

AGENDA

Village of Shelby Planning Commission
Tuesday, May 4th, 2021
Special Meeting – 6:15 P.M.



**This meeting will be in-person at the Shelby Village Hall
218 N Michigan Ave, Shelby, MI 49455**

Agenda Topics:

1. Call to Order:
2. Roll Call:
3. Pledge of Allegiance:
4. Interview Preparation
5. Presentations:
 - a. 6:30 p.m.: Williams&Works
 - b. 7:00 p.m.: McKenna Planning
6. Commission Administrative Business:
 - a. Recommend Consultant for Zoning Ordinance Rewrite **AR**
7. Public Comment:
8. Member Discussion:
9. Adjournment: **AR – Action Requested**



Memorandum

Date: May 4, 2021

To: John Sutton, Co-Chair, Shelby Planning Commission
Planning Commission Members

From: Brady Selner, Village Administrator

Subject: Recommend Consultant for Zoning Ordinance Rewrite

Information

The Village received proposals from four planning consultants to assist with the Village of Shelby Zoning Ordinance rewrite. On April 20, 2021, the Planning Commission reviewed the four proposals and decided to move forward with McKenna and Williams&Works for an interview. After interviewing the two firms, the Planning Commission will discuss the presentations and determine which consultant would be best suited to assist the Village with the project. After a consensus is reached on which firm should be selected, a recommendation will be sent to Village Council for consideration.

Supporting Documents:

Interview Questions
Proposal Comparison
Williams&Works Proposal
McKenna Proposal

Motion by _____, seconded by _____, to recommend Village Council select _____ to assist the Village with the zoning ordinance rewrite.

Village of Shelby
Zoning Ordinance Rewrite Proposals



May 4, 2021

Two Proposal Options

	Williams & Works	Mckenna
Location	Grand Rapids, MI	Grand Rapids, MI
Proposed Schedule	12 months	11 months
Price	\$19,370	\$23,200

Project Breakdowns

The tables on the following pages provide an overview of the four proposals' scope of work, pricing, and scheduling (if applicable).

Williams & Works	Page 2
<hr/>	
Mckenna	Page 3
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Williams & Works		
Step 1: Organize	Step 2: Draft	Step 3: Complete
<p><u>Task 1: Technical Review</u></p> <ul style="list-style-type: none"> • Thorough audit to find issues • Review laws • Determine meeting dates • Discuss Public Participation Plan <p><u>Task 2: Public Input Meetings (optional)</u></p> <ul style="list-style-type: none"> • Receive input from public 	<p><u>Task 3: Working Meetings and Drafts</u></p> <ul style="list-style-type: none"> • Begin draft • 8-10 review meetings over 6-9 months <p><u>Task 4: Formal Draft</u></p> <ul style="list-style-type: none"> • Prepare draft that includes formatting, graphics, and illustrations <p><u>Task 5: Virtual Open House (optional)</u></p>	<p><u>Task 6: Planning Commission Review</u></p> <p><u>Task 7: Public Hearing</u></p> <ul style="list-style-type: none"> • Make changes based on public comments <p><u>Task 8: Village Council Meeting</u></p>
2 months, \$2,710	8 months, \$14,440	3 months, \$2,220

Additional Costs

- The project scope includes optional tasks that are not included in the total proposed fee:
 - Task 2. Public Input Meetings: \$2,700
 - Task 5. Virtual Open House: \$2,200

McKenna		
Steps 1-6	Steps 7-14	Steps 15-19
<p><u>1. Identification of Amendments and Proposed Table of Contents</u></p> <p><u>2. 1st Planning Commission Meeting</u></p> <ul style="list-style-type: none"> • Discuss overall project • Confirm schedule <p><u>3. Reorganization and Development of Tables</u></p> <ul style="list-style-type: none"> • Remove redundant sections <p style="padding-left: 40px;"><u>4. “Plain English” Review</u></p> <ul style="list-style-type: none"> • Change confusing language <p><u>5. Downtown/Commercial/Industrial District Amendments</u></p> <ul style="list-style-type: none"> • Revise standards • Comply with Master Plan and Economic Dev Strategy <p><u>6. 2nd Planning Commission Meeting</u></p> <ul style="list-style-type: none"> • To review the new standards from Step 5 	<p><u>7. Residential District Amendments</u></p> <ul style="list-style-type: none"> • Implement the Master Plan’s vision for residential districts <p><u>8. 3rd Planning Commission Meeting</u></p> <p style="padding-left: 40px;"><u>9. Sign Ordinance Update</u></p> <ul style="list-style-type: none"> • Ensure Shelby is in compliance with Supreme Court’s ruling in <i>Reed V Gilbert</i> for local signage regulation <p><u>10. 4th Planning Commission Meeting</u></p> <p style="padding-left: 40px;"><u>11. Processes and Criteria</u></p> <ul style="list-style-type: none"> • Revise Site Plan Review criteria <p style="text-align: center;"><i>**Their proposal skips numbers 12 and 13**</i></p> <p style="padding-left: 40px;"><u>14. Definitions</u></p> <ul style="list-style-type: none"> • Review the definitions chapter for clarity and usefulness 	<p><u>15. 5th Planning Commission Meeting</u></p> <p style="padding-left: 40px;"><u>16. Other Amendments</u></p> <ul style="list-style-type: none"> • Draft or revise any other amendments determined previously <p style="padding-left: 40px;"><u>17. Community Open House</u></p> <ul style="list-style-type: none"> • Can do virtual or in-person <p style="padding-left: 40px;"><u>18. Public GIS Portal and Map</u></p> <ul style="list-style-type: none"> • Interactive map where users can search for addresses, click on zoning district info, and learn more about the new Ordinance <p style="padding-left: 40px;"><u>19. Adoption Process</u></p>
4 months, \$9,000	5 months, \$8,000	4 months, \$6,200

Additional Costs

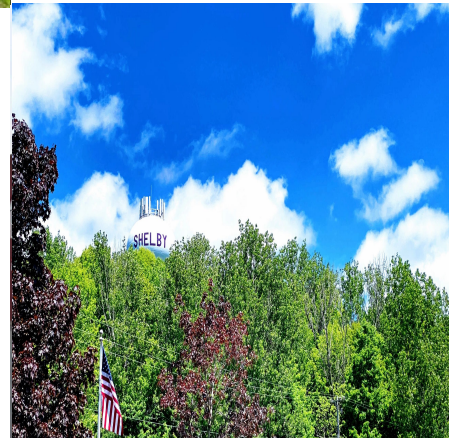
- Beyond those described above, any additional revisions will cost \$500
- Beyond those described above, any additional meetings will cost \$600 per in-person meeting and \$300 per virtual meeting

MCKENNA

PROPOSAL TO PREPARE

Zoning Ordinance Rewrite

VILAGE OF SHELBY, MI



MARCH 22, 2021

Communities for real life.



MCKENNA

March 22, 2021

Brady Selner
Village Administrator
Village of Shelby
218 N. Michigan Avenue
Shelby, MI 49455

Subject: Village of Shelby Zoning Ordinance Rewrite – Potential Partnership

Dear Mr. Selner:

The opportunity to update and enhance the Zoning Ordinance is a significant event in any community, and is especially so in Shelby, where the desired outcome is an Ordinance that balances the desire for economic development while simultaneously preserving the Village's small-town character. The 2020 Master Plan is just one example of the Village's desire to inspire and encourage quality development in the community that is consistent with the scale and character of the existing neighborhoods and businesses.

We commend the leaders of the Village of Shelby for their forward-thinking and comprehensive planning efforts, evidenced by their recognition of the importance of updating the zoning code to reflect the best practices recommended by the Michigan Economic Development Corporation's (MEDC) Redevelopment Ready Communities (RRC) initiative. McKenna has assembled a qualified team of planning and zoning professionals to work with the Village on this transformative project.

Project Understanding

Based on the background information contained in the RFP document, the 2020 Village of Shelby Master Plan, and our previous experience with similar projects, we understand that:

- We must work collaboratively with Village staff, Planning Commission, Village Council, and the public to develop recommended changes.
- The proposed regulations shall be designed to implement the Master Plan's land use goals and Zoning Plan, the MEDC's RRC Best Practices, the Village's Downtown Development Plan, and the Village's Economic Development Strategy.
- Zoning updates must address existing district standards, mixed use development, and include updated standards for landscaping, signage, and emerging technologies to align with the community's vision for character and development.

Our team has based the attached proposal on this understanding, with the aim of delivering maximum value to Shelby through an efficient and targeted process.

Why Our Team?

The McKenna team has the right experience and approach for helping the Village of Shelby undertake this Zoning Ordinance update. Our team is familiar with the area's development patterns and amenities due to our geographic proximity – our team will be based out of our Grand Rapids office, just 60 minutes away from the Village. We will leverage our previous experience conducting successful public engagement and writing codes in communities that face opportunities similar to those in Shelby. Equally as important, we will be a strong partner during the

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public hearing and approval process, backed by our experience in dozens of Michigan communities. As a result of our past work and local knowledge, our team is well-qualified to assist Shelby in developing its Ordinance.

The McKenna Team will be led by Danielle Bouchard, Senior Planner, out of the Grand Rapids office. Danielle's experience in drafting and administering zoning ordinances include work in Holland, Tyrone Township, Grand Haven Township, Williamston, and Walker. Additionally, Danielle has extensive experience in project management at both the local and regional level, for small and large communities such as Litchfield and Ottawa County. Danielle will also be responsible for creating the updated Zoning Map in McKenna's GIS system and the public GIS portal as described further in the attached proposal. Danielle will serve as your main contact throughout the project

The project and process will also be assisted and overseen by Christopher Khorey, AICP, manager of our West Michigan operations. Chris is currently one of Michigan's leading planners in working with communities to develop and implement zoning updates – in communities large (Holland, Battle Creek), small (Leroy Township, Webberville), and in-between (Frenchtown Township, St. Joseph Township).

We are certain that we are the best team to partner with the Village of Shelby in this exciting endeavor. We are eager to work with you, and we look forward to meeting with you soon to review this proposal. If you have any questions regarding our response, please do not hesitate to contact us at (248) 596-0920 or jjackson@mcka.com or ckhorey@mcka.com. Thank you.

Sincerely,

Respectfully submitted,

McKENNA

John R. Jackson, AICP, NCI
President



Zoning Ordinance Rewrite

VILLAGE OF SHELBY, MICHIGAN

PREPARED MARCH 22, 2021 BY

MCKENNA
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Executive Summary



At McKenna, our successful team is equipped to develop a strong partnership with the Village of Shelby, to realize a Zoning Ordinance rewrite that considers both the Village’s established character and its forward vision.

PROJECT TEAM

Project Manager – Danielle Bouchard, Senior Planner

Project Director – Chris Khorey, AICP, West Michigan Manager

MCKENNA ADVANTAGE

- 42-year track record of successfully writing and updating zoning ordinances and codes in alignment with the State’s Redevelopment Ready Communities (RRC) best practices.
- Skilled team of urban planners and designers experienced with creating form-based codes and overlay districts.
- Leaders in creating innovative and easy-to-use codes that spur investment and promote sustainability, walkability, and future investment.

PROJECT UNDERSTANDING

We understand that Shelby wishes to update its Zoning Ordinance in order to effectively implement its 2020 Master Plan, Downtown Development Plan and Economic Development Strategy. We propose a process that will include meaningful opportunities for collaboration, cognizant of current Covid-19 restrictions, to ensure the public is heard. Going beyond the minimum requirement of a public hearing, we propose a community open house near the final stages of the planning process, when we expect restrictions on large community gatherings to lessen. Depending on the community’s needs, we are equipped to host online and virtual public engagement options that can be accomplished within the stated budget.

PROJECT FEE AND SCHEDULE

We will prepare the Zoning Ordinance revisions listed in the RFP for a lump sum fee of **\$23,200**.

We propose a 12-month project schedule, but can adjust the schedule to meet the needs of the community.

Project Approach

STREAMLINED PROCESSES

McKenna’s approach to the Village of Shelby’s Zoning Ordinance Rewrite is based on our continued success in modernizing zoning ordinances for dozens of communities, that centers streamlining internal processes while ***maintaining regulatory excellence***. We understand that communities desire to be “business friendly” and it is our aim to help staff collect, organize, and include the necessary revisions to your ordinance - to not only ***assist the public*** (residents, developers, other stakeholders) but to also allow your team to ***administer the Shelby Zoning Ordinance more effectively***.

Further, because the process comes on the heels of the Village’s successful Master Plan Update, Shelby is positioned for a focused and efficient zoning update process. We have proposed a clear and linear process that focuses on the issues identified by the Master Plan, in order to get the Ordinance “up and running” and help steer future development.

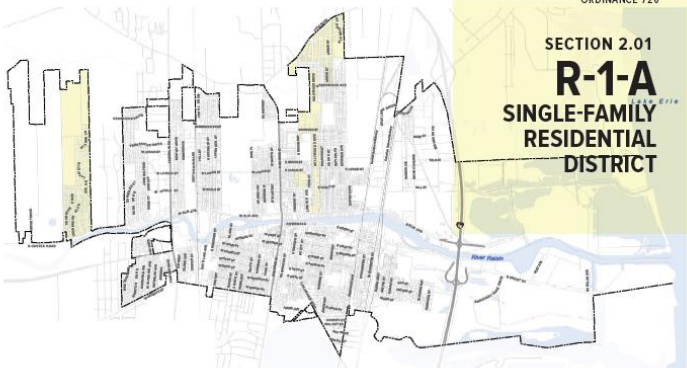
IMPLEMENTING THE 2020 MASTER PLAN

We know how to implement master plan recommendations that will result in development consistent with Shelby’s vision for the future, as outlined in the policies and recommendations of your 2020 Master Plan.


Our approach is based on the following essential elements:

- **Reflect the Plan’s Goals and Objectives.** The Master Plan seeks to uphold the following goals, all of which can be promoted through effective zoning.
 - Resiliency (Development and Redevelopment)
 - Ecology (Recreation and The Natural Environment)
 - Accessibility (Infrastructure and Mobility)
 - Hospitality (Neighborhoods and Housing)
 - Identity (Placemaking and Regional Coordination)

As stated in our Scope of Work, we propose to incorporate those five goals, as well as other amendments developed at the beginning of the process, into the new ordinance.



Pictures are meant to be illustrative of the purpose and intent of the district and are not regulatory in and of themselves.



2.1.A. • R-1-A PURPOSE AND INTENT

The Single-Family Districts (R-1-A) are intended primarily for single-family residential development and for associated educational and institutional uses. The permitted uses and standards of these districts are intended to achieve the following objectives:

1. To encourage the construction and continued use of the land for single-family dwellings which are compatible with the established character of the City’s outlying neighborhoods.
2. To prohibit uses that would disrupt the character of the existing single-family neighborhoods.
3. To encourage the discontinuance of existing uses that would not be permitted as new uses under the provisions of this chapter.
4. To discourage land uses which would generate traffic on minor local streets that is atypical of single-family neighborhoods.
5. To accommodate low-intensity non-residential facilities where such uses could be compatible with the neighborhood.

- **Implement the Zoning Plan.** The 2020 Master Plan’s Zoning Plan features the following recommendations that we have incorporated into our proposed Scope of Work:
 - Remove any references or regulations not applicable to the Village of Shelby
 - Include language to encourage walkability, high-quality landscaping, and appropriate open space
 - Develop form-based standards for commercial and downtown zoning districts
 - Include language to encourage historic preservation
 - Evaluate setback, site design, and building design standards
 - Update regulations on signage to comply with content neutrality requirements
 - Develop screening requirements between incompatible land uses
 - Update the current graphics to ease interpretation

UNDERSTANDING OTHER IMPERATIVE CHANGES

In conjunction with the Zoning Plan recommendations as described in the 2020 Master Plan, we will also evaluate the current standards pertaining to other areas of land use and development requirements.

- **Village-Identified Changes.** We understand that the scope of work will include the following changes to the current Zoning Ordinance:
 - Updated building and site design standards to encourage high-quality development in both the commercial and industrial zoning districts
 - Development of a public GIS of the zoning map
 - Removal of barriers to development
 - Evaluate opportunities to increase trail and park connections
 - Incorporate green infrastructure and sustainability standards in the new Zoning Ordinance
 - Allow for at least three types of missing middle housing as a principally permitted use by right
 - Encourage attractive streetscape
 - Evaluate the permitted land uses and standards for the Central Business District to ensure that all land uses and associated standards are appropriate and meet the Village’s vision
 - Ensure the new zoning ordinance is complementary and compliant with the Village’s 2020 Master Plan, Downtown Development Plan, and Economic Development Strategy
- **Other Areas of Analysis.** We are equipped to consider the following additional areas within the Zoning Ordinance if the Village deems it necessary:
 - Parking requirements and parking lot standards
 - Definitions and terminologies
 - Removal and clarification of any inconsistencies
 - Clarification of application, site plan review processes, and administration and enforcement
 - Addressing other trends in planning such as outdoor seating and dining, Complete Streets, mixed-uses, and more.

DEVELOPING A MODERN ZONING ORDINANCE

McKenna will use our proven process and skills to create a modern, easy-to-use, and comprehensive ordinance tailored to the Village of Shelby.

- **Review of Previous Variances.** McKenna will analyze ZBA minutes from the past ten years to find recurring patterns that highlight the need to correct with Zoning Ordinance amendments. We will prepare draft amendments to correct the underlying issue(s) resulting in repeated variance requests.
- **Consolidation and Organization.** To commence the reorganization process of the Zoning Ordinance, McKenna will strategically begin with creating a single chart of permitted and special uses among all the districts within the Village. Simultaneously, we will create a single *Schedule of Regulations*, outlining the dimensional requirements of each district. The two charts will form an easy-to-use summary of the Ordinance that can be viewed at a glance.
- **Comprehensive (but not excessive!) Definitions.** McKenna will review the definitions chapter and eliminate definitions that do not appear in the Ordinance, or which are otherwise unnecessary. We will then ensure that key terms, such as all listed land uses, are clearly defined.

- **Efficient Processes and Clear Criteria.** McKenna will ensure that the Zoning Ordinance clearly describes the full toolbox of zoning processes, including site plan review, special uses, rezonings, conditional rezonings, planned unit developments, and ZBA powers (variance, interpretation, and appeal). We will work alongside the Village to clarify or amend any current practices as requested.
- **New Technology.** McKenna will use our knowledge of emerging trends and technologies to draft defensible and reasonable, yet effective, requirements on green infrastructure and sustainability standards.
- **Plain English.** McKenna will conduct a thorough review of the Ordinance specifically to improve the readability of the language and graphics. Our new language and graphics will be clear and easy to follow.

Addressing Key Issues. In addition to the above, McKenna will continuously work alongside the Village throughout the process to identify and mitigate any other key issues that may arise.

REDEVELOPMENT READY BEST PRACTICES

Shelby has many strengths, including a number of redevelopment opportunities and community partners. As a strong and committed Village, Shelby has a great base to attract business and residents. We will use best practices endorsed by the Redevelopment Ready Communities (RRC) program to ensure Shelby is positioned to streamline planning and development procedures that promote predictability and encourage proactive revitalization efforts.

Working with Michigan Association of Planning, McKenna developed the educational program for RRC. In addition, we have worked with a number of RRC communities both in its current form as well as its previous iteration as a local program in Southeast Michigan under the Michigan Suburbs Alliance. We embrace the best management practices and have effectively leveraged communities' resources in attracting substantial private investment. We will work with you to incorporate the RRC programs' best practices for zoning, and position the Village for sustained and managed success.



redevelopment ready communities[®] ENABLING BETTER PLACES
 USERS' GUIDE TO ZONING REFORM



Firm Qualifications



McKenna’s office in the Loraine Building, near Veterans Park in Downtown Grand Rapids. Our work spaces reflect our commitment to our people, our communities, sustainable design, and the rich technological heritage of the Midwest.

Our primary professionals for the Comprehensive Master Plan will be based out of our Grand Rapids office, just an hour from Shelby. Christopher Khorey, AICP and Danielle Bouchard will be the primary contacts, reachable at the phone number below and ckhorey@mcka.com or dbouchard@mcka.com, respectively.

McKenna currently provides project services to more than 85 communities and private land investors across Michigan, Ohio, Kentucky, Indiana, and Illinois. Anticipating and responding to change is a major distinction of McKenna’s practice. McKenna’s innovation and depth of experience is a resource for public and private decision-makers who have their community’s best interest in mind. At McKenna, we are a corporation of roughly 30 planners, urban designers, and landscape architects formed under the laws of Michigan on May 2, 1978.

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Areas of Service

Community Planning

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

Economic Development

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

Building Department Administration

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

Parks and Recreation

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



On-Site Management Services

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

Development Codes

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

Complete Streets and Transportation Planning

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

Public Participation (NCI Certified)

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

Community Development

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

Urban Design

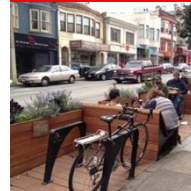
- Community Design Plans
- Placemaking Strategies
- Parks, Greens, Commons and Plaza Design
- Streetscape Design
- Site Planning
- Community Character Planning
- Historic Park Design
- Computer Visualization (before/after)
- Design Review
- Site Evaluation and Selection
- Design Manuals
- Neo-Traditional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

Sustainability Plans

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

Landscape Architecture

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



Ordinance Development Process

1. IDENTIFICATION OF AMENDMENTS AND PROPOSED TABLE OF CONTENTS

Based on our review of the Master Plan, the Zoning Ordinance, and the Request for Proposals, we have developed a list of amendments that will be necessary to address during the Ordinance update, as described in this Scope of Work. Additionally, we aim to review minutes from the Zoning Board of Appeals' past meetings to identify redundant patterns in variance requests that necessitate additional amendments.

The compiled list of proposed amendments will inform a draft Table of Contents that we will create for the Zoning Ordinance. We will present the proposed list of amendments at the First Planning Commission Meeting (Task 2).

2. FIRST PLANNING COMMISSION MEETING

We will prepare for and attend a kick-off meeting with the Planning Commission, Village staff, and/or other key elected officials and stakeholders identified by the Village.

The kick-off meeting's function will be to discuss the overall project opportunities and expectations. We will confirm the schedule and important dates to ensure that all involved parties share the same expectations. At this meeting, we will also discuss the Table of Contents and list of amendments developed in Task 1, revising them as deemed necessary.

3. REORGANIZATION AND DEVELOPMENT OF TABLES

Using the approved Table of Contents, McKenna will reorganize the Ordinance, leaving placeholders where new sections will be drafted. At this stage, we will also draft the Table of Uses and the Schedule of Regulations, which will allow us to eliminate the sections made redundant by those two tables.

4. "PLAIN ENGLISH" REVIEW

McKenna will review the entire Zoning Ordinance for antiquated or confusing language, and will revise accordingly. This portion of the process will not alter the policy or meaning of the Ordinance, but will merely make the language easier to understand and use.

5. DOWNTOWN/COMMERCIAL/INDUSTRIAL DISTRICT AMENDMENTS

McKenna will revise the C-1, Central Business District, the C-2, General Business District, and the IND, Industrial District in order to implement the Master Plan's vision for the downtown and other commercial and industrial areas. The new language will include:

- Developing form-based standards for the C-1 District
- Enhanced architectural and site design standards for the downtown, commercial, and industrial districts
- Revised and enhanced language to promote mixed uses in the C-1 District
- Revised and upgraded landscaping and buffering requirements
- Enhanced standards pertaining to development and sustainability
- Developing standards for pedestrian and nonmotorized connectivity
- Enhanced standards to promote an attractive streetscape
- Revised parking standards
- Reviewing current dimensional standards and revising as applicable
- Removing any language and references not applicable to the Village
- Reviewing and updating signage standards to achieve compliancy with content neutrality
- Other amendments as determined to be necessary

McKenna will also revise the Zoning Map and adjust other boundaries as determined to be necessary in consultation with the Planning Commission.

6. SECOND PLANNING COMMISSION MEETING

We will prepare for and attend a meeting with the Planning Commission to review the updated downtown, commercial, and industrial district standards. Following the meeting, we will revise the draft text.

7. RESIDENTIAL DISTRICT AMENDMENTS

McKenna will revise the R-1, Low Density Residential, R-2, Medium Density Residential, and R-3, Multiple Family Residential Districts (as applicable) in order to implement the Master Plan’s vision for residential districts. The new language will include:

- Promoting a mix of housing types, especially near the downtown
- Creating a minimum density requirement for new residential developments, as envisioned by the Master Plan
- Reviewing current dimensional standards
- Ensuring that the Ordinance specifically permits at least three “missing middle” housing types by right
- Simplifying standards frequently used by single-family homeowners, such as fences and accessory structures
- Removing any residential district language or references not applicable to the Village
- Other amendments as deemed necessary

McKenna will also revise the Zoning Map to adjust the boundaries of the residential districts, as determined to be necessary in consultation with the Planning Commission.

8. THIRD PLANNING COMMISSION MEETING

We will prepare for and attend a meeting with the Planning Commission to review the updated residential district standards. Following the meeting, we will revise the draft text.

9. SIGN ORDINANCE UPDATE

The United States Supreme Court’s ruling in *Reed v Gilbert* changed local signage regulation dramatically. It sounds simple, “signage cannot be regulated based on content,” but in practice, becoming *Reed*-compatible is complex. McKenna has updated dozens of sign ordinances since *Reed*, and we know the pitfalls – commercial versus non-commercial, on-premises versus off-premises, obscenity, directional signs, temporary signs, and many others. We’ve worked through them all and we will help Shelby bring your Ordinance into compliance.

10. FOURTH PLANNING COMMISSION MEETING

We will prepare for and attend a meeting with the Planning Commission to review the sign ordinance. Following the meeting, we will revise the draft text.

11. PROCESSES AND CRITERIA

With a focus on clarity and efficiency, McKenna will revise (or draft, as necessary) Ordinance text describing the following processes and criteria for approval: Site Plan Review

- Special Use Approval
- Planned Unit Development
- Rezoning/Conditional Rezoning
- Variance
- Interpretation
- Appeal

14. DEFINITIONS

McKenna will review the definitions chapter for clarity and usefulness. The two major tasks associated with this step is to eliminate definitions of terms that are not used in the Ordinance and to ensure that all uses are adequately and clearly defined within the Ordinance.

15. FIFTH PLANNING COMMISSION MEETING

We will prepare for and attend a meeting with the Planning Commission to review the processes and definitions text. Following the meeting, we will revise the draft text.

16. OTHER AMENDMENTS

McKenna will draft or revise text in pursuit of any other amendments determined in Tasks 1 and 2. This process may occur in conjunction with another drafting task, or may be its own task. It may also occur at a different stage in the process than after the processes and definitions discussion.

17. COMMUNITY OPEN HOUSE

Once the revisions have been drafted and the Planning Commission is ready to move forward with them, McKenna will host a public open house to present the new zoning policies. We will answer questions from the public and make revisions as needed.

This event is scheduled at the end of the process, with the hope that it will take place after gathering restrictions due to Covid-19 have been fully lifted. If not, McKenna is prepared with online and virtual options that the Village can accomplish within the same budget.

18. PUBLIC GIS PORTAL AND MAP

With McKenna's staff and professional GIS expertise, McKenna will utilize the newly updated Village Zoning Map to develop an online GIS map for public use. This public GIS map can be a dynamic and interactive online mapping application where users may search for addresses, click on specific properties for zoning district information, and learn more about the new Ordinance.

19. ADOPTION PROCESS

Following the Public Open House, McKenna will attend the Public Hearing to answer questions from the public and Planning Commissioners. We will also attend the Village Council meeting where the updated Ordinance will be adopted.

ADDITIONAL REVISIONS

Following each of the five Planning Commission meetings, and following the Public Open House, McKenna will make revisions to the draft Ordinance. Any revisions requested beyond the rounds of revisions as described above will be invoiced at a flat fee, per round of revisions, as described in the cost proposal.

ADDITIONAL MEETINGS

The Ordinance Development Process described above includes the following meetings:

- Six Planning Commission Meetings (including the Public Hearing)
- Community Open House
- Village Council Meeting

McKenna can attend additional meetings as part of the process at a flat fee, as described in the cost proposal.

Proposed Schedule

We propose an 11-month schedule, from start of the project to adoption of the Updated Zoning Ordinance.

WORK TASK	MONTH											
	1	2	3	4	5	6	7	8	9	10	11	
PC = Planning Commission Meeting OH = Open House VC = Village Council Meeting												
Identification of Amendments and Proposed TOC												
Reorganization and Tables		PC										
Plain English Review												
Downtown/Commercial/Industrial				PC								
Residential					PC							
Sign Ordinance						PC						
Processes/Criteria												
Definitions								PC				
Public GIS of the updated Zoning Map												
Other Amendments*												
Engagement and Adoption									OH	PC	VC	

*May be moved elsewhere in the schedule

Select Experience and References

St. Joseph Township

Mr. Troy Gano
Zoning Administrator
3000 Washington Avenue
St. Joseph, MI 49085
269-429-2079
tgano@sjct.org

City of Holland

Mr. Mark Vanderploeg
Community & Neighborhood Services Director
270 S. River Avenue
Holland, Michigan 49423
616-355-1300
m.vanderploeg@cityofholland.com

Leroy Township

Hon. Earl Griffes
Supervisor
1685 N. M-52
Webberville, MI 48892
517-521-3279
supervisor@leroytownship-mi.gov

Village of Webberville

Hon. Brad Hitchcock
Village President
115 S. Main Street
Webberville, MI 48892
517-521-3984
bhitchcock@villageofwebberville.com

Village of Oxford

Mr. Joe Madore
Village Manager
22 W. Burdick Street
Oxford, MI 48371
248-628-2543
manager@thevillageofoxford.org

City of St Johns

Mr. Dave Kudwa
Community Development Director
100 E. State Street
St Johns, MI 48879
989-224-2204
dkudwa@ci.saint-johns.mi.us



MCKENNA

Communities for real life.

What we did:

PLANNING

Rural Zoning

Lean Zoning

Lean Zoning

**LEROY TOWNSHIP,
INGHAM COUNTY, MICHIGAN**

Leroy Township, an agricultural community in Ingham County, kept running into the same problem—its zoning enforcement kept having to enforce rules that Township leadership felt were unnecessary, especially in a rural context.

Working with McKenna, the Township simplified and scaled back its zoning ordinance, with a focus on core goals, rather than superfluous regulations. Zoning districts were eliminated or consolidated. Requirements for individual uses were curtailed in favor of broad standards applicable to all properties. And specific standards applicable more to urban or suburban areas than to rural areas (such as paved parking requirements) were repealed.

The new Ordinance had an almost immediate impact—the Planning Commission was able to make simpler and less controversial decisions, and there was an immediate drop in the number of ongoing zoning enforcement cases.





MCKENNA

Communities for real life.

What we did:

PLANNING

Zoning

Missing Middle Housing

Zoning Amendments

ST. JOSEPH TOWNSHIP,
BERRIEN COUNTY, MICHIGAN

Nestled along the St. Joseph River, St. Joseph Township features quality neighborhoods, vibrant businesses, and natural beauty. In order to maintain that quality of life, Township staff compiled a list of needed Zoning Amendments. Eventually, the list became so long that the only solution was a full ordinance overhaul.

McKenna helped to simplify the Ordinance, reducing the number of zoning districts and adding new regulations on hot topics that were not previously addressed, such as wind and solar energy, sustainable landscaping, and wireless telecommunications.

The Ordinance also included an Overlay to allow the construction of missing middle housing within the Township's neighborhoods – without negatively impacting the character of the surrounding area.





MCKENNA

Communities for real life.

DESIGN

Form-Based Code

What we did:

PLANNING

Zoning
Airport Zoning
Sustainability

Unified Development Ordinance

CITY OF HOLLAND, MICHIGAN

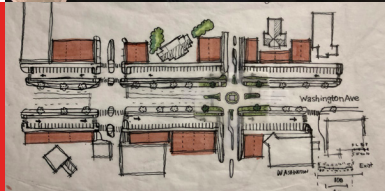
The City of Holland is a historic and beautiful community, with waterfront, neighborhood business districts, legacy industrial areas, and one of Michigan's most successful downtowns.

But the City's zoning ordinance was originally written in 1943 and amended—but never fully rewritten—dozens of times since then. The City engaged McKenna to engage in a comprehensive rewrite. The ordinance even got a new name – the Unified Development Ordinance, indicating the inclusion of not only zoning regulations, but also the subdivision ordinance and other development-related regulations.

McKenna and City staff engaged in comprehensive public outreach program, including a week-long charrette, neighborhood meetings, online surveys, stakeholder engagement, and a series of public hearings held around the City.

The ordinance included a number of innovative elements, including:

- A Form Based Code for the downtown and select corridors and neighborhood business districts.
- A “Greenfield” mixed use district to ensure that undeveloped sites on the edge of the city would be built out in an urban format.
- A “Redevelopment” mixed use district for legacy industrial areas in the core of the City.
- An airport overlay, consistent with MDOT and FAA regulations, to ensure development near the airport would not be incompatible with aviation.
- A progressive landscaping section rooted in sustainability.



Master Land Use and Recreation Plan

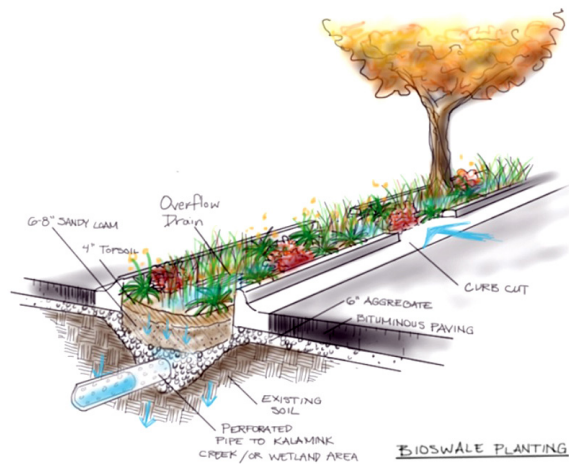
VILLAGE OF WEBBERVILLE, MICHIGAN

The Village of Webberville, in Ingham County, struggled for years to articulate a vision for itself, operating for over a decade without a Master Plan. The Village Administration decided that the time had come to plan for the future, and called McKenna.

McKenna helped the Village take stock of its existing assets and craft a plan that capitalized on them, better tying the Village to the nearby Lansing metro area, and attracting new businesses and customers to the Village's "Uptown" core business district along historic Grand River Avenue.

While the plan included all the traditional elements of a Master Plan, it also went further, including a Parks and Recreation Plan to meet the Michigan Department of Natural Resources criteria for grant funding. It also included creative, progressive ideas for stormwater management, non-motorized transportation, mixed-use zoning, and upgraded streetscapes.

In order to help Village residents visualize the vision of the Master Plan, McKenna included renderings of future development in the "Uptown" core and partnered with Michigan State University to develop creative park and streetscape designs. The Master Plan created a new energy in the historic Village, positioning it for success in the coming decades.





MCKENNA

Communities for real life.

DESIGN
From Based Code

What we did:
PLANNING
Redevelopment
Lean Zoning

Lean Zoning

VILLAGE OF OXFORD, MICHIGAN

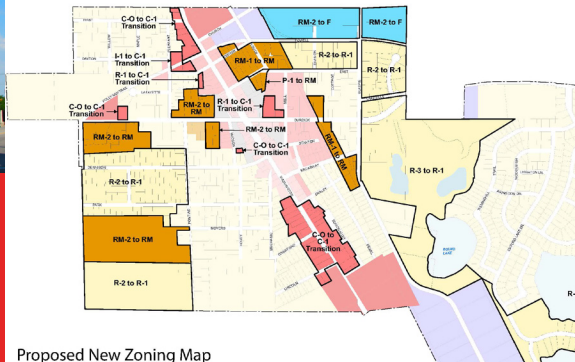
During the Village of Oxford’s Master Plan Update, the Village identified around a dozen sites for redevelopment. But there was a problem—the Village’s own zoning was an impediment to investment in those sites.

Working with McKenna, the Village simplified and scaled back its zoning ordinance, with a focus on core goals, rather than superfluous regulations. Three zoning districts were eliminated and two more were consolidated into a single district. Requirements for individual uses were curtailed in favor of broad standards applicable to all properties.

In place of the previous complexity, McKenna created a Form Based Code, allowing a broad range of uses while regulating the positioning and massing of buildings to protect the Village’s historic character and charm. The project team also protected historic buildings through a Restricted Demolition Zone, and created a “Gateway Greenbelt” requirement to shield pedestrians from busy M-24 using landscaping.

The new Ordinance also included an innovative “Flex” district, which created a market-based process for determining the appropriate uses of a large vacant parcel on the Village’s north side.

The new Ordinance had an almost immediate impact—several redevelopment sites were immediately targeted for new development almost as soon as it went into effect.



Proposed New Zoning Map



MCKENNA

Communities for real life.

What we did:

PLANNING

- Zoning/Lean Zoning
- Growth Management
- Rural Preservation

Zoning Ordinance

**GRAND HAVEN CHARTER TOWNSHIP,
OTTAWA COUNTY, MICHIGAN**

A fast-growing community due to its proximity to the world class beaches of Ottawa County, Grand Haven Township struggled with an unwieldy zoning ordinance. The Ordinance, which included eight different residential categories and a very strict overlay covering most of the Township's businesses, had become a disincentive to investment.

McKenna developed a more streamlined ordinance, focused on growth management, rural preservation, and promoting investment in existing properties. The McKenna team even developed a new, easier to read color scheme for the Township's zoning map.

The Ordinance also include a stand-alone Sustainability chapter, focusing on green energy, native plantings, stormwater management, and coastal erosion protection.



Project Team

Christopher Khorey, AICP, West Michigan Manager Project Director

Mr. Khorey will serve as the Project Director for the Village of Shelby Zoning Ordinance rewrite. Chris is especially qualified for this role, given his professional credentials and his familiarity with communities throughout West Michigan.

Mr. Khorey is responsible for implementing community visions through zoning across Michigan. He developed a form-based code for the Villages of Three Oaks and has overseen the redevelopment of the downtown of the Village of Oxford through the use of form-based zoning regulations and “lean zoning”. Chris was also responsible for the City of Whitehall’s Master Plan that calls for form-based zoning along major corridors.

Chris has also worked on Zoning Ordinance updates and rewrites in other West Michigan communities such as Holland, Grand Haven Township, the City of Grandville, and the City of Roosevelt Park to make their ordinances simpler, easier to use, and more effective. In other areas, he also crafted a mixed-use zoning system in the Village of Webberville, including form-based elements, and is working on an innovative Ordinance for the City of Monroe, including an open-ended zoning district for targeted redevelopment sites known as the “Legacy” district.

Mr. Khorey holds a Master’s degree in City and Regional Planning from the University of Pennsylvania and a Bachelor’s degree from the University of Notre Dame.

Danielle Bouchard, Senior Planner Project Manager

Danielle will lead ordinance development and will serve as the main point of contact for this zoning ordinance rewrite, and will also be responsible for GIS mapping. She is a Senior Planner specializing in master plans, zoning administration, zoning ordinances, and public engagement – for communities both large and small. Danielle assists a diverse group of municipalities with master planning, visioning, zoning, and development reviews. She is also a skilled public outreach coordinator and facilitator, with experience managing complex and wide-reaching engagement efforts across West Michigan.

Danielle has a Bachelor of Science from Eastern Michigan University with a focus in Urban and Regional Planning and GIS.



Christopher D. Khorey, AICP

SENIOR PRINCIPAL PLANNER
WEST MICHIGAN MANAGER

EDUCATION

Master of City and Regional Planning
University of Pennsylvania

Bachelor of Arts
University of Notre Dame

HONORS

Award for Excellence in Student Publications
University of Pennsylvania

MEMBERSHIPS

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

PROFESSIONAL EXPERIENCE

Community Planning, Master Plans

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

Market Analysis

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

Zoning

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

Redevelopment Planning and Management

Develops neighborhood plans for CDBG target areas. Creates vision for redevelopment and investment in legacy neighborhoods and communities.

Facilitation and Public Engagement

Creates and executes public engagement strategies to address key stakeholders and community members in a variety of projects, in both growing communities and older urban neighborhood. Prepares illustrative and descriptive materials for formal presentation at meetings with public officials, community stakeholders, real estate investors, and the academic community.



PROFESSIONAL EXPERIENCE

Development Review

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

Wireless Services

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

Parks and Recreation Planning

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

Neighborhood Stabilization and Land Banking

Conducted analysis of land bank program in declining industrial city, investigating efficiency and effectiveness of program in reducing blight and spurring redevelopment.

Transportation

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

PUBLICATIONS

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



Danielle Bouchard

SENIOR PLANNER

EDUCATION

Bachelor of Science (with honors)

Urban and Regional Planning with Minor in Geographic Information Systems
Eastern Michigan University