

1. Agenda

Documents: [01- PLANNING COMMISSION AGENDA 10-15-2012 .PDF](#)

2. Packet

Documents: [10-15-SPECIAL MEETING - MASTER PLAN CONSULTANTS .PDF](#)

Agenda
Planning Commission Special Meeting
Council Chambers
Monday, October 15, 2012 - 6:00 P.M.

I. Call to Order

II. Roll Call

Roderick Johnson, Chair	P	A
Mark Bullard	P	A
Gary Clark	P	A
Phil Hollifield	P	A
Daniel Lautenbach	P	A
Brett Lenart	P	A
Richard Murphy	P	A
Kelly Weger	P	A
Cheryl Zuellig	P	A

III. Audience Participation

Open for general public comment to Planning Commission on items for which a public hearing is not scheduled.

IV. Public Hearing Items & Presentations

Master Plan and Zoning Ordinance Revision Consultant Presentations

The format for both presentations will be the same:

- 20 minutes – Proposal presentation
- 20 minutes – Approach to planning –
Presenters choose one-two blocks or an intersection from any of the locations mentioned in the RFP and describe their approach to a small complicated block or difficult intersection.
- 20 minutes – Q & A from the Planning Commission & City Council and the public, time permitting.

Schedule:

6:00 to 7:00 p.m. – [ENP & Associates](#)

7:00 to 7:15 Break

7:15 – 7:30 p.m. Setup

7:30 to 8:30 p.m. – [Land Institute Access Association \(LIAA\)](#)

8:30 to 9:00 p.m. – Discussion time, if needed.

V. Adjournment

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Proposal for Master Plan and Zoning Ordinance Revision Services



Company Profile

ENP & Associates has created a unique, interdisciplinary team of talented professionals for the City of Ypsilanti's Master Plan project. Our team includes personnel from AECOM (transportation and public involvement), PlanActive Studios (form based codes) and Zachary and Associates (housing and economic development). We also are proposing the inclusion of a Washtenaw County-based firm, 3.7 Designs, to host and design a website for the project and, perhaps, launch a social media campaign.

ENP & Associates will serve as the lead firm, with Megan Masson-Minock serving as project manager. ENP staff will be the primary contact with the steering committee, planning commission, and City Staff throughout the project. Each firm will conduct work focused on their area of expertise, as well as participate in regular team meetings and work sessions. This will ensure an efficient process, as well as cohesive work products for the City.

The following proposal brings together the best techniques of each firm tailored to create the right mix for the City of Ypsilanti. Descriptions of each firm are below including our experience working in environments similar to Ypsilanti and highlights of innovative projects. Resumes of all personnel and detailed descriptions of projects are in the final section of this proposal.

ENP & Associates, Plan it, See it, Do it



ENP and Associates is an S-Corporation registered in the State of Michigan, founded in 2002, and owned and operated by Erin N. Perdu. We are based in Ann Arbor, Michigan. ENP planners combine to offer decades of experience in comprehensive planning, Geographic Information Systems, public participation and implementation. We come from diverse backgrounds, which allow us to take an inter-disciplinary approach to the planning process. The result is more well-rounded products that can reach a variety of audiences.

We have worked in communities that share many of the same characteristics of Ypsilanti including Howell, Ferndale and Detroit. Howell, where we have provided planning services for the past five years, is similar to Ypsilanti in street structure and building form with a grid system, a downtown where Main and Main are state trunk lines and historic buildings and houses. We worked with AECOM on the Howell Multi-Year Street Project and Charrette (see project sheet) using a process similar to the one proposed here. In Ferndale, a small city in Michigan with a diverse population including a notable GLBT community, we employed stakeholder groups when we led the public input portion (see project sheet) of their master plan development in 2007. Most recently, in 2011, we designed interactive workshops for the Community Development Advocates of Detroit (CDAD) Strategic Framework (see project sheet).

Staff: Megan Masson-Minock, AICP and Erin Perdu, AICP, GISP

AECOM Create. Enhance. Sustain.



AECOM is a global professional services firm providing integrated design, planning, engineering, environment and program management services to broad range of markets. Formed from some of the world's leading consultancies, including Glatting Jackson, EDAW, DMJM, ERA and many more, we are configured to address the complex challenges facing our clients as they embark on projects involving land, community or infrastructure. Our purpose is to enhance and sustain the world's built natural and social environments.

AECOM's presence spans 100 countries with the skills of 48,000 dedicated and specialized professionals. We focus this expertise as needed for projects of all scales, assembling the combination

that best suits the individual task and site. We blend global knowledge, local experience, technical excellence, innovation and creativity to offer our clients unparalleled possibilities.

With studios throughout the world, we have a long-standing investment in the urban grain, natural systems and culture of many geographic regions. From developing climate action plans for local governments in the western U.S., to designing parks systems in Miami and southern California, to regenerating communities in Toronto, Denver, Chattanooga, Detroit and Portland, our work fosters positive change.

Ian Lockwood of AECOM was the lead designer for three Michigan projects – Howell, Detroit’s East Side and Benton Harbor – further described in the last section of this proposal. All of these communities have similar physical form to Ypsilanti and face continuing budget constraints.

Staff: Ian Lockwood and Addie Weber

PlanActive Studio, LLC

Solutions for providing healthy livable communities

PlanActive Studio, LLC provides services in land use analysis, policy implementation, small area plans, community building, public engagement, and training for professionals, citizens, and local officials.

Founded in 2011, Owner and President, Tara Salmieri has over 14 years of experience helping local government agencies ranging from small cities with no professional staff to large government agencies. PlanActive Studio is located in Orlando, Florida and is committed to helping local municipalities develop long range, implementable policies to benefit the health and longevity of their community. Ms. Salmieri has developed codes, coupled with the process in this proposal, for multiple communities facing the challenges of disinvestment (see Jackson Beach project sheet) and the opportunities of transit (see Rock Hill - Fort Mill Model Transit Corridor and Station Ordinance project sheet).

Staff: Tara Salmieri

Zachary & Associates

Zachary and Associates, Inc. is a Detroit-based firm specializing in all phases of economic development. The firm’s areas of expertise encompass market rate housing, low-income housing, major building development and renovation, adaptive re-use and commercial district redevelopment. The firm is known for its ability to create innovative and economically sound development plans based on market demand and financial feasibility.

Zachary & Associates has previously worked in Ypsilanti, providing analysis for the Downtown. For over twenty five years the firm has been intrinsically involved in major planning efforts and financial packaging for many of the Detroit area’s premier development projects.

Staff: Diane Van Buren, Angela Fortino, Andy Linn, D’Marco Ansari

3.7 Designs

3.7 DESIGNS was founded late 2005 when web design veteran Ross Johnson partnered with designer and photographer Michael Simari. Their goal was to provide high quality design and the latest internet technology to real estate developers. 3.7 DESIGNS continues to operate under the founding principle of providing the best design and technology available. With the new focus on helping others, the team continues to publish, teach and speak when and wherever possible.

3.7 Designs provided the website for the Howell Multi-Year Street Project.

Staff: Ross Johnson



Understanding of the Project

In our opinion, the City of Ypsilanti faces the challenge of having the underlying structure of an early-twentieth century town, the regulations of a post-World War II suburb and the desire to be a twenty-first century city. These three components – form, regulation and vision – are currently at odds with one another, evidenced by the difficulties of implementing many of the plans and studies already done.

A master plan process, coupled with revision of the zoning ordinance, should bring the three into harmony to create a predictable and sustainable community. However, the central challenge is that practically the full budget for this project could be spent on any one of the plan components – the values or vision, land use, transportation, housing, economic development or the zoning ordinance revision. The request for proposal seems to recognize the inability of the plan itself to be all things, instead asking for a grounded policy document. Our team has designed a process to allocate the resources in coordinated and targeted ways. The result will be a policy direction that will serve the City well over the long run while targeting a series of actionable changes that can be implemented within the next five to ten years. The next section delves into our approach in more detail.

Project Approach

The ENP team project approach is **collaborative** and **strategic**. It will establish a clear vision for the City in the long-term; set near-term and tangible expectations through establishing focus areas, identifying project and initiatives, preparing new codes, and create priorities and milestones for the next decade. The end result is an atmosphere of vision and predictability; the ingredients that attract people, investment, and positive change.

Collaborative

As consultants, we plan “with” communities, not “for” communities. The cornerstone of our project approach is a collaborative process, in which the community, the stakeholders, and the City’s leadership “own” the ideas. We believe that stakeholder and community involvement is necessary to build on the vision and the goals so that the outcomes will have support from the community and will be robust enough to have lasting value.

“Change” is a challenging idea for many people, especially when it involves moving away from a conventional Master Plan or Zoning Ordinance. In order for people to embrace the potential magnitude of change implicit in the Request for Proposal, we want to involve stakeholders such that the project achieves a level of understanding and backing, which we call “informed consent”. Informed consent is defined as reaching a point when the stakeholders have insight to appreciate the important aspects of the project (i.e., the issues, the trade-offs, the expectations, the timings, the results, etc.) such that they grant their consent and support to move forward.

Strategic

Our process identifies what is working in the City and then focuses energy to fix what is not. For instance, many pieces of the City’s current code can be preserved and integrated with a form based code approach. The goal is to retain what is working, while providing new standards that improve areas and also allow for the urban areas to maintain the current fabric of the area. Also, rather than a comprehensive look at the City with fine-grained studies beyond the budget, we propose to strategically focus on the areas outlined in the Request for Proposal. Finally, the use of multi-day interactive workshops or charrettes focuses activity into creative, productive bursts bringing the talents of the consulting team, city staff and the community together.

The Process: The Five D's

Our process is divided into stages, which we call “The Five D’s”. These phases are listed sequentially below. Overlap does occur between the phases over time as seen in the diagram to the right showing the level of effort within three of the phases.

Discussion

The outreach plan - discussing, vetting, and molding the design ideas, solutions, and products into an overall consensus-based set of outcomes. It occurs throughout the process and is integrated by design with each step.

Desire

The energy and need by the City and stakeholders to undertake the project and propel it to a satisfactory conclusion.

Discovery

The due diligence required to comprehensively understand the project, the context, the aspirations, the challenges, the opportunities, the stakeholder concerns, etc.

Design

The visioning, collaborating, creating, resolving, and drafting of the ideas, solutions, and products.

Documentation

The memorializing of the process and products in legible and useful formats.

Discussion in Detail (Public Engagement and Outreach Plan)

Our approach to engaging the public is to employ, educate and empower. Through helping dozens of communities deal with change, the ENP team has developed a number of successful processes and community involvement techniques. Below are the mix techniques we propose to be finalized with the Master Plan Steering Committee and City Staff:

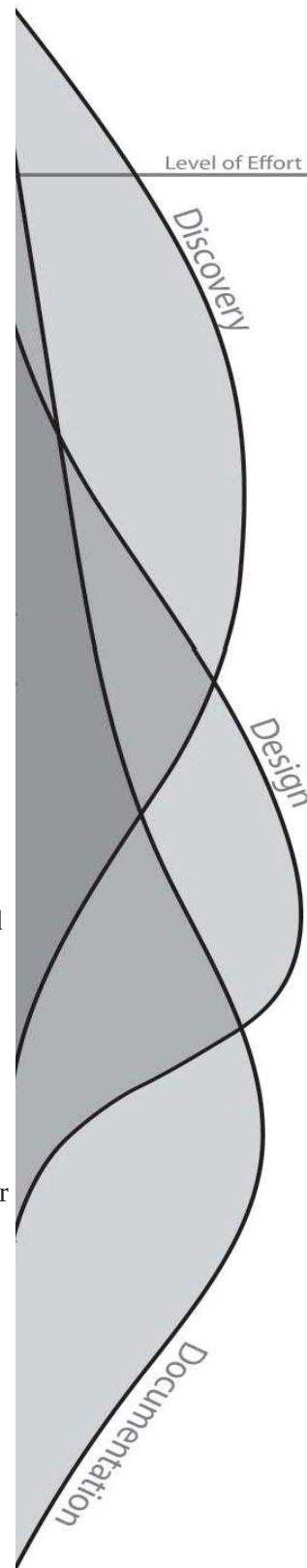
Charrette or Interactive Workshop

The ENP Team employs charrettes to conduct planning and design in a time-efficient and empowering manner. We propose three charrettes for this process, one each for the Discovery, Design and Discussion Phases, each lasting four days. These interactive workshops offer an opportunity for intense collaboration between the ENP Team, the client, the community, and the other stakeholders.

Charrettes are an excellent tool for solving complicated and/or contentious problems while involving a diverse set of stakeholders and interested parties, like those outlined in the Request for Proposal. Their success is due to several of their inherent features:

- **Brevity and Finality** – The stated “deadline” for reaching a conclusion is valuable. For the Discovery Phase, it ensures good participation and efficient use of time. In the Design Phase, a deadline helps the resolution of issues, particularly difficult ones. Because the findings and recommendations must be concluded on time, collaborating is advantageous. One of the stated “rules of conduct” at a charrette is that “silence means agreement.” So, if someone has something that they need to contribute, then they need to contribute it at the charrette.

The 3 D's Diagram



- **Openness and Participation** – By its very format, the charrette invites participation and openness. Stakeholders are in direct contact with the ENP Team and each other. Issues get resolved quickly due to fast and direct feedback loops, rather than through protracted channels of communication.
- **Understanding and Appreciation** – The charrette process rapidly educates, debunking misperceptions and providing people with technical information, ideas, and an empowering venue for discussion. A great deal of two-way education happens at a charrette, building rapport and solving problems. Charrette participants quickly gain an appreciation of the objectives and focus of the project which allows them to focus their energies on constructive participation.
- **Efficiency and Collaboration** – Simply assembling the level of talent (i.e., consulting team, city staff, steering committee members, elected and appointed officials, community, and other stakeholders) in a focused effort produces a high level of concentration and productivity. We draw on one another's strengths and have the appropriate technical expertise immediately available to us. Invariably, this is reflected in a level of production and consensus that is astonishing to many observers.
- **Ownership** – Because the client, community, and other stakeholders are part of the charrette process, they all develop ownership of the results, increasing both the momentum behind the effort and the chances of successful implementation.

The task matrix and time schedule below is taken from a previous project. Almost every type of engagement is used during the two four-day charrettes.

Discovery Workshop Schedule

Previous project

		Discovery Stage Tasks				
		July 5 - Sept. 13	Tues. Sept. 14	Wed. Sept. 15	Thurs. Sept. 16	Fri. Sept. 17
Task Matrix And Time Schedule	Evening	Project Setup	Public Meeting Review Process Schedule Fundamentals Table Exercise	Team Work Time	Project Team Advisory Panel Key Findings Issues, Opportunities, & Constraints Summary Plan Charrette	
	Afternoon	Review Background Information	Prep for Meeting Advisory Panel Meeting Project Team Meeting Site Tour	Stakeholder Meetings	Stakeholder Meetings Prepare Summary	
	Morning	Prepare for Discovery Workshop	Consulting Team Arrives Establish Workshop Space	Site Visit	Leadership Team Meeting Stakeholder Meetings	Consulting Team Departs

Master Plan Steering Committee

We welcome the opportunity to work with the previously established Steering Committee. The Committee provides a venue for sharing information, raising and discussing ideas, increasing participation, and fostering communication throughout the process. We have found that the committee must represent all the key stakeholders. While the inclusion of elected and appointed officials is essential, so are representatives of groups often excluded, such as youth, seniors, the GLBT community and disadvantaged areas like the Gateway neighborhood. The process employs and empowers committee members to bring energy, talent and others to the table and views them as those who will “own” the plan to make it happen.

Stakeholder Group Meetings

ENP has used stakeholder groups to reach out and engage specific segments of the community who may not otherwise participate. Some groups, like the GLBT community or minority groups, need to be met where they are comfortable. Other groups, like seniors, youth, or business owners in Downtown or Depot Town, are not able to attend due to their ability or schedule.

We propose to meet with stakeholder groups during the Desire and Documentation stages. These meetings would also take place in locations throughout the City that would best facilitate participation from these often underrepresented groups. Also, these groups would be invited to visit the studio at specific times during in the multi-day workshops.

Stakeholder Interviews

Stakeholder interviews are one-on-one meetings with identified stakeholders in the community, city departments, business owners, various other governmental agencies, etc. They are a key component of the Discovery Phase during which we learn about the stakeholders and their specific interests as

Design Stage Tasks					
Sept. 18 - Oct. 3	Mon. Oct. 4	Tues. Oct. 5	Wed. Oct. 6	Thurs. Oct. 7	Fri. Oct. 8
Design Workshop Preparation	Consulting Team Arrives	High Profile Public Education Speaker Series	Public Meeting Ideas Workshop	Public Meeting Final Presentation and Open House	Remainder of Consulting Team Departs Ed, Ken, Chad
		Charrette Prep For Speaker Series	Charrette (Open House)	Charrette	Plan Stage 3 Specialties Needed Items for Testing Processes to be Determined
		Establish Charrette Space Project Team Meeting Advisory Panel Site Visits	Charrette	Pin Up Project Team Advisory Panel Leadership Team Charrette	Refinement Ed, Ken, Chad Part of Team Departs Ian, Jacinta, Fabian

Design Workshop Schedule

Previous project

well as general information related to the context and the project. During these interviews, the ENP team reaches out to stakeholders on their own turf, facilitating open and honest communication.

Walking Audit

Walking Audits, also known as “walking workshops,” are conducted with community members and other stakeholders of an area. These walks usually last about one or two hours. Diverse groups of people make these workshops interesting and valuable. Typical attendees include City/County officials, planners, engineers, emergency responders, neighborhood leaders, community groups, and residents. Everyone gets to see, feel, and hear the environment up close. Walking audits are one of the most powerful tools for people to discuss issues related to the public realm such as the design and operation of the streets, parks, open spaces; the private realm such as codification, site planning, landscaping, and building design, massing, orientation; and qualitative issues such as security, safety, and other features of their community.

Project Planning and Design Studio

The ENP Team often uses a “studio” space. The studio is usually held in a prominent local and publically accessible venue such as an empty storefront like the Smith Furniture Building or a community center such as the Riverside Arts Center. The needs are simple: six foot tables, chairs, blank wall(s) for posting drawings and showing slides, and some other minor requirements. We bring the specialized equipment. The space is adequately large and flexible, such that it can be easily configured to conduct planning and design work, conduct stakeholder meetings, host small open houses, meet with the Steering Committee, be a starting place for walking audits and site visits, etc.

The studio maximizes efficiency and access. It is located in the City which saves time for the ENP Team while conducting site visits. The process is happening in the community such that the local people can access the process easily. People come to the studio for meetings which saves the team members the travel time associated with going to meetings in a variety of locations. The studio has the relevant maps, drawings, information, project personnel, etc. such that resources are readily available. Planning and design work can involve some people while meetings are going on concurrently. The process is transparent; people come to a meeting or an open house and they can see what is going on; everything is being done in the open.

Web Site

The ENP Team proposes a web site specifically designed for the project, separate from the municipality. The stand alone site, while proposed to be linked to the City’s site, can be tailored for the process with a blog and interactive features. 3.7 Designs will also build the site on a base that easily translates from computer screen to laptop to tablet. Last, a separate site will expand users. Association with the City’s site or difficulty in navigation may put off some. Especially with younger populations, we have found an easily identifiable and navigable web presence to be essential.

Social Media Campaign (optional)

We propose a social media campaign which would supplement the other public outreach efforts. The campaign would include a branded Twitter account, Facebook fan page with project timeline, Facebook advertising to target seniors and a Pinterest account. We will post relevant news to the various different channels and ask for feedback from followers and fans. Important questions, suggestions and dates will be gathered and broadcasted from the channels to cultivate a larger following and reach the younger demographic in the Ypsilanti area. The manager of the social media campaign will work closely with the planning committee, informing them of interactions and identifying appropriate responses.

Work Plan and Schedule

We propose an efficient and effective process shortening the project time-line from 30 months to 18 months. The less protracted process will result in higher levels of collaboration, better communication, and a more integrated Master Plan and Zoning Ordinance. The following text describes activities in each phase and ends with a schedule of fees by task.

Discussion Phase

As stated previously, the discussion is continuous in our process. The previous section provided in-depth detail on the techniques proposed. Discussion elements are sprinkled throughout the descriptions of the other phases below.

Desire Phase

We recognize that this phase started with the application for the HUD grant funding this project. The City already wants better outcomes that can be assisted greatly by a Master Plan. The ENP team will help to propel this energy by working with the Steering Committee and reaching out to stakeholder groups to invite them into the process and discuss the core values for the City.

Discovery Phase

The purpose of this phase is to gather and understand information related to the City including the existing policies, past plans and studies, guidelines, practices, data, constraints, goals, objectives, input from stakeholders, and site visits. At the beginning of this phase, the ENP team would begin analyses and diagnostic reviews, which are targeted. The housing analysis by Zachary & Associates is a market overview to surface the typologies able to perform in the current market, rather than a market study. AECOM will focus its transportation lens on specific areas and policies outlined in the Request for Proposal, not an overall transportation network analysis. We would also work with City staff to bring ongoing studies to conclusion and prepare for presentation at the Discovery Workshop.

For projects with many stakeholders, like this one, we gather the background information and conduct stakeholder interviews during a Discovery Workshop. The more information gathered and experiences in the Discovery Phase, the more efficient the next phase becomes.

Design Phase

The main event for the Design Phase is the Design Workshop which employs the full team who will translate the Discovery Phase's discoveries into the Master Plan in a collaborative manner. The Design Phase would also include staff from all team members in order to link proposed zoning changes to design solutions found during the Design Phase, while being grounded in market data.

Documentation Phase

The preliminary documentation of the project occurs throughout the charrettes and intensifies towards the end of the Design Phase. We will memorialize the process and products, such that they provide the desired guidance, are easily understood, and are attractive. The deliverables will be reports following the Discovery and Design phases, a master plan with a single revision and a zoning ordinance, again with a single revision.

Master Plan

The report from the Design Phase will include a conceptual graphic that will function as the future land use map. This graphic will be the foundation of the zoning ordinance revision as well. It will identify public investment opportunities for parks, additional transportation connections, transit-oriented design opportunity areas, infrastructure improvements, key catalyst sites in the City that will help with reinvestment. During this phase, the graphic and all work previously will be melded into a Master Plan, with the sections shown in the table on the following page.

Master Plan Sections

Community Profile City Staff & ENP Discovery Phase	History, location, demographics and general physical characteristics of the City
Inventory City Staff , ENP & AECOM Desire and Discovery Phases	Existing land use inventory Existing policy analysis City Analysis of implementation of plans Elements of the Built Environment & Natural Resources
Values/Policy Community, Staff & Team Desire and Discovery Phases	Values for the City Desire Decision Rubric
Land Use City Staff & Team Discovery & Design Phases	Annotated Existing Land Use graphic Future Land Use Map
Transportation City Staff & AECOM Discovery & Design Phases	Review and update of community and regional transportation plans TOD opportunity areas AECOM Transportation infrastructure enhancements
Housing City Staff & Zachary & Associates Discovery & Design Phase	Existing housing typology plan Prototype graphic system by building, block & community Housing analysis maps of census tracts & vacant properties Market intervention opportunities based on population market trends and opportunities for adaptive reuse, conversion, new housing opportunity by community type (infill, restoration) and new community opportunities (alternative energy, mixed-use development, adaptive reuse, etc.)
Economic Development City Staff & Zachary & Associates Discovery & Design Phase	Goals of economic development strategy Economic climate based on interviews, past studies & windshield survey Case study lessons learned business cluster locations and typologies, building prototypes and financial and policy strategies
Implementation & Zoning City Staff, ENP & PlanActive Studio Discovery & Design Phase	Highlights of key projects, infrastructure, public education and ordinance amendments Zoning plan including analysis of current ordinance, specific areas for change and map of areas for change Implementation matrix for annual use in developing work plans, budgets and capital improvement programs Preparation worksheet for 5-year master plan update

The ENP team will then bring the draft master plan to City staff, the steering committee and stakeholder groups for comment. ENP, working with City staff, will then update the document for final review and approval per the Michigan Planning Enabling Act.

Zoning Ordinance

The zoning ordinance revision with a form-based component begins with in the Discovery and Design Phases. The design concepts, developed with and reviewed by the community, form the basis of the code. Many of the key elements for the zoning ordinance revision in the Request for Proposal are changes in use regulation. By adding a form-based component, the primary focus of the code shifts from use to form and function, increasing flexibility. Community support for those use expansions, such as accessory dwelling units and production scales in older industrial areas, would be vetted and solidified during the Discovery and Design Phases.

After the adoption of the master plan, PlanActive Studio and ENP staff would lead a multi-day Zoning Workshop in the Design Studio to refine the code. The workshop will introduce the concepts of zoning, form-based codes, and walk through the design elements agreed upon for regulation in the Design Phase as well as an overview of the current code. Internal staff workshop and stakeholder workshop will be included.

The workshop is to test regulations to ensure the staff; community, advisory boards and applicants are comfortable with the new code and standards. The true test of a new land development code is the ease of the review, process, the predictability of regulations and the ability for applicants and reviewers to have clear, concise communication of all requirements.

ENP and PlanActive will revise the zoning ordinance, based on input from the Zoning Workshop as well as the adopted Master Plan. The ENP team will utilize the Washtenaw Corridor overlays from adjacent communities when drafting regulations for that area. Form standards for areas like the Downtown, Depot Town and the TOD opportunity areas will illustrated using three dimensional software. Use changes agreed upon would be amended in the revision.

ENP will deliver a draft of the revised zoning ordinance to the City within a month of the Zoning Workshop. Documents giving an overview of changes and new elements of the code will be included. The City Staff, steering committee and Planning Commission will review the draft. Based on their input, the ENP team will revise the zoning ordinance for adoption per the Michigan Zoning Enabling Act.

The new code will regulate development to ensure high-quality public spaces defined by a variety of building types and uses including housing, retail, and office space. Sections of code are shown in the table on the following page.

