and Prein&Newhof will approach the master planning process with excitement and with high expectations for a dynamic partnership with the Walker community. We believe that the efforts necessary to prepare the plan are motivating and important for the betterment of Michigan’s communities – and hope you find us to be the partner to successfully move the plan and place forward.

We look forward to hearing from you. Thank you.

Respectfully submitted,

McKENNA ASSOCIATES

John Jackson, AICP
President

Enclosure
A Vision for the Future

MASTER PLAN, CITY OF WALKER, MICHIGAN

PREPARED OCTOBER 31, 2017 BY

MCKENNA
Community Planning
151 South Rose St.
Suite 190
Kalamazoo, Michigan 49007

O 248.596.0920
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E info@mcka.com
MCKA.COM

MCKENNA
Communities for real life.
# Table of Contents

- **Executive Summary** ................................................................. 1
- **McKenna Associates** ............................................................... 2
- **Prein&Newhof** ..................................................................... 3
- **Public Input** ......................................................................... 4
- **Land Use Vision** ................................................................. 6
- **Transportation Vision** ....................................................... 8
- **Data Collection** ................................................................. 10
- **Implementation** ................................................................. 11
- **Timeline** ............................................................................. 12
- **Pricing Proposal** ............................................................... 13
- **Team Description** ............................................................ 14
- **Org. Chart** ......................................................................... 15
- **References** .......................................................................... 16
Executive Summary

PROJECT TEAM
The McKenna-Prein&Newhof team brings diverse expertise to the City of Walker Plan project, from transit-oriented development and form based codes to infrastructure planning and community engagement. We propose the following team of specialists to assist Walker in creating a creative, dynamic, and useful Master Plan that will guide the City for years to come:

- **Community Engagement:** Sarah Traxler, AICP, NCI
- **Transit-Oriented Development/Form Based Codes:** Patrick Sloan, AICP, FBCI
- **Site Design:** Michael Campbell, M.Arch, RA
- **Market Analysis:** Christopher Khorey, AICP
- **Infrastructure Planning:** Jason Washler, PE
- **Traffic Safety Engineering:** Ariana Jeske, PE, PTOE
- **Non-Motorized Transportation/Transit:** Paul Lippens, AICP
- **GIS Mapping:** Brian Keese, AICP and Edward Dempsey, GISP
- **Graphic Design:** Carrie Leitner
- **Engagement, Field, and Planning Support:** Stephen Hannon, AICP and Kim Jongsma

SCHEDULE
Our team will work closely with the City to meet the city’s desired January 2019 deadline for adoption of the plan. The following 16 meetings are included in our scope of work.

- 1 Kick-off meeting
- 4 Staff working sessions
- 4 Planning Commission Meetings
- 5 Community Engagement Meetings*

*We understand that city staff may choose to hold additional community engagement meetings. We propose to provide materials and compile feedback for those meetings, and we can send team members for an additional pre-approved fee, in accordance with the table of hourly rates in this proposal.

PROPOSED FEE
McKenna/Prein&Newhof will prepare the City of Walker Master Plan for $85,000. We can commit to not exceeding $50,000 in fees prior to the end of the City's current fiscal year on June 30, 2018.
Firm Profile

McKenna is a corporation formed under the laws of Michigan on May 2, 1978 with headquarters in Northville, Michigan and branches in Kalamazoo and Detroit, Michigan.

**HISTORY**

McKenna helps community leaders and private investors create more vital, interesting, safe, functional and prosperous places in which to live, work, shop, play and do business. We provide planning, zoning, landscape architecture, community and economic development and design assistance to cities, villages, townships, counties, and regional agencies, as well as select private clients. Our success can be measured by the physical improvements to hundreds of McKenna client communities, and by our 40 year record of client satisfaction and on-time, on-budget delivery.

McKenna currently provides project services to more than 200 communities and private land investors in Michigan, Ohio and Indiana. The leaders of these organizations count on McKenna for:

- Technical excellence in plans, design, and project management
- Change anticipation and innovative alternatives
- Highly creative professionals, skilled at communicating and building consensus
- Unmatched responsiveness to client needs, from clerical staff to CEO

**EXPERIENCE**

Each McKenna client has access to McKenna’s 20+ member team of planning, design and communication professionals who are at the leading edge of current practice - an invaluable resource for each client.

**CHANGE**

Anticipating and responding to change is a major distinction of McKenna’s practice. Often, even experienced public officials or business leaders find themselves facing new challenges. In other instances, the challenges are more familiar, but new approaches are needed. In either case, McKenna’s innovation and depth of experience is a resource for public and private decision-makers.

**COMMUNITY TO SUSTAINABILITY**

McKenna is committed to sustainable design and our role of helping public officials serve as stewards of the environment. Each of McKenna’s offices incorporates the nation’s leading green design concepts, including, whenever possible, using green building materials and Energy Star-qualified equipment and appliances, purchasing and using recycled materials, and minimizing water and energy use.

**LOCATIONS**

Northville
Detroit
Kalamazoo

**MCKA.COM | INFO@MCKA.COM**

**HEADQUARTERS**
235 East Main St.
Suite 105
Northville, Michigan 48167
O 248.596.0920
F 248.596.0930

**WEST MICHIGAN**
151 South Rose St.
Suite 190
Kalamazoo, Michigan 49007
O 269.382.4443
F 248.596.0930

**DETROIT**
28 West Adams St.
Suite 1000
Detroit, Michigan 48226
O 313.888.9882
F 248.596.0930
Firm Profile

Prein&Newhof

For over 45 years, Prein&Newhof has been meeting infrastructure needs for township, municipal, and private clients across Michigan. Because every situation is different, we put a high value on personal attention. And because needs change over time, we are dedicated to crafting flexible, long-term solutions rather than quick fixes.

HISTORY

Begun by Tom Newhof and Ed Prein in 1969, P&N was founded on the belief that each engineer should take personal responsibility for meeting his or her clients’ needs – building long-term relationships and managing each project from start to finish, from preliminary design to final construction. Today, we are the engineer of choice for over 50 communities across West Michigan.

EMPLOYEES

Prein&Newhof is 100% employee-owned, with over 130 full-time personnel, including engineers, surveyors, drafters, geologists, chemists, communication specialists, and support staff.

PROFESSIONAL SERVICES

At Prein&Newhof, we are constantly developing our services to serve our clients better. Our primary services include the following:

- Municipal Engineering
- Water & Wastewater Systems
- Stormwater Management
- Roads & Trails
- Airports
- Private Development
- Asset Management
- Landscape Architecture
- Environmental Consulting
- Laboratory Testing
- Structural Engineering
- Geotechnical Engineering
- Surveying
- GIS & Mapping

At P&N, our goal is to serve our clients wisely – meeting their infrastructure needs with a combination of experience, integrity, creativity, and common sense.

LOCATIONS

Traverse City
Cadillac
Muskegon
Grand Rapids
Holland
Kalamazoo

OUR VALUES

Invest Wisely We will help you make the best use of your resources with long-term, sustainable solutions – refusing to cut corners or compromise quality.

Develop Relationships We will get to know your community, learn your long-term needs, and work with the people who can make it happen.

Take Responsibility We will be responsible to our clients, our colleagues, and our communities to be completely honest and ethical in all that we do.

Build Expertise We will strive to be experts in our fields, well-qualified to meet our clients’ changing needs.

Support Community We will be a positive force in our communities – making every community we live in and every community we serve a better place to live and work.

Our strength lies not only in our degrees and technical skills, but in our dedication to thinking ahead, building lasting relationships, and crafting long-term solutions. These are our greatest assets, as well as our competitive advantage.
Public Input

IN-PERSON COMMUNITY ENGAGEMENT

Our “traditional” community engagement is far from traditional. Our team prides itself on creative and interesting methods that spur innovative ideas directly from residents themselves. For the Walker Master Plan process, we propose the following:

• Project Name and Logo. The team will work with the City to choose a distinguishing project name and to prepare a logo in order to give the Master Plan a brand and recognizable symbol. That identification will be used throughout the process. For example, “Plan203Oaks”, “Positively Lewiston”, and “Save a Watt in Wyandotte” are recent McKenna projects.