Zoning Ordinance Sections

Overview	Definitions, principles, and intent Explanation of the regulations and process in clear user-friendly language
Regulating Plan	Schematic representation of the Future Land Use Plan Location of streets, blocks, public spaces (such as greens, squares, and parks), and other special features. May also include Building Form Standards such as “build-to-lines” or “required building lines” and building type or form designations. Downtown, Depot Town, TOD areas, live/work areas and “activity corridors”, etc.
Building Form Standards	Basic building form, placement, and fundamental urban or suburban elements to ensure that all buildings complement neighboring structures and the street. Standards based upon study of building types appropriate for the region, climate, and neighborhood vitality. Form standards will be illustrated using a three dimensional software program that will provide block standards and building typologies.
Public Space/Street Standards	Defined design attributes and geometries that balance the needs of motorists, pedestrians, bicyclists, and transit riders while promoting a vital public realm. Design specifications for sidewalks, travel lane widths, parking, curb geometry, trees, and lighting.
Landscape Standards	Range of standards that reflect the current areas conditions and requirements Specific to the adjacencies, the type of development (suburban, urban, fringe, etc.)
Signage Standards	Urban standards specific to buildings and pedestrian scaled Suburban standards specific to vehicular traffic
Basic Architecture Standards	Standards for all types of development. Requirements that current city staff can assess during site plan review
Application Standards	Submittal requirements Site plan check list for applicants and city staff. Compliance with Michigan Redevelopment Ready standards

References

Project	Firm(s)	Reference
Howell Multi-Year Street Project and Charrette	ENP & Associates AECOM 3.7 Designs	Shea Charles, City Manager City of Howell 611 E. Grand River Ave. Howell, MI 48843 (517) 546-3502 scharles@ci.howell.mi.us
Ferndale Master Plan Public Input	ENP & Associates	Marsha Scheer, Community Development Director City of Ferndale 300 E. Nine Mile Road Ferndale, Michigan 48220 (248) 546-2366 Email: mscheer@ferndale-mi.com
Benton Harbor	AECOM	Jason R. Latham Planning Manager Southwest Region Office 1501 E. Kilgore Road Kalamazoo, MI 49001 Phone: 269-337-3792 LathamJ@michigan.gov
Detroit East Side	AECOM	Thomas M. Woiwode, Director, GreenWays Initiative Community Foundation for Southeast Michigan 333 W. Fort Street, Suite 2010, Detroit, MI 48226-3134 Tel: 313-961-6675
Eustis Form-based Code	PlanActive Studio	Dianne Kramer, Community Development Director City of Eustis, Florida 10 North Grove Street Eustis, FL 32727-0068 (352) 483-5460 kramerd@ci.eustis.fl.us
Central Business District Vision Plan & Form Based Code	PlanActive Studio	Steve Lindorff, CRA Director/Planning Director City of Jacksonville Beach, FL 11 N. 3rd Street Jacksonville Beach FL 32250 Slindorff@jaxbchfl.net

Schedule of Fees by Task

Tasks	HUD Deliverable	Outreach & Public Engagement Plan		Stakeholder group meetings held	TOD Opportunities Demographics & Housing Analysis			Draft Master Plan Distributed			Master Plan Adopted Schedule Updated Initial Findings for Zoning			Distribution of Draft Zoning Ordinance			Ordinance Adopted			
		4th Qtr 2012				1st Qtr 2013			2nd Qtr 2013			3rd Quarter 2013			4th Qtr 2013			1st Quarter 2013		
		Sept. 2012	Oct. 2012	Nov. 2012	Dec. 2012	Jan. 2013	Feb. 2013	Mar. 2013	Apr. 2013	May 2013	Jun. 2013	Jul. 2013	Aug. 2013	Sept. 2013	Oct. 2013	Nov. 2013	Dec. 2013	Jan. 2014	Feb. 2014	Fee
	Outreach Plan																			\$ 850.00
	Stakeholder Groups (2 rounds)																			\$ 1,700.00
	Discovery Workshop (includes document review, analysis & preparation)																			\$ 46,350.00
	Design Workshop (includes preparation)																			\$ 30,700.00
	Master Plan Development (draft, revision & adoption)																			\$ 9,650.00
	Zoning Workshop (includes preparation)																			\$ 10,360.00
	Zoning Ordinance Development (draft, revision & adoption)																			\$ 28,550.00
	Project Management																			\$ 2,000.00
	Web Site																			\$ 5,000.00
	Social Media Campaign (optional)																			\$ 4,000.00

References

Project	Firm(s)	Reference
Howell Multi-Year Street Project and Charrette	ENP & Associates AECOM 3.7 Designs	Shea Charles, City Manager City of Howell 611 E. Grand River Ave. Howell, MI 48843 (517) 546-3502 scharles@ci.howell.mi.us
Ferndale Master Plan Public Input	ENP & Associates	Marsha Scheer, Community Development Director City of Ferndale 300 E. Nine Mile Road Ferndale, Michigan 48220 (248) 546-2366 Email: mscheer@ferndale-mi.com
Benton Harbor	AECOM	Jason R. Latham Planning Manager Southwest Region Office 1501 E. Kilgore Road Kalamazoo, MI 49001 Phone: 269-337-3792 LathamJ@michigan.gov
Detroit East Side	AECOM	Thomas M. Woiwode, Director, GreenWays Initiative Community Foundation for Southeast Michigan 333 W. Fort Street, Suite 2010, Detroit, MI 48226-3134 Tel: 313-961-6675
Eustis Form-based Code	PlanActive Studio	Dianne Kramer, Community Development Director City of Eustis, Florida 10 North Grove Street Eustis, FL 32727-0068 (352) 483-5460 kramerd@ci.eustis.fl.us
Central Business District Vision Plan & Form Based Code	PlanActive Studio	Steve Lindorff, CRA Director/Planning Director City of Jacksonville Beach, FL 11 N. 3rd Street Jacksonville Beach FL 32250 Slindorff@jaxbchfl.net

ERIN N. PERDU, AICP, GISP – PRINCIPAL, ENP & ASSOCIATES



Ms. Perdu is principal of ENP & Associates and has extensive experience in short range planning, long range planning and GIS applications. She began her career in the public sector, at the Washtenaw County Metropolitan Planning Commission, before starting her own firm. Her areas of expertise include comprehensive planning, visioning, natural resource planning, geographic information systems and the use of technology, including GIS and real-time modeling.

EDUCATION

Master's Degree in Urban Planning from the University of Michigan

Master's Degree in Natural Resources from the University of Michigan

Bachelor's of Science in Earth Systems from Stanford University

MEMBERSHIPS & AWARDS

AICP (American Institute of Certified Planners)

GISP (Certified GIS Professional)

2001 Outstanding Joint Public Services Project Award from the Michigan Association of Counties and SEMCOG for the Chelsea Area Regional Plan

2007 Prosperity Summit Award and Grant for the Southern Lakes Planning Initiative

PLANNING

Staff support, evaluation of applications, and professional assistance to Planning Commissions, Boards of Zoning Appeals, Downtown Development Authorities and Historic District Commissions in several communities in Southeast Michigan

Master plan and zoning ordinance development

Development of economic development plans

Use of innovative techniques and technologies, including Community Viz, 3-D modeling, and interactive exercises, in the public involvement and visioning process

Creation of two inter-jurisdictional regional plans, encompassing 10 units of government

GEOGRAPHIC INFORMATION SYSTEMS

Over 13 years of experience using and teaching Geographic Information Systems technology (currently serving as Adjunct Lecturer at the College of Architecture and Urban Planning at the University of Michigan)

Use of ESRI, CAD, Google Sketch Up, and Community Viz software products

Creation of build out analyses, future development scenarios, and 3-D models using Community Viz and Google Sketch Up

GIS Strategic Planning for local governments, school districts and universities

Providing training services and educational materials to GIS users in both the public and private sectors

MEGAN A. MASSON-MINOCK, AICP – PLANNER, ENP & ASSOCIATES



Megan Masson-Minock has over a decade of professional planning experience, including numerous projects with non-profits. She brings extensive experience with local zoning, administration, site plan review, and creative approaches to public outreach. Megan's areas of interest include short range planning, zoning ordinances, and food system planning.

EDUCATION

Master's Degree in Urban Planning from the University of Michigan

Bachelor's of Political Science from Bates College

MEMBERSHIPS & AWARDS

AICP (American Institute for Certified Planners)

Michigan Association of Planning Education Committee

AICP Award from the University of Michigan in April 2000

National Center for Community Economic Development, Emerging Leaders Program 2000

PLANNING

Site plan review and day-to-day planning services for multiple communities in Southeastern Michigan

Variance review for Board of Zoning Appeals in communities in Southeastern Michigan

Master plans in developing townships

Development of updated Zoning and Subdivision Control Ordinance for City of Midland and Webster Township

Analysis, community input process and drafting of regulations to support urban agriculture in the City of Flint, Michigan

COMMUNITY DEVELOPMENT & THE NON-PROFIT SECTOR

Advised Community Development Advocates of Detroit on the Detroit Strategic Framework, a community-based consensus-driven neighborhood planning process

Led mission development and priority setting process for the Flint River Corridor Alliance

Coordinated the development of three neighborhood plans for non-profit organizations in the City of Detroit

TEACHING

Adjunct Lecturer at the College of Architecture and Urban Planning at the University of Michigan (teaching Fundamentals of Planning Practice)



City of Howell, Michigan

Planning & Zoning Administration + Multi-Year Streets Program

2007-2012

Since September, 2007 Erin Perdu has served as Interim Community Development Director for the City of Howell. In her capacity as Community Development Director, Ms. Perdu has served as staff person to the Planning Commission, Board of Zoning Appeals and Downtown Development Authority. She is also responsible for evaluating site plans, rezoning requests, variances, special land use permits, and zoning compliance permits. She also provides customer service to property owners, developers, and others on a day-to-day basis.

ENP & Associates also worked with Ian Lockwood of AECOM and 3.7 Designs on a City-Wide Charrette process for the Multi-Year Streets Program. The charrette included supporting a multi-year program to redesign over 1/3 of the City's streets as well as a new Master Plan and Form Based Code. The Charrette enabled City residents to participate in their own neighborhoods (through walking audits), in larger forums, and at our downtown studio space. We are continuing to work with the City to direct the development of a form-based code.

Analysis of local zoning patterns, and the unpredictability that can result from PUDs





Community Development Advocates of Detroit

Strategic Framework Workshop Development

2011

Existing Land Use Verification

Detroit's community development trade organization, the Community Development Advocates of Detroit (CDAD), saw the need for a bold new vision for Detroit's neighborhoods -- one that acknowledges that the loss of population will not be reversed for the foreseeable future and that current conditions in Detroit's neighborhoods are socially, economically, and environmentally unsustainable.

CDAD brought together Detroit community development organizations (CDOs) and professionals – individuals who have worked for many years every day in Detroit's neighborhoods – to develop a neighborhood revitalization strategy. The goal for the strategy was to accommodate a citizen-driven process but tackle the hard questions resulting from a shrinking city and declining resources. Working with another firm, Goaltrac, CDAD developed a framework for discussing the future of their community, based on data and realistic expectations.

ENP & Associates was brought on board to develop innovative public participation meetings using the framework. Maps using the color-coded framework typologies were used at every session. ENP & Associates developed facilitation scripts, agenda and hands-on materials. We developed a gaming exercise with a resource budget, participants are asked to choose among potential future alternatives in order to come up with a plan for the cost-effective allocation of resources.

These framework coupled with engaging activities helped residents and government stakeholders determine an appropriate, sustainable, and realistic future direction for their neighborhood.



Gaming Exercise with Resource Budget



Priority Setting





Visualization of improvements used in interactive workshop

In Fall 2007, ENP staff Erin Perdu and Megan Masson-Minock completed the public input portion of the Master Plan update for the City of Ferndale. While the City's Community Development Staff and Plan Commission are taking on the rewriting of the Plan, they contracted with ENP to conduct all public input activities.

ENP staff completed two interactive public visioning workshops, seven targeted focus groups, and a web-based survey in this process. Ms. Perdu used Community Viz and Google Sketch-Up technology in this process to help residents and decision-makers better understand development options.

Ms. Perdu constructed two scenarios in Community Viz related to the redevelopment of two abandoned industrial sites in the City. Each scenario allowed the public to see the tradeoffs associated with different types of redevelopment in *real time* – tradeoffs such as vehicle trips generated, water and sewer usage, need for emergency services, impacts on schools, and more.



Ian M. Lockwood, P.E.
Principal
Livable Transportation Engineer

Education

Loeb Fellow in Advanced Environmental Studies, Harvard University, 2012
 Master of Civil Engineering, Carleton University, 1995
 Bachelor of Civil Engineering, Carleton University, 1987

Professional Registrations

Association of Professional Engineers of Ontario, 1991

Affiliations

Institute of Transportation Engineers (ITE)
 Winter Park Health Foundation, Community Health Policy Working Group, 2008 to 2011

Awards + Honors

Loeb Fellowship, Graduate School of Design, Harvard University 2011
 Route 31/Flemington Smart Growth Project, ITE Project of the Year, 2009
 Journey Through Hallowed Ground Corridor Plan, Pennsylvania Historic Preservation Award, Preservation Pennsylvania, 2009
 Charter Award, University of California, Santa Barbara, Master Plan, Congress for the New Urbanism (CNU), 2004
 Dixie Highway/Olive Avenue Downtown Urban Design Guidelines, Award of Excellence, APA, 1999
 Certificate of Environmental Achievement, Renew American & the National Awards Council for Environmental Sustainability, City of West Palm Beach Traffic Calming Program, 1999
 Past Presidents Award, ITE Traffic Calming Plan for Route 50, Virginia, 1997
 Ontario Traffic Conference Service Award, Ontario Traffic Conference, 1997

Publications + Technical Papers

Model Design Manual for Living Streets, Coauthor, Los Angeles County, 2011
 Montreal at a Crossroads, Contributing Author, Black Rose Books, 2009
 Traffic Calming chapter, Smart-Transportation Guidebook, Chapter author, Pennsylvania DOT and New Jersey DOT, 2008
 Traffic Calming, Time Saver Standards for Urban Design, McGraw Hill, 2003
 Ten Ways to Win With Your State DOT, Author, APA Magazine, APA, 2001
 Traffic Calming for a Better Urban Environment, co-author, ISATA International Symposium on Automobile Technology and Automation, Dusseldorf, Germany, 1998
 Meeting Community Objectives Through Traffic Calming, Co-author, ITE 1998 International Conference, 1998
 Traffic Calming Definition, Author, ITE Journal, ITE, 1997
 Rural Traffic Calming, Author, ITE 67th Annual Meeting, 1997
 Automobile Addiction in Southeast Asia, Are Solutions Possible? Co-author, Asian Inter-University Seminar on Social Development, the National University of Singapore, Pekanbaru, Indonesia, 1997
 Traffic Impact Assessment for Snow Disposal Facilities, Co-author, Site Impact Traffic Assessment, American Society of Civil Engineers, 1992
 Foot Accommodation on Various Stair Tread Sizes, Co-author, Journal of Architecture and Planning Research, 1990

Presentations

Become a SuperDesigner, Graduate School of Design, Harvard University, 2012
 How to Win a Street Fight; Planes, Trains, & Automobiles (& Bikes) Series, Harvard Kennedy School of Government, Cambridge, MA 2011

Public Health & Highways, Keynote, Quebec Health Ministry, Montreal, 2009
 Community Design & Childhood Obesity, Pediatric Obesity Symposium, Friedman School, Tufts University, Boston, 2009
 Transportation and Public Involvement, Michigan APA Annual Conference, Keynote, Mount Pleasant, MI 2009
 Transportation and Community Health, McGill University Health Symposium, Keynote, Montreal, 2008
 Vision to Reality Professional Workshop, Keynote, Toronto, 2006
 Interview, Traffic in America, ABC News, New York, 2006
 Creating Where We Live, Work, & Play; Ideas Forum, Urban Transportation Showcase, Speaker, Vancouver, B.C., 2005
 Occasional Transportation Guest, National Public Radio, 2005 to present
 Context Sensitive Design, 2003 Community Impact Assessment Regional Workshop, Keynote, Indianapolis, 2003
 Healthy Cities, 5th Annual Bike Walk Conference, Keynote, Portsmouth, 2003
 Transportation Language, North Atlantic Transportation Planning Officials Annual Meeting, Keynote, Cape May, 2001
 Arterial Traffic Calming, ITE 69th Annual Conf., Speaker, Las Vegas, 1999
 Thinking Beyond the Pavement, Context Sensitive Streets, Faculty, 1998
 Traffic Calming and Its Role in Creating Livable Inner-City Neighborhoods, African American Mobility Symposium IV, Center for Urban Transportation Research, Speaker, University of South Florida, 1997
 Livable Neighborhoods, Speaker, American Public Works Association and the College of Engineering, University of Wisconsin, 1996
 Calming Cascadia Seminar Series, Faculty, Portland, OR & Victoria, B.C., 1995

Professional History

2009 – Present	Design + Planning at AECOM Principal, Livable Transportation Engineer
2001 – 2009	Glattig Jackson Kercher Anglin, Inc. Principal, Livable Transportation Engineer
1996 – 2001	City of West Palm Beach, Florida City Transportation Planner
1987 – 1996	J.P. Braaksma & Associates, Ltd. Transportation Engineer
1978 – 1988	Royal Canadian Engineers Military Engineer

Starting with his high school paper “Bicycles, the Ultimate Mode of Urban Transportation” and continuing with decades of work to advance inclusive public realms, multi-modalism, and community health, Ian has dedicated his life to livable transportation. He is known nationally as a pioneer in station area planning, walkability, and traffic calming. With fluency in collaborative processes and urban design, Ian works with stakeholders to develop and advance community visions into real projects. Through practical policy and technical direction, Ian has helped private clients, transit agencies, campuses, towns, cities, and states turn conventional processes and projects into ones that are healthier and more successful financially, environmentally, and socially. Ian also is a cartoonist and an accomplished road cyclist and enjoys photography and canoeing.

Representative Project Experience

Annex Area Smart Growth Plan & TOD Project, Alberta, Canada

Principal planner for the street network, coordinated land use strategy, open space system, and transit strategy for a large annexed area; City of St. Albert, Alberta

Downtown Multimodal Station Design & Area Plan, Lafayette, IN

Principal designer for the transit station, station area, nearby streets, and adjacent open space and trail system; with the goals of increased walking, cycling, and transit use, revitalization, and special events accommodation; The Greater Lafayette Public Transportation Corporation, Lafayette, IN

Charlotte Station Area Planning, Charlotte, NC

Transportation Planner and Urban Designer; the project developed station area plans for several transit corridors in the city, involving zoning and land use changes, targeted infrastructure investments, and TOD opportunities; in a charrette setting, helped redesign the street networks and open spaces (i.e. the urban design framework) around proposed transit stations for the South Corridor, the first transit corridor developed in Charlotte, helping set related expectations, precedents, and practices for the same along subsequent corridors; City of Charlotte, NC

Downtown Falls Church Transportation & TOD Plan

Principal planner and designer for the downtown street network, parks, squares, and transit strategy; with the goal of achieving the vision of a walkable, vibrant, transit-friendly downtown; City of Falls Church, VA

Heritage Valley Station Area Plan

Principal designer of the station area plan involving the street network, open space, schools, retail areas, and housing around a future light rail station; working with the land owners, city staff, and other stakeholders on a consensus direction for a walkable and economically successful area; City of Edmonton, Alberta

Downtown Mississauga Urban Design Plan

Principal planner and urban designer for the downtown plan involving all aspects of downtown-making: the street network, open space plan, land use strategy, transit strategy (light rail, bus rapid transit, city bus, and five transit stations), environmental strategy, and public outreach; the project involved shared spaces, road diets, a college campus design, retrofitting a suburban mall, interchange design, main street design, and park and trail design. Guidance was provided for the next 50 years to evolve the large suburban area into a dense, vibrant, walkable downtown with detailed guidance for the first decade in the catalytic main street focus area; City of Mississauga, Ontario

University of California, Santa Barbara, Campus Master Plan

Transportation lead planner for developing the campus' future street network, transit accommodation, bicycle infrastructure, and pedestrian infrastructure; one of the key dimensions of this project was the careful planning of the integration of the on-campus and off-campus bicycle and pedestrian facilities; Urban Design Associates

Route 31 Corridor Plan, Flemington, NJ

Principal lead on a series of exploratory planning and design meetings with local stakeholders, elected leaders, and the New Jersey DOT to gauge interest in replacing a planned highway bypass and series of interchanges with a "Smart Growth" project, employing a network of streets and at-grade intersections; this led to one of the largest stakeholder involvement efforts ever sponsored by the NJDOT and resulted in an integrated transportation and land use plan supported by developers, property owners, business operators, various jurisdictions, active living proponents, and other stakeholders; the project won the ITE Project of Year for 2009; New Jersey DOT

Route 29 Urban Boulevard Planning & Urban Design for Downtown Trenton, NJ

Principal planner for the coordinated land use transportation plan for the downtown; the project involved the replacement of the limited-access Highway 29 with an at-grade boulevard and urban street network, park and trail system, parking strategy, flood mitigation planning, historic preservation, stakeholder involvement, and attracting reinvestment and development; with the goal to create a walkable, beautiful, and valuable downtown and state capital; New Jersey Department of Transportation (DOT)

Fremont Avenue Traffic Calming Plan, South Pasadena, CA

Principal transportation planner for redesigning the street to suit its many contexts along its entire length through the city while increasing safety and walkability, enhancing aesthetics, and supporting the local businesses; with the additional objective of being able to stage the changes in increments that would suit the available budgets over several years; City of South Pasadena, CA

Main Street Concept Plan for Benton Harbor, MI

Principal designer for the main street through the entire city and a variety of contexts including the downtown and neighborhoods; the project included the public outreach and the design of an arts district and a public square; the goal of the project was to use the main street design to foster social exchange, investments, pride, walkability, and identity for the city; Michigan DOT

Sheridan College Campus Master Plan

Principal designer for a multi-stage, pedestrian-oriented campus plan that embraces the city's open space and downtown master plan; the goal was to allow the college to build its first phase and the city to build its park without precluding the orderly development of subsequent phases of the college; City of Mississauga, Ontario

Route 50 Corridor Traffic Calming Plan, Virginia

Principal lead on a the community-based effort to replace plans to build highway bypasses and eventual highway around three towns along Route 50 with a traffic calming alternative that allowed the "town" functions and "traffic" functions to co-exist in harmony along the main streets within the three historic towns. Traffic projections indicated the bypasses and eventual highway would have doubled the traffic volumes in a short timeframe. The highway-related sprawl and induced automobile demand was avoided, which has helped preserve one of the most scenic and historic parts of the country. The project won the ITE Past Presidents' Award in 1997; Virginia DOT

Central Michigan University, Campus Master Plan Review

Lead transportation planner in the review of the master plan with the goal of creating a walkable and bikeable campus; the recommendations focused on: i) evolving the structure of the campus (i.e., the street network, the quads, and the central linear green) to allow walkable outcomes; ii) developing a hierarchy of spaces to enable the correct placement and orientation of new buildings as well as inconspicuous and convenient parking and service areas; and iii) develop context-sensitive cross-sections for campus streets; includes shared spaces, road diets, traffic calming, roundabouts, and complete streets; Central Michigan University

Neighborhood Traffic Calming Plans; Savannah, GA

Principal transportation planner; conducted the first two neighborhood traffic calming studies as part of the City's new traffic calming program; developed plans to calm traffic and increase safety while respecting the streets' roles, characters, and contexts; facilitated public education and participation; conducted training sessions for City Staff and other involved officials regarding traffic calming, context sensitive design, and community involvement processes; City of Savannah, GA



Adella Weber, AICP
Associate, Urban Designer

Education

Master of City and Regional Planning, Georgia Institute of Technology, Atlanta, GA, 2004
 Bachelor of Arts in Design (Architecture), Clemson University, 1999

Professional Registrations

American Institute of Certified Planners #022851
 Urban Land Institute

Awards + Honors

2009 ITE Best Project - Route 31 Integrated Land Use and Transportation Plan

Publications

Graduate Option Paper: "The Quality of Public Participation in Atlanta's Livable Centers Initiatives.", 2004

Professional History

2009 - Present

Design + Planning at AECOM, Atlanta, GA
 Associate, Urban Designer

2004 - 2009

Gilbert Jackson Kercher Anglin, Inc., Atlanta, GA
 Associate, Urban Designer

2003 - 2004

Urban Collage, Inc., Atlanta, GA
 Planner

2000 - 2003

Cooper Carry, Inc., Atlanta, GA
 Intern Architect

1999 - 2000

Warner Summers Ditzel Benefield Ward & Associates, Atlanta, GA
 Intern Architect

Ms. Weber is an urban designer and project manager who combines her background in architecture and city planning into redeveloping urban and suburban environments into livable communities. Ms. Weber has worked on a variety of planning projects that draw on her knowledge of the built environment including the redevelopment of the Route 29 corridor in Trenton, New Jersey, station area planning for the cities of Charlotte, North Carolina, Portland, Oregon, Denver, Colorado, and Surrey, British Columbia and urban design and redevelopment for a segment of Atlanta's BeltLine.

Project Experience

Context Sensitive Design - Integrated Land Use and Transportation Corridor Plans & Complete Street Design

Route 31 Land Use & Transportation Plan, Flemington, NJ

Urban Designer. Assisted in the land use and urban design planning for this integrated study for NJDOT. The plan re-envisioned a limited-access bypass into a context-sensitive parkway, connected to the surrounding community.

Cumberland Avenue Corridor Plan, Knoxville, TN

Urban Designer. Assisted in the transportation and urban redevelopment planning for this corridor adjacent to the University of Tennessee looking at converting this 4-lane highway to a 3-lane street that is pedestrian friendly and economically vibrant.

A New Way to Work, Charleston, SC

Urban Designer/Planner. Assisted and co-managed a series of transportation and land use recommendations that effectively addressed SCDOT's Purpose and Need for the I-526 Extension. The resulting projects were developed to create healthier places that contribute to the City of Charleston's economy and tax base.

Route 29 Urban Boulevard and Waterfront Master Plan, Trenton, NJ

Urban Designer. Assisted in the transportation and urban design master plan, and graphical products for the conversion of Route 29 from a limited access highway to an at-grade urban boulevard. The plan outlines 18-acres of development riverfront property.

University City Area Plan, Charlotte, NC

Urban Designer. Co-managed a station area planning effort for four stations within the University City Municipal Service District. Developed detailed land use, transportation and urban design recommendations for the University City community.

4th Street Corridor Plan, Albuquerque, NM

Urban Designer. Developed an integrated land use and transportation plan for the 4th Street Corridor that provided a framework for new private investment while preserving the historical qualities of the surrounding neighborhoods.

Tri-County Crossing Livable Centers Initiative, Spalding County, GA

Urban Designer/Planner. Created a vision for an emerging commercial center that focused on a walkable mixed-use center that would accommodate and integrate a range of commercial, employment and residential uses within suburbanizing rural area. The vision recommended several projects to support the community's vision.

Station Area Plans and Transit Oriented Development

Atlanta BeltLine Subarea Planning, Atlanta, GA
Urban Designer/Planner. Assisted in the development of station area and redevelopment plans along a portion of the BeltLine, a 22-

mile transit and greenway system circling Atlanta's urban neighborhoods.

Newton Town Centre Master Plan and Transit Exchange, Surrey, BC

Project Manager and Urban Designer. Worked with the City and TransLink to development a preliminary site plan for the 4-acre TransLink-owned site. Included public engagement workshops as well as working one-on-one with key stakeholders including private developers, city staff and transit agency and engineers. Maximized the City's potential return on investment.

Eastlake Station Area & TOD Plan, Thornton, CO

Urban Designer. Assisted in the development of a transit oriented master plan for the Eastlake Light Rail Station as part of RTD's FastTracks North Metro Corridor. The developed master plan maximized the City of Thornton's land holding and set-up future development around the area.

Transit Planning and Design**North Commuter Rail Corridor PE / DESIS and FEIS**

Urban Designer. Assisted the development of the station area location analysis for the North Corridor Commuter Rail line, produced parcel-by-parcel analysis of land use, connectivity and design.

Northeast LRT Corridor Urban Design Framework, Charlotte, NC

Assisted in the development of the urban design framework for the Northeast Light Rail Corridor. Assisted in urban design analysis of corridor and development opportunities.

Traditional Neighborhoods and Master Planned Communities**Highland View, Lochbuie, CO**

Urban Designer/Planner. Worked with the Bromley Companies to develop a street framework plan for PUD submittal.

The Woodlands - Bridgeland New Town, Houston, TX

Assisted in the master planning for the Bridgeland.

Kannapolis Master Plan, Kannapolis, NC

Urban Designer. Assisted in the master planning of a proposed residential development north of Charlotte.

Design Guidelines

New Suburban Guidelines, Edmonton, AB

Urban Designer. Worked with city officials and staff to develop a guide for developers. The guide offered a 'kit of parts' and density recommendations that inform the patterns of development in the location of neighborhoods, town centers and institutional buildings.

Comprehensive Planning

City of Cheney Comprehensive Plan, Cheney, WA

Urban Designer. Facilitated a walking audit with community and developed a street framework and cross-sections for the update of Cheney's Comprehensive Plan.

Studio: Orlando

Howell Neighborhood Street Design and Downtown Plan

These services were provided by AECOM professionals during their employment with Glatting Jackson Kercher Anglin, Inc.

Glatting Jackson was retained by the City of Howell to develop the design intent for the reconstruction of approximately eleven miles of City streets and an updated downtown master plan. Through a citizen-driven charrette process, Glatting Jackson met with the residents and key stakeholders to understand values and issues related to community form. Following the stakeholder meetings, GJ conducted nine “walkabouts” in the neighborhoods and the downtown with residents and business owners and generated a series of typical sections and distinct solutions to unique engineering problems in each neighborhood. During the “design week”, GJ designers utilized an open house forum to continue to receive public input during the design process and the end result was a community backed design vision for each mile of reconstructed road in the study area, as well as a consensus vision for the downtown master plan.



Proposed Roundabout at Grand River and Michigan in Downtown Howell



Proposed State Street as a Shared Space / Festival Street



Proposed Section for Grand River Avenue in Downtown Howell

Studio: Orlando

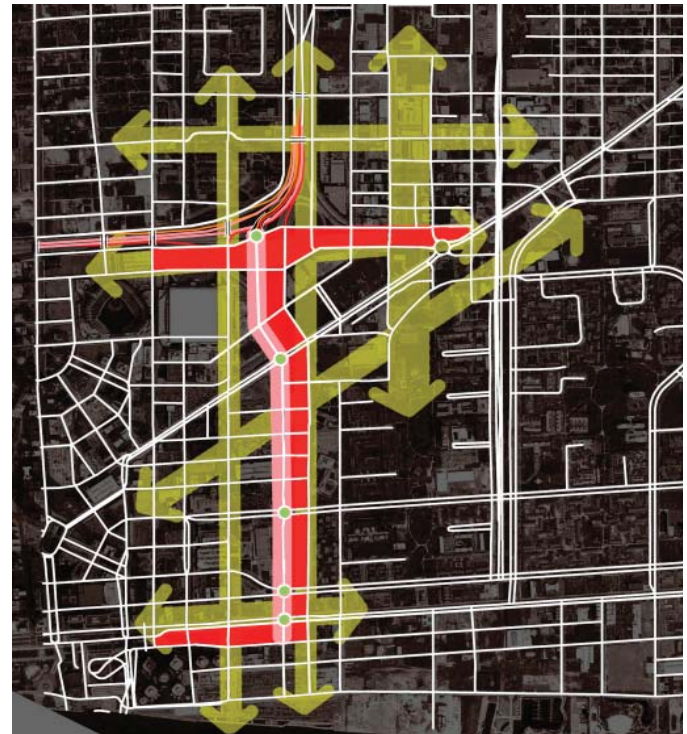
Detroit's East Side Urban Design Direction

These services were provided by AECOM professionals during their employment with Glatting Jackson Kercher Anglin, Inc.

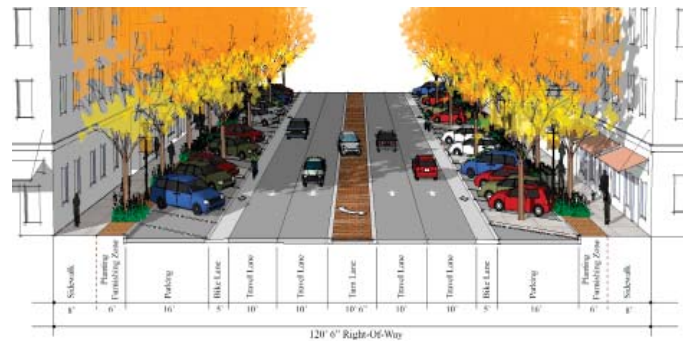
The Community Foundation for Southeast Michigan underwrote a series of educational and interactive workshops with key interest groups, community organizations, the City of Detroit, MDOT, and neighborhood representatives. The purpose of the workshops were to provide urban design direction for five different areas in Detroit's east side and to provide capacity building/education for the people involved in the process. The direction for the Woodward Avenue corridor included locating future light rail stations, preparing a multimodal cross-section, and beautifying and slowing the street through design. The waterfront project gave direction on where and how to develop along the waterfront, how to connect the City to the waterfront, and how to transform Jefferson Avenue from a hostile arterial road into a walkable, business-friendly, and community-oriented street. The Eastern Market Study provided guidance to connect this asset to the downtown and adjacent neighborhoods through removing a highway spur, the adaptive reuse of several buildings, cross-sections for accessible streets and shared streets, and expanding urban agriculture practices in the area. The Villages Study provided recommendations for revitalizing several neighborhoods, a redevelopment plan for a hospital site, a neighborhood center strategy, and a strategy for integrating community gardens. Lastly, the I-375 Removal Study developed a plan to remove the highway, reconnect the City to the downtown, and create value for the City in the reclaimed land. The common pattern for all five efforts was to evolve the City to be greener and more connected which, in turn, would help the City become increasingly more socially, economically, and environmentally sustainable.



Desired Neighborhood Feel



I-375 Removal and Community Restoration Concept



Jefferson Avenue Typical Section

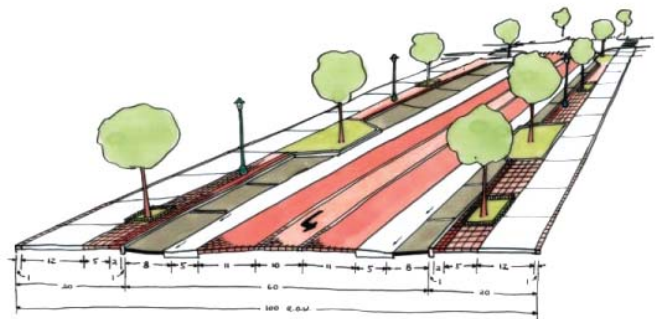
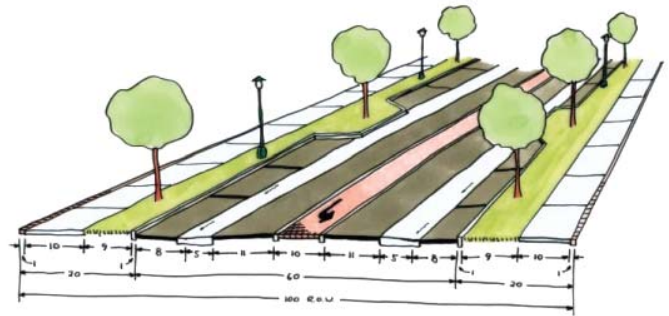


Increased Waterfront Access

Benton Harbor Main Street Vision Plan

These services were provided by AECOM professionals during their employment with Glatting Jackson Kercher Anglin.

Glatting Jackson was commissioned by The Citizens for Progressive Change, a local non-governmental organization (NGO), to help the City of Benton Harbor, Michigan, create a vision plan for the City's Main Street; in response to a request from the Michigan Department of Transportation (MDOT). A concept for the Main Street was developed based on stakeholder observations: including input from City officials, property owners, other NGO's, and the public at large. During a four day session, the Glatting Jackson team designed several street sections that responded to the surrounding existing and desired future land uses. The process began with establishing a vision for the City's future urban land form, followed by the creation of street sections for individual character areas, and concluded with a concept plan for the streetscape. Glatting Jackson also developed street concepts and park concepts for the City's Art District and Civic Park Area because of their direct relationships to Main Street and its design. MDOT used the streetscape plan to further develop its working drawings for implementing the project in 2009.



Benton Harbor Vision Plan



PLANACTIVE STUDIO

Tara Salmieri, AICP, FBCI
President/Owner
PlanActive Studio, LLC

Education

Bachelor of Arts, Urban Growth Management,
Planning and Politics: Rollins College (1999)

Professional Registrations

Conflict Resolution, July 2000
American Institute of Certified Planners, #0200636
Form Based Code Certified, 2008

Affiliations

Florida Planning and Zoning Association
American Planning Association
City of Orlando Board of Zoning Adjustment, 2004 –
Oct. 2009
Vice Chairperson, 2007 – 2008
Chairperson 2008 2009

Publications + Technical Papers

"Revitalization of Suburban Corridors and Strategies
for Redevelopment," American Planning Association
Urban Design Publication

Presentations

"Codes on the Road," interactive course for multiple
cities in Central Florida, April – September 2009,
Local American Planning Association
"Aging Corridors," Florida Redevelopment
Association, 2007
"Ideas about the Future of our Cities Form Based
Code," October 2009, presenter Florida
Redevelopment Association Conference
"Is there a Place for Placemaking in Planning's
Economy," panelist, October 2009, Urban Land
Institute
"Role of Transportation in Form Based Codes",
presenter FSITE Summer Conference 2012

Professional History

2011 – Present
PlanActive Studio LLC
President/Owner

Smart Growth Partnership

Program Manager
2012- Present

2009 – 2012 (February)

Design + Planning at AECOM
Associate Principal/ Studio Leader

2000 – 2009

Glatting Jackson Kercher Anglin, Inc. Orlando,
Florida
Senior Associate

1999 – 2000

Herbert Halback Inc
Planner

1999

City of Belle Isle, Florida
General Services Coordinator

Project Experience

Program Manager, Smart Growth Partnership

Managing a health initiative grant that will analyze,
support and provide technical assistance for all
municipalities within Broward County. Currently,
Tara is working with 11 cities to make changes to
each city's land development regulations, and land
use policies to support healthy, active living.
Tara is developing model policies for Transit
Oriented Development, a Smart Growth Resolution
for each local municipality and providing a range of
technical assistance for each municipality.

Broward Boulevard Corridor Study, Fort Lauderdale, FL

Two phases of the Broward boulevard corridor study
were completed that focused on light rail and bus
rapid transit. One of the primary objectives along
Broward Boulevard was to encourage and shape
future development and land use patterns. To
support this objective, the Broward Boulevard station
area identification and planning was conducted
within a corridor-wide planning effort with a focus on
redevelopment. Tara was the project manager and
planner for both phases of the project.

City of Eustis, Form-Base Code Land Development Regulations, Eustis, FL

In July of 2008, the City of Eustis adopted a new
form-based code developed in response to concerns
by the City Commission and local stakeholders who
were interested in creating a new land development
code that would function to streamline the approval
process, create clear design standards consistent
with the City's vision, reinforce the character of each
community district, and implement the City's
downtown Master Plan. The City of Eustis's form
based code provides design regulations for the
entire transect, as opposed to traditional form-based
codes that provide regulations only for the urban
areas.

City of Lakeland, Citywide Design Framework and Form Based Code, Lakeland, FL

Developed a citywide design framework that
identified a range of design contexts within the City
which lead to the development strategies, categories
and design parameters for 16 building types, parks,
landscape standards and block layout. Tara is the
project manager and creator of the land
development code process and strategies for the
City.

Sanford Downtown Riverfront, Sanford, FL

A zoning overlay with three districts was created for
the Downtown/Riverfront Area which identified the
existing street network and how buildings should
orient to each

street designation and the appropriate heights permitted by district.. All of the block prototypes were tailored to downtown Sanford's current block dimensions and historic building pattern. Transitional blocks were created to protect the surrounding single family uses that bordered the study area. The block typology was meant to serve as a guide to how infill development of complete blocks and single parcel development should fit within the existing fabric of the downtown. Tara was the project manager and creator of the ordinance.

US 17/92 Corridor Strategy Plan, Sanford, FL

The US 17/92 Community Redevelopment Area (CRA) Plan was updated to outline the financial strategies for the remaining 10 years of the CRA. Three corridor strategy plans were created by sub districts established in the original CRA. Each district was a little over three miles in length. The Corridor Strategy Plan's focused on both private and public investment for the corridor identifying key locations for redevelopment and key areas for additional public investment. October 2006, The Redevelopment Planning Agency and the Community Redevelopment Agency Board unanimously approved the strategies that were developed for the corridor. Tara served as the Project Manager and Planner that led the creation of the strategic plans for each subdistrict.

Route 9 Integrated Land Use and Transportation Plan, Ocean County, NJ.

New Jersey Department of Transportation commissioned a study to look at the 30-mile stretch of Route 9 between South Tom's River and Tuckerton Boroughs and how land use, transportation, and community design and planning can be better integrated. The study led to a corridor partnership agreement and several key implementation items, including the redevelopment of a brownfield/old shopping center into a mixed use community, the development of alternative roadway network, a model ordinance, and roadway redesign.

Sarasota County, 2050 Land Development Regulations Village, Hamlet, Conservation Subdivisions, Economic Development Overlays, Sarasota, FL

Glatting Jackson created Land Development Regulations and Zoning Code amendments to implement portions of the Sarasota County 2050 Resource Management Area (RMA) System Amendment to the Sarasota County Comprehensive Plan. These revisions included revisions to their current Zoning Ordinance to provide for a series of zoning districts and design standards to implement the county's Village, Hamlet and Settlement Area land use designations that Tara helped develop.

Historic Villages of Goldenrod, Orlando, FL

Design guidelines created, provided additional language that would supplement Orange County's Land Development Code through the development of an ordinance specifically created for the Historic Village at Goldenrod. Tara was the project manager and creator of the guidelines.

Lee Road Neighborhood Design Guidelines, Orange County, FL

Design guidelines that identified the issues and constraints within the County's current Land Development Code for consideration of modifications to the current Land Development requirements. The tools utilized during this process were 3D modeling of a site within the corridor and photo visualizations to help translate the Land Development Code to a more user friendly application and understanding of the categories to regulate. Tara was the project manager and creator of the guidelines.

City of Leesburg, Leesburg, FL

2004, a unified land development code was adopted in the city of Leesburg. The new code provided for both traditional building patterns and suburban building patterns that understand the community character vision as expressed within the adopted comprehensive plan. Four of the ten chapters in the Unified Land Development Code were completely revised: Zoning District Regulations, Site Design Standards, Signs and Technical Standards Six new zoning districts were created - one additional single-use district and five new mixed-use districts.

City of Jacksonville Beach Downtown Vision Plan, Jacksonville, FL

The vision plan provided the framework to create form based land development standards that were adopted in 2009. Tara was the project manager and creator of the adopted standards created from the vision plan.

Riverside Avondale Zoning Overlay District, Jacksonville

Riverside/Avondale Area is approximately six square miles of historic neighborhoods with neighborhood serving retail located throughout the area and in 2011, voted one of the top ten neighborhoods to live in by APA. . A zoning overlay for the Riverside/Avondale area was created to protect the historic character of the area, provide flexibility for redevelopment while protecting the stable existing single family historic residential community. A series of graphics were created to help guide the overlay and provide a form-based code for the historic area.

Rock Hill - Fort Mill

Model Transit Corridor and Station Ordinance

May 2009

Tara Salmieri was the code developer for this project as an employee of Glatting Jackson Kercher Anglin Lopez Rinehart

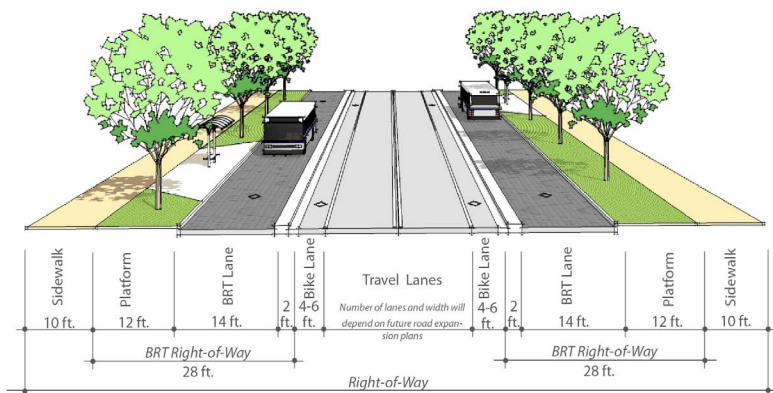
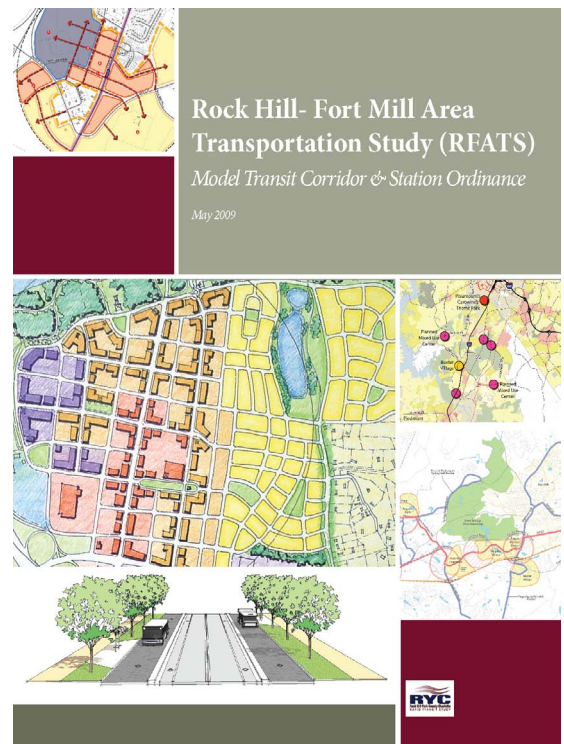
The adopted RFATS Rapid Transit Plan consists of a locally preferred alignment for a rapid transit system centered on Bus Rapid Transit (BRT). This alignment is designed to link Rock Hill's downtown into Charlotte's LYNX Blue Line light rail corridor at I-485.

This model ordinance was developed to initiate the long-term land use and zoning implementation of the station areas along the transit corridor by providing the tools for the local jurisdictions in the corridor to adopt transit supportive regulations.

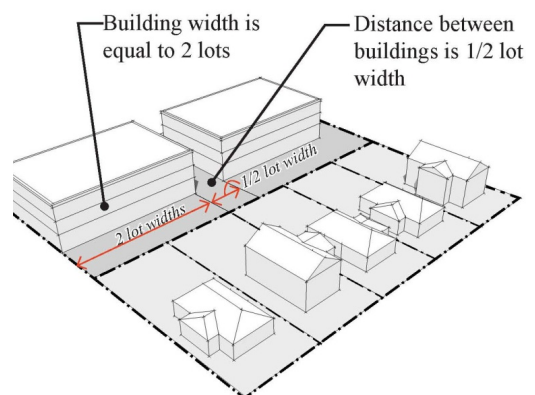
The Model Ordinance's approach to applying the transit supportive principles is intended to allow greater flexibility and intensity of use while controlling the form and pedestrian orientation of development. The key components of the ordinance is:

Station Areas vs. Corridors

The model ordinance was developed to treat station areas and corridors (areas along the transit line in between stations) differently and has created a separate ordinance for each. The station areas are where the greatest amount of intensity, mixed-use development and pedestrian design control is desired. The station area ordinance provides for higher intensity uses, recommends minimum densities, and institutes strong design standards. The corridor ordinance recognizes that change will occur along the transit corridor between stations but that corridors do not warrant the same amount of intensity and design control because they do not have direct transit station access. Therefore, the corridor ordinance proposes additional design requirements to support connectivity and walkability but does not propose land use changes.



Cross section for transit



Compatibility standards to protect residential areas

Eustis, Florida Form-based Code July 2008

Tara Salmieri was the code developer for this project as an employee of Glatting Jackson Kercher Anglin Lopez Rinehart

The use of form-based codes has become more prevalent as jurisdictions recognize the power of allowing flexibility in the types of uses that are permitted within a specific zoning or land use district as long as the design is effectively regulated so that the character of the community is preserved and enhanced.

In July of 2008, the City of Eustis adopted a new city wide form-based code in response to concerns by the City Commission and local stakeholders who were interested in creating a new land development code that would function to streamline the approval process, create clear design standards consistent with the City's vision, reinforce the character of each community district, and implement the City's downtown Master Plan.

The City of Eustis's form based code provides design regulations for the entire transect, as opposed to traditional form-based codes that provide regulations only for the urban areas and includes sustainable policies that are integrated in the code. We created a Design District Map that identified 12 different design contexts in the City by categorizing the built environment into urban, suburban, and rural areas. Each of the area types includes neighborhoods, corridors, single use districts, and centers within the urban, suburban, and rural context.

In less than two years, the City has utilized the new land development regulations in the downtown area, (see images to the right) to integrate new buildings into the existing fabric of downtown. Additional development (as shown to the right) reflects standards that were assigned to existing suburban corridors.



An infill project in the heart of the City's downtown, construction should be complete by the middle of June 2011. The standards for the Urban Core are located in Chapter 110, Urban Standards of the City's Land Development Code.



Recent project developed under the suburban design standards of the City's Form Based Code found in Chapter 110 of the Code.



Elements of the adopted Land Development Code for the City



The Downtown Vision Plan, identified public improvements and the "main street" vision for Eustis. The implementation of both public and private investment in the vision was completed in 2011.



Jacksonville Beach, Florida Vision Plan/ Form-based Code August 2011

Tara Salmieri was the code developer and Project Manager for this multiyear and multi-project as an employee of Glatting Jackson Kercher Anglin Lopez Rinehart

The Vision

The City of Jacksonville Beach, in 2007, was experiencing a renewed development interest in and around Downtown. The City was careful to ensure that new development does not take away from this beach town's charm and livability. In its proactive effort, the City hired legacy firm Glatting Jackson, to lead a visioning and planning process that resulted in a plan that provided a thoughtful approach to how new development would not only maintain but improve quality of life and identify public investment projects to complement the investment needed by private developers.

The process of creating the Vision Plan relied on a strong community involvement process which provided a variety of opportunities for public input through stakeholder interviews, a walking audit of the Downtown and a multiple day Charrette with two formal presentations and more than two days of open house working sessions.

Form Based Code

Concurrent to the Vision Plan, the consultants developed a form based code for the Downtown that would provide the necessary flexibility for redevelopment of the downtown. The city's land development regulations prior to the adoption of the Form-based Code permitted a wide range of development opportunities ignoring the current context of the area. After several infill developments that did not respect the adjacent neighborhoods or the city's identity, the citizens requested design standards, better surety of what would be developed downtown. The use of 3-d graphics, photo visualizations and illustrations provided the citizenry with enough information to feel comfortable with the standards and led to a consensus for developers and the citizens. The form-based code was adopted in July of 2008.

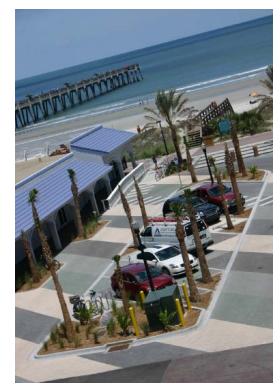
Awards: Spacecoast Chapter, Florida American Planning Association
"Outstanding Planning"

Public Investment

The Downtown Jacksonville Beach Streetscape project is the next phase in an on-going effort to revitalize a unique beachfront business and entertainment district. This project includes all of the streets located within the downtown Central Business District. The Streetscape design uses "shared space" strategies to create a vibrant public environment that is functionally flexible, barrier-free, and safe for pedestrians and bicyclists. The removal of vertical curbs and additions of 'chicanes' slows traffic, creates more usable pedestrian space and allows on-street parking and landscape islands. The paving, site furnishings and landscape palette are driven by both the cultural and ecological history of Jacksonville Beach. The shared space concept will be one of the first street designs in Florida that recognizes that all modes of transportation are equal. Construction of 1st Street is currently underway and will be completed in the fall of 2011.



The first step of the project, was to develop a master plan/vision plan for the City's downtown.



Infill is a challenge in Jacksonville Beach's Downtown. These new infill projects were approved and developed under the City's Downtown Form Based Code, created by Glatting Jackson. Parking is provided on the roof of the building so the developer could maximize the square footage for the development.

Diane Van Buren | President

Education

Eastern Michigan University | Ypsilanti, MI

Masters of Historic Preservation - In Progress

Michigan State University: Great Lakes Academy | East Lansing, MI

Professional Development - 2008

Michigan State University: College of Education | East Lansing, MI

Bachelors of Arts and Teaching Certificate, High Honors - 1976

Work

Zachary and Associates, Inc. | Present

President & Principal in Charge

Consulting with community organizations, colleges and building owners to develop green sustainable community plans. Oversees planning and historic preservation projects.

WARM Training Center | 2007 - 2009

Rebuild Michigan Detroit Director

Directed state grant for developing energy efficiency workshops and promoting green building incentives to commercial building and nonprofit organizations.

Nonprofit Finance Fund | 2001 - 2007

Nonprofit Facilities Center Director

Directed state grant for developing energy efficiency workshops and promoting green building incentives to commercial building and nonprofit organizations.

Zachary and Associates, Inc. | 1989 - 2001

Community Economic Development Consultant

Consulted on historic preservation, neighborhood and economic planning for client base that included nonprofit organizations, civic, educational and for profit businesses.

Old Redford Main Street Project | 1985 - 1989

Main Street Manager

Developed pilot program for Urban Main Street Program of the National Trust for Historic Preservation in Detroit, Michigan utilizing principles of design, organization, economic and promotions.

Detroit Public Schools | 1976 - 1985

Elementary School Teacher

Taught variety of grades and programs including innovative multi-disciplinary program of art, music and drama to develop reading skills in urban elementary schools.

Select Representative Projects

Sustainability Planning/Green Buildings

Renovation of 449 W. Willis, Current

Renovation of Newberry Hall, 2011

Deconstruction & Reuse of Material Project, 2011

Renovation of 71 Garfield, 2010

Nonprofit/Civic Planning Engagement

The Villages Market Assessment & Charette, 2010

American Institute of Architects Sustainable

Design Team Assessment Detroit 2010

Hamtramck Deconstruction project, 2011

Adaptive re-use/Market Analysis

Market Demand for housing & adaptive reuse in Hamtramck Michigan, 2011

Adaptive Reuse of 71 Garfield, Detroit as a green facility, 2010

Sustainable redevelopment of IHM Motherhouse and campus, 1999-2001

Adaptive reuse of Tiger Stadium, 1999-2000

Adaptive reuse of Detroit Boat Club, 1997

Market Demand Analysis for Downtown Detroit Housing, 1997

Diane Van Buren | President

Speaking & Lectures

University of Detroit Mercy School of Architecture
University of Michigan Center for Nonprofit Management
Wayne State University College of Urban, labor and Metropolitan Affairs
Eastern Michigan University Historic Preservation Program
College for Creative Studies (Detroit)
University of Michigan School of Public Policy
University of Michigan School of Architecture
Michigan Nonprofit Association
Council of Michigan Foundations
Michigan Downtown Development Association
Technische Univeristat, Vienna, Austria
Politichnika Warszawska, Poland
Columbia University Graduate Design program
National Trust for Historic Preservation National Conference
Henry Ford Community College – Deconstruction course instructor
Great Lakes Bioneers conference – “City Chickens 101”

Publications & Workshops

Detroit Re-Nailed Symposium on Deconstruction | 2012
Detroit Economic Growth Corporation Smart Buildings Energy Efficiency workshops | 2011
Nonprofit Finance Fund workshop series on facility development/green facilities | 2002 - 2007
Loft Development in Detroit | 1997 - 2000
“Why Detroit?” | 1995 & 1996
UCCA/Woodward Corridor Charrette | 1995
National Trust For Historic Preservation Main Street Detroit Conference | 1993

Community Service

AIA Detroit Committee on the Environment, Chairman | 2012
Neighbor to Neighbor Founding Board – Michigan Timebanks | 2010-2011
Masters Rowing Coach and Women’s Crew | 1999 - Present
Detroit Agriculture Network garden Program Member | 2008 - Present
Historic Indian Village Association Resident and Member | 2006 - Present
American Institute of Architects National Board of Directors Public Member | 2007 - 2008
Wayne State University Honors College Board of Visitors Chairman | 2007 - 2011

Angela Fortino | Planning & Development Associate

Education

University of Michigan, Taubman College | Ann Arbor, MI
Masters of Urban Planning: Physical Planning & Design - 2011

Western Michigan University | Ann Arbor, MI
Bachelors of Science in Geography: Urban Planning - 2009

Work

Zachary and Associates, Inc. | Present
Planning & Development Associate

Collaborates on development projects, manages mapping, conducts market studies, strategic planning, action planning. Oversees funding programs. Develops editorial design and web presence.

University of Michigan, Taubman College | 2009 - 2011

Urban Design & Transportation Systems Researcher

Researched international transit design. Developed architecture curriculum and critiqued studios.

Community Development & Housing Researcher

Analyzed nonprofit redevelopment strategies of Detroit, MI through interviews, documents, and GIS.

Beckett & Raeder, Inc. | 2010 - 2011

Project Planner

Analyzed trends for development strategies. Recommended funding, business, and transit options.

American Planning Association - MI Chapter (MAP) | 2009

Events & Education Intern

Facilitated planning of student conference, solidified funding and contacts, and designed materials.

W.E. Upjohn Center for Geographic Change | 2007-2009

GIS Technician & Archivist

Managed database, digitally archived and analyzed historic geospatial data. Trained interns

Speaking, Lectures & Workshops

American Planning Association National Conference | 2012

Megacentralities: Re-imagining the Multi-Modal Transit Center for Mexico City

Design Tools for Urban Planners Workshop Series | 2012

University of Michigan, Taubman College

APA-MI Student Conference | 2011 & 2009

Bridging Disciplines: The Planner & The Architect

Kalamazoo Downtown & Campus Connectivity Assessment & Strategies

Michigan Academy of Science, Arts & Letters Conference | 2008

Michigan Poverty Trends in School-Age Children

Publications

Michigan Municipal League: Downtowns of Promise Program, May/June 2011

Next American City: Arts Sweet Spot, Summer 2010

Active Memberships & Organizations

American Planning Association, APA-MI & IL, U-M Alumni, U.S.G.B.C., SE MI Fair Housing

Recognition & Awards

2011 U-M Social Justice Honors, 2009 APA-MI Scholarship, 2009 WMU Cum Laude, 2009

Gamma Theta Upsilon Leadership Excellence, 2009 WMU Outstanding Urban Planning Senior

Andy Linn | Planning & Development Associate

Education

Wayne State University | Detroit, MI

Masters of Urban Planning: Economic Development - 2011

University of Michigan - Residential College | Ann Arbor, MI

Bachelors of Art: American History/Fine Art - 2006

Work

Zachary and Associates, Inc. | 2009 - Present

Planning & Development Associate

Leads project finance consulting, alternative funding mechanisms, and market analysis.

City Bird & Nest Boutiques | 2009 - Present

Co-Owner

Responsible for all business management decisions, including business planning, market-based determinations, hiring, product purchasing, and marketing.

Wayne State University | 2007-2009

Graduate Research Assistant

GIS analysis and urban planning research related low income government housing in Denver, Colorado.

Miller Canfield | 2006

Research Technician

Provided legal research assistance on major case database.

Speaking, Lectures & Workshops

University of Michigan Semester in Detroit - Small Business in Detroit | 2011

Kresge Detroit Urban Revitalization Fellows Orientation - Guest Speaker | 2011

Model D Speaker Series - Raising City Kids | 2011

Brownfields 2011, Landbanking - Lessons from Michigan | 2011

University of Michigan Residential College - Commencement Speaker | 2009

Publications

Belle Isle to 8 Mile: An Insider's Guide to Detroit, Due Summer 2012

Journal of Urban Affairs: Low-Income Homeownership: Does it Necessarily Mean Sacrificing Neighborhood Quality to Buy a Home?, 2010

Next American City: Everything is going to be alright, 2008

Creative Cities Summit: Insider's Guide to Detroit, 2008

Comerica Cityfest Survey – Designer, administrator, and presenter for the Detroit New Center Council, 2008

Active Memberships & Organizations

American Planning Association, University of Michigan Alumni Association, Declare Detroit, Marche du Nain Rouge, Preservation Wayne, Open City (Small Business Development Group)

Recognition & Awards

2010 Top 20 in their 20s, Crain's Detroit Business; 2009 Detroit City Charter Commission Candidate, endorsed by the Detroit News, Crain's Detroit Business, and the Detroit Regional Chamber of Commerce; 2008 WSU Graduate Professional Scholarship Winner; 2006 U-M Residential College Community-Building Award; 2006 U-M Residential College Robertson Fine Arts Award

D'Marco Ansari | Economic Development Associate

Education

University of Detroit Mercy | Detroit, MI

Masters of Arts in Economics - 2011

Bachelors of Arts International Business and Economics - 2009

Work

Zachary and Associates, Inc. | 2010 - Present

Economic Development Associate

Conducts economic research and trend analyses, performs economic cost structuring and fund analysis.

University of Detroit Mercy | 2009 - 2011

Adjunct Professor, June - August 2011

Taught Intermediate Microeconomics via on-line lectures, quizzes, exams and assignments.

Graduate Research Assistant, Sept. 2009 - May 2011

Constructed and completed self-designed projects to improve efficiency and effectiveness within Residence Life, trained and managed dormitory monitors, Residence Hall Association Chair and organized RHA activities and events.

Detroit Youth Development Commission | June - September 2009

Teacher

Constructed lesson plans to effectively teach inner-city youth (ages 14-24) life and career skills.

University of Detroit Mercy | 2006 - 2009

Head Resident Advisor

Maintained floors (50 - 60 residents), marketed, advertised, and facilitated eight programs a semester that challenged students to become more involved and open to diversity. Constructed monthly reports tracking budgets and programming efforts.

University of Detroit Mercy | 2006 - 2009

Veteran Writing Consultant

Improved writing skills of approximately 30 students per week including Int'l and ESL students.

Active Memberships & Organizations

University of Detroit Mercy Alumni Association

Activities

President/Advisor- Residence Hall Association | 2010-2011

International Service Experience: Jamaica | 2010

Academic Affairs Committee of the UDM Board of Trustees | 2009-2011

Recognition & Awards

UDM Magna Cum Laude Masters I 2011

UDM Magna Cum Laude Bachelors I 2009

UDM Dean's List I 2005 - 2009

Resident Advisor Dedication Award I 2009

Rookie of the Year Residence Life I 2006

Centennial Scholar - Sigma Pi Phi Fraternity | 2006

Marbill Scholarship | 2006

Company Profile

Zachary and Associates, Inc. is a Detroit-based firm specializing in all phases of economic development with specific expertise in market research, historic preservation, commercial revitalization, public/private liaison, community planning, business plan preparation, economic impact analysis, project feasibility and financial packaging, and sustainability consulting. The firm provides comprehensive consulting services to:

City, state, county and federal governmental agencies

Educational institutions

Community development corporations

Private developers

Non-profit agencies.

As consultants to both sides of the public/private arena, Zachary and Associates, Inc. obtains success with difficult, complex development projects by establishing market feasibility and the wise use of resources. The firm embraces the philosophy that both community initiated and private economic development should be seen as an integral process, one that combines economic resources with the most feasible and economically sound planning principles.

This philosophy has shaped the firm's commitment of providing a full spectrum of services, both individually and as a part of a larger team. At Zachary and Associates, Inc. these services are provided by a dynamic blend of professionals experienced in the fields of urban planning, city government, policy making, community and economic development, market research, grant writing, private development, historic preservation, public relations and fund development.

For over twenty five years the firm has been intrinsically involved in major planning efforts and financial packaging for many of the Detroit area's premier development projects. The firm's areas of expertise encompass market rate housing, low-income housing, major building development and renovation, adaptive re-use and commercial district redevelopment. The firm is known for its ability to create innovative and economically sound development plans based on market demand and financial feasibility. These planning principles have led to the firm's involvement in the implementation and development financing of several recent projects including: G.R. N'Namdi Center for Contemporary Arts, Woodward Garden Block Redevelopment, and Newberry Hall and 71 Garfield in the Sugar Hill Arts District. The firm has received a National Preservation Award from the National Trust for Historic Preservation for The Inn on Ferry Street, and a Tri-UMPH Award from the City of Detroit Historic Designation Advisory Board and Historic District Commission for The Lofts at Garfield.

Consulting Services

Below is a list of services provided by Zachary & Associates, Inc.

Historic Preservation

- Historic Preservation Planning
- Intensive Level Historical and Architectural Survey
- Nominations to the National Register of Historic Places
- Part I applications for Historic Tax Credits
- Section 106 Review Process

Development Finance and Consulting

- Assistance in Financial Program Packaging
- Assistance in Securing Financial Commitments
- Federal Historic Tax Credit Incentive Analysis
- New Markets Tax Credit Incentive Analysis
- Foundation Fund Packaging
- Low Income Housing Tax Credit Incentive Analysis
- Presentation to Banks and other Financial Sources
- Proforma Development and Analysis
- Government and Funding Liaison
- Funding Planning and Research
- Adaptive Re-use Analysis
- Tax Increment Financing and Brownfield Plans/Workplans
- Obsolete Property Rehabilitation District and Exemption Certificate
- Commercial Rehabilitation District and Exemption Certificate
- MSHDA Technical Assistance Provider
- Project Conceptual and Site Development

Community Planning, Development, and Long Range Planning

- Government and Financiers Liaison
- Housing and Commercial Market Study
- Housing Needs Analysis
- Neighborhood Plans
- Neighborhood Enterprise Zone Designation
- Creation of Building Programs
- Community Master Plans
- Comprehensive Economic Development Strategy
- Strategic Planning
- Urban Renewal Area Development Plans
- Economic Impact Assessment
- Project Feasibility Analysis
- Commercial District Revitalization
- Mainstreet Model of Commercial Revitalization
- Tax Increment Finance Planning
- Organizational Goal and Strategy Development
- Organizational Programming

Sustainability Planning

- Financing and Tax Credits
- Green Building Assessments
- Alternative Energy Systems
- Workshops and Seminars

Select Projects

The following projects have been selected to show the firm's overall understanding and ability to provide a comprehensive analysis that takes into consideration: preservation, financing, and economic and community sustainability. Below are provided brief summaries highlighting some recent projects.

Historic Preservation

Helen Newberry Nurses Home Redevelopment

Detroit, Michigan, 2007-2011

Originally constructed in 1898, the Helen Newberry Nurses Home was a blighted and abandoned historic former residential building near the Medical Center in Midtown, Detroit. Zachary and Associates, Inc. assembled a team to redevelop the building. The firm conducted the economic structuring and all aspects of financing for the project including market analysis and focus groups interviews. In 2011, the redevelopment was completed, and included 28 residential units. As an historic rehabilitation project, the redeveloped building retained many of the historic features, including the original lobby and leaded glass throughout the structure. The funding package for the project included a HUD loan, private sector contributions, Community Development Block Grants, New Economy Initiative funding, Michigan Brownfield Tax Credits, Federal Historic Tax Credits, Michigan Historic Tax, and Geothermal Tax Credits.

Zachary & Associates, Inc.

71 Garfield Building Redevelopment

Detroit, Michigan, 2006-2010

Built in 1922, 71 Garfield was an abandoned historic former residential building in the Sugar Hill Arts District in Midtown, Detroit. As part of their Sugar Hill Arts District redevelopment plan, Zachary and Associates, Inc. assembled a development team to redevelop the building. The firm conducted the economic structuring and all aspects of financing for the project including a market analysis and focus groups. The structure was redeveloped into 22 live-work residential and commercial units, and was completed in 2010. Though the project restored many of the building's historic features, it also incorporated the latest in sustainable technology, including photo-voltaic solar, solar water heating, geothermal heating and cooling, a reflective roof, and rooftop water collection. The funding package included a HUD Section 108 Loan, a City of Detroit Community Development Block Grant, New Economy Initiative funding, Michigan Brownfield Tax Credits, Federal Historic Tax Credits, Michigan Historic Tax Credits, Solar Energy Tax Credits, and Geothermal Tax Credits.

Sugar Hill National Historic District Nomination

Garfield Development Group, LLC, Detroit, Michigan, 2002

The Sugar Hill National Historic District is comprised of three blocks in Detroit's Cultural Center. The firm researched the history of three blocks and completed a nomination to the National Register of Historic Places for the area. The district has important ties to Detroit's African-American community through its association with jazz music (1920 to 1960), and contribution to the social history of Detroit in relation to new settlement patterns for African-Americans. Also, it is significant because during the jazz era this district was one of the only socially integrated neighborhoods in Detroit where black and white musicians and patrons co-mingled together. Today the properties listed in the Sugar Hill Historic District are eligible for federal historic tax credits as a direct result of its nomination to the National Register of Historic Places.

Commercial District Revitalization

Vogue Theatre and Iron Works Building Feasibility Study

City of Manistee, Michigan 2010 - 2011

As part of a team led by the Urban Resource Alliance, Zachary and Associates, Inc. served as a financial and development consultant on an in-depth feasibility study for potential rehabilitation projects involving two historic buildings in Manistee, Michigan, the Vogue Theater and Iron Works Building. Primary contributions to the study included market-demand analysis, visioning, creation of an evaluation criteria matrix, evaluation and determination of the primary reuse strategy, and an economic impact study.

Development Consulting

The Guardian Bank Building Feasibility Study

Northwest Detroit Neighborhood Development, Detroit, Michigan, 2004

Northwest Detroit Neighborhood Development purchased a vacant 1920s bank building in Detroit's Brightmoor neighborhood and contracted Zachary and Associates, Inc. to examine the feasibility of the rehabilitation of the building. Zachary and Associates, Inc. prepared a study that evaluated the market's demand for neighborhood-based commercial and human resource services that could potentially serve as a catalyst for further economic development initiatives which would advance the revitalization goals of the Brightmoor community. The firm held a focus group, conducted several surveys as a part of the study, and documented potential uses for the building. The results of the market analysis were used to assess the proposed redevelopment alternatives and make final development and financial recommendations for the rehabilitation of the Guardian Bank Building.

St. Joseph's Mercy of Macomb Building Market Feasibility Study

St. Joseph's Mercy of Macomb, Mt. Clemens, Michigan, 2003

The firm was retained by St. Joseph's Mercy of Macomb (SJMM) to study the feasibility of the reuse and renovation of the oldest building on their East Facility site in Mt. Clemens, Michigan, and arguably, the most historic building in Mt. Clemens. The building was constructed in 1898 and had undergone several additions that ultimately created a campus of eight interconnected buildings. Zachary and Associates, Inc. surveyed and interviewed numerous individuals and directors of area businesses and organizations to evaluate alternative uses for the building. The firm identified five reuse concepts for the site that were based on recommendations from the Mt. Clemens' Downtown Development Authority, local developers, local building owners, and research of comparable redevelopment projects. The five concepts were reviewed and two economically feasible development scenarios for the building, senior housing and a non-profit center, was identified. Because of the unique history and historic integrity of the SJMM building, spa services, conference space and banquet space were studied as complementary uses to the two main reuse concepts. Today SJMM is moving forward with the redevelopment of their East Facility site based on the research and recommendations made in this study.

Long Range Planning

Bloody Run Creek Greenway Redevelopment Project

University of Detroit-Mercy, Detroit, Michigan 2010-2011

Zachary & Associates, Inc. served as consultants for the preparation of an economic impact analysis, market and industry analysis, and implementation strategy for the Blood Run Creek Greenway Redevelopment Project. This process involved the research and analysis of local, regional, and national trends of markets and industries, the investigation and projection of housing and market demands on a regional level, and the projections of job creation and tax revenue to be earned from the project. Further analysis was developed to analyze the community and economic conditions that were present and lacking in order to determine the needs of a successful community that would be necessary to spur economic development within the project area. Zachary & Associates, Inc.'s analysis was compiled into an Implementation Strategy for the Bloody Run Creek Redevelopment Strategy and outlines the next steps that must be taken to move the project forward.

Long Range Planning

Comprehensive Economic Development Strategy (CEDS) and CEDS Update
Wayne County Planning Department, Wayne County, Michigan, 1998-1999 and 2001-2002, 2006 Update

Zachary and Associates, Inc. served as consultants for the preparation of the Comprehensive Economic Development Strategy for Wayne County and the Update in following years. This extensive process involved working with Wayne County's planning staff and an advisory committee comprised of Wayne County representatives from city governments, non-profit and civic organizations and the business sector. Actual document preparation involved researching and examining the background of Wayne County, evaluating the area and the economy, and developing goals, objectives and a development strategy. This document served as the Master Plan for decision-making in regards to the granting of U.S. Department of Commerce, Economic Development Administration (EDA) funds in Wayne County jurisdictions. Zachary and Associates, Inc. has since completed successful EDA grant applications for the cities of Highland Park and Hamtramck, obtaining over \$3.5 million for infrastructure and streetscape improvements.

Market Study

Hamtramck Shopper's World Housing and Market Assessment
City of Hamtramck Community and Economic Development, Hamtramck, MI 2011

The City of Hamtramck retained Zachary and Associates, Inc. to conduct an in-depth commercial retail and residential housing market study for the municipality. The preliminary analysis included a collection of existing market and statistical data, primary research via: focus groups, surveys, interviews, assessment of market-wide indices, SWOT analysis, trade area delineation, demographic analysis, and a real estate market assessment. Based on its findings, the firm drafted residential and retail market strategies for the city. The market strategies included comprehensive supply analysis, demand assessment, gap analysis, and identification of opportunities for the city. While the firm found a weak for-sale housing market as well as specific commercial weaknesses, it identified underserved retail niches in the city, specific chain and independent retail opportunities, and untapped residential rental markets in the secondary and tertiary market areas.

Senior Housing Market Analysis for the Colony Lane Project
CSI Support and Development Services, Inc., Pontiac, Michigan 2009

CSI, formerly Cooperative Services, Inc., retained Zachary and Associates, Inc. to conduct a senior housing market analysis for their proposed Colony Lane Cooperative Apartments project, a 61 unit low-income senior housing development to be located in Pontiac, Michigan. Based on research methodology that the firm developed, primary and secondary market areas were defined, and exhaustive research was conducted on the demographics, economics, and housing in the market areas. Based on its research, the firm identified trends in each of these areas of research as they related to potential housing demand. In addition, the firm located planned senior housing developments and interviewed every operational senior housing facility in the market study areas to estimate current and projected supply for the study. Based on senior-specific population projections made previously, the firm estimated demand for the identified supply of such housing, and demonstrated an overwhelming need for the proposed housing development in the proposed location in Pontiac.

Client List

Community and Non-Profit Organizations

Brush Park Development Corporation
The Cathedral Church of St. Paul
Communities in Schools of Detroit
Cooperative Services, Inc.
Covenant House Michigan
The Detroit Heritage and Community Development Forum
Ferry Street Development Corporation
First of America CDC
Freedom House
Grandmont Rosedale Development Corporation
Hamtramck Community Development Corporation
Highland Park Development Corporation (HPDevco)
Hospice of Southeastern Michigan
Hudson Webber Foundation
Jefferson Avenue Housing Development Corporation
Lighthouse Community Development Corporation
Mexicantown Community Development Corporation
Northwest Detroit Neighborhood Development
New Center Council, Inc.
Pewabic Pottery
Presbyterian Village
Saint Joseph's Mercy of Macomb
Sisters, Servants of the Immaculate Heart of Mary
Southwest Detroit Business Association
United Methodist Retirement Communities, Inc.
University Cultural Center Association
YMCA of Metro Detroit

Governmental Entities

City of Dearborn
City of Detroit
City of Hamtramck
City of Highland Park
Detroit Economic Growth Corporation
Detroit Greater Downtown Partnership
Detroit/Wayne County Stadium Authority
Hamtramck Downtown Development Authority
Michigan State Housing Development Authority
Wayne County Department of Jobs and Economic Development

Development Companies

Burton Katzman
Crosswinds Communities
The Farbman Group
McCormack Baron and Associates
Stuart Frankel Development Company
SVM Development
McCormack Baron and Associates
Stuart Frankel Development Company
SVM Development

**ROSS JOHNSON**

3.7 DESIGNS
306 South Main, Suite LLA
Ann Arbor, MI 48104

T 734.231.3369
ross@3point7designs.com

<http://www.37designs.com>

PROFILE

Pioneer and leader in the web design industry with over fifteen years experience.

EXPERIENCE**ASSOCIATE PROFESSOR, MICHIGAN STATE UNIVERSITY — 2012 - PRESENT**

Currently teaching the acclaimed “New Media Drivers License” course at Michigan State University alongside Ingenex Digital’s Derek Mehraban and Google’s Michael Lorence.

AUTHOR, MANNING PUBLICATIONS — 2011 - PRESENT

Currently writing a book entitled “The Six Layers of Design” for technology publisher Manning Publications. Slated to arrive in bookstores in early 2012.

CHIEF EXECUTIVE OFFICER, 3.7 DESIGNS — 2004 - PRESENT

As principal and chief executive officer of 3.7 DESIGNS I grew the company from part time freelancing to a company with four team members.

CHIEF EXECUTIVE OFFICER, 3.7 MEDIA — 2008 - PRESENT

As principal of 3.7 MEDIA I lead the company through research and development, designing print and digital products marketed towards the design industry. Products are commissioned through a variety of outsourcing models, including to the sister company 3.7 DESIGNS.

PROFESSOR, WASHTENAW COMMUNITY COLLEGE — 2008 - PRESENT

As an instructor at Washtenaw Community College’s well known Internet Professionals program I teach students how to design and build effective websites. Subjects include basic introduction to web design, web accessibility, usability and graphic design (as it applies to the web.) I further site on the INP program comity and make quarterly recommendations to curriculum changes and new class offerings.

INFORMATION TECHNOLOGY CONSULTANT — 1996 - 2004

Provided local companies with information technology consulting, computer support, repair and internet market solutions.

EDUCATION

Eastern Michigan University, Ypsilanti, MI — Social science major with a minor in business, 2006
Community High School, Ann Arbor, MI — 1996 - 2000

ACCOLADES

Co-founder of Refresh Detroit
Co-host of WebAxe the website accessibility podcast
Vice president of Lunch Ann Arbor Marketing
Co-founder of the WordPress Ann Arbor
Frequent speaker on the subject of web design, web marketing, social media and search optimization.

Firm Profile

3.7 DESIGNS' Background, and Philosophy

3.7 DESIGNS

306 South Main, Suite LLA
Ann Arbor, MI 48104

Web: <http://3.7designs.co>

Ph: 734.531.9737 | 800.672.1714

Em: info@37designs.com

BACKGROUND

3.7 DESIGNS was founded late 2005 when web design veteran Ross Johnson partnered with designer and photographer Michael Simari. Their goal was to provide high quality design and the latest internet technology to real estate developers.

The company was successful from day one. Many developers recognized the lack luster websites their competitors were spending a fortune on and opted for a more exciting and cost effective website from 3.7 DESIGNS.

As we all know the housing market began to crumble in 2006 and has yet to recover. As a result, many developers were unable to spend money on marketing. At this point Michael Simari left 3.7 DESIGNS to pursue a career in commercial photography and Ross Johnson took over, focusing the company on start-ups, non-profits, schools and municipalities.

Since the division and redirection, 3.7 DESIGNS has continued to maintain steady growth with a focus on quality and dedication over size. The company now has a team of five and continues to serve great causes for social good.

The company strives to help others in and outside of the business. 3.7 DESIGNS team members have co-founded three web focused non-profit organizations, Refresh Detroit, WordPerss Ann Arbor and LA2M. Additionally, CEO Ross Johnson has assisted the planning of several local marketing events including WordCamp Detroit and ArbCamp 2007.

3.7 DESIGNS continues to operate under the founding principle of providing the best design and technology available. With the new focus on helping others, the team continues to publish, teach and speak when and wherever possible.

PHILOSOPHY

At 3.7 DESIGNS we believe design has the power to change the world. Many see design as an extension of art; It's purpose being one of aesthetics. **We disagree.** Design is something more. It's a discipline of **intentionally** creating something for **specific outcomes**.

There is no company that better demonstrates this higher understanding of design than Apple. Apple used design to create the most innovative products the world has ever seen and as a result, has changed the way people think and behave.

We believe this same approach to design can be applied anywhere, especially the web. Design should not only be aesthetically pleasing, but

achieve specific goals that justify designing in the first place. Websites should serve the users and the stakeholders behind them. Everything should be done **intentionally** to **maximize the return** from investing in design.

For this reason, we look at design from six different lenses.

1. **Functionality** - Above all else, the design should fulfill it's function for existing.
2. **Reliability** - Design should be reliable and flexible.
3. **Usable** - Design should easy to use.
4. **Proficient** - Design should improve the way users do things.
5. **Communication** - Design should tell the user about the organization or company behind it.
6. **Emotion** - Design should engage users emotionally, encouraging them to remember and share their experiences with others.

This six lens approach is the preface for the upcoming book “The Six Layers of Design” currently in post-production, authored by CEO Ross Johnson.

KEY ROLES & PERSONNEL

Ross Johnson, Principle & CEO

Ross Johnson will be assisting in creative direction, design, development oversight and project management.

Lyndsay Dusek, Principle & Creative Director

Lyndsay Dusek will be executing the design work and creative process.

Declan O'Neill, Account Manager

Declan O'Neill is the company account manager and assists with schedule development, project communication, tracking deliverables and quality assurance.

ORGANIZATIONAL INFORMATION

3.7 DESIGNS is a limited liability corporation, operating and registered in the state of Michigan.



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Ann Arbor, MI 48113

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Fax: 734-527-6158
Website: www.enp-associates.com

MEMORANDUM

To: Teresa Gillotti
From: Megan Masson-Minock, Planner
Date: 9/7/2012
Subject: Sub-Consultant's Roles in ENP Proposal for Master Plan Services

Per our conversation yesterday, the following is a list of the responsibilities of the sub-contractors on our team in our recent proposal:

Name	Responsibilities
3.7 Designs	Webpage design and maintenance Social media campaign (optional)
AECOM	With ENP, lead the Design and Discover Workshops TOD opportunity areas designs Transportation infrastructure enhancements
Zachary & Associates	Participate in the Design and Discover Workshops Prototype housing graphic system by building, block & community Housing analysis maps of census tracts & vacant properties Housing market intervention opportunities Economic climate analysis Cluster recommendations for economic development based on case studies
PlanActive Studio	Participate in the Discover Workshop With ENP, lead the Zoning Workshop Form-based elements of Zoning Ordinance, such as the regulating plan, civic space standards and three dimensional building form standard illustrations

Please let us know if you have any other questions! I can be reached directly at 734-646-3163 or megan@enp-associates.com.

CITY OF YPSILANTI 2014 MASTER PLAN & ZONING ORDINANCE PROPOSAL

August 24, 2012

Submitted By



In Partnership With



324 Munson Avenue
Traverse City, Michigan 49686
T 231.929.3696 F 231.929.3771 LIAA.org

INTRODUCTION

The City of Ypsilanti is calling for a new, innovative approach to the development of a Master Plan and zoning ordinance, resulting in policies and guidance that are honest and direct in addressing both the challenges and opportunities that face the city. Solidly grounded in the community's core values and defining characteristics, this effort will culminate in pragmatic and detailed land use, transportation and economic development strategies that enhance opportunity and social equity, preserve the city's natural resources, and contribute to overall community sustainability and resilience.



We propose a planning process that is highly interactive, inclusive and forward thinking, engaging the full diversity of city residents, including youth, students, minorities, low-income residents and seniors. To be fully inclusive, we will use a variety of outreach and participatory techniques ranging from small-group discussions and facilitated community conversations to social media, digital video and crowd-sourcing websites.

LIAA's team of experienced professional planners and technology experts offer a unique combination of skills and expertise in the design and implementation of innovative planning processes, including a heavy emphasis on civic engagement. In addition to specific planning experience in developing corridor plans, recreation and trail plans, Master Plans and zoning ordinances, we have almost 20 years of experience in guiding cooperative, inter-jurisdictional and inter-organizational efforts to support community development.

As a nonprofit, community service organization, LIAA has provided professional planning and technical services to hundreds of municipalities and other nonprofit organizations all over Michigan. We have a long history of guiding community processes that build on and support local expertise, engage community stakeholders, and empower citizens.

For this project, LIAA has partnered with the Michigan Association of Planning (MAP) based in Ann Arbor, the Huron River Watershed Council based in Ann Arbor, and the law firm of Olson, Bzdok and Howard based in Traverse City. Our team offers a unique combination of innovative planning and technology expertise with direct experience in economic development, municipal government, natural resource management, and planning and zoning law.

We bring together extensive research capacity, facilitation and process experience, a wide variety of experiences, and a commitment to community sustainability and resilience throughout Michigan. With this proposal, we are pleased to offer our complete commitment to assist the City of Ypsilanti in this exciting and important planning effort. Thank you for the opportunity.

PROJECT UNDERSTANDING & CHALLENGES

The City of Ypsilanti, with the support of Washtenaw County and the US Department of Housing and Urban Development (HUD), is committed to developing a visionary Master Plan and zoning ordinance. The Ypsilanti Planning Commission recognizes the need for a unique and perceptive effort that accurately captures the vision, goals and objectives of the community, proactively faces the city's needs and challenges, and creates opportunity for its residents both now and in the future.

A sense of opportunity is a defining characteristic of any good Master Planning process. The process inherently gives a city and its residents license to think creatively and constructively, reflect on past and current circumstances, and optimistically build toward a future that is better than today.

Actually creating opportunity — be it social or economic — is a challenge few communities ever meet to their own satisfaction. In this early part of the 21st century, no other state has been more challenged to rebuild the infrastructure of opportunity than Michigan. The 1972 futures analysis for the City of Ypsilanti accurately identified the tenuous nature of factory employment in the area, a vision borne out by the loss of 1,600 manufacturing jobs since 2001. Ypsilanti, along with hundreds of other Michigan communities, is challenged to plan for an uncertain future even as current circumstances shift and buckle underfoot on a seismic scale.

“In preparing for battle, I have always found that plans are useless, but planning is indispensable.”

— General Dwight D. Eisenhower

The challenges facing Ypsilanti are significant. One in four city residents live below the poverty line, and nearly as many receive food benefits. Nearly 68 percent of the city's housing stock was built before 1970, resulting in increased upkeep and high energy costs. Fifteen percent of this stock is vacant and 60 percent of it is rental. Overburden in housing costs (more than 30 percent of income dedicated to housing, exclusive of utilities) is impacting 34 percent of homeowners and 60 percent of renters. Minority populations disproportionately suffer from these challenges.

One of the most difficult characteristics of the current environment throughout Michigan is that even as difficulties increase, the means to combat them are becoming scarcer. As in many other communities, the decline of automotive and manufacturing industries in Ypsilanti has left in its wake a corresponding decline in property tax revenue that threatens to tighten the city's belt into knots.

Regional and global forces have unprecedented influence on local communities. It is true that no local plan or ordinance can predict or control these external forces, and it is also true that these forces have accelerated — and will continue to accelerate — challenges to the sustainability of local communities. But the final truth is that communities have the ability and opportunity to design policies and plans that are explicitly constructed to face current challenges, prepare for uncertain futures — and seize the opportunities in both.

LIAA frames this approach in terms of community resilience. A community's resilience can be measured in its ability to absorb shocks and recover to its equilibrium, providing everyone the opportunity to thrive. When applied to community planning, resilience thinking results in

a community that is more engaged and coordinated at all levels, more nimble and responsive to needs and opportunities, and proactively prepared to weather the unpredictable but inevitable challenges to come.

Planning for resilience requires a comprehensive approach, recognizing that critical community systems routinely cross sectoral boundaries and the familiar silos of interest. We believe that community resilience is greatest when the various sectors and interest groups are communicating, cooperating and coordinating their actions. Resilient communities identify and leverage their strengths while continuously pursuing the identification and cultivation of new strengths.

A resilience approach to planning demands intensive civic engagement and involvement for frank recognition and discussion of a community's strengths and vulnerabilities. It demands teamwork among citizens and groups that are often nontraditional partners. It demands a commitment from community leaders in both the public and private sector to illuminate, inform and execute policies and procedures that will engender more opportunity and choices for more people, particularly for those who have little of either. A resilient community embraces a vision of inclusiveness, innovation, sustainability and quality of life, and then walks the walk, confident in its abilities to truly build toward a future that is better than today.

As demonstrated in the *Request for Proposals*, the City of Ypsilanti is in an excellent position to embrace this opportunity through its Master Planning and zoning process. Funding is available, a timetable is established, the Planning Commission is engaged, city staff are available to significantly partner with the selected consultant, and several recent local and regional efforts provide the Master Plan with a strong working foundation. For Ypsilanti, the opportunity is now, and we would be honored to help the city seize it.

EXPERIENCE OF THE CONSULTING TEAM

LIAA and its partners on this proposal represent a dynamic blend of technical strengths, capacities and experience that we believe will be unique among applicants, particularly in the amount of additional resources the partners are prepared to provide the project. Additional support committed in this proposal includes a \$55,000 cash match in grants already secured from the Americana Foundation and the Margaret A. Cargill Foundation, as well as \$20,000 of in-kind support from LIAA (i.e., contributed overhead costs). This level of commitment reflects a deep mission-driven interest by LIAA and the project partners in both the nature of the project and in its ultimate success. Brief organizational profiles follow here, and specific qualifications of the consulting team can be found in subsequent sections of this proposal and in Appendix A.



The Land Information Access Association (LIAA)

Founded in 1993, the Land Information Access Association (LIAA) is a federally approved, Section 501(c)(3) nonprofit corporation registered in the State of Michigan. We were organized to help provide citizens and public officials more effective access to the information and analytical tools needed to understand and manage their cultural and natural resources. We are particularly concerned with informing land-use planning and regulation efforts toward the preservation of the unique natural and cultural resources required for sustainable, resilient communities.

LIAA's Mission Statement is:

Helping people shape better communities through participation, education, information, and the effective use of technology.

To this end, LIAA works with local units of government, other nonprofit organizations and the public in various ways. Through contractual arrangements, LIAA works with local units of government and their citizenry, helping them identify and classify their important cultural and natural resources and allowing them to make well-informed decisions regarding future land uses. LIAA also partners with local units in obtaining grant funding from private and public sources. Additionally, we regularly partner with other nonprofit organizations to provide educational support and improve community resource management.

For nearly 20 years, LIAA has accumulated and developed a unique assortment of resources and competencies. We offer our clients considerable expertise in: land-use planning and regulation, natural resource management, process facilitation and evaluation, technical instruction, computer programming, Geographic Information Systems (GIS) and mapping, database design, web application development, and multimedia content creation. Our

strengths in these areas and our ability to use them cost-effectively in support of relevant projects have been instrumental in our continuing service.

LIAA has completed a wide range of community and regional projects. We have worked with hundreds of local governments in communities all across the State of Michigan. Additionally, we have partnered with dozens of nonprofit organizations. We have also completed projects in Ohio, Minnesota and Colorado. Most of these projects have involved process facilitation for land-use planning, community development and resource management, GIS data development and analyses, computer application design, and multimedia applications including website design and video production services.

Among our other capacities, LIAA has extensive onsite GIS hardware and software, printing and plotting equipment, multiple web servers, a public-access television and video production facility (the UpNorth Media Center), and a 16-seat hands-on computer training classroom to support all technical training and development efforts.

LIAA will commit all necessary resources to the development of an engaging, meaningful, and well-supported Master Plan and zoning ordinance. These resources include 12 highly trained, experienced and motivated professionals dedicated to providing timely and effective services. Based on the *Request for Proposals* and the needs of this project, we expect at least eight LIAA staff members to play important roles in the successful completion of this project. The following paragraphs provide brief descriptions of LIAA's professional staff assigned to assist the city and perform the various project tasks.

Executive Director

[Dr. Joe VanderMeulen](#) will act as project manager and facilitation team leader. In addition to 19 years of experience as chief executive officer for LIAA, Joe has more than a dozen years of experience as the nonpartisan director of science and technology research for the Michigan Legislature. He has worked on a broad range of land-use planning and urban growth management projects across Michigan and has authored or co-authored numerous publications on these topics. With degrees in English (B.A.), Earth Science (M.S.), and Natural Resources and Environmental Policy (Ph.D.) emphasizing land-use planning policy, Dr. VanderMeulen brings a skill set that is directly relevant to this project.

Community Planner II

[Harry Burkholder, AICP](#), will serve as the lead planner for this project. Harry has experience with a variety of planning activities, including work for MSU's Citizen Planner Program and LIAA's Partnerships for Change Program. He has direct experience authoring Master Plans, corridor plans and recreational plans for several Michigan governments, including the recent establishment of several Recreational Authorities. Harry is Charrette System Training Certified by the National Charrette Institute. He is also a board member of the Traverse City Downtown Development Authority. Harry holds a B.A. in Political Science, Geography, and Communications from Western Michigan University and a Master's degree in Urban and Regional Planning (M.U.R.P.) from Michigan State University.

Community Planner

Michelle Reardon is a skilled facilitator with education and experience in urban planning, public administration, and nonprofit administration. She has experience in the development and implementation of strategic plans and zoning ordinances. Additionally, Michelle has experience developing, managing and implementing city-wide affordable housing plans, including planning, grant management and construction. Michelle is Charrette System Training Certified by the National Charrette Institute. Michelle has earned a B.S. degree in Urban and Regional Planning from Eastern Michigan University as well as Master's degrees in Public Administration (M.P.A.) from Western Michigan University.

GIS Specialist

Paul Riess will provide geographic information system (GIS) support throughout this planning effort. A geographer and cartographer, Paul has over 20 years of experience developing and managing spatial databases, designing GIS systems, and teaching GIS operations. He has extensive experience in the development of geographic data and mapping for city, township and county Master Plans, recreation plans, corridor plans and natural resource management plans. A bio-geographer, he holds a B.S. in Biology and Geography and an M.S. in Biology from Andrews University as well as an M.A. in Geography from Western Michigan University.

Director of Technology

Jim Muratzki is a computer programmer and applications developer. He will assist in delivering web-based public participation processes (e.g., polls, surveys, crowdsourcing) and planning information to all interested people throughout the planning process. Jim is a talented web-application designer and technology manager. He is also LIAA's lead instructor in developing and maintaining information technology, databases, and websites. Jim has earned two B.S. degrees from Michigan State University, one in Geography and one in Anthropology.

Videographer

Joe Carter will be responsible for the design and production of all video materials used during the planning process. Joe is an award-winning production management professional with extensive experience in all phases of media production. Skilled in managing the creative and technical processes in multiple environments including public, commercial and cable television, public/private sector communications, and independent production. Joe holds a B.S. degree in Mass Communications from Northern Michigan University.

Graphic Designer

Kaye Krapohl will be responsible for the design and production of all informational materials used during the planning process as well as the design and layout of the final Master Plan. Kaye is a nationally recognized designer with over 25 years of experience in digital and print design as well as branding and marketing initiatives. Kaye holds a B.F.A. in Design from the University of Michigan, Ann Arbor.

Financial Administrator

[Kim McNeil](#) will be responsible for financial administration and cost control throughout the planning process. As a Certified Public Accountant, Kim was a Supervisor in the Tax and Audit Department for Plante & Moran for 10 years prior to joining LIAA. She has eight years of experience as LIAA's accounting and financial operations manager. Kim holds a B.S. in Business Administration from Michigan Technological University.

PROJECT PARTNERS

LIAA has assembled a unique team of nonprofit organizations and a highly-regarded community development and law firm to assist and advise us throughout this project. Our partners will contribute to every aspect of this project, from research and data analyses to public participation processes and charrette management. Below is a brief description of each partnering organization. Résumés of consulting team members can be found in Appendix A.

The Michigan Association of Planning (MAP)

The Michigan Association of Planning (MAP) is a 501(c)(3) organization dedicated to promoting sound community planning that benefits the residents of Michigan. MAP was established in 1945 to achieve a desired quality of life through comprehensive community planning that includes opportunities for a variety of lifestyles, housing, employment, commercial activities, and cultural and recreational amenities.

Today, MAP has a membership of nearly 5,000, and 80 percent of its members are citizens appointed to planning commissions and zoning boards of appeal. Some 1,000 of its members are professional planners and professionals from ancillary fields such as architecture, landscape architecture, engineering, law, the private development community, students and others. MAP has been in the business of educating and training citizen and professional planners for almost 60 years.

The Michigan Association of Planning is, operationally and organizationally, the largest state chapter of the American Planning Association (APA), which is recognized internationally as the premier organization dedicated to urban and regional planning. As the largest APA Chapter, MAP is backed by the strength of its members and the extensive resources of APA. This enables MAP to expand its role as an advocate for best planning practices by advancing new ways of thinking and doing in Michigan. MAP also advances the credibility of the planning profession by transcending current approaches to planning and land use. MAP is dedicated to providing new models and tools that result in improved development patterns to conserve land and resources, build a vital economy, and provide sustainability for the future of Michigan communities.

The Huron River Watershed Council (HRWC)

Founded in 1965, the Huron River Watershed Council (HRWC) is southeast Michigan's oldest environmental organization dedicated to river protection. HRWC works to inspire attitudes, behaviors, and economies to protect, rehabilitate, and sustain the Huron River System.

HRWC is a nonprofit coalition of Huron Valley residents, businesses, and local governments. The Council bridges political boundaries by building partnerships between and among communities, community leaders, residents, and commercial enterprises. Serving those constituencies, HRWC monitors the Huron River, its tributaries, lakes, and groundwater, and directs multiple programs addressing pollution prevention and abatement, wetland and floodplain protection, citizen education, and natural resource and land-use planning.

Since it was formed, the Council has served as a place where local units of government and citizens have discussed problems and sought solutions to critical issues affecting the River. Even though the Council has no enforcement powers, it has accomplished its goals through the use of technical data, factual information and citizen stewardship to influence decisions made by various local and state agencies.

Olson, Bzdok & Howard, P.C.

Olson, Bzdok and Howard is a public-interest law firm specializing in environmental, land use, and community work. The firm has helped local governments integrate their values and goals into Master Plans, ordinances, interlocal agreements, and other community development tools. The firm shares the view that land use planning is an essential and catalyzing element of "placemaking;" and that developing plans and ordinances that fit a specific community is an integral part of economic development. Olson, Bzdok and Howard has experience developing plans and ordinances that promote sense of place and quality of life by addressing issues ranging from transportation and housing to infrastructure, liveable neighborhoods, and natural resources. The firm also has experience integrating brownfield redevelopment, tax increment financing (TIF), land banks, revolving loan funds, and other economic development tools into the Master Planning and implementation process.

RELEVANT LIAA PROJECTS

Over the last 19 years, LIAA has worked in numerous communities across Michigan that share community development circumstances and challenges similar to Ypsilanti. The following section provides a brief summary of five such projects. A more thorough description of these projects, including a list of client references, can be found in Appendix B of this proposal.

Eight Mile Boulevard Community

Long plagued by blight and property maintenance issues, LIAA worked with the Eight Mile Boulevard Association and 16 jurisdictions bordering Eight Mile Boulevard in metro Detroit to develop an innovative grassroots code compliance program. The “Corridor Keeper Program” works to protect the appearance and welfare of the Eight Mile Boulevard Corridor through education, assistance and informal code enforcement.

A full description of the Corridor Keeper Program can be found on the Eight Mile Boulevard Association website:

http://www.eightmile.org/demo/demo/Html/8MBA_corridor_keeper_program.html



Suttons Bay Community

LIAA worked with the Village of Suttons Bay and Suttons Bay Township in northwest lower Michigan on several joint planning initiatives. LIAA assisted in the development and formal establishment of a joint planning commission, one of just a handful of such commissions in the state. Once the joint commission was established, we assisted in the development of a community-wide joint Master Plan. Through our extensive outreach efforts, we worked closely with the Grand Traverse Band of Ottawa and Chippewa Indians, meeting with the Tribal Council to discuss potential land use conflicts, future land use categories and community goals and objectives. As a sovereign nation, the Grand Traverse Band of Ottawa and Chippewa Indians is not subject to local land use regulations; this effort marked the first time the Tribe was asked to participate in local planning activities.

A full copy of the Master Plan can be found on the Village of Suttons Bay website:

http://www.leelanau.cc/downloads/master_plan.pdf



LIAA worked with the City of Kalamazoo, Kalamazoo Charter Township and Kalamazoo County to develop a Gateway Plan for the eastern portion of the I-94 Business Loop. Extensive community outreach efforts included regular meetings with the neighborhood associations directly adjacent to the business loop, and direct interaction with Western Michigan University.

A full copy of the Gateway Plan can be found on the I-94 Business Loop Project website:

http://www.partnershipsforchange.cc/i94bizloop/downloads/kalmazoo_full_plan.pdf



LIAA worked with the City of Fremont, Sheridan Charter Township and Dayton Township on several joint planning initiatives. First, we assisted in the development and formal establishment of a joint planning commission. Once the joint commission was established, we assisted in the development of a community-wide joint Master Plan. Throughout the planning process we worked with and utilized an extensive network of community volunteers. For example, we worked with the local Boy Scout troop to distribute and collect community surveys. In another instance we distributed disposable cameras to community volunteers to produce a visual Strengths, Weaknesses, Opportunities and Threats (SWOT) assessment of the community.

A full copy of the Master Plan can be found on the City of Fremont website:

http://www.cityoffremont.net/web/documents/JointPlanFinal8-11-09_000.pdf

More recently, we worked with the Joint Planning Commission to conduct an audit of their comprehensive form-based zoning ordinance. The audit ensured that the document was compliant with Michigan Law (including the Michigan Zoning Enabling Act, among others) and supported the guidelines and overarching goals of the Master Plan and Growth Management Plan (including the Ten Tenants of Smart Growth). In addition, we helped to ensure that language was consistent throughout the document, that there were no errors or omissions, and that zoning map changes were incorporated.

Niles Community

LIAA worked with the City of Niles and Niles Township to develop a comprehensive Corridor Plan and Market Study for the 11th Street Corridor. Again, through our extensive outreach efforts we routinely met with a wide range of community stakeholders, including local business owners, regional economic development agencies, neighborhood groups, realtors and interested citizens. We were also able to leverage our relationship with MDOT to provide technical assistance. Based on the recommendations outlined in the Corridor Plan, the City of Niles recently ordered a temporary building moratorium to further study potential amendments to their zoning ordinance.

A full copy of the Corridor Plan can be found on the 11th Street Corridor Project website:

<http://www.planfor11thstreet.info/>



Additional Samples

Grant Traverse Commons Master Plan

<http://www.partnershipsforchange.cc/gtcommons/masterplan.asp>

City of Newaygo Master Plan

http://www.newaygocity.org/index.php/zoning/cat_view/75-plans

OUTREACH PLAN

LIAA's Team and the City's Master Plan Steering Committee will design a citizen participation plan to encourage community learning and a very high level of civic engagement. We strongly recommend investing a significant amount of effort into informing citizens of the planning process and its long-term impact on individuals and the future of the community. We will develop an aggressive branding and marketing campaign to win the attention of residents using public notices, paid and donated advertising, posters, flyers, social media and web-based outreach efforts. This effort will be enhanced by the work of the Steering Committee, particularly through word of mouth.

LIAA's Team is prepared to build a unique civic engagement program with a focus on enhancing community sustainability and resilience. This comprehensive civic engagement and public participation plan may include many or all of the following interactive tools.

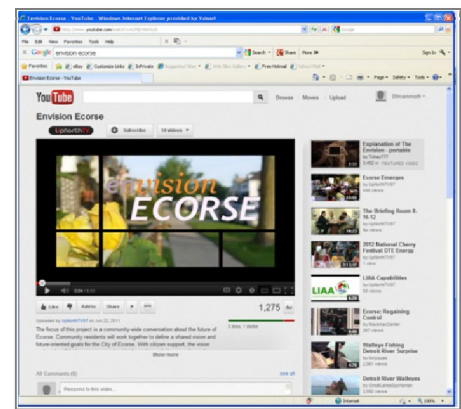
Project Video. LIAA will develop and produce a unique project video to explain the purpose of this special cooperative planning effort and promote community-wide participation. The video will be useful in working with local media outlets and will be available on YouTube and through the project website. Examples include videos produced by LIAA to document our recent civic engagement work in the City of Ecorse:

Envision Ecorse:

<http://www.youtube.com/watch?v=LMjDVleVVy8>

Ecorse Emerges:

<http://www.youtube.com/watch?v=y9EMBu6Yoyk>



Community Workshops. LIAA will work with the Steering Committee to plan and facilitate at least four large community workshops involving professionally facilitated small group discussions as well as large audience, interactive presentations. The first community workshop will provide an opportunity for participants to respond and react to an overview of existing conditions and current trends — a summary on the “state of the city.” Through this interactive discussion, participants will develop the vision and major themes of the Master Plan.

The second community workshop will provide an opportunity for participants to help establish the overarching values and goals of the community. We anticipate this effort will address a wide spectrum of community issues and concerns, including the components outlined in this RFP (i.e., accessibility, conservation, transportation, housing and diversity).

The third community workshop will provide an opportunity for participants to review a draft of the Master Plan. This workshop will be conducted in an open-house format. Participants will have an opportunity to review documents and maps, interact with LIAA staff and the Steering Committee on specific plan elements and topics, and submit commits through a “gallery walk.”

The fourth community workshop will present and discuss an analysis of the current zoning ordinance and the recommended alternatives for implementation of the Master Plan. This event will engage and educate a large portion of the community to determine the acceptable level of change, and specific actions that stakeholders and government leaders are willing to take. Community response will be compiled and incorporated into the revision of the zoning ordinance.

These community workshops will be heavily promoted and might include special incentives. For example, we may serve a meal, offer special door prizes and provide awards in certain categories of attendees (e.g., to the family with the most members in attendance).

Community Charrette. LIAA will work with the Steering Committee to plan and facilitate an intensive three-day charrette for the seven areas identified in the RFP (Leforge/Huron River Drive/Railroad Street; Depot Town; Lincoln Street/Park/Grove/Prospect; Harriet Street; Downtown/Water Street; East Michigan/Ecorse; and Washtenaw Avenue). The three-day charrette will be a highly creative, energetic and interactive community event. This dynamic planning process is designed to provide a viable vision for the seven areas of focus and specific recommendations for the zoning ordinance.



Big Idea Week. LIAA will work with the Steering Committee to facilitate a week-long series of interactive activities that get citizens to participate in the planning process and inspire creative ideas and thinking.

Pint & Planning: LIAA and the Steering Committee will host a “Big Idea” workshop at the Corner Brewery or other suitable location. The workshop will provide an opportunity for participants to respond and react to an overview of existing conditions and current trends within the city (see similar activity under Community Workshops). Then, participants will be asked to brainstorm about any big idea they have for the city (no idea is too outlandish — we will be looking for creativity!). Participants will then be given markers and asked to develop such ideas on large maps of the city.



Workshops on Wheels: LIAA and the Steering Committee will take the planning meeting on the road. Over a two-day period, LIAA staff will travel across the city in a van, making stops in key locations to gather information and ideas from pedestrians and passers-by. Stops may include the EMU campus, specific neighborhoods, senior housing, and specific areas of study identified in the RFP (Leforge/Huron River Drive/Railroad Street; Depot Town; Lincoln Street/Park/Grove/Prospect; Harriet Street; Downtown/Water Street; East Michigan/Ecorse; and Washtenaw Avenue).

Community Survey: LIAA proposes to work with the Steering Committee to develop and disseminate a community-wide mailed and online survey. The survey will build

upon the visioning efforts of the Community Workshops, help clarify community values, and help identify pressing community concerns.

Build Your Community - Children's Activity. LIAA and the Steering Committee will host a day-long exhibit and activity center at the Firehouse Museum specifically geared toward children. Using recycled boxes, construction paper, string, tape, crayons, scissors and other creative tools, we will provide an opportunity for children to construct their ideas for the city on a city grid that is spread out on the museum floor. The grid may also include specific areas of study identified in the RFP (Leforge/Huron River Drive/Railroad Street; Depot Town; Lincoln Street/Park/Grove/Prospect; Harriet Street; Downtown/Water Street; East Michigan/Ecorse; and Washtenaw Avenue).

Roundtable Discussions. Throughout the process, LIAA staff and the Steering Committee will conduct a reoccurring series of roundtable discussions with targeted stakeholders and community organizations to discuss and address specific issues and opportunities facing the city.

Website and Social Media. Everyone in the community will have an opportunity to participate in the community planning process through the web and social media. LIAA will produce and manage a project website that provides easy access to all the information gathered for this process including interactive maps, planning documents, and other downloadable resources. The website will also provide a crowdsourcing option, asking participants to post comments and suggestions, pictures and map locations, and design ideas in response to specific questions and/or scenarios. Activities and events throughout the planning process will also be promoted through social media outlets such as Facebook, Twitter and YouTube.

OVERALL WORK PLAN & SCHEDULE

The following draft work plan is offered as a general outline and guide for the development of a much more detailed schedule of activities in cooperation with City staff members and the Master Plan Steering Committee. Our draft work plan calls for an open, detailed, and comprehensive community process involving extensive public participation.

Task 1: Outreach & public engagement strategy September 2012

LIAA's Team will assist the City in initiating the planning process as prescribed by the Michigan Planning Enabling Act, including the mailing of notices of intent to plan to affected parties. We will work with City staff members to identify and convene the Master Plan Steering Committee members. The Steering Committee will act as a guide and key resource group throughout the planning and zoning process. We look forward to engaging a number of local experts, local government staff, organizational leaders, and key stakeholders throughout this process as Steering Committee members and as citizen participants. LIAA's Team and the Steering Committee will develop and present a detailed work plan that clearly articulates the stages and products of the 30-month planning and zoning process. The detailed work plan will assist the Steering Committee and LIAA in setting priorities for inventories, assessments and analyses necessary to present the existing conditions in the City.

LIAA's Team will work with the Steering Committee to refine and improve the proposed public participation and civic engagement plan. This plan will articulate the acceptable level of participation, establish a timetable and logistics for public events and activities, and establish the process and specific tools (charrette, surveys, focus groups, social media, etc.) included in the process to target and attain high levels of public input and participation. An in-depth discussion of recommended tools is provided in the "Outreach Plan" section of this proposal (above).

As part of the public participation and civic engagement plan, LIAA's Team will develop project information materials for public distribution that will be consistent and uniform throughout the process. For example, we will provide an online project website with interactive public participation tools with smart-phone options to help people learn more about the project. As part of this effort, we will develop a social media campaign and communications program involving such elements as an e-newsletter, Facebook page, Twitter feeds, blog postings (e.g., Tumblr), and materials with QR code connections. Each of these components will be designed to help establish the project identity and brand recognition while encouraging community discussion and supporting multiple access points into the project for the community.

As part of the project promotion, LIAA's Team will work with City staff members and the Steering Committee to produce and distribute unique project videos that will offer the first impression of the cooperative planning effort and promote community-wide participation. These videos will be available on YouTube, through the project website, and released to local

media in conjunction with the kickoff of the planning process. We anticipate using short digital video clips as a regular part of this process.

Task 2: Convene work & stakeholder groups

October - December 2012

LIAA's Team will begin community discovery and first-level asset mapping processes through meetings with community leaders, elected officials and City staff members to further a shared understanding of the City and its community characteristics. With the assistance of the Steering Committee and community stakeholders, we will conduct detailed community tours that will build a mutual understanding of Ypsilanti's *sense of place* and core values. We will collect pictures, maps and graphics to build a comprehensive assessment of community housing patterns, transportation and resource use patterns, as well as the scale and visual character of the City's built environment. This process will also assist in the identification of sources of conflict or disputes that may arise as part of the planning process and allow the team to address these issues proactively. We will continue the community conversations with identified stakeholder groups (e.g., neighborhood associations, local economic development organizations) in a variety of formats to further clarify the community values that will guide the planning process.

As determined by the public participation and civic engagement plan, LIAA will plan, promote and conduct the first of three community-wide discussions, kicking off "Big Idea Week" with the *Pint and Planning/Big Idea Workshop*. This first workshop will provide an opportunity for participants to respond and react to an overview of existing conditions and current trends — a summary on the "state of the city." Through this interactive discussion, participants will develop the vision and major themes of the Master Plan on the planning process and future scenarios. Big Idea Week will also include the *Workshop on Wheels* and the distribution of the *Community Survey* (see the Outreach Plan above for more details).

Task 3: Review previous plans & augment existing data

January - March 2013

LIAA's Team will work with City staff members to assemble and augment the existing planning data sets to determine the current conditions. This work will include review of the existing plans and policies as well as analysis of the implementation of these plans; compilation and update of geographic information including land use/land cover, population distribution, infrastructure, natural resources, future land use, zoning districts, and current parcel maps; and a complete build-out analysis using the existing zoning. We will offer support to the City Planning Department to complete and include the Washtenaw Area Plan, the housing typology set, and a transportation plan that incorporates the existing non-motorized plan. In addition to the above data sets and plans, LIAA's Team will complete a housing market analysis that will inform future housing policy.

The second community workshop will provide an opportunity for participants to help establish the overarching values and goals of the community. We anticipate this effort will

address a wide spectrum of community issues and concerns, including the components outlined in the RFP (i.e., accessibility, conservation, transportation, housing and diversity). To complement these data sets, we will complete the asset mapping process with community-wide participation. Asset mapping is a form of search and discovery in which teams of people identify and document a wide range of community resources. The activities of asset mapping engage citizens in an intentional community discussion that prepares them for strategic planning (e.g., Master Plan, strategic economic plan).

Through asset mapping, the participants learn about community resources, including the physical spaces and places (e.g., buildings, infrastructure), social characteristics (e.g., organizational roles), and connections between these resources. The participants also identify and discuss the potential for enhancing community resources as well as individual and organizational capacity to act (i.e., people power). The result is a multidimensional inventory that characterizes community capacity to change, adapt and thrive.

Task 4: Present initial findings for Master Plan **April - September 2013**

Based on the *existing conditions data set* and informed by the community values discussions, LIAA's Team will work with City staff members and the Steering Committee to develop reasonable and defensible planning scenarios that will characterize possible futures for the City of Ypsilanti. These scenarios will be presented to core stakeholders in a facilitated discussion to gauge the feasibility and further refine each scenario prior to community-wide discussions.

In addition to these workshops LIAA's Team will plan and facilitate the three-day community charrette and the Children's Build Your Community activity. Each event is designed to engage large numbers of citizens in interactive discussions that will assist in determining the acceptable level of change in the community, achievable goals worth striving for, and specific actions that stakeholders and government leaders are willing to take. These goals and action statements will be the foundation of the Master Plan.

Task 5: Draft Master Plan available for review **October - December 2013**

Working with the full resources of LIAA's Team, and in partnership with the members of the City Planning Department, we will draft the Master Plan document. The final document will be visually attractive in a uniform format, providing engaging text, graphics, maps, charts, tables, and photographs to highlight and explain the factual basis for planning, the concepts and elements of the Master Plan, and the City's policies. Reflecting the community's core values and key characteristics, this document will be direct, concise and written in language easily understood by the average reader. Ultimately, the final Master Plan will give everyone a clear and tangible guide to the City's planning policies.

The plan will consist of the following components:

Community Profile: Building from the existing conditions analysis and the community conversations, this section will include an accurate description of the community, including the people, the history, and the physical geography unique to the City of Ypsilanti.

Inventory: The inventory will begin with a report of the analysis of past planning efforts and policies. This analysis informs the planning process by determining community development and decision-making trends that may enable or deter the current planning efforts. Additionally, this section will contain an inventory of the existing conditions in the City. This inventory will become a baseline for evaluation of the implementation activities that result from the adoption of the Master Plan. Indicators include land use patterns, existing policies, characteristics of the built environment (e.g., transportation routes, architectural patterns), ecological features and patterns of use. These efforts will be led by LIAA's Planners and GIS Specialist with the Huron River Watershed Council contributing key local knowledge of the Huron River and its interface with the City.

Values/Policy: This section will include the guiding principles for future land use, housing, transportation, and development decisions. The principles will reflect the community values as determined through public participation during the planning process.

Land Use: The land use section will address past, present, and future land use patterns. Specifically, this chapter will delineate the path that development patterns have previously taken to enlighten future land use and development decisions. A future land use plan shall be included that will illustrate the community's vision for the City and will consider land use designations as well as the relationship between and access to each designation.

Transportation Plan: A section of the plan will be dedicated to the analysis of the current transportation system and presentation of a multi-modal plan with improved access into and around the City. The transportation plan will include the existing non-motorized plan and will pay particular attention to areas where transit stops can be developed to support Transit Oriented Design in the surrounding area. Further, the plan will address the connection between the City and Eastern Michigan University and provide guidance for future expansion of alternative transportation options for the commuting population.

LIAA's Team will work with transportation experts from the Michigan Association of Planning and within the Ypsilanti community and will coordinate the plan with existing area studies produced by area stakeholders, including Washtenaw County, Ann Arbor Transit Authority, and neighboring jurisdictions as specified in the RFP.

Housing Plan: The housing market has changed dramatically in the last five years and providing decent, affordable housing to City residents is a priority. Thus, a Housing Needs Assessment and Market Analysis will be provided as part of the planning process. The findings of these studies will be included in the housing plan and will be the basis for recommendations regarding housing investment in the City. Opportunities for expansion and/or diversification of housing types, as well as investment strategies to preserve and improve the existing housing stock (e.g., energy efficiency improvement loans, historic preservation loans), will be identified as part of this plan.

LIAA will utilize in-house expertise and work with MAP and City Planning Department staff members to complete the Housing Needs & Market Analysis and provide recommendations for successful implementation of the housing plan. It is our hope to connect with and utilize the expertise available through Eastern Michigan University's Historic Preservation Department to further strengthen this report.



Economic Development Plan: An economic development plan will be presented in this section, focused on enhancing and expanding City policies that encourage local business creation and retention. LIAA will work with local economic development professionals to identify strengths and opportunities (local assets) in the local economic system. Recommendations and strategies will be provided that will foster entrepreneurial activity, workforce development, and community prosperity. This plan will provide tools that can be utilized to create wealth within the community and among traditionally underserved residents.

Natural Features Resilience Plan: The Huron River is a central feature in the City and important both economically and socially. A plan to properly protect and utilize this asset will be included in the Master Plan document. LIAA will work with the Huron River Watershed Council to identify areas of vulnerability on the river. Additionally, the team will work with members of the City staff to design enhanced access and/or preservation plans where appropriate.

Implementation: Together with members of the City staff and the project partners, LIAA will identify feasible strategies and realistic tools that will ensure successful implementation of the Master Plan vision. Additionally, we will provide an analysis of the current zoning ordinance and recommendations for revision that will support implementation activities. Also included will be a zoning plan as required by the Michigan enabling legislation. Other tools will include a Capital Improvements Plan to guide future infrastructure investment, identified sources of funding for future development activity, and a decision framework for assessing these future activities.

Additionally, LIAA will work with the Steering Committee to identify a series of metrics and measurement techniques for use in tracking the community's progress in achieving Master Plan goals and objectives. This "dashboard" will be incorporated into the web-based presentation of the Master Plan and can be incorporated into the project and the City websites.

Throughout the drafting of this document, LIAA's Team will consult with the Steering Committee and City staff members to ensure consistency with the community vision. The draft document will be presented to the City Planning Commission for their review and comments prior to the legislative body review. Upon acceptance of the document by the Planning Commission, the Master Plan will be submitted for approval by the City Council for distribution as prescribed by the Michigan Planning Enabling Act.

LIAA's Team will conduct the third community workshop to provide an opportunity for stakeholders to review a draft of the Master Plan. This workshop will be conducted in an open-house format. Participants will have an opportunity to review documents and maps, interact with LIAA's Team and the Steering Committee on specific plan elements and topics, and submit comments through a "gallery walk."

We will work with the City Planning Department to prepare and distribute the notification of the required public hearing. The LIAA Team will be available to present the plan at the hearing and to respond to questions and comments as determined necessary.

Task 6: Adopt Master Plan **October - December 2013**

The legal expertise of the LIAA team will assist the City throughout the adoption process, ensuring compliance with the Michigan Planning Enabling Act. The document will be presented to the Planning Commission for formal adoption at the request of the commission when this board has determined the Plan is reflective of the community vision. LIAA's Team will facilitate this process through the publication of the plan as prescribed by enabling legislation.

Task 7: Retool timelines & kick off Zoning Ordinance rewrite **January - March 2014**

In partnership with the attorneys of Olson, Bzdok & Howard, P.C., as well as the Steering Committee and City staff members, we will begin the zoning ordinance rewrite process. The team will re-evaluate the work plan and public engagement strategy to ensure alignment with the newly adopted Master Plan. The existing zoning ordinance will be analyzed for consistency with the Master Plan. Recommendations for revision and alternative code language (i.e., for form-based codes) will be drafted by LIAA and our partners for review and comment by the Steering Committee.

Task 8: Present initial findings for Zoning Ordinance

April - June 2014

As determined by the public participation and civic engagement plan, LIAA will plan, promote and conduct a fourth public workshop to present and discuss the analysis of the current zoning ordinance and the recommended alternatives for implementation of the Master Plan. This events will engage and educate a large portion of the community to determine the acceptable level of change, and specific actions that stakeholders and government leaders are willing to take. The community response will be compiled and incorporated into the revision of the zoning ordinance.

Task 9: Draft Zoning Ordinance for review

October - December 2014

Based on the outcomes of the community presentation and participation process, the LIAA Team will draft the Zoning Ordinance document. The final document will be visually attractive in a uniform format, providing engaging text, graphics, maps, charts, tables, and photographs to highlight and explain the factual basis for zoning and the City's policies. The document will be direct, concise and written in language easily understood by the average reader.

This document will be presented to the public and the decision-making boards as determined by the public participation and civic engagement plan.

Task 10: Adopt Zoning Ordinance

January - March 2015

The legal expertise of the LIAA Team will assist the City throughout the adoption process, ensuring compliance with the Michigan Zoning Enabling Act. The document will be presented to the Planning Commission and the City Council for formal adoption. LIAA will facilitate this process through the publication of the plan as prescribed by enabling legislation.

Project Task & Activities Summary

Task 1: Develop & Implement Outreach & Engagement Strategy		(September 2012)
	Identify & Convene Steering Committee	
	Design Detail Public Participation & Civic Engagement Plan	
	Develop Project Materials	
	Project Logo/Brand	
	Website with Participation Tools	
	Update/Create Facebook	
	Establish Twitter Feed with Specific Hash Tag	
	Create QR Code for all distributed materials to direct traffic to website	
	Produce Project Video	
Task 2: Convene Work & Stakeholder Groups		(October - December 2012)
	1st Level Asset Mapping	
	Detailed Community Tours	
	Aggregate pictures, map, and graphic of community assets	
	Round Table Stakeholder Discussions	
	1st Public Workshop: Big Idea Week - Develop Vision and Major Themes	
	Pints and Planning/Big Idea Workshop	
	Workshop on Wheels	
	Create & Distribute Community Survey	
Task 3: Review Previous Plans & Augment Existing Data		(January - March 2013)
	Aggregate & analyze existing planning data and current conditions	
	Future Land Use	Land Use/Land Cover Update
	Zoning Districts	Population Distribution
	Parcel Maps	Infrastructure
	Built-Out Analysis	Natural Resources
	Support in completing	
	Washtenaw Area Plan	
	Housing Typology Set	
	Transportation Plan	
	Conduct Housing Market & Needs Analysis	
	2nd Public Workshop: Asset Mapping Workshop & Community Values Discovery	
Task 4: Present Initial Findings for Master Plan		(April - September 2013)
	Develop Reasonable Planning Scenarios	
	Build Your Community Children's Activity	
	3-Day Charrette	
Task 5: Draft Master Plan - Available for Review		(October - December 2013)
	Draft master plan document	
	3rd Public Workshop: Open House and Gallery Walk	
	Develop and Publish Community Dashboard Metric	
Task 6: Adopt Master Plan		(October - December 2013)
	Formal Presentation to Planning Commission and City Council	
	Final Edits and revisions (as necessary)	
Task 7: Re-Tool Timelines & Kick-off Zoning Ordinance Re-write		(January - March 2014)
	Re-Tool Timeline & Public Engagement Strategy	
	Analyze Existing Ordinance & Regulations	
	Development Recommendations for Revision	
Task 8: Present Initial Findings for Zoning Ordinance		(April - June 2014)
	4th Public Workshop: Present Findings	
Task 9: Draft Zoning Ordinance for Review		(October - December 2014)
	Draft zoning ordinance document	
	Formal Presentation to Planning Commission and City Council	
Task 10: Adopt Zoning Ordinance		(January - March 2015)

COST CONSIDERATIONS

As reflected in the attached ***Schedule of Fees and Costs***, LIAA's Team is focusing a very large amount of resources on this project. LIAA's staff members alone will commit over 2,000 hours of time to this project over the coming 30-month process, working directly with City staff members, the Steering Committee and our project partners. Overall we will commit \$75,000 in shared costs, including a \$55,000 cash match in grants already secured from the Americana Foundation and the Margaret A. Cargill Foundation, as well as \$20,000 in in-kind support from LIAA (i.e., contributed overhead costs). This level of commitment reflects a deep mission-driven interest by LIAA and the project partners in both the nature of the project and in its ultimate success. Of the overall project cost of \$198,510, the cost to the City of Ypsilanti will not exceed \$143,910.

Schedule of Fees & Costs
City of Ypsilanti Master Plan & Zoning Ordinance

Task 1: Develop Outreach & Public Engagement Strategy

	<u>Hours</u>		<u>Rates</u>		<u>Totals</u>
LIAA Staff: Executive Director	32	\$	65	\$	2,080
Community Planners	100	\$	55	\$	5,500
Information Technology (video, web, GIS, data)	120	\$	55	\$	6,600
Graphics Designer	16	\$	45	\$	720
Administration	4	\$	45	\$	180
Subtotal LIAA Personnel Costs	272			\$	15,080
LIAA Travel Costs (Mileage & per diem) - 4 trips to site				\$	2,540
Postage, Printing & Duplication Costs				\$	2,000
Video Support Equipment & Supplies				\$	250
Michigan Association of Planning - Personnel Costs				\$	1,000
Total Costs for Task 1				\$	20,870

Task 2. Convene Work Groups & Stakeholder Groups

	<u>Hours</u>		<u>Rates</u>		<u>Totals</u>
LIAA Staff: Executive Director	32	\$	65	\$	2,080
Community Planners	164	\$	55	\$	9,020
Information Technology (video, web, GIS, data)	40	\$	55	\$	2,200
Graphics Designer	8	\$	45	\$	360
Administration	8	\$	45	\$	360
Subtotal LIAA Personnel Costs	252			\$	14,020
LIAA Travel Costs (Mileage & per diem) - 4 trips to site				\$	2,540
Meeting Facilities & Materials				\$	5,000
Postage, Printing & Duplication Costs				\$	1,500
Michigan Association of Planning - Personnel Costs				\$	4,000
Huron River Watershed Council - Personnel Costs				\$	4,000
Total Costs for Task 2				\$	31,060

Task 3. Review Previous Plans & Augment Existing Data

	<u>Hours</u>		<u>Rates</u>		<u>Totals</u>
LIAA Staff: Executive Director	32	\$	65	\$	2,080
Community Planners	180	\$	55	\$	9,900
Information Technology (video, web, GIS, data)	80	\$	55	\$	4,400
Graphics Designer	16	\$	45	\$	720
Administration	4	\$	45	\$	180
Subtotal LIAA Personnel Costs	312			\$	17,280
LIAA Travel Costs (Mileage & per diem) - 4 trips to site				\$	2,540
Michigan Association of Planning - Personnel Costs				\$	4,000
Huron River Watershed Council - Personnel Costs				\$	4,000
Olson, Bzdok & Howard - Personnel Costs				\$	4,000
Total Costs for Task 3				\$	31,820

Schedule of Fees & Costs (continued - page 2)

Task 4. Present Initial Findings for Master Plan

LIAA Staff: Executive Director	32	\$	65	\$	2,080
Community Planners	240	\$	55	\$	13,200
Information Technology (video, web, GIS, data)	120	\$	55	\$	6,600
Graphics Designer	8	\$	45	\$	360
Administration	8	\$	45	\$	360
Subtotal LIAA Personnel Costs	408			\$	22,600
LIAA Travel Costs (Mileage & per diem) - 5 trips to site				\$	3,175
Meeting Facilities & Materials				\$	2,500
Postage, Printing & Duplication Costs				\$	1,500
Michigan Association of Planning - Personnel Costs				\$	2,000
Huron River Watershed Council				\$	3,000
Total Costs for Task 4				\$	34,775

Task 5. Draft Master Plan for Review

	<u>Hours</u>		<u>Rates</u>		<u>Totals</u>
LIAA Staff: Executive Director	36	\$	65	\$	2,340
Community Planners	200	\$	55	\$	11,000
Information Technology (video, web, GIS, data)	80	\$	55	\$	4,400
Graphics Designer	16	\$	45	\$	720
Administration	4	\$	45	\$	180
Subtotal LIAA Personnel Costs	336			\$	18,640
LIAA Travel Costs (Mileage & per diem) - 3 trips to site				\$	1,905
Michigan Association of Planning - Personnel Costs				\$	2,000
Huron River Watershed Council				\$	3,000
Olson, Bzdok & Howard - Personnel Costs				\$	4,000
Total Costs for Task 5				\$	29,545

Task 6. Adopt Master Plan

	<u>Hours</u>		<u>Rates</u>		<u>Totals</u>
LIAA Staff: Executive Director	16	\$	65	\$	1,040
Community Planners	24	\$	55	\$	1,320
Information Technology (video, web, GIS, data)	0	\$	55	\$	-
Graphics Designer	0	\$	45	\$	-
Administration	2	\$	45	\$	90
Subtotal LIAA Personnel Costs	42			\$	2,450
LIAA Travel Costs (Mileage & per diem) - 1 trip to site				\$	635
Michigan Association of Planning - Personnel Costs				\$	500
Total Costs for Task 6				\$	3,585

Schedule of Fees & Costs (continued - page 3)

Task 7. Re-Tool Timelines & Kick-Off Zoning Ordinance Re-Write

	<u>Hours</u>	<u>Rates</u>	<u>Totals</u>
LIAA Staff: Executive Director	16	\$ 65	\$ 1,040
Community Planners	32	\$ 55	\$ 1,760
Information Technology (video, web, GIS, data)	0	\$ 55	\$ -
Graphics Designer	0	\$ 45	\$ -
Administration	2	\$ 45	\$ 90
Subtotal LIAA Personnel Costs	50		\$ 2,890
LIAA Travel Costs (Mileage & per diem) - 3 trips to site			\$ 1,905
Michigan Association of Planning - Personnel Costs			\$ 500
Olson, Bzdok & Howard - Personnel Costs			\$ 2,500
Total Costs for Task 7			\$ 7,795

Task 8. Present Initial Findings for Zoning Ordinance

	<u>Hours</u>	<u>Rates</u>	<u>Totals</u>
LIAA Staff: Executive Director	28	\$ 65	\$ 1,820
Community Planners	80	\$ 55	\$ 4,400
Information Technology (video, web, GIS, data)	8	\$ 55	\$ 440
Graphics Designer	8	\$ 45	\$ 360
Administration	2	\$ 45	\$ 90
Subtotal LIAA Personnel Costs	126		\$ 7,110
LIAA Travel Costs (Mileage & per diem) - 2 trips to site			\$ 1,270
Michigan Association of Planning - Personnel Costs			\$ 1,000
Huron River Watershed Council			\$ 1,000
Olson, Bzdok & Howard - Personnel Costs			\$ 3,000
Total Costs for Task 8			\$ 13,380

Task 9. Draft Zoning Ordinance for Review

	<u>Hours</u>	<u>Rates</u>	<u>Totals</u>
LIAA Staff: Executive Director	40	\$ 65	\$ 2,600
Community Planners	120	\$ 55	\$ 6,600
Information Technology (video, web, GIS, data)	24	\$ 55	\$ 1,320
Graphics Designer	40	\$ 45	\$ 1,800
Administration	2	\$ 45	\$ 90
Subtotal LIAA Personnel Costs	226		\$ 12,410
LIAA Travel Costs (Mileage & per diem) - 3 trips to site			\$ 1,905
Olson, Bzdok & Howard - Personnel Costs			\$ 5,000
Total Costs for Task 9			\$ 19,315

Schedule of Fees & Costs (continued - page 4)

Task 10. Adopt Zoning Ordinance

	<u>Hours</u>	<u>Rates</u>	<u>Totals</u>
LIAA Staff: Executive Director	8	\$ 65	\$ 520
Community Planners	24	\$ 55	\$ 1,320
Information Technology (video, web, GIS, data)	8	\$ 55	\$ 440
Graphics Designer	8	\$ 45	\$ 360
Administration	2	\$ 45	\$ 90
Subtotal LIAA Personnel Costs	50		\$ 2,730
LIAA Travel Costs (Mileage & per diem) - 1 trip to site			\$ 635
Olson, Bzdok & Howard - Personnel Costs			\$ 3,000
Total Costs for Task 10			\$ 6,365
Overall Project Total Costs:			\$ 198,510
Grant Funding Provided Through LIAA			\$ 55,000
COSTS TO THE CITY OF YPSILANTI NOT TO EXCEED:			\$ 143,510

APPENDIX A: RESUMES

JOE VANDERMEULEN, PH.D. EXECUTIVE DIRECTOR



EDUCATION

University of Michigan, Ph.D., Natural Resources and Environmental Policy, 1995

Emphasis: Land Use Planning and Geographic Information Systems

Western Michigan University, Master of Science in Earth Science, 1982

Emphasis: Hydrogeology and Wetland Hydrology

Western Michigan University- Honors College, Bachelor of Arts, 1976

Majors: Earth Science, English (Creative Writing Emphasis), and U.S. History

EXPERIENCE

LAND INFORMATION ACCESS ASSOCIATION (LIAA), TRAVERSE CITY, MI

Executive Director, September 1993 – Present

Overall management of organization, including project management, grant and report writing, personnel matters, client relations, and policy development. Direct the development of information technology solutions for use by citizens and public officials, including CD-ROMs, touch-screen systems, and Web-based systems. Provide facilitation services and process management in support of community planning and resource management efforts. Design and develop programs to expand civic engagement. Assist in the design and development of geographic information systems (GIS), including data acquisition, digital data manipulation, data analyses, and general data management.

LEGISLATIVE SERVICE BUREAU, SCIENCE AND TECHNOLOGY DIVISION, LANSING, MI

Division Director, 1985 – 1996

Overall management of division, including program policies, personnel matters, client relations, and research direction. Direct all aspects of scientific and technical research projects, including management of all investigation teams. Provide direct assistance and facilitation assistance to legislative committees and oversight bodies. Plan and direct the development of a full service GIS for the Legislative Service Bureau. Plan and manage the statewide GIS development program called IMAGIN, coordinating with project partners at the Michigan Resource Information System (MIRIS), Department of Natural Resources (DNR) and the Center for Remote Sensing, Michigan State University. Perform specific research activities in land use policies, ecosystem management, mineral extraction, hydrogeology and contamination site cleanup, and information technologies.

LEGISLATIVE SERVICE BUREAU, SCIENCE AND TECHNOLOGY DIVISION, LANSING, MI

Science Research Analyst, 1982 – 1985

Perform technical research and investigative analyses on a broad range of topics related to the earth sciences, including hydrogeology and contamination site management, waste management, and natural resource management.

WESTERN MICHIGAN UNIVERSITY, DEPARTMENT OF GEOLOGY AND SCIENCE FOR CITIZENS CENTER, KALAMAZOO, MI

Science Research Assistant, 1980 – 1982

Assist in researching and writing reports on the hydrogeology of Michigan, including co-authoring a report on technologies for cleaning up solid waste landfills and contributing to a major report to the U.S. E.P.A.'s Underground Injection Control Program.



HARRY BURKHOLDER, AICP

COMMUNITY PLANNER II



EDUCATION

Michigan State University, Master of Science, Urban and Regional Planning, 2004

Emphasis: Community Development

Western Michigan University, Bachelor of Arts, 2000

Major: Political Science

Minor: Communications, Geography

EXPERIENCE

LAND INFORMATION ACCESS ASSOCIATION (LIAA), TRAVERSE CITY, MI

Community Planner II; 2004 to Present

Perform a full range of professional planning duties in support of community and inter-jurisdictional cooperation projects. This includes project management, drafting planning documents, performing research and analytical work, and engaging public officials and citizens in visioning and planning exercises for land use and resource management.

STUDENT PRACTICUM PROJECT- CRESTON NEIGHBORHOOD ASSOCIATION, GRAND RAPIDS, MI

Community Planner; 2003 – 2004

Work with neighborhood groups to develop and create Commercial Corridor Revitalization Plan. Responsible for land-use inventory, business inventory, socio-economic profile, land-use mapping, market analysis, design conception, public surveying, SWOT analysis, and recommendations.

MICHIGAN STATE UNIVERSITY EXTENSION- CITIZEN PLANNER PROGRAM, EAST LANSING, MI

Graduate Assistant; 2003 – 2004

Responsible for research support and reports for Citizen Planner continuing education implementation program. Participated in preparing training module program and newsletter content. Responsible for research on potential Online Citizen Planner Program.

MICHIGAN STATE UNIVERSITY EXTENSION- COMMUNITY DEVELOPMENT INTERNSHIP GRAND RAPIDS, MI

Community Planner Intern; 2003

Responsible for development and implementation of neighborhood marketing program. Responsible for summary materials for the neighborhood planning process. Work with community groups and citizens on *United Growth for Kent County* Program.

PUBLIC ADMINISTRATION INTERNSHIP, SAUGATUCK, MI

Public Administration Intern; 2001 – 2002

Responsible for development and establishment of provisions for new city ordinance. Researched and developed materials for position papers on city policies. Responsible for public relations; press releases, promotions, and government liaison for the city.

TRAINING/CERTIFICATIONS

AMERICAN INSTITUTE OF CERTIFIED PLANNERS - AICP

2006

NATIONAL CHARENTE INSTITUTE - NCI CHARENTE SYSTEM TRAINING CERTIFIED

2012



MICHELLE REARDON, COMMUNITY PLANNER

EDUCATION

Western Michigan University, Master of Public Administration, 2009
Emphasis: State and Local Government
 Eastern Michigan University, Bachelor of Science, 2003
Major: Urban and Regional Planning
Minor: Historic Preservation



EXPERIENCE

LAND INFORMATION ACCESS ASSOCIATION, TRAVERSE CITY, MI

Community Planner; 2012 to present

Perform a full range of professional planning duties in support of community and inter-jurisdictional cooperation projects. This includes project management, drafting planning documents, performing research and analytical work, and engaging public officials and citizens in visioning and planning exercises for land use and resource management.

HOMETOWN HOUSING PARTNERSHIP, INC., EAST LANSING, MI

Executive Director; 2007-2012

Direct local nonprofit for affordable housing to increase access to safe, decent and affordable housing for low to moderate income households in the City of East Lansing. Responsible for the day-to-day operations, the implementation of the strategic plan, and program administration.

MICHIGAN STATE UNIVERSITY EXTENSION, LAND POLICY INSTITUTE, INGHAM, EATON & CLINTON COUNTY, MI

Land Policy Educator; 2006-2007

Provide public education pertaining to land-use decision making processes to 78 units of government throughout Clinton, Eaton, Ingham Counties. Assist in education and implementation of a regional land use and growth plan.

COMMUNITY DEVELOPMENT DEPARTMENT, CLINTON COUNTY, MI

Assistant Planner/ Zoning Enforcement Officer; 2004-2005

Perform a full range of professional planning duties in support of the county-wide comprehensive plan. This includes site plan and development proposal review, zoning ordinance enforcement, economic development activities, staff support to land use decision making officials, and assisting applicants through the land use decision making process.

PLANNING INTERNSHIP, ROCHESTER HILLS, MI

Planning Intern; 2003

Perform a full range of professional planning duties in support of the City comprehensive plan. This includes site plan and development proposal review, staff support to land use decision making officials, and assisting applicants through the land use decision making process.

TRAINING/CERTIFICATIONS

NATIONAL CHARRETTE INSTITUTE -NCI CHARRETTE SYSTEM TRAINING CERTIFIED, 2012

MICHIGAN STATE HOUSING DEVELOPMENT AUTHORITY (MSHDA) – RESIDENTIAL REHAB & CONSTRUCTION SPEC WRITING TRAINING, 2011

MSHDA – SECTION 3 POLICY AND GUIDELINES TRAINING, 2011

MSHDA – HOMEOWNER REHABILITATION PROGRAM TRAINING, 2010

MSHDA – HOUSING QUALITY STANDARDS TRAINING, 2010

MSHDA – HOME PURCHASE REHAB PROGRAM TRAINING, 2009

COMMUNITY AND ECONOMIC DEVELOPMENT ASSOCIATION OF MICHIGAN – REAL ESTATE DEVELOPMENT TRAINING, 2008



PAUL H. RIESS, GISP GIS SPECIALIST



EDUCATION

Michigan State University - Geography Ph.D. program, 1987 to 1992 (ABD).

Majored in: Plant Biogeography. Tool Area: Remote Sensing/GIS.

Western Michigan University - Master of Arts, Geography, 1986

Andrews University - Master of Science, Biology (Botany), 1986

Andrews University - Bachelor of Science, 1983

Majors: Biology and Geography

EXPERIENCE

LAND INFORMATION ACCESS ASSOCIATION (LIAA), TRAVERSE CITY, MI

Geographic Information System Specialist, June 1994 – Present

GIS data entry, manipulation, and management, including cartographic products and data analyses for thematic map products as well as GPS field work. Works with common GIS and database software packages, such as *ArcGIS 10.x*, *ERDAS Imagine 11.x*, *ArcInfo Workstation*, *ArcView 3.x*, *Autodesk Map, Pathfinder Office 3.1*, *MapInfo*, *C-Map*, and *dBASE*. Conducts Introduction to GIS training courses in the use of ArcGIS. Develops and maintains digital image databases. Works with *CommunityViz* software, designs and creates 3-D visualization scenarios as well as models potential outcomes related to land use changes. Develops and updates the GIS files, as well as other multimedia documents, necessary for the implementation of web maps inside of LIAA's Community Center. Designs dBASE applications that import equalization or assessing data sets which then become embedded in GIS data sets.

LEGISLATIVE SERVICE BUREAU, SCIENCE & TECHNOLOGY DIVISION, LANSING, MI

Geographic Information System Technician, Feb. 1993 – Oct. 1994

GIS data management and mapping projects focusing on the 1990 Census and Tiger Files. Integration of data sets and geographies obtained from the Michigan Resource Information System (MIRIS) and the Statewide Groundwater Data Base (drinking water well data). Worked with a number of GIS packages including, C-MAP, MapInfo, and PC-Arc/Info.

MICHIGAN STATE UNIVERSITY, STATE CLIMATOLOGY PROGRAM, EAST LANSING, MI

Research Assistant, Sept. 1986 – Sept. 1994

Prepared monthly precipitation maps for SEMCOG using Surfer and AutoCAD. Prepared state maps showing climatological features, data imported from dBASE IV to AutoCAD. Assisted in the revision and production of the *Climate of Michigan by Stations (1951-80)*. Developed procedures that will be used in future publications of the *Climate of Michigan by Stations*. Improved upon the *Climate Station Histories* and placed them on a digital map. Developed the correspondence and billing procedures using WordPerfect 5.1 Macro and Merge files.



JIM MURATZKI TECHNOLOGY DIRECTOR



EDUCATION

Michigan State University, Bachelor of Science, 1986
Geography with a Certified Specialization in Cartography
Michigan State University, Bachelor of Science, 1986
Anthropology with an Emphasis in Archaeology

EXPERIENCE

LAND INFORMATION ACCESS ASSOCIATION (LIAA), TRAVERSE CITY, MI

Computer Specialist, April 2000 – November 2006

Technology Directory, December 2006 – Present

Principle architect and programmer of security system and user experience for *Community Center* content management software. Design and develops websites, including *Community Center* page templates and proprietary online database applications. Provide training and create documentation for *Community Center* and other applications. Manage website development projects. Specify and purchase hardware and services.

COMPUTERIZED FACILITY INTEGRATION, SOUTHFIELD, MI

Application Specialist, 1994 – 2000

Contracted to EDS and General Motors to provide computer-aided design network and software support and general technology consulting for facilities design staff throughout North America. Specified and installed Windows NT networks, designed web pages, wrote software for use with AutoCAD, created software installation and utilization documentation, provided telephone support for AutoCAD software and workstation and network operating systems.

ENVIRONMENTAL SCIENCE & ENGINEERING, WILLIAMSTON, MI

Senior Cartographer, 1986-1994

Created maps and graphics for environmental quality and geological study reports. Wrote data analysis software.



JOSEPH CARTER

PROGRAM DIRECTOR, UPNORTH MEDIA CENTER



EDUCATION

Northern Michigan University, Bachelor of Science
Major in Mass Communication, minor in Cinematography

EXPERIENCE

LAND INFORMATION ACCESS ASSOCIATION (LIAA), TRAVERSE CITY, MI

UpNorth Media Center Program Director, 2008 – Present

Manage the day-to-day operations of the UpNorth Media Center at LIAA. Support all activities for public-access community and government television channels. Contribute media technology services to other LIAA initiatives. Develop and manage media content workflow from creation to distribution for local access community and government television channels. Lead professional and volunteer staff in live, multi-camera productions.

COMCAST SPOTLIGHT, GRAND RAPIDS, MI

Production Manager, 2001 – 2007

Managed the West Michigan regional video facility and monitored daily schedule of the production of local commercials in the Grand Rapids, Battle Creek and Muskegon markets. Supervised staff of seven employees. Acted as liaison between local Sales Managers, Account Executives and Production staff, effectively facilitating workload, enforcing quality control, and escalating client service issues.

LAWRENCE PRODUCTIONS, INC./TRILLION DIGITAL, GRAND RAPIDS, MI

Operations Manager, 1992 – 2001

Directed technical and creative staff to develop, monitor and maintain standard operating procedures. Produced revenue projections and occupancy reports. Secured engineering support and independent contractors. Directed multi-camera events. Proposed acquisition of Trillion Digital by Lawrence Productions, successfully solidifying market share for Lawrence Productions. Managed key account in the automotive advertising sector which accounted for 94% in new business growth in 1997. Directed a live, interactive multi-camera cardiac symposium at the Borgess Heart Institute, enabling over 200 health professionals to interact with surgeons during an open-heart procedure. Supervised live production of Supreme Court Justice Clarence Thomas' commencement address for Hillsdale College, simultaneously available over the Internet for friends, family and alumni.

WWMT-TV, KALAMAZOO, MI

Creative Services Director, 1989 – 1992

Performed as director, editor and videographer for commercial production and broadcast promotion including studio and remote special projects. Supervised production support staff. Received National Association of Television Program Executive (NATPE) Silver award in the entertainment category for "The Gilmore Artists: the World is Listening." Achieved four Michigan Association of Broadcasters (MAB) awards for Creative Excellence in the categories of local commercials and public service announcements. Awarded a Telly for Best Local Commercial featuring a regional winery.



KAYE KRAPOHL

GRAPHIC DESIGNER



EDUCATION

University of Michigan, Bachelor of Fine Arts
Major: Graphic Design; Minor: Communications

EXPERIENCE

LAND INFORMATION ACCESS ASSOCIATION (LIAA), TRAVERSE CITY, MI

Graphic Designer; 2006 to Present

Graphic designer and multimedia technician responsible for the identification, collection and digitization of graphic materials needed to design and develop useful community information systems and websites. Participates in the marketing and promotion campaigns for LIAA's project partners and clients through the development of visual communication materials.

ACTIVE WOMEN NOW, INC., TRAVERSE CITY, MI

Design and Marketing Director; 2001 – 2003

A nonprofit organization that managed eight national events designed to raise awareness and funds for local domestic abuse shelters and services. Responsible for development of social media and public relations campaigns and all marketing materials used in advertising, fundraising, and direct mail campaigns, including display ads, posters, website, television, radio spots, and event video/photography documentation. Additional responsibilities included TV appearances, and leading educational programs.

MUNSON HEALTHCARE, TRAVERSE CITY, MI

Marketing/Design Specialist; 2001 – 2003

Key member in a fast-paced corporate communications team. Design print ads, website, brochures and electronic media marketing campaigns for network hospitals and physician members.

CORBIN DESIGN, TRAVERSE CITY, MI

Designer; 1998 – 2001

National design firm specializing in identity, environmental, and wayfinding design. Responsibilities included compiling and presenting comprehensive creative proposals, project management, signage fabrication management, website, corporate identity designs, and educational/usage materials for client training on design systems. Clients included Penn State University, University of Michigan School of Business, National Cherry Festival, Kentucky International Speedway, and the City of Vail, Colorado.

GRAND TRAVERSE RESORT, TRAVERSE CITY, MI

Art Director; 1990 – 1998

National Four Star/Four Diamond Resort. Responsible for the creative concepts as well as the budgets for advertising, direct mail campaigns, brand identity, photography, and print collateral for multiple internal and external clients. Clients included Owens Corning, Mission Pointe Resort, Park Place Hotel, Village at Manistee, and Spruce Development Corp.

MURDOCH PUBLISHING - AUTOMOBILE MAGAZINE, ANN ARBOR, MI

Assistant Art Director; 1987 – 1990

Design sections within publication and manage production of an international, 700,000-circulation 4-color magazine. Responsibilities included direction of photography, hiring of illustrators, and travel.



KIM MCNEIL

FINANCIAL ADMINISTRATOR



EDUCATION

Michigan Technological University, Bachelor of Business Administration, 1978
Honors graduate in Accounting

EXPERIENCE

LAND INFORMATION ACCESS ASSOCIATION (LIAA), TRAVERSE CITY, MI

Financial Administrator, 2003 – Present

Responsible for all aspects of LIAA's accounting and financial operations.

VARIOUS ACCOUNTING CLIENTS, TRAVERSE CITY, MI

Accounting and Tax Work, 1989 – 2002

Temporary Accountant in the Accounting Department at Munson Healthcare. Assisted with the accounting, payroll and tax work for Martin Electric, LLC. Conducted annual tax work for several other clients.

PLANTE & MORAN, TRAVERSE CITY, MI

Associate CPA, 1979 – 1989

Associate in the tax department. In charge of several hospital audits and many bookkeeping accounts.

STATE OF MICHIGAN, LANSING, MI

Staff Auditor, 1978 – 1979



ANDREA L. BROWN, AICP

611 Hiscock Street
Ann Arbor, Michigan 48103

Cell: (734) 646.5702
Home: (734) 668.8327

Michigan Association of Planning (MAP)

Executive Director – August 2004 to present

Director of Information - August 2000 to August 2004

Responsible for all aspects of managing and leading a 4,500 member nonprofit organization: Developing/monitoring budget; fundraising/grants management; supervising staff of 4; networking/coalition building; program development/management; advocacy/lobbying; membership; board of directors management.

Skills and Competencies:

Experienced leader possessing the ability to motivate and inspire; independent professional able to multi-task, meet deadlines, and develop and manage programs; understanding of and experience with nonprofit management, administration, and law; exceptional communication skills; adept at guiding, mentoring, and developing skills of staff members; outstanding customer service capabilities; licensed lobbyist with legislative process experience; big picture thinker possessing ability to distill concepts into products and programs; high level facilitation skills that result in strong partnerships and coalitions; and relationship building experience that yields long term affiliations with other entities.

Highlights:

- Elevated MAP's visibility and reputation from a virtually unknown nonprofit to the "go to" source for land use and planning information statewide
- Since 2004 secured more than \$900,000 in grants and financial investment from foundations, non profits, the private sector and state agencies
- Developed, nurtured and maintained meaningful and productive relationships and partnerships to further the organization's goals
- Supervised a staff of 4, improving outputs through expanded education and training programs to include broader topics
- Planned, developed and adhered to an annual budget of up to \$650,000.
- Managed organization's name change in 2005 including changing bylaws, articles of incorporation and all associated legal and administrative requirements; developed branding approach including new logo, masthead, letterhead, and message management about the change.
- Shepherded unification of the planning enabling act and zoning enabling act through the state legislature and on to eventual signing into law by the governor

Job Responsibilities:

Financial Management Manage organizational finances including budget planning/preparation/monitoring; fundraising and development; grant acquisition and management; AP/AR, quarterly financial reports, payroll.

Board and Committee Management

Answer to Board of Directors in the Policy Governance Model of board/CEO relations; serve as key staff to board, including planning/coordinating/developing meeting agendas, recommending policy direction, agenda planning. Manage board outreach efforts to members and stakeholders. Support board committees.

Grant/Project Management

Plan and develop annual work plan for organization including grant projects and oversight of MAP's core competency areas (information [monthly magazine, web page, email blasts,

development of original publications]; education [annual conference, spring institute, transportation bonanza, regional workshops, and other events]; and advocacy [advancing legislation, partnership development, coalition building, networking to advance our mission]). Grant management projects in 2009 -10 include:

- Michigan Development Impact Study (MI DIS) - \$285,000 (over three years) grant funded by Mott, Americana and MDOT
- Safe Routes to School (SR2S) \$25,000 in 2008 to publish articles linking SR2S and planning; \$25,000 in 2009 and 2010, and \$38,000 in 2011 to develop training program for multidisciplinary audience, with national speakers to address the nexus between health, transportation and land use.
- Cities of Promise grants - \$38,000 in 2009-10 and \$52,000 in 2010-11 from MSHDA to provide planning, zoning and redevelopment ready training to MSHDA's most challenged cities, including Detroit. 2012 training grant of \$22,000 in process. People and Land (PAL) has funded MAP since 2002 (a total of over \$300,000).
- Michigan Department of Community Health provided \$36,000 over two years to work in concert with MDCH to create and launch a complete streets training program.
- MSHDA \$150,000 for 2012 - 2013 for Place, Access and Redevelopment Project
- Mott \$100,000 in 2012- 2013 for Place, Access and Redevelopment Project

PROFESSIONAL EXPERIENCE

City of Ann Arbor, Michigan

City Planner II - January 1991 to August 1998

Wade-Trim / Associates, Municipal and Planning Consultants

Client Representative/Project Manager - July 1989 to January 1991

City of Ypsilanti, Michigan

City Planner - April 1988 to July 1989

Acting City Planner - November 1987 to April 1988

Rehabilitation Specialist – April 1985 to November 1987

EDUCATION

Eastern Michigan University, M.S. Urban and Regional Planning

Eastern Michigan University, B. S. Land Use Analysis

Wayne State University, Detroit, Michigan

CERTIFICATIONS AND MEMBERSHIPS

American Institute of Certified Planners (AICP)

American Planning Association

Michigan Association of Planning (Michigan Chapter of the APA)

Michigan Society of Association Executives (MSAE)

Congress for New Urbanism

Eastern Michigan University Planning Advisory Board

Complete Streets Advisory Council

Holly Madill

Summary of Qualifications

- Directing and managing projects
 - Convening diverse audiences and facilitation towards participatory goals
 - Researching and writing reports, proposals, manuals, policies
 - Coordinating community resources to respond to stakeholder needs
-

Experience

- | | |
|---|--------------|
| MICHIGAN ASSOCIATION OF PLANNING, Ann Arbor, MI | 2012-Present |
| Director of Special Projects | |
| <ul style="list-style-type: none">■ Provide project direction and oversight of multiple projects ranging in scope from a webinar series to a multi-year, innovative planning project■ Coordinate the on-site training program■ Manage Healthy Kids, Healthy Michigan Coalition's Community Policy Action Team■ Contributes to MAP's core management team | |
| MICHIGAN PUBLIC HEALTH INSTITUTE, Lansing, MI | 2010-2012 |
| Complete Streets Project Coordinator | |
| <ul style="list-style-type: none">■ Provide program direction and oversight■ Manage Healthy Kids, Healthy Michigan Coalition's Community Policy Action Team■ Develop and deliver Complete Streets and related training to grantees and community stakeholders■ Provide technical assistance on local Complete Streets policy implementation to grantees and communities■ Develop and disseminate Complete Streets and related resources■ Manage federally-funded program, including reporting requirements | |
| MADILL CONSULTING, DeWitt, MI | 2008-2010 |
| Capacity Building Project Coordinator, Power of We Consortium | |
| <ul style="list-style-type: none">■ Manage federally-funded program, including reporting requirements■ Coordinate mentor team to deliver services to nonprofits■ Convene community stakeholders around nonprofit capacity topics■ Develop workshop series to build nonprofit capacity | |
| Operations Manager, Public Sector Consultants | |
| <ul style="list-style-type: none">■ Oversee daily operations of the Great Lakes Fishery Trust, including database and web maintenance■ Develop and implement internal policies and procedures■ Manage application processes and approved grants | |
| Independent Contractor, Michigan State University | |
| <ul style="list-style-type: none">■ Write technical urban planning resource guides■ Identify, coordinate, and write grant applications | |
| PUBLIC SECTOR CONSULTANTS, Lansing, MI | 1999-2008 |
| Senior Consultant for Natural Resources and Land Use | |
| <ul style="list-style-type: none">■ Managed complex projects involving numerous stakeholders■ Conducted public policy research on a wide range of topics | |

- Wrote technical and policy reports
- Oversaw daily operations of Great Lakes Fishery Trust and Michigan Economic and Environmental Roundtable

MICHIGAN STATE UNIVERSITY, East Lansing, MI 1999
Academic Specialist

MICHIGAN UNITED CONSERVATION CLUBS, Lansing, MI 1998-1999
Staff Ecologist

Education

MICHIGAN STATE UNIVERSITY, East Lansing, MI
Master of Urban and Regional Planning

UNIVERSITY OF ALABAMA, Tuscaloosa, AL
Bachelor of Science, Environmental Science

Other Activities

- Watertown Township Compensation Committee (2011–present)
- Small Group Leader, Redeemer United Methodist Church (2009–present)
- Bible Study Fellowship Discussion Leader (2007–2009)
- Watertown Township Non-Motorized Circulation Plan Committee, Chair (2006–2009)
- Watertown Township Planning Commission (2004–2006)

Christopher M. Bzdok

OLSON, BZDOK & HOWARD, P.C.
420 East Front Street – Traverse City, MI 49686
Telephone: (231) 946-0044; email chris@envlaw.com

EXPERIENCE

Olson, Bzdok & Howard, 1997-present. Practice areas:

- Energy - utility regulation including renewable energy, energy efficiency, power supply, transmission, and general rate cases; also counseling energy developers and local governments.
- Environmental - natural resource protection, air pollution, groundwater contamination, and water law.
- Local government - zoning, planning, litigation, intergovernmental agreements, real property, election law, and general municipal.
- Indian law - environmental litigation and counseling; Tribal election law.
- More information on the firm at www.envlaw.com

City of Traverse City, *Mayor*, 2009-2011.

- Editorial: “Traverse City losing a solid mayor in Bzdok,” *Traverse City Record Eagle*, June 26, 2011
- Story: “Mayor Bzdok got a lot done,” *Traverse City Record Eagle*, November 12, 2011
- *City Commissioner*, 2007-2009
- *Board member*, Joint Recreation Authority, 2012 to present
- *Board member*, Downtown Development Authority, 2009-2011
- *Board member*, Traverse City Light & Power, 2007-2008
- *Board member*, Grand Traverse County Board of Public Works, 2007-2009

Michigan State University College of Law, *Adjunct Professor*, 2003-2010

- Taught Environmental Law and Water Law courses.
- Average evaluation score for “professor was effective”: 4.7 out of 5.

EDUCATION

Wayne State University Law School
Juris Doctor, Cum Laude, 1996

Wayne State University Department of Biological Sciences,
Master of Science Student, 1996 to 1997

University of Michigan LS&A Honors College
Bachelor of Science, with High Honors, 1993

MEMBERSHIPS	Governing Council, Michigan Bar Association Environmental Law Section, 2004-2010 <i>Best Lawyers in America</i>, Best Lawyers in Environmental Law, 2010 and 2011 (based on peer voting) <i>Super Lawyers</i>, Michigan Super Lawyer in Environmental Law, 2011 and 2012 (based on peer voting) Fellow, Michigan State Bar Foundation, 2010 to present (5% of Michigan lawyers eligible) <i>Traverse City Business News</i>, “40 under 40,” 2006 through 2011 (one of two named to list each of its first six years)
REPORTED CASES	<i>In re Consumers Energy Co Renewable Energy Plan</i>, 293 Mich App 254 (2011) <i>Kyser v Kasson Twp</i>, 486 Mich 514; 786 NW2d 543 (2010) <i>Pine Bluffs Area Property Owners Association, Inc v Dewitt Landing and Dock Association</i>, 287 Mich App 690; 792 NW2d 18 (2010) <i>Dextrom v Wexford County</i>, 287 Mich App 406; 789 NW2d 211 (2010) <i>Houdek v Centerville Twp</i>, 276 Mich App 568 (2007) <i>Campaign for Family Farms v Veneman</i>, 229 F Supp 2d 772 (WD Mich); affirmed 348 F3d 157 (6th Cir 2003), remanded, 125 S Ct 2511 (2005) <i>Manistee Saltworks Development Corp v City of Manistee, Little River Band of Ottawa Indians & Manistee Citizens for Responsible Development</i>, 2005 WL 2600428 (WD Mich) <i>Glen Lake–Crystal River Watershed Riparians v Glen Lake Ass’n</i>, 264 Mich App 523 (2004), featured as a principal case, Sax <i>et al</i>, <i>Legal Control of Water Resources</i>, 4th ed., pp 70-79 <i>Nemeth v Abonmarche Development Co</i>, 457 Mich 16 (1998) <i>K&K Const’n Co v DNR</i>, 456 Mich 570 (1998) (amicus) <i>Burt Twp v DNR</i>, 459 Mich 659 (1999) (amicus) <i>Friends of the Crystal River v Kuras Properties</i>, 456 Mich 950 (1998); recons’d 459 Mich 899 (1999); appl dism’d 465 Mich 899 (2001)

**SELECTED
PUBLICATIONS**

The impact of Michigan's Water Withdrawal Legislation on small streams and small stream riparian owners, 37 Mich Real Property Rev 28 (2010) (with Jeffrey L. Jocks)

Michigan's Clean Energy Legislation: Charging Toward a New Energy Future, 88 Mich Bar Journal 26 (October 2009) (with James Clift), <http://www.michbar.org/journal/pdf/pdf4article1576.pdf>

The Case for Referendum, *Planning & Zoning News*, March 2009, reprinted in Michigan Public Corporation Law Quarterly (Fall 2009), <http://www.michbar.org/publiccorp/pdfs/Fall09.pdf>

Public rights to fish and hunt on lakes and streams: a primer for Michigan's Indian Tribes (with William Rastetter and Michael C. Grant (2008), <http://www.envlaw.com/Documents/Sm%20Bklet%20rev%209-18%20web%20ver.pdf>

Course Materials, *Legal Tools to Protect Coastal Environments*, National Sea Grant Law Center and Great Lakes Water Studies Institute (with Sarah Williams) (2008)

Where will the water go? A snapshot of recent changes in Michigan water law, 33 Mich Real Property Rev 214 (2007) (with Ross Hammersley)

Case Comment, *MCWC v Nestle Waters NA*, 33 Michigan Real Property Review 36 (2006)

Environmental Law Chapter, *Annual Survey of Michigan Law*, 45 Wayne L Rev 843 (Fall 1999)

The MEPA Lives—In Northern Michigan and Beyond, 78 Mich Bar Journal 418 (1999) (with James M. Olson)

**SELECTED
PRESENTATIONS**

A Theory of Governance (keynote with Derek Bailey), Great Lakes Bioneers Conference, Traverse City, October 2010

The Future of Traverse City, Traverse City Rotary Club, February 2010

Legal Tools to Protect Coastal Environments, Great Lakes Water Studies Institute at Northwestern Michigan College, Traverse City, June 2008

The surveyor in the courtroom, Michigan Society of Professional Surveyors, Mt. Pleasant, February 2007

Environmental citizen suits, Michigan State Bar Association Environmental Law Section's Environmental Boot Camp Program, March 2007

Dispute resolution in wetlands cases, Association of State Wetlands Managers Legal Symposium, Traverse City, August 2006

Anatomy of a citizen suit, University of Florida College of Law Environmental Speakers Series, Gainesville, FL, January 2006

Katherine E. Redman

OLSON, BZDOK & HOWARD, P.C.

420 East Front Street – Traverse City, MI 49686

Telephone: (231) 946-0044; fax 946-4807; email kate@envlaw.com

CURRENT EXPERIENCE

Olson, Bzdok & Howard, P.C., Traverse City, Michigan

Associate Attorney, September 2010 to present

Specializing in land use, zoning, and local government law.

For more information on the firm, go to www.envlaw.com.

Michigan Supreme Court, Lansing, Michigan

Senior Law Clerk to Justice Michael F. Cavanagh, September 2009 to September 2010, *Law Clerk*, September 2008 to September 2009

Researched and reviewed proposed majority and dissenting opinions; gave recommendations regarding the proposed opinions. Drafted bench briefs.

Analyzed applications for leave to appeal for meritorious legal issues.

Trained new law clerks and interns.

Washtenaw County Office of Community Development; Administration and Board of Commissioners;, Ann Arbor, Michigan

Intern, 2006 to 2008

Assisted with projects with community partners, including conducting a Community Needs Assessment in West Willow neighborhood in Ypsilanti, compiling a federal grant application for housing-related assistance in Washtenaw County, and organizing a neighborhood clean-up day in Ypsilanti. Provided administrative support for Washtenaw County Board of Commissioners.

City Attorney of Ann Arbor, Ann Arbor, Michigan

Legal Intern, Summer 2007

Researched and drafted legal memos on topics related to zoning, land use, and local government law.

U.S. Senate Agricultural Committee, Washington, D.C.

Intern, Summer 2006

Researched and drafted legal memos on proposed legislation. Researched and drafted advisory policy memos on issues related to trade, nutrition, poverty, and energy.

Washtenaw County Fair Housing Center

Fair Housing Tester, 2005-2006

Participated in tests for discrimination based on race and sexual orientation in Ypsilanti and Ann Arbor. Investigated new housing construction in Southeast Michigan to test conformity with federal and state law.

University of Michigan Business School, BIAD Center for Economic Diversification

Project Manager, 2004-2005

Managed project to survey and map food and agricultural resources in Southeast Michigan.

Michigan Food & Farming Systems, East Lansing, Michigan

Board Member, 2009-2011; *Ferebach Fellow*, August 2003-August 2004,

Intern, Summer 2002

Organized annual conference. Managed grant application and reporting..

Assisted with development of Purchase of Development Rights ordinances.

EDUCATION

University of Michigan Law School, Ann Arbor, Michigan

J.D., Cum Laude, May 2008

G.P.A. 3.595 (historically top 20%)

Honors: Water Law Book Award; Dean's Public Service Fellow; University of Wisconsin Land Law and Tenure Fellow

Activities: Environmental Law Clinic, Student Funded Fellowship Board Member and Co-Chair, Organization for Public Interest Students Board Member.

University of Michigan Gerald R. Ford School of Public Policy, East Lansing, Michigan

M.P.P., May 2008

G.P.A. 3.92

Focus on state and local government.

Princeton University, Princeton, New Jersey

A.B., Sociology and Russian Studies, June 2003

Senior Thesis: "The Effect of Farm and Population Restructuring on Social Capital in the Rural Midwest"

**OTHER
EXPERIENCE &
COMMUNITY
INVOLVEMENT**

Michigan Food & Farming Systems - Board Member (2009-2011)

Washtenaw Land Trust - Legal Volunteer (2006 to 2008)

Farmers Legal Action Group - Legal Extern (2005)

Trenton Capital South Neighborhood Preservation Program - Intern (2001-2003)

Princeton Justice Project - Affordable Housing Coordinator (2002-2003)

World Hunger Year - United States Department of Agriculture National Hunger Clearinghouse Intern (Summer 2002)

Habitat for Humanity, Trenton - Affordable Housing Intern (1999-2000)

Scott W. Howard

OLSON, BZDOK & HOWARD, P.C.

420 East Front Street – Traverse City, MI 49686

Telephone: (231) 946-0044; fax 946-4807; email scott@envlaw.com

CURRENT EXPERIENCE

Olson, Bzdok & Howard, P.C., Traverse City, MI

Principal Attorney, March 2003 to present; *Associate Attorney*, September 1999 to March 2003

Partner in firm working for local governments, community groups and individuals with an emphasis in municipal, environmental, conservation and land use law. Represented clients in transactional matters, administrative hearings, district and circuit court proceedings, and in the appellate courts. Representative clients include the Grand Traverse Regional Land Conservancy, the Village of Elk Rapids, Resort Township, Grand Traverse County Board of Public Works, the Grand Traverse Brownfield Redevelopment Authority, Garfield Township, the Minervini Group, the Saugatuck Dunes Coastal Alliance, the Park Place Hotel, the Great Lakes Children's Museum, the Traverse City Cooperative Preschool and the Michigan Land Use Institute.

For more information on the firm, go to www.envlaw.com.

Northwestern Michigan College, Traverse City, MI

Adjunct Professor, January 2004 to May 2004

Professor of legal research and writing for NMC's legal assistant program. Instructed a class of 12 students. Responsible for class instruction, materials and assignments.

Michigan Supreme Court, Lansing, MI

Law Clerk to Justice Michael F. Cavanagh, 1997 to 1999

Researched and reviewed proposed majority and dissenting opinions; gave recommendations regarding the proposed opinions. Drafted bench briefs. Analyzed applications for leave to appeal for meritorious legal issues. Trained new interns.

EDUCATION

Wayne State University, Detroit, MI

J.D., Cum Laude, 1997. Admitted to the Michigan Bar, November 1997
Honors: *Order of the Coif*; Bronze Key Award for academic achievement
Activities: *The Michigan International Lawyer* - Assistant Editor
Environmental Law Society - Governing Board Member
Students Helping Students READ

Michigan State University, East Lansing, MI

B.A., International Relations, 1992

PUBLICATIONS

James M. Olson and Scott W. Howard, *Brownfield Redevelopment: Keeping an Eye on the Public Interest*, PLANNING AND ZONING NEWS, April 2000, at 14.

Scott W. Howard, *Terrorism, Aliens, and Due Process*, MICH. INT'L LAW., Spring 1996, at 19.

Scott W. Howard, Limited Development Through Environmental Thresholds, *Building Sustainable Communities Regional Cooperation Series*, (The Global Cities Project, No. R207, 1993).

Scott W. Howard, Coordinate Growth and Transportation, *Building Sustainable Communities Regional Cooperation Series*, (The Global Cities Project, No. R208, 1993).

**PROFESSIONAL
PRESENTATIONS**

Ask an Attorney Program (Heart of the Lakes Center for Land Conservation Policy “Advancing Conservancy Excellence” Program, February 2009 - December 2010).

Industrial Wind Energy Forum Panelist (Benzie Conservation District, December 2010).

Mineral and gas rights effect on conservation easements: Tips for minimizing damage and traps to avoid (Conservation Defense Network, June 2008).

Leftover Environmental Liabilities – What’s Not Covered by Your Prospective Purchaser Agreement (National Brownfields Conference Legal Symposium, May 2008).

Mineral Rights and Land Conservation in the Midwest Online Training (Land Trust Alliance, March 2008).

Mineral Rights & Land Conservation in the Midwest (Midwest Land Conservation Conference, March 2008).

Conservation Easement Best Practices Panel Discussion (Heart of the Lakes Center for Land Conservation Policy Third Annual Member Summit, December 2007).

Forests With Handrails? The ADA and Land Preservation (Land Trust Rally, October 2007).

Brownfield Redevelopment Panel Project Discussion (Michigan Brownfield Conference, July 2005).

Conservation Easements and Estate Planning (Southwest Michigan Land Conservancy, June 2005).

**COMMUNITY
INVOLVEMENT**

Past Board President, TART Trails

North American Vasa Board of Directors

Member of the Grand Traverse County Solid Waste Planning Authority

Member of the State Bar of Michigan, the Environmental Law, the Real Property and the Appellate Law Sections.

Member of the American Bar Association and the Grand Traverse-Leelanau-Antrim Bar Association.

Education	1995	University of Michigan	Ann Arbor, MI
	MBA/MS	The Erb Institute for Global Sustainable Enterprise	
	1987	Colorado College	Colorado Springs, CO
	BA	Business/Economics	
Professional experience	1998 – Present	Huron River Watershed Council	Ann Arbor, MI
	Executive Director		
	Direct all programs, administer annual budget of \$1,000,000, manage staff of ten as well as 500 volunteers, maintain relations with 40 member governments, 800 individual members, and 55 business members, represent organization to media and public, coordinate strategic planning and evaluation, and oversee all administrative and scientific operations. Tripled operating budget in five years; increased staff size; created financial and operations policies and procedures.		
	1995-1998	Industrial Technology Institute	Ann Arbor, MI
	Program Manager		
	Procured \$2 million in grants to create pollution prevention programs for small- and medium-sized manufacturers. Managed three major projects totaling over \$800k.		
	1995	MBA Domestic Corps: The Navajo Reservation	Tsaile, AZ
	Consultant		
	Initiated several projects to encourage sustainable economic development: developed micro-enterprise loan funds, mentored entrepreneurs, conducted management training seminars and created strategies for Navajo Tribal Government's local empowerment program.		
	1988-1992	Greenpeace USA	Washington, DC
	Ocean Ecology Campaign Director		
	Oversaw a 30-person staff, directing this Campaign's activities and administration.		
Additional professional activities	Past and current Board Member of Michigan River Alliance, The Stewardship Network, Michigan Wetland Action Coalition and Earthshare of Michigan; Chairperson, Greenbelt Advisory Committee, City of Ann Arbor; Member of Michigan's Phosphorus Advisory Council. UM SNRE Dean's Search Committee		
Awards and Honors	Nonprofit Enterprise at Work's Excellence in Management Awardee, May 2002 Sierra Club Conservation Award, 2000 and 2002		

Summary of Qualifications

- Fourteen years' experience in environmental program development and management
- Strong interpersonal skills with extensive experience in intergovernmental cooperation, coalition building, and constituent relations at national, state and local levels
- Excellent communications skills including writing, public speaking, and media relations

Professional Experience

1999 -Present Watershed Planner, Huron River Watershed Council, Ann Arbor

Manage watershed planning and protection programs including model ordinances and other policy tools for natural features protection, technical assistance to local governments and watershed restoration projects, and stream monitoring. Perform all aspects of program management including securing funds, reporting and evaluating, supervising, public speaking, and event and community organizing. Guest lecturer for university courses in watershed management planning, aquatic ecology and restoration ecology .

Past projects include facilitated effective watershed management initiatives with 36 municipal, business, and university partners to meet federal Clean Water Act requirements (TMDL, Stormwater) in three watersheds, authored three Watershed Management Plans, and initiated selective small dam removal efforts for river restoration.

Grant Review Panel Member. Cooperative Institute for Coastal and Estuarine Environmental Technology, 2007

Sub-Committee Member for Critical Evaluation and Refinement of Bacterial TMDLs in Urban/Mixed Use Areas. Water Environment Research Foundation, 2004

Member, American Water Resources Association, Member, 2006-current

1998 - 1999 Environmental Careers Organization Associate, U. S. Environmental Protection Agency, Ann Arbor

Assisted the President's Council on Sustainable Development in creating and promoting a suite of visioning tools for sustainable community design and planning; as part of team, developed and implemented national air quality initiative to provide state and local audiences with access to critical information regarding incentive-based transportation programs

1997 - 1998 Graduate Research Assistant, The University of Michigan, Ann Arbor

Contributed to faculty research project on collaborative problem-solving in ecosystem management initiatives on public lands through reviewing, editing, and formatting case vignettes for publication; performed case study research, analysis and documentation, and writing for a policy audience

1995 - 1997 Education Program Coordinator, Keep Greater Milwaukee Beautiful, WI

Created and administered community-based environmental education programs to diverse constituency of 7,500 people annually; trained and supervised staff and volunteers; raised public grants and private donations to operate environmental education center

1993 - 1994 Environmental Consultant, Archdiocese of Milwaukee, WI

Created K-8 environmental education curriculum model for use by 1,200 educators and 30,000 students annually; planned and coordinated all aspects of environmental education conference for K-12 educators from a 10-county region

Education

The University of Michigan, Ann Arbor, School of Natural Resources & Environment, Resource Policy and Behavior (Conservation Biology and Ecosystem Management), M. S., 1999

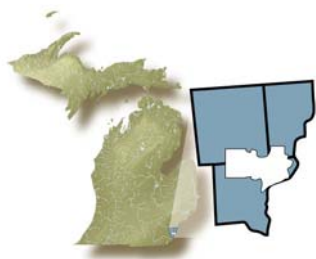
Master's Project: Greater Huachuca Mountains Functional Landscape Conservation Plan.

Client: The Nature Conservancy, Arizona Chapter

Lawrence University, Appleton, WI, English, Environmental Studies, B. A., 1993

Humanities Research Fellow, The Newberry Library, Chicago, IL, Fall 1992

APPENDIX B: SAMPLES OF WORK



Project Title:

Eight Mile Boulevard Corridor Keeper Program

Relevant Project Experience:

Public planning facilitation, inter-jurisdictional coordination, policy drafting and implementation, code enforcement compliance program

Project Locations:

Detroit, Eastpointe, Farmington, Farmington Hills, Ferndale, Harper Woods, Hazel Park, Livonia, Oak Park, Redford Charter Twp., Royal Oak Charter Twp., Southfield, Warren, and Macomb, Oakland and Wayne Counties.

Total Population: 4,043,467

Square Miles: 2,150



Project Funder:

Eight Mile Boulevard Association, W.K Kellogg, Americana, C.S. Mott Foundation, Michigan Municipal League and Michigan Townships Association

Funded Amount:

Approximately \$45,000



This project was accepted under the *Partnerships for Change* program. LIAA worked with 16 jurisdictions bordering Eight Mile Boulevard on the development of a property maintenance and code compliance program.

Completed in 2007, this grassroots code compliance program is designed to:

- Provide education of property maintenance issues
- Provide assistance to property owners
- Provide assistance to code-enforcement departments through informal code enforcement

Project Benefits

- Education & assistance resource for business owners and residents
- Increased property values
- More attractive overall appearance
- Assistance resource for local code enforcement departments

If building and property codes are not met, buildings and properties begin to deteriorate and detract from the overall quality and character of a neighborhood, business center and/or community. The Corridor Keeper program works to protect the safety and welfare of residents. In addition, the Corridor Keeper program works with local governments to maintain and increase property values and enhance the appearance and overall character of the community.

Project Contact/References:

Tami Salisbury, Executive Director, Eight Mile Boulevard Association
 Phone: 313-366-3388
 Email: tami@eightmile.org





Project Title:

Suttons Bay Joint Planning Commission and Master Plan

Relevant Project Experience:

Public planning facilitation, inter-jurisdictional coordination, policy drafting and implementation, comprehensive plan development, GIS mapping, web development

Project Location(s):

Village of Suttons Bay
Suttons Bay Township

Total Population: 2,982

Square Miles: 41.9

Project Funder:

W.K Kellogg, Americana, C.S. Mott Foundation, Michigan Municipal League and Michigan Township Association

Funded Amount:

Approximately \$55,000

This project was accepted under the *Partnership for Change – Sustainable Communities* program. LIAA is working with the Village and Township of Suttons Bay to develop a Joint Planning Commission and a Joint Master Plan.

This project includes the management and facilitation of a series of formal comprehensive community planning activities, including a the development and adoption of an agreement to form the Suttons Bay Community Joint Planning Commission, a review and analysis of planning and zoning regulations, several large public meetings, a project web-site, a unique youth outreach initiative, and the development of a clear, attractive and useful document providing engaging text, tables, graphics and mapping.

Project Contact/References:

Kathy Egan, Planner

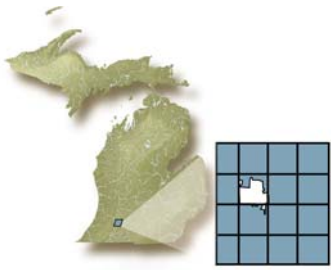
Phone: 231-271-2722

Email: sbtplan@centurytel.net

Project Benefits

- Increased land use coordination between three local unit of government
- A clear & tangible guide for the development and preservation of land uses in the Suttons Bay Community
- Engaged & motivated citizens and community leaders to accomplish the goals established in the Plan.





Project Title:

I-94 Business Loop Gateway Plan

Relevant Project Experience:

Public planning facilitation, inter-jurisdictional coordination, policy drafting and implementation, corridor plan development, GIS mapping, web development

Project Location(s):

City of Kalamazoo, Kalamazoo Charter Township and Kalamazoo County

Total Population: 238,603

Square Miles: 580

Project Funder:

W.K Kellogg, Americana, C.S. Mott Foundation, Michigan Municipal League and Michigan Township Association

Funded Amount:

Approximately \$50,000

This project was accepted under the *Partnerships for Change Program*. In this case, LIAA worked with the City of Kalamazoo, Kalamazoo Charter Township, Kalamazoo County and the Michigan Department of Transportation to develop a comprehensive gateway plan for the eastern portion of the I-94 Business Loop in Kalamazoo.

Project Benefits

- Increased land use coordination between three local unit of government & MDOT
- A clear and tangible guide for the development & management of I-94 Business Loop
- The foundation to move forward with a series of capital improvements & funding initiatives

Completed in 2007, this project included the management and facilitation of a series of formal comprehensive community planning activities, including: a historical review and analysis of planning and zoning regulations, a summary of physical and functional conditions of the roadway and surrounding areas, three large public meetings, a design charrette, a project website and the development of a clear, attractive and useful document providing engaging text, tables, graphics and mapping.

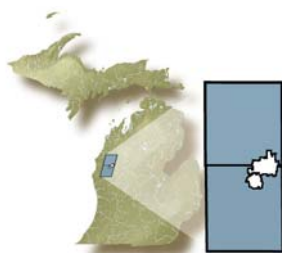
Project Contact/References:

Peter Eldridge AICP, Project Coordinator, City of Kalamazoo Community Planning and Development Department

Phone: 269-337-8806

Email: eldridgep@kalamazoo-city.org





Project Title:

Fremont Community Joint Comprehensive Plan

Relevant Project Experience:

Public planning facilitation, inter-jurisdictional coordination, policy drafting and implementation, plan development, GIS mapping

Project Location(s):

City of Fremont and Sheridan Charter and Dayton Townships - Michigan

Project Funder:

Fremont Area Community Foundation, local jurisdictions

Funded Amount:

Approximately \$81,795

Working with LIAA under *Partnerships for Change (P/C)*, the jurisdictions formed the Fremont Community Joint Planning Commission, one of the first joint planning commissions in Michigan and the first to include two townships and a city. Fremont is often referenced as a model when other communities consider forming a joint planning commission.

Carrying forward with the P/C model, the three local governments retained LIAA to develop a joint master plan for the community. Now adopted, the Fremont Community Joint Master Plan is the first of its kind in the state.

Leveraging all it has learned from LIAA, the Fremont Community independently developed a joint zoning ordinance. The ordinance follows a *form-based* zoning model, which focuses on a building's form (how it looks on the outside) before considering its uses (what goes on inside). This is the first joint zoning ordinance in Michigan — and one of only a few zoning ordinances anywhere in the state — to utilize form-based code. LIAA recently completed an audit of the form-based ordinance on behalf of the Fremont community.



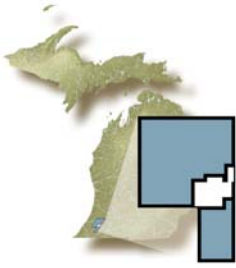
Project Benefits

- o A comprehensive plan for the entire community
- o The cooperative and coordinated planning in the Fremont Area has attracted new funding opportunities from other organizations

Project Contact/References:

Michele Ribant, Fremont Zoning Administrator
 Phone: 231-924-2101
 Email: mrribant@cityoffremont.net





Project Title:

11th Street Corridor Plan

Relevant Project Experience:

Public planning facilitation, inter-jurisdictional coordination, policy drafting and implementation, corridor plan development, GIS mapping, web development

Project Location(s):

City of Niles, Niles Charter Township

Total Population: 25,764

Square Miles: 44

Project Funder:

W.K Kellogg, Americana, C.S. Mott Foundation, Michigan Municipal League and Michigan Township Association

Funded Amount:

Approximately \$65,000

This project was accepted under the *Partnerships for Change Program*. In this case, LIAA worked with the City of Niles, and Niles Charter Township to develop a comprehensive corridor plan and market study for the 11th Street Corridor.

Completed in 2012, this project included the management and facilitation of a series of formal comprehensive community planning activities, including: a historical review and analysis of planning and zoning regulations, a comprehensive audit of the physical and functional conditions of the roadway and surrounding areas, two large public meetings, design coordination with MDOT representatives, an interactive project website and the development of a clear, attractive and useful documents providing engaging text, tables, graphics and mapping.



Project Benefits

- Increased coordination between two local units of government
- A clear and tangible guide for the coordinated development of 11th Street Corridor
- The foundation to move forward with a series of capital improvements & funding initiatives
- Comprehensive market analysis

Project Contact/References:

Juan Ganum, Community Development Director, City of Niles

Phone: 269-683-4700

Email: jganum@nilesmi.org





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Traverse City, MI 49686
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www.liaa.org

The following paragraphs respond to the questions posed in an e-mail sent by Teresa Gillotti on September 11, 2012. Please let us know if you have additional questions or concerns.

Roles of the partnering agencies in the master planning process:

Michigan Association of Planning

Having partnered on a number of projects, LIAA is very familiar with the capacities of the Michigan Association of Planning (MAP). For the Ypsilanti Master Plan and Zoning effort, we have asked MAP to provide research assistance and organizational resources throughout the planning process. As the Michigan Chapter of the American Planning Association, MAP will provide the project team with extraordinary access to information resources and research services concerning social equity, community design alternatives, and regulatory options and their applicability in different settings. This research support will prove valuable as we develop possible responses to issues and concerns raised during the planning process.

From its office in Ann Arbor, MAP will also provide a valuable local connection in identifying stakeholders and making arrangements for effective public gatherings, discussions and presentations. MAP's familiarity with the Ypsilanti Community and Eastern Michigan University will also provide a useful point of reference for the project team.

In addition to research assistance and local knowledge, MAP will play an integral role in process facilitation. As with past projects, MAP will help supply professionally trained facilitators on an as-needed basis to support break-out discussions and other public gatherings. Further, MAP staff members will assist with the proposed charrette effort. It is noteworthy that two of MAP's staff members have been certified by the *National Charrette Institute*.

Huron River Watershed Council

The Huron River Watershed Council (HRWC) brings another local connection and familiarity with key stakeholders, along with unmatched expertise in Ypsilanti's water-based resources. LIAA and HRWC have a long working history and have successfully collaborated on a number of other projects.

As you know, HRWC is already deeply involved with the Ypsilanti community and the river corridor as part of its *RiverUp!* effort. HRWC has joined with Ypsilanti-area partners to create a river district that connects the City to the river and the City to the Township for more

recreation, transportation and local business opportunities. Engaging HRWC in the master planning process is a natural extension of this work.

We have asked HRWC to provide Ypsilanti-specific research assistance and public education support throughout the planning process. HRWC staff members will focus on local environmental and natural resource considerations, Huron River waterfront development opportunities, and overall water quality management. We also recognize HRWC as a key resource in understanding and implementing portions of Ypsilanti's *Climate Action Plan* through the master plan and zoning process.

Olson, Bzdok & Howard

Olson, Bzdok & Howard is a public-interest law firm specializing in environmental, land use, and community development support work. The firm brings with it considerable and unique municipal experience, including extensive experience with community economic development tools. For example, Chris Bzdok is the former mayor of Traverse City and oversaw the development of the city's extensive new Bayfront Plan (construction on which begins this month). Scott Howard has special expertise in brownfield redevelopment, municipal waste management, and natural resource management. He is also president of the Grand Traverse Region's premiere bicycle and hiking trails organization (TART Trails).

We have asked Olson, Bzdok & Howard to provide on-going research support services related to urban redevelopment and economic development options throughout the Master Planning process. Their breadth of experience may be particularly helpful in generating creative solutions to the challenges Ypsilanti faces.

Olson, Bzdok & Howard will assist in providing educational presentations on options for land regulations that are responsive to the community goals established in the Master Plan and participate in relevant public discussions. Additionally, they will play a key role in helping draft and validate the new zoning ordinance consistent with the Master Plan.

Anticipated Timeframe:

In general, we tried to match our work plan to the HUD work plan. The HUD work plan appears to indicate that the consultant would begin work in the third quarter of 2012. If we started work this month (September 2012) as suggested in our work plan, and completed work at the end of the first quarter in 2015, LIAA's team would work a total period of 31 months. We believe that represents one more month than prescribed in the RFP.

On the other hand, we did build in an "empty" quarter in 2014 (Q3, July-Sep), giving the process some wiggle room to either make up ground or advance remaining tasks as circumstances allow. If all goes to plan, it's conceivable that everything could be completed prior to the end of Q1 2015 (i.e., in less than 30 months). Either way, we are prepared to stick to the 30-month timeline from the start of work.

In-kind match:

As a nonprofit community service organization, LIAA's mission is squarely focused on building civic engagement and greater community sustainability. We believe the City of Ypsilanti 2014 Master Plan and Zoning Ordinance project is a unique opportunity to provide critical community support that is mission-driven and potentially ground-breaking. We were particularly interested in being part of a process in which we *set aside existing templates and consider instead new approaches to a hybrid policy/land-use plan for the City of Ypsilanti* (as quoted from the RFP).

To assure that we have the best team and greatest opportunity to offer new approaches, we have proposed to contribute \$55,000 in matching grant funds to this effort as well as \$20,000 in matching effort. This match is presented in the form of reduced hourly rates for LIAA staff time. In short, we are forgoing approximately \$10/hr in overhead costs.