• Five “District” Open Houses: Because of Walker’s diverse neighborhoods, business districts, parks, and natural spaces, we propose to conduct five district-scale engagement events. In conjunction with City staff, we will create a format and atmosphere where residents feel empowered to give their thoughts on a variety of topics. We also propose for the events to be “open house” style, where residents can participate at their own pace.

• Meeting-in-a-Box: McKenna will create self-contained materials that can be passed out to neighborhood groups, social organizations, schools, religious institutions, and other groups to hold their own public-input events – without the pressure of city officials and consultants. We will work with city staff to determine which specific groups to reach out to, and will compile the results once the kits are returned.

• Support for Additional Engagement. We understand that city staff anticipates additional engagement activities outside of the chosen consultant’s scope of work. We will support that engagement through the creation of materials and the compilation of the feedback received.
DIGITAL ENGAGEMENT

Social media and mobile technology create dramatic opportunities to engage residents in a compelling but casual way. We propose the following digital engagement tools:

- **Project Website.** McKenna will create and manage a project website, which will include information on engagement opportunities, links to social media and feedback opportunities, and draft plan information for direct comment by residents.

- **Facebook and Twitter.** McKenna will coordinate and oversee Facebook and Twitter feeds as they relate to the Master Plan process. Facebook and Twitter will be incorporated into the project website in a way that is most appropriate and will gather the most pertinent information.

- **Other Collaboration Tools.** We have reserved a portion of the budget for additional advanced digital collaboration tools, such as Textizen, Turning Point, QR Codes in strategic locations, or another mechanism to drive digital engagement during the Master Plan process. We anticipate discussing specifics with city staff early in the process.

- **My Sidewalk.** McKenna proposes to use My Sidewalk, a collaborative online discussion tool, as the forum for web-based public outreach and discussion. My Sidewalk has been used by over 1,400 communities nationwide to allow citizens to discuss issues electronically, and to collect feedback. Designed especially for community planning processes, its platforms include discussion forums, collaborative mapping, and surveys. McKenna will post new content to My Sidewalk at least twice per month throughout the process and will advertise the new content via the project’s Facebook and Twitter accounts, and the project website.
Land Use Vision

Our team’s tried and true method for developing an innovative land use plan for real-life implementation builds on the community’s existing assets, features, and resources to create a vision for the future.

UNDERLYING REALITY

A practical land use plan emanates from the existing reality of the community – the natural features, infrastructure, development, and assets that make up daily life in Walker. Our process begins by analyzing those aspects of the city – existing land use, wetlands, woodlands, flood plains, topography, prime farmland, and public services. These form the building blocks of the eventual plans.

MARKET ANALYSIS

Our team proposes the following market studies to inform the land use vision:

• **Target Housing Analysis**: Our team will conduct a Housing Market Study to inform the recommendations of the Master Plan. We propose to use a Target Housing Analysis methodology. Target Housing Analysis, a subset of Target Market Analysis, is designed to analyze the preferences for the type of housing desired by the “target market.” The analysis goes beyond simply the number of housing units that may be needed and determines the size, design, and neighborhood typology that is underserved.

• **Retail Gap Analysis**: Our team will conduct a Retail Market Study to inform the recommendations of the Master Plan. We propose to use a Gap Analysis methodology. Retail Gap Analysis compares sales to spending power within a market area to determine how much of a community’s spending power is being used outside the community – and how much could be brought back to local businesses.

• **Parks Service Analysis**: Using the State of Michigan’s guidelines, our team will analyze the existing park spaces in Walker and determine where gaps, if any exist, in order to assist the city with planning for new recreational amenities.

• **Industrial and Office Market Overviews**: Our team will conduct an overview of the industrial and office space markets in Greater Grand Rapids and determine that potential share of new office and industrial development that Walker can expect.

INFRASTRUCTURE ANALYSIS

Our infrastructure specialists will review the City’s roads, water, sewer, communications, and other infrastructure to determine which parts of the City has sustainably absorb new development, as well as the intensity of that development. The planned Laker Line Bus Rapid Transit line will be incorporated into this analysis, as will potential traffic increases on M-45 as communities west of Walker continue to grow and on I-96 as Walker’s industrial corridor continues to build out.

COMMUNITY CHARACTER PLANNING

A Community Character Description is a step past land use to identify how different parts of the City should look and function. A traditional future land use plan identifies appropriate uses for different parts of the community and also establishes basic use and density requirements. However, other important factors which create community character include the look and feel of streets, how buildings look and function, how uses relate to each other, and the overall intensity of use.

This Community Character section will recognize that there are many contexts that exist in Walker – the community feel of Standale, the quiet suburban neighborhoods throughout the City, Millenium Park, the Alpine Avenue commercial corridor, preserved farmland, and others. Each of these future land use areas has a different combination of design, use, and density that create the different contexts. The purpose of the Community Character Plan is to identify all of the component parts that add up to create character, not just use and density.
Transportation Vision

Walker is already blessed with a multi-modal transportation system, including highways, roads, non-motorized trails, and public transit. Upgrades are already underway, but the City needs a long-term vision for an interconnected system that incorporates new technology and creates mobility options for all residents.

MASTER STREETS PLAN

For the city’s future vision to function effectively, Walker must have a coherent road network to provide mobility for its residents. While the city’s grid serves the existing population and development pattern well, missing connections, jogs, low-capacity designs, and missing pedestrian infrastructure could create congestion or inefficiency in the future. Our team will work closely with city staff to create a realistic and implementable master streets plan to support future development and mobility needs. Our work will include traffic modelling as necessary.

NON-MOTORIZED TRANSPORTATION PLAN

Headlined by the Fred Meijer Standale Trail, Walker already has a popular system of non-motorized trails, but in planning for the city’s future, further expansions will be needed to serve all corners of the city. Our team will identify the key corridors and nodes to form connections and allow all Walker residents access to healthy and active transportation and recreation.

LAKER LINE AND OTHER TRANSIT

The planned Lake Line Bus Rapid Transit line has the potential to be transformative for the City of Walker. Our team will work with the city to determine the potential impacts on the overall transportation system, and ensure that the transit investment provides maximum value to the city.

We will also analyze the other Rapid bus routes in the city – Routes 7, 9, 12, and 50 – to determine whether the city should advocate for service improvements and other changes that would support the vision of the Master Plan. We will also identify other potential transit corridors where service could be added, such as Walker or Richmond Avenues.
Data Collection

Our team will identify and discuss national and regional trends that are now and may in the future impact Walker and Greater Grand Rapids, and recent planning innovations and concepts. We will build off previous planning efforts to give a comprehensive picture of Walker in 2018, including:

- Population
- Economy
- Housing

Our update to the plan will use the most up-to-date data available from the US Census and other sources such as ESRI. But the update won’t just be new data – McKenna will use its experience to create a nuanced picture of Walker—its people, its business, and its trends. Projection tools will also be used to predict future trends.

We also propose to break down the data in sub-areas of the city, in order to detect nuanced trends in Walker’s various districts.
Implementation

Crafting an Implementation Plan requires balance. We need to be careful about raising expectations beyond what can be easily accomplished while at the same time encouraging community organizations and residents to roll up their sleeves and work collaboratively with the City to move Walker forward. The success of the Implementation Plan depends to a great extent upon the success of public engagement process and how well it reflects the desires of the citizenry.

The Plan will be implementation-focused throughout. The updated Master Plan will identify land use, character, design, and infrastructure improvements that should be made. The Implementation Plan will list each of the projects necessary to see the plan to completion in a matrix format.

Implementation Matrix

A matrix that includes specific recommendations, priorities, capital improvement expenditures, programs, and actions will be provided in a format similar to the one at the bottom of this page. The matrix will identify:

- Each project,
- Its importance,
- A timeframe for completing the project,
- The person, body or organization responsible for overseeing the project, and
- Funding opportunities for the project

While it appears complex, in reality it is an elegant method of summarizing all of the implementation actions recommended in the Plan and showing their timing and responsibility on one sheet of paper. We recommend printing the matrix at poster size and hanging it in a prominent place. This keeps implementation in a position of importance, and allows the community to demonstrate progress by checking off projects as they are completed.

Zoning Plan

McKenna will assist the City with updating its zoning to implement the goals of the Plan by including a Zoning Plan. The Zoning Plan will describe the relationship between the future land use classifications in the Master Plan and the zoning districts on the Zoning Map. The Zoning Plan will also:

- Describe changes to the Zoning Map suggested by the Master Plan and the conditions under which those changes should be made
- Guidelines for amendments to the dimensional or use standards of specific zoning districts
- Guidelines for the creation and adoption of new zoning districts
Timeline

We propose a 13-month timeframe to complete and deliver the Master Plan, from preparation through adoption, subject to adjustment by mutual consent. The meetings listed below are included in the fee. Additional meetings, on-site in Walker or attended by McKenna electronically by Skype or other means, can be scheduled for an additional fee.

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**MEETINGS**

K: Kickoff Meeting
S: Staff Working Session
P: Planning Commission Meetings
C: Community Engagement Sessions
PH: Public Hearing
A: Adoption
Pricing Proposal

FOR SERVICES INCLUDED IN SCOPE

The following flat fee, invoiced on a percentage complete basis, is proposed for the tasks described in this proposal: $85,000

We can commit to invoicing no more than $50,000 prior to June 30, 2018, in order to be consistent with the City's budget for the 2017-18 fiscal year.

ADDITIONAL SERVICES AT HOURLY RATE

Should additional meetings or services over and above those specified in our detailed scope of work be required, the work will be billed at our hourly rates in the following Professional Fee Schedule. No additional services will be performed without prior written authorization by the City.

PROFESSIONAL FEE SCHEDULE

Effective through December 31, 2018

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</table>
Team Description

Our team includes a deep roster of professionals from our two firms. While we represent diverse specialties that go into creating an actionable and aspirational Master Plan, we will work together to create a coherent and usable document for Walker.

Christopher Khorey, AICP, will serve as the Project Manager and day-to-day contact for Walker, and will also be responsible for the market analysis components of the process. But this will not be a top-down team. We will work collaboratively to bring Walker the a top-quality product that will serve the City for years.

From McKenna, we have Sarah Traxler, AICP, NCI, who will lead the community engagement efforts. Sarah is a compassionate, authentic communicator with deep experience facilitating deep discussions. For Form Based Coding and Transit Oriented Development, we have included Patrick Sloan, AICP, FBCI, who is certified by the Form Based Code Institute. For Site Design, we have talented urban designer and architect Michael Campbell, M.Arch, RA. For Non-Motorized Transportation and Public Transit, we proposed Paul Lippens, AICP, who literally wrote the book on Complete Streets for the City of Chicago. Stephen Hannon, AICP, will be responsible for compiling the expertise together into a coherent whole. And for Graphic Design, we propose Carrie Leitner, with her creative eye for highly readable documents.

From Prei&Newhof, who has a longstanding relationship with the City, we propose several professionals with whom you are likely already familiar. Jason Washler, PE, will be responsible for infrastructure planning, to ensure that planned land uses are supported by the necessary transportation, water, sewer, and other infrastructure. Ariana Jeske, PE, PTOE will support that effort with traffic safety engineering, especially for busy corridors like Lake Michigan Drive, Wilson Avenue, and Alpine Avenue, as well as the I-96 interchanges. Kim Jongasma brings a planning perspective from Prein, including the ability for our team to conduct planning field work with a locally-based professional.

Our firms will collaborate on GIS mapping, with Brian Keesey, AICP and Edward Dempsey, GISP as the lead professionals.

Resumes for all professionals are included at the end of this proposal. We are excited for the opportunity to work with you.
References

COMMUNITY AND SERVICES

Coopersville, Michigan
- Master Plan

Whitehall, Michigan
- Master Plan
- Transportation Engineering
- Infrastructure Engineering

Kentwood, Michigan
- Transportation Engineering

Livonia, Michigan
- Bike Walk Livonia (Non-Motorized Plan)
- Master Plan

Van Buren Charter Township, Wayne County, Michigan
- Master Plan
- Sub-Area Plans
- On-going Planning and Zoning Consultation
- Zoning Ordinance Amendments
- Downtown Plan

Delhi Charter Township, Ingham County, Michigan
- Realize Cedar Corridor Plan

Village of Douglas, Michigan
- Transportation Engineering

Holland Charter Township, Michigan
- Transportation Engineering

REFERENCES

Mr. Jonathan Seyferth, AICP, Assistant City Manager
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289 Danforth Street
Coopersville, MI 49404
(616) 997-9731

Mr. Scott Huebler, Zoning Administrator
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(231) 894-4048
Mr. Brian Armstrong
(231) 894-4157
armstrong@cityofwhitehall.org

Mr. Tim Bradshaw
bradshawt@ci.kentwood.mi.us
(616) 554-0739
Mr. John Gorney
gorneyj@ci.kentwood.mi.us
(616) 554-0825

Mr. Mark Taormina, AICP, Planning and Economic Development Director
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Livonia, MI 48154
(734) 466-2220

Mr. Ron Akers, AICP, Director of Planning and Economic Development
Van Buren Charter Township
46425 Tyler Road
Van Buren Township, MI 48111
(734) 699-8900

Ms. Tracy L.C. Miller, Director of Community Development
Delhi Charter Township
2074 Aurelius Road
Holt, MI 48842
(517) 694-8281

Mr. William Lefevere
86 W. Center Street
Douglas, MI 49406
wlefevere@ci.douglas.mi.us
(269) 857-1438

Mr. Don Komejan
donk@hct.holland.mi.us
(616) 396-2345 ext 222
References

COMMUNITY AND SERVICES

Lyon Charter Township, Oakland County, Michigan
• Master Plan
• On-going Planning and Zoning Consultation
• Zoning Ordinance Amendments
• Downtown Plan
• Form Based Code

Monroe Charter Township, Monroe County, Michigan
• Master Plan
• On-going Planning and Zoning Consultation
• Zoning Ordinance Amendments
• Corridor Plan

Frenchtown Charter Township, Monroe County, Michigan
• On-going Planning and Zoning Consultation
• Master Plan
• Zoning Ordinance

Plainfield Charter Township, Kent County, Michigan
• Utility Engineering

Cannon Township, Kent County, Michigan
• Utility Engineering

Norton Shores, Michigan
• Utility Engineering

South Rockwood, Michigan
• On-going Planning and Zoning Consultation
• Quarry Reclamation Plan
• Master Plan
• Zoning Ordinance

Oxford, Michigan
• Master Plan
• Zoning Ordinance/Lean Zoning
• Sign Ordinance
• Market Studies
• M-24 Re-Design
• On-going Planning and Zoning Consultation

REFERENCES

Hon. John Dolan, Supervisor
Lyon Charter Township
58000 Grand River Avenue
New Hudson, MI 48165
(248) 437-2336

Hon. Al Barron, Supervisor
Monroe Charter Township
4925 East Dunbar Road
Monroe, MI 48161-9783
(734) 241-5501

Hon. Jim McDevitt, Supervisor
Frenchtown Charter Township
2744 Vivian Road
Monroe, Michigan 48162
(734) 242-3282

Mr. Rick Solle
6161 Belmont NE
Belmont, MI 49306
soller@plainfieldchartertwp.org
(616) 363-9660

Mr. Steve Grimm
6878 Belding Road NE
Rockford, MI 49341
(616) 874-6966

Mr. Jim Murphy
jmurphy@nortonshores.org
(231) 799-6803
Mr. Jerry Bartoszek
jbartoszek@nortonshores.org
(231) 798-4391
4814 Henry Street
Norton Shores, MI 49441
(231) 379-3683

Hon Sue Bossardet, Village President
Village of Oxford
22 W. Burdick
Oxford, MI 48371
(248) 628-2543
Christopher D. Khorey, AICP,
Principal Planner

EDUCATION
- Master of City and Regional Planning
  - University of Pennsylvania
- Bachelor of Arts
  - University of Notre Dame

HONORS
- Award for Excellence in Student Publications
  - University of Pennsylvania

MEMBERSHIPS
- American Planning Association
- Michigan Association of Planning
- Congress of New Urbanism

PROFESSIONAL EXPERIENCE

Community Planning, Master Plans:
Performs all facets of community-wide master planning processes including data analysis, public participation, community visioning, and implementation strategy. Applies innovative master planning strategies for open space preservation, downtown redevelopment, historic preservation, and commercial corridor redevelopment. Integrates regional thinking into local community planning. Implements master plan visions in communities across Michigan, including four communities within Branch County.

Market Analysis:
Completes successful market analyses for residential, commercial, and office development, in suburban communities, older industrial cities, and small towns including target market analysis. Applies financial modeling, population projections, housing demand analysis, and retail gap analysis; employs statistical innovation and research techniques to unearth the nuances of demand for housing types.

Zoning:
Prepares zoning ordinance and map amendments for a wide variety of communities; provides day-to-day guidance regarding zoning to officials from farming townships to dense urban cores; performs on-site administration of zoning ordinance in dense community with historic downtown.

Redevelopment Planning And Management:
Develops neighborhood plans for CDBG/NSP target areas. Creates vision for housing improvements and increased density in dense urban neighborhoods. Assists in administration of HUD NSP funding.
Facilitation And Public Participation:
Creates and executes public participation strategies to address key stakeholders and community members in a variety of projects, in both growing communities and older urban neighborhoods. Prepares illustrative and descriptive materials for formal presentation at meetings with public officials, community stakeholders, real estate investors, and the academic community. Played a coordinating role between two states, three municipalities, two Federal agencies, and various business interests and community organizations during the planning process for new waterfront park.

Development Review:
Provides on-going development review services and technical advice and recommendations to approval agencies for cities, villages, and townships including site plan, special land use, subdivision, variance, and rezoning for residential, commercial, industrial, mixed use, and planned unit developments.

Wireless Services:
Specializes in wireless telecommunications planning and regulation, including review services, drafting and approval of revised wireless regulations; assistance on assessments, leases and proposed buyouts.

Neighborhood Stabilization And Land Banking:
Conducted analysis of land bank program in declining industrial city, investigating efficiency and effectiveness of program in reducing blight and spurring redevelopment.

Transportation:
Provided consulting assistance on safety and operations for transit agencies in several major metropolitan areas; coordinates planning processes and grant applications for transportation enhancements, non-motorized pathways, and streetscapes.

Parks And Recreation Planning:
Completes Parks and Recreation Master Plans meeting MDNR requirements for a wide range of communities throughout Michigan. Targets grant programs for parks improvements and provides ongoing services to a Parks and Recreation Commission undergoing the implementation of their plan. Engages the public in the parks and recreation planning process through visioning sessions, online surveys, and presentations at public hearings.

“Smart Decline or False Hope? Evaluating the Genesee County Land Bank in Flint, Michigan.”
University of Pennsylvania, May, 2010
Sarah Traxler, AICP, NCI
Vice President

**EDUCATION**

- Master of Urban Planning
  University of Michigan
- Bachelor of (Arts)
  University of California at Santa Cruz

**HONORS**

- 2009 Excellence Award for Implementation of the Buena Vista Charter Township
  “Downtown Marketing and Strategic Plan”, Michigan Association of Planning.
- 2005 Outstanding Student Project Award

**TRAINING CERTIFICATION**

- MIplace Partnership Initiative Placemaking Curriculum
  Module 1: People, Places and Placemaking
  Module 3: Neighborhoods, Streets and Connections
  Module 5: Collaborative Involvement
  Module 6: Applied Placemaking

**PROFESSIONAL EXPERIENCE**

**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.

**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.

**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.
PROFESSIONAL EXPERIENCE

Comprehensive And Master Planning:
Conducted analysis on future land use designations for rapid growth townships. Crafted recommendations for those areas to change incompatible existing uses to future land use designations. Researched and updated a parks and recreation plan for a suburban community. Collected and analyzed data to update an inner-ring suburb’s master plan housing component.

Zoning:
Researched and drafted zoning ordinance amendments for Michigan cities and townships. Advised planning commissions and elected officials on land use regulation of development and redevelopment in mature cities. Provided on-site administration of zoning and other land use and building regulations for a city of 30,000.

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.

Agriculture And Open Space Preservation:
Conducted a policy analysis, emphasizing equity and efficiency, of a Michigan city’s open space and parkland preservation ordinance.

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.

PROFESSIONAL ASSOCIATIONS

Member, American Institute of Certified Planners (AICP)

Juror, Georgia Planning Association, Annual Excellence Awards, 2011

Past Board Member, Michigan Community Development Association, 2010-2013

Member, American Planning Association

Member, Michigan Association of Planning

Member, International Council of Shopping Centers

Member, Northville Planning Commission
PROFESSIONAL ASSOCIATIONS

Member,
Northville Board of Zoning Appeals

Certification,
National Charrette Institute – Charrette Systems and Management and Facilitation

SPEAKING

“Neighborhood Planning for Michigan's Sustainable Communities”
Michigan Municipal League Annual Conference, Detroit, Michigan, 2013

“Ethics for Community Planners”
Michigan Association of Planning Annual Conference, Kalamazoo, Michigan, 2013

“Analysis of Impediments to Fair Housing Choice Panel”
Michigan Community Development Association Annual Conference, Kalamazoo, Michigan, 2013

“How to Foster Entrepreneurship and Employ Tactical Urbanism”
Michigan Association of Planning Annual Conference, Traverse City, Michigan, 2012

“Making Sense of the Census”
Michigan Association of Planning Annual Conference, Grand Rapids, Michigan, 2011

“Take Back Your Neighborhoods - Turning Foreclosures Around”
Michigan Townships Association, Grand Rapids, Michigan, 2010

“Using Eminent Domain to Spur Redevelopment”
Michigan Townships Association, Grand Rapids, Michigan, 2010

“NSP Collaborative Service Delivery”
Michigan Community Development Association, Lansing, Michigan, 2009

“Road Map to Redevelopment”
Michigan Association of Planning Annual Conference, Kalamazoo, Michigan, 2008

“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, 2007

“Eminent Domain in Michigan”
Michigan Association of Planning Annual Conference, Detroit, Michigan, 2006

“Conditional Rezoning: Is Your Community Ready?”
Lapeer County (MI) Planning Conference, Lapeer, Michigan, 2006
Jason Washler, PE
Senior Project Manager, Vice President

Jason serves as Vice President and Senior Project Manager for Prein&Newhof. His focus is on municipal infrastructure, including roads and streets, bridges, water distribution, wastewater collection, and stormwater collection. His early experiences as a field engineer on complicated projects helped him become a practical, well-rounded design engineer and project manager.

Because of his talent for creative problem-solving, many of Jason’s colleagues at P&N use him as a resource when faced with challenging municipal road or utility designs. His knack for creative thinking spills over into project financing and grants. He helped one client replace old water mains for $1,500,000 without a rate increase, and another to get a $350,000 grant for sustainable improvements to their road.

Jason also gives back to his community and profession. He’s actively involved in the Western Michigan Branch of ASCE, Habitat for Humanity, Christian Business Mens Connection, and Student Mentoring programs at his alma mater, Calvin College.

Awards
Project of the Year, 2016
American Public Works Association Michigan
Project: Village of Muir, Prairie Street Bridge over Maple River

Engineering Merit Award, 2015
American Council of Engineering Companies of Michigan
Project: Lake Street Improvements, City of Whitehall

Engineering Merit Award, 2012
American Council of Engineering Companies of Michigan
Project: Pedestrian Tunnel under M–57, City of Greenville

Outstanding Civil Engineering Achievement Award, 2011
American Society of Civil Engineers, MI Section
Project: Pedestrian Tunnel under M–57, City of Greenville

Project of the Year (Transportation), 2009
American Public Works Association, Michigan Chapter
Project: City of Kentwood, Kalamazoo Avenue Reconstruction

Young Engineer of the Year, 2007
American Society of Civil Engineers, Michigan Section

Honorary Employee, 2000
City of Whitehall

Education
B.S. Civil Engineering
Calvin College, 1996

License
PE Michigan, 2000

Certification & Training
Advanced RoadSoft GIS Training, Michigan Tech University, 2009
PASER Training, Michigan Tech University, MLTAP, 2008.

Professional Activities
American Society of Civil Engineers
• President, Western MI Branch, 2005–2006

Professional History
Prein&Newhof, 1996–present
Representative Projects

ROAD AND STREET RECONSTRUCTION
- City of Allegan
- City of Carson City
- City of Greenville
- City of Ionia
- City of Kentwood
- City of Montague
- City of Norton Shores
- City of Whitehall
- Grand Valley State University
- Village of Muir

WATER & WASTEWATER IMPROVEMENTS
- City of Ionia
- City of Greenville
- City of Kentwood
- City of Stanton
- City of Walker
- City of Whitehall
- Village of Lyons

PARKING LOTS
- Gerald R. Ford International Airport
- City of Greenville
- City of Whitehall
- Alcoa-Howmet
- City of Allegan

MDOT LOCAL AGENCY PROGRAM
- City of Allegan
- City of Whitehall
- Village of Pewamo
- Village of Muir
- City of Norton Shores
- City of Kentwood
- City of Walker

NON-MOTORIZED FACILITIES
- City of Allegan
- Meijer, Inc.
- City of Greenville
- City of Walker
- Village of Muir
- City of Kentwood
- Village of Lyons

USDA RURAL DEVELOPMENT
- City of Stanton
- Village of Muir
- Village of Lyons
- City of Carson City
- Village of Pewamo

ASSET MANAGEMENT PLANS
- City of Carson City
- City of Montague
- City of Whitehall
- Holland Charter Township
- Park Township

BRIDGES
- City of Kentwood
- Village of Muir
M. Paul Lippens, AICP, NCI
Director of Transportation and Urban Design

**EDUCATION**

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<tr>
<th>Master of Urban Planning</th>
<th>Bachelor of Arts</th>
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<td>Taubman College of Architecture + Urban Planning, University of Michigan</td>
<td>Hampshire College</td>
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**HONORS AND SERVICE**

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<th>2017 Transportation Plan Excellence Award</th>
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<td>Michigan Association of Planning</td>
<td>University of Illinois Chicago, 2013</td>
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<th>2016 Transportation Plan Excellence Award</th>
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<td>Michigan Association of Planning</td>
<td>Transportation Riders United (TRU),</td>
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<td>2013 Implementation Award</td>
<td>January 2014 to Present</td>
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<td>Illinois American Planning Association</td>
<td>Planning Commissioner</td>
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<td>2012 Best Practices Award</td>
<td>City of Ypsilanti, MI, 2006–2007</td>
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<td>Illinois American Planning Association</td>
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**MEMBERSHIPS**

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<th>American Planning Association</th>
<th>Michigan Association of Planning</th>
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<tr>
<td>American Institute of Certified Planners</td>
<td>Congress for New Urbanism</td>
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**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.

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.
**Professional Experience**

**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.

**Selected 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 Island, 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
Ariana J. Jeske, PE, PTOE
Senior Engineer

Ariana joined P&N in 2011 and has expanded its traffic safety engineering expertise to include vital non-motorized consideration and preventative traffic engineering elements to transportation projects. She is passionate about all modes of transportation and finds creative ways to promote safety and balance in her projects.

Ariana has experience in key areas of roadway design and traffic engineering through working for a wide range of clients. She specializes in creating engineering solutions to each client’s unique project.

Her areas of expertise include:
- Traffic Engineering Studies
- Roadway Design
- Bicycle & Pedestrian Design
- Safety Assessments
- Traffic Control & Detours
- Pavement Marking Plans
- Drainage Design
- Parking Area Development
- Traffic Signal Warrant Analyses
- Traffic Impact Analysis Preparation & Review

She has vast experience with Synchro, Microstation, GEOPAK, HEC–RAS, and HEC–HMS.

**Awards**

2016 Project of the Year - Quality of Life, American Public Works Association, Michigan Chapter: Fred Meijer Grand River Valley Trail & Bridge over M-66, City of Ionia

2013 Project of the Year, American Public Works Association, Michigan Chapter: Fred Meijer Grand River Valley Trail, City of Ionia

2010 North Carolina Triangle Chapter of Women’s Transportation Seminar Rookie of the Year

**Representative Projects**

**TRAFFIC ENGINEERING**

- **City of Ionia:** M–66/Dexter Street Pedestrian Safety Study
- **InterActive Studio:** Traffic Engineering for West Michigan Academy of Environmental Sciences Site Design
- **Meijer, Inc.:** Mobility Study, Pedestrian Connection Feasibility Study
- **Irwin Seating:** Internal Circulation Study
- **Parkside Valley Drive Traffic Calming Study**
• Newfound Gap Road Environmental Assessment, Great Smoky Mountains National Park, Sevier County, TN
• Traffic Impact Analysis Preparation and Review: Various Municipalities
• Spot Safety Analysis for Various Municipalities

TRANSPORTATION DESIGN
• **City of Ionia:** Lafayette Street Reconstruction, Pleasant Street and High Street Improvements
• **Zeeland Township:** 88th Avenue Reconstruction
• **City of Norton Shores:** Woodside Drive, Davis Road, and Getty Street Improvements
• **City of Whitehall:** Lake Street Reconstruction & Stormwater BMP Implementation (EPA–GLRI), Slocum Street, Lincoln Avenue, and Mary Street Improvements
• **City of Kentwood:** 44th Street Rehabilitation, Division Avenue Water System Improvements, East/West Trail Phase III (Kalamazoo Ave. to Paul Henry Trail)
• **Mavcon:** Detroit Arsenal As–Builds
• **Ottawa County Drain Commission:** Bazon Drain, Shoemaker Drain
• **Spring Lake Township:** 174th Avenue Fire Station Site Plan
• **Village of Lyons:** Bridge Street Streetscape and Water System Improvements
• **Village of Muir:** Twin Rivers Bridge
• **Village of Sparta:** General Consulting

Presentations
“Engineer-Proofing Your Non-Motorized Plan.” Institute of Transportation Engineers (ITE) Great Lakes District Meeting, 2015
“Shaking the Money Tree.” ITE Great Lakes District Meeting, 2014
Patrick J. Sloan, AICP, FBCI
Principal Planner

EDUCATION
Master of Urban Planning
University of Michigan
Bachelor of Arts, Political Science
University of Michigan

MEMBERSHIPS
American Institute of Certified Planners (AICP)
American Planning Association
Michigan Association of Planning
Ohio Planning Conference

PROFESSIONAL EXPERIENCE
Master Planning:
Project manager for a comprehensive master plan including data collection and analysis, public participation, plan alternatives and implementation. Created plan tables and GIS maps; compiled social, physical, economic, and land use data. Conducted comprehensive community survey and facilitated public information workshops. Guided Planning Commission with formulating community development policies. Drafted and directed review and adoption.

Zoning:
Provided ongoing planning and zoning advisory services, including reviews for site plans, special land uses, zoning amendments, and variance applications. Successfully drafted and directed zoning ordinance amendments in dozens of communities based on the emergence of more efficient and effective zoning standards. Certified by the Form-Based Codes Institute.

Capital Improvement Planning:
Prepared capital improvement plans, fiscal impact analyses, and public opinion, population, and housing surveys. Coordinated capital improvement planning activities with Planning Commissions and elected officials. Prepared annual budgets to the governing body for the Planning Commission and ZBA.

Zoning Administration:
Prepared and revised zoning ordinances, sign ordinances, and planned unit development regulations. Prepared detailed planned development agreements based on Planning Commission and developer input as well as zoning ordinance criteria. Inspected sites for compliance with approved agreement and plans.
**Legal Support:**
Prepared court exhibits and required documentation for court cases involving code enforcement and zoning litigation, which have been critical to successful outcomes in District Court, Circuit Court, and the Michigan Court of Appeals.

**Recreation:**
Completed Michigan Department of Natural Resources certified five year recreation plan; evaluated recreation-related economic development opportunities including survey and analysis, savings formulations and a capital 5-year plan.

**Transportation:**
Prepared private road and shared driveway ordinance. Managed long-range planning projects including County gravel road capacity analysis and County airport planning. Inventoried and analyzed municipal street and sidewalk system to be used for the Capital Improvement Program.

**Geographic Information Systems (GIS):**
Built and managed municipal GIS mapping databases. Created customized maps used for zoning, natural features protection, and public safety.

**Code Enforcement:**
Reviewed permit applications; guided applicants through the review process; issued permits and conducted inspections. Educated the public about related codes and ordinances. Enforced municipal ordinances, including issuance of municipal civil citations and testifying in court. Supervised ordinance enforcement officers.

**Grant Writing:**
Prepared grant applications to the Michigan Department of Natural Resources Trust Fund and Recreation Passport.

**Form Based Code:**
Certified in Form-Based Code through the Form-Based Code Institute. Written code and administers it regularly.

**Community Development Block Grant (CDBG) Administration:**
Administers several CDBG Programs, including making annual applications for CDBG funds, drafting and reviewing contracts with service providers, and project administration including Housing Rehabilitation, Minor Home Repair, and large public projects.

**Building Demolition Management:**
In suburban Van Buren Charter Township, Wayne County (population 29,000), works with Building Official to implement demolitions of condemned buildings using the International Property Maintenance Code. Implementation includes reviewing Code violations with the Building Official, drafting and sending timely legal notices to property owners, conferring with the municipal attorney and, when necessary, successfully appearing in court, ordering required asbestos tests, obtaining SHPO clearance, writing demolition specifications, procuring demolition contractors, writing and administering demolition contracts, and drafting and recording liens. The success of the demolition program has resulted in continuing McKenna administration of demolitions.

**Public Speaking and Seminars**

- “Signs, Signs, Everywhere a Sign: Supreme Court Ruling Questions Answered”, Michigan Association of Planning, Detroit, Michigan, 2015
Michael A. Campbell, M.Arch, RA
Urban Designer
Architect

#### Education
- **Master of Architecture**
  - Taubman College of Architecture + Urban Planning, University of Michigan
- **Bachelor of Science In Architecture**
  - Taubman College of Architecture + Urban Planning, University of Michigan
- **Master of Business Administration**
  - The University of Colorado – Boulder Leeds School Of Business

#### Activities
- Co-Author, 7-Steps for Form-Based Codes w/ CNU Michigan
- CNU Michigan Conference – Presenter
- Design/Build – Affordable Housing Prototype Planning Commission, Fenton, MI
- Stuttgart Rail Suburbs, Field Research
- Honorable Mention, Chicago Tribune Architecture Competition

#### Professional Experience
- **Campbell Planning & Architecture, Plc**
  - Michigan Municipal League – Place Plans, Sault Ste. Marie and Vassar, MI Downtown
  - America’s Best Communities – Adaptive Re-Use, Three Rivers, MI Historic Hospital Concept Floor Plans
  - City of Westland – Government Center, Westland, MI Concept Site Plans
  - Fort Saginaw Mall – Redevelopment Plan, Buena Vista Charter Township, MI Concept Site Plans and Rendering
  - Bronson Hospital – Satellite Mixed-Use Campus, Kalamazoo, MI Concept Site Plans
  - Village of Interlochen – Downtown Plan, Green Lake Township, MI Concept Site Plans – Design Team
  - Michigan State Housing Development Authority – Blueprints for Michigan Downtowns Various Locations, MI Lead Designer
  - Washtenaw Avenue Corridor Study, Washtenaw County Department of Economic Development & Finance, Ann Arbor, MI Lead Designer
  - City of Kentwood Sub-Area Plans, Kentwood, MI, Design Team Leader

#### Certification
- **TRAINER**
  - Smart Code Workshop
  - Form-Based Code Institute Workshop
  - Form-Based Codes 101 & 201

- **Certification**
  - National Charrette Institute
  - Certified Charrette Planner

- **EDUCATION**
  - Lawrence Institute of Technology – Adjunct Professor of Urban Design
  - The Art Institute of Michigan – Adjunct Professor of Interior Design, Art Foundations
PROFESSIONAL EXPERIENCE

Fisher’s Station Form-Based Code, Kentwood and Wyoming, MI, Co-Author
Laurent Town Plan and Code, McCook County, SD, Design Team
Metro Health Village, Wyoming, MI Lead Designer
Village of Coopersville - Village Addition (Adopted into Master Plan 2003), Coopersville, MI
Lead Designer

NEDERVELD, INC. – GRAND RAPIDS, MI Town Planner and Architect
Downtown Master Plan & Architecture Pattern Book, Hudsonville, MI
AIA Honor Award for Planning, 2008
APA Outstanding Planning Project Award, 2008
Lacey Gateway – New Town, Lacey, WA
Celadon New Town, Grand Rapids Township, MI
Dexter Church of Christ, Lima Township, MI
Banks of Saline Condominiums, Saline, MI
Shaw's Landing – New Town, Meridian Township, MI
Shaw's Landing Architecture, Meridian Township, MI
Great American Sports Complex, Port Sheldon, MI

GIBBS PLANNING GROUP – BIRMINGHAM, MI Director of Planning
Eton Street Station - TOD, Birmingham, MI
Macomb Town Center - New Town, Macomb Township, MI
Village of Rochester Hills – Lifestyle Center, Rochester Hills, MI
Brian Keesey, AICP
Senior Planner

EDUCATION
- Masters in Urban & Regional Planning
  Michigan State University
- Bachelor of Landscape Architecture
  Michigan State University

CERTIFICATIONS
- American Institute of Certified Planners (AICP)

MEMBERSHIPS
- 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.

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.
Edward Dempsey, GISP
Senior GIS Specialist

Ed specializes in custom GIS application development for the Esri product suite including ArcGIS Desktop and ArcGIS Server. Ed has successfully delivered a wide variety of GIS applications for Federal, state, county and local governments.

Ed also has expertise in GIS database development and optimization, and is well versed in Web mapping technologies such as Google Maps, Microsoft’s Bing Maps, and OpenStreetMap.

Technical Skills
- **GIS Applications**: ArcGIS Desktop 10, ArcGIS Server, ArcGIS Online, Google Earth, Google Maps, Microsoft Bing Maps, and OpenStreetMap
- **Database**: ArcSDE, SQL Server, Microsoft Access
- **Programming**: ArcObjects, Visual Basic.NET, ASP.NET, Python, HTML, and JavaScript

Certification & Training
- Federal Aviation Administration – AGIS Level 3 Training, 2010
- Certified GIS Professional (GISP), 2004
- Advanced ArcObjects Component Development with VB, ESRI
- ArcView Spatial Analyst, Introduction to ArcIMS, ESRI
- ArcSDE Admin. for SQL Server, ESRI
- Developing Applications with ArcGIS Server (.NET), ESRI

Representative Projects
- **Holland Charter Township** Storm Sewer GIS, 2013/14
- **Village of Lyons** Water & Wastewater GIS, 2013
- **Cannon Township** GIS, 2013
- **Ottawa County** Drain District Determinations, Mapping, & Apportionments, 2011–2014
- **GRSD Sewer Authority** GIS, 2012
- **City of Norton Shores** Water & Wastewater GIS, 2011–2012
- **Spring Lake Township** Water & Wastewater GIS, 2011–12
- **City of Montague** Water & Wastewater GIS, 2011
- **Muskegon County** Water & Wastewater GIS Data Models, 2009
- **Grand Haven Township** Water & Wastewater GIS, 2011
Representative Projects

- **Allegan County Drain Commission**: Wind and Woods Drain
- **Alpine Township**: Mill Creek Trunk Sewer Evaluation
- **Battle Creek Transit**: National Wetland Inventory Map for Proposed Transit Site
- **Caledonia Charter Township**: 2013 Non-Motorized Master Plan Update
- **Cannon Township**: GIS Services, Townsend Park to Cannonsburg Trail, Non-Motorized Trail
- **City of Allegan**: Three-Year Capital Improvements Plan, Water System Reliability Study Update
- **City of Cadillac**: Water and Wastewater Systems Asset Management Plans
- **City of Carson City**: GIS Utility Data Development
- **City of Charlevoix**: GIS Data Conversion
- **City of Holland**: Windmill Island Bridge Estimate
- **City of Kentwood**: Water and Wastewater Systems Asset Management Plans
- **City of Montague**: Record Scanning and GIS Map, Emergency Dredging – Grand Trunk Boat Launch
- **City of Muskegon Heights**: Water System Reliability Study
- **City of Norton Shores**: 2013 GIS Services, GIS Data Development – Sanitary System Records Plans, Water System GIS Mapping
- **City of Roosevelt Park**: Delmar Playfield Renovations, Preliminary Engineering Drainage/Stormwater Improvements
- **City of Whitehall**: Utility System Book Updates and Copies
- **Comstock Park Downtown Development Authority**: Sidewalk Reconstruction
- **Courtland Township**: Non-Motorized Trail Preliminary Planning
- **Crockery Township**: Corridor Improvement Authority Utility Mapping
- **DataMap Intelligence**: GIS Data Quality Control Tool
- **Fillmore Township**: Blue Star Highway Water Main – SAD #4, Schipper Eggs Forcemain Improvements
- **Fruitport Charter Township**: Record Plan Scanning
- **Georgetown Charter Township**: Cemetery Master Plan, Section 24, Township Park Sidewalk Master Plan, Georgetown Township NMP Map, Sanitary Sewer & Water System GIS Updates
- **Grace Adventures**: Family Campground and RV Park
- **Grand Haven Charter Township**: Non-Motorized Path System Maintenance Plan, 144th Avenue Water Main Ext. Cost Estimate, Record Plan Scanning, Update & Scanning Water Valve Box Witness Book, 2010 Non Motorized Path Repairs
- **Granger Energy**: General GIS Consulting for Granger Energy, GPR, Survey and GIS locating of Landfill Gas Pipeline in Lancaster Co, PA
- **GRP Engineering, Inc.**: Geotechnical Investigation for Electric Transmission Lines
- **GRSD Sewer Authority**: GRSD GIS
- **Holland Charter Township**: Stormwater Mapping, Lake Macatawa Setback Traverse Line, 2012 Transportation Asset Management Plan
- **Home Builders Association of Greater Kalamazoo**: Mapping for 2011 Parade of Homes
- **Kalamazoo County Planning & Community Development**: GIS Parcel Conversion Project within Kalamazoo County
- **Kent County Dept of Aeronautics**: Video and Cleaning of Storm Water System, Concourse B Expansion, Update Locator Signs
- **Kent County Drain Commission**: Drainage Review Chemical Bank Property, Vitality Drain II
Stephen M. Hannon
AICP
Assistant Planner

EDUCATION
Master of Urban Planning
University of Wisconsin-Milwaukee
Bachelor of Science in Civil Engineering
University of Michigan

CERTIFICATES & LICENSES
American Institute of Certified Planners (AICP)
Engineer in Training, State of Minnesota
License #146832
League Cycling Instructor
League of American Bicyclists
License #4709

MEMBERSHIPS
American Planning Association
Michigan Association of Planning
League of Michigan Bicyclists
Bicycle Alliance of Washtenaw

PROFESSIONAL EXPERIENCE
Master Planning:
Performed aspects of master planning process including research and data analysis, public participation, implementation strategies, and final document review for communities including Algansee Township, Michigan and the Town of Long Beach, Indiana. Engaged citizens for input throughout master planning process in public meetings and using Survey Monkey and other tools.

Development Review:
Assist with ongoing development review services including site plan, special land use, land division, variance, and rezoning. Analyze applications based on applicable zoning and other regulations and present findings to community staff and commissioners.

Transportation Planning:
Assisted with the research and writing of corridor plans for Cedar Street in Delhi Charter Township and West Jefferson Avenue in the City of River Rouge. Wrote annual report on the park-and-ride system in Minneapolis-St. Paul, Minnesota including collecting data on system usage and analyzing regional commute patterns. Gathered data and wrote application requesting federal CMAQ funding for new park-and-ride facility. Performed engineering site assessments at bus stops to aid placement of new bus shelters. Organized logistics and presented at pedestrian and bicycling workshops for six rural cities. Researched effective active transportation programs in Minnesota for developing state best practices guide.

Sign Ordinances:
Wrote updates to sign ordinances for several communities in Michigan including Village of South Rockwood, Village of Webberville, and Hamburg Township to bring each ordinance into compliance with Reed v Town of Gilbert decision. Analyzed ordinance language for content-based regulations and created content-neutral regulatory frameworks. Presented and discussed findings with Planning Commission in each community.
PROFESSIONAL EXPERIENCE

Planning Communication:
Developed programming and communications materials for the Michigan Association of Planning annual conference. Designed brochures, invitations, and other informational materials for the conference using Adobe InDesign.

Municipal Planning:
Coordinated municipal sewer repair grant program for the City of Greenfield, Wisconsin and developed long term program strategies. Explained details of the program to interested homeowners and guided participants through application process.

Planning Research:
Collaborated on research project examining employment and poverty in the Chicago metropolitan area. Developed a process to convert multiple sources of data stored in different geographical units into one common unit for analysis. Created databases using ArcGIS and analyzed patterns in data by census tract and county.
Kimberly A. Jongsma
Public Engagement Specialist

Kimberly offers a diverse background of writing and communication skills as well as experience with the public sector in urban planning and transportation projects. She has experience with writing, editing, public awareness campaigns, data analysis, field data collection, project planning, mapping, and project proposals.

Kimberly is proficient in Geographic Information Systems, Microsoft Office Suite, and Adobe Creative Suite.

Her past experience includes planning work for the City of Ann Arbor, creating a database of non–motorized facilities in the City for asset management purposes, while designing and distributing materials for a public awareness campaign for a new traffic law. She also worked on a team to analyze Ann Arbor Transportation Authority’s Bus Route 4, which runs along the busiest corridor in the county, and how to increase its reliability. She has also performed a neighborhood analysis for the Springwells district of Detroit, examining social and economic assets and challenges based on data and observation. Kimberly additionally has worked with a metropolitan planning organization and with an environmental nonprofit, providing analytical and GIS services.

Other experience includes soil analysis for the Hope College Geology department for a research project near Saugatuck, Michigan, facilitation of a design charrette in Chicago, and public community meetings in Detroit.

Representative Projects

COMMUNITY ENGAGEMENT & PUBLIC OUTREACH

- Village of Lakeview Downtown Development Authority: Lakefront Development Plan Design Charrette
- Asset Management Plan Development: ArcReader User Training Program, Project Manager and Community Leader Communication Training, Data Management Training: Excel Pivot Tables
- City of Ann Arbor Systems Planning Unit: Rapid Flash Beacon Public Education Program
- Southwest Detroit Environmental Vision: Community Benefits Coalition Public Meetings Facilitation

PLANS & STUDIES

- Village of Lakeview Downtown Development Authority: Lakefront Development Plan
- Ann Arbor Transportation Authority: Bus Route #4 Reliability Analysis
• **City of Ann Arbor Systems Planning Unit:** Non–motorized Prioritization for Capital Improvements Plan, Huron Highlands Community Geo–Thermal Feasibility Study

**Technical Skills**
- Adobe InDesign, 5 years
- Adobe Photoshop, 4 years + training
- Adobe Illustrator, 4 years + training
- Adobe Premiere (video editing), 3 years
- GIS, 3 years
- Excel, Word, PowerPoint, 5 years + training
- Wordpress, 4 years

**Publications**


Carrie Leitner
Senior Graphic Designer

Education
Bachelor of Fine Arts in Graphic Design
University of Michigan

Web Coding, Internet Professional Curriculum Courses
Washtenaw Community College

Software Expertise
Adobe Creative Suite
Microsoft Office
HTML/CSS

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

Web Development For Public Engagement:
Planned the site architecture to successfully organize understandable content for stakeholder use under simplified navigation for 50+ page web sites. Designed web graphics for optimal screen display, and coded sites to perform on multiple platforms for draft and adopted municipal master plans.

Coded business web sites with an emphasis on user experience and usability standards for public engagement on master plans, neighborhood plans, and CDBG projects.
Planning Document Design and Layout:
Designed and produced the layouts for documents including community master plans, zoning ordinances, and urban design plans.

Performed lead and collaborative roles for all aspects of print design projects including, branding, book layout, publication design, poster series, photo retouching, project and print management. Produced mock-ups with a superior level of craftsmanship and detail.

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.
What we did:

PLANNING
Master Planning
Public Engagement

Master Plan

CITY OF COOPERSVILLE, MICHIGAN

Located halfway between Muskegon and Grand Rapids, Coopersville is a small and historic community that grew around the local railroad stop. The community wanted to update their Master Plan in order to address several issues facing the city. The downtown area was a key part of the community but also saw several struggling businesses and was difficult for nonresidents to find. People enjoyed walking in the city, but the sidewalk network was incomplete. The city also needed to determine what the future development of the community would look like, especially on the edges of the city.

McKenna prepared a Master Plan for Coopersville to address these and other issues raised by residents. Public input was gathered at an open house workshop as well as online by connecting with the existing community Facebook pages. McKenna also conducted housing and retail market studies to better crystalize the demand for land uses in the City.

The plan identified major intersections and streets which could incorporate wayfinding to downtown, landscaping, and streetscape elements. Residents identified key gaps in the sidewalk network to connect more neighborhoods; the Transportation Plan depicts new sidewalks and trails including the North Bank Trail. The Future Land Use plan describes a fully built-out city with new neighborhoods connecting with the existing community.
Encompassing 44 square miles, Frenchtown Township in Monroe County includes just about everything — historic Lake Erie resort neighborhoods, modern subdivisions, a shopping mall, lush farmland, and even a nuclear power plant. But Frenchtown’s Master Plan was focused on just one goal – suburban, car-oriented growth.

The plan was not only outdated from a planning perspective, it also did not reflect the economic realities of the community. Working with the Township, McKenna developed a more practical plan, based on the concept of the transect.

The Township’s new plan is based on two intersecting transects – one beginning at the city limits of the historic City of Monroe, and the other beginning at Lake Erie. Farther away from those two nodes of density and vibrancy, the plan calls for rural residential living, and finally for farmland preservation.

The Master Plan also anticipated the market, ensuring that redevelopment of the Township’s golf courses and indoor shopping mall — both hit hard by changing market conditions — can proceed smoothly, if it becomes necessary. The shopping mall in particular is planned to become a new mixed-use center, reflecting 21st Century lifestyle and retail tastes.
Livonia, Michigan has many strengths that make it an ideal place for developing a robust multi-modal network. It is strategically located to provide a much needed regional link between non-motorized facilities in neighboring communities and local destination areas like the Livonia Community Recreation Center, the Civic Center Complex, and Schoolcraft College. The community is home to an outstanding system of park and recreational amenities, school facilities, and a premier regional trail connection via Hines Parkway, which links dozens of Wayne County communities. Finally, the existing grid system in Livonia provides a strong foundation for the connectivity of neighborhoods and destinations; both for purpose (i.e. picking up something at the store, going to school, and visiting a library or a friend’s house) and leisure (i.e. walking the dog, family bicycle ride, physical exercise, etc.).

Recognizing these strengths, McKenna worked with the City to develop a plan that built upon the community assets and offered practical implementation steps to achieve some near-term connectivity in the network. The plan included an inventory and evaluation of the existing non-motorized network and identified key gaps in the existing bicycle and pedestrian network. Multi-modal projects are prioritized accounting for proximity to schools, parks, residential areas and public areas to assure residents will get the most ‘bang for the buck’ as the plan is implemented. The plan also included design standards for bicycle and pedestrian design, with cross sections and traffic calming elements. McKenna worked with the City to coordinate the effort with other regional planning agencies, including Wayne County and SEMCOG.

The public outreach was a highlight of the planning effort, which included a series of online outreach efforts, a network design charrette, and a “Bike Livonia” workshop. In the Bike Livonia workshop, residents, decision makers, and professionals went out on the street to see some of the best and worst elements of the existing non-motorized network, later discussing ideas for addressing these issues in the plan.
Master Plan and Form-Based Code

CHARTER TOWNSHIP OF LYON, OAKLAND COUNTY, MICHIGAN

Located in southwest Oakland County, Lyon Township is on the leading edge of development in the Metro Detroit area, where its population of 15,000 is expected to triple within 30 years. To manage development pressure and preserve the rural identity of the community, McKenna prepared a master plan in 1999 prescribing low density, single family residential areas for most of the Township, balanced by an industrial corridor and expanded commercial development at one major interchange.

With development creeping closer to Lyon Township and adjacent cities threatening annexation, McKenna worked with the Township to update the 1999 Plan. The resulting adopted document provides a clear vision for transforming the neglected hamlet of New Hudson into a pedestrian-focused downtown, and defining an urban service district to remove the threat of annexation by serving more areas with Township utilities. The Plan’s recommended Downtown Development Authority has been established, with work underway to build a ring road around New Hudson and a round-about to anchor the heart of the redeveloped downtown. Though residential subdivisions are replacing some farmland, deep viewsheds with naturalized plantings along major roadways preserve Lyon Township’s traditionally rural atmosphere. The plan was implemented as an integrated Form-Based Code in the Township Zoning Ordinance.
South Side Master Plan

VAN BUREN CHARTER TOWNSHIP, WAYNE COUNTY, MI

The Charter Township of Van Buren, located in western Wayne County, is bisected by Belleville Lake, effectively separating the Township into two halves. The south side of the Township retained its historic agricultural character essentially unchanged until the middle of the 1990’s, when residential development activity accelerated. This growth threatened to destroy the South Side’s large lot rural character, and created considerable public controversy. Township officials needed an effective response to the citizen’s concerns.

McKenna designed a public participation process to consult and involve the public, using public meetings, web surveying, design and visioning workshops and consensus building techniques. With extensive citizen input, McKenna developed a Master Plan that included techniques and solutions for accommodating new residential growth without sacrificing the rural character of the south side of the Township so treasured by residents and visitors alike. The plan identified the City of Belleville as the focal point of the south side, and encouraged new non-residential development to locate there. An urban services boundary was delineated to limit utility extensions that promote higher density land use.

Most important, the new Master Plan provided a widely supported roadmap to preserving the south side’s rural character while still accommodating reasonable growth and development.
The Van Buren Township Downtown Development Authority wished to take a more active role in promoting economic development in its district. The Township’s DDA is primarily typical commercial strip development, encompassing both sides of the Belleville Road corridor. The DDA recognized that a change of focus might be necessary to optimize development opportunities, so it retained McKenna professionals to prepare a comprehensive market analysis – examining commercial, industrial, office, residential, and entertainment potentials.

McKenna worked with both the DDA and the Planning Commission to translate the market findings and recommendations into an updated master plan for the corridor area. The market analysis identified potential demand for new retail, industrial (outside the immediate corridor area), senior housing and full service restaurants, and allocates land for those uses. The Plan was adopted by the Township Planning Commission as an amendment to the Master Plan. Using the data collected and following the plan’s recommendations, the DDA is actively recruiting businesses to transform the district to meet the challenges and needs of future populations.
McKenna Associates worked with Delhi Charter Township on the 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.
LaPlaisance Road Corridor

MONROE CHARTER TOWNSHIP, MONROE COUNTY MICHIGAN

For several decades, the LaPlaisance Road corridor in Monroe Charter Township (Monroe County) served as a regional shopping hub, featuring three outlet shopping centers. But as retail trends changed, the malls fell into disrepair, with skyrocketing vacancy rates and eventual foreclosure and abandonment.

The Township worked with McKenna to undertake a sub-area planning process in order to re-imagine what LaPlaisance Road could become. The corridor needed a new vision – one that took advantage of current economic trends, like the need for additional modern industrial space in the I-75 corridor, cutting edge techniques in planning and redevelopment, placemaking and non-motorized transportation.

The LaPlaisance Road Corridor Plan positioned the area to become an economically vibrant district, open to bicycles, pedestrians, cars and trucks. Most of all, the plan envisioned a memorable place that the Township could point to as its signature district.
Encompassing 44 square miles, Frenchtown Township in Monroe County includes just about everything — historic Lake Erie resort neighborhoods, modern subdivisions, a shopping mall, lush farmland, and even a nuclear power plant. But Frenchtown’s Master Plan was focused on just one goal – suburban, car-oriented growth.

The plan was not only outdated from a planning perspective, it also did not reflect the economic realities of the community. Working with the Township, McKenna developed a more practical plan, based on the concept of the transect.

The Township’s new plan is based on two intersecting transects – one beginning at the city limits of the historic City of Monroe, and the other beginning at Lake Erie. Farther away from those two nodes of density and vibrancy, the plan calls for rural residential living, and finally for farmland preservation.

The Master Plan also anticipated the market, ensuring that redevelopment of the Township’s golf courses and indoor shopping mall – both hit hard by changing market conditions – can proceed smoothly, if it becomes necessary. The shopping mall in particular is planned to become a new mixed-use center, reflecting 21st Century lifestyle and retail tastes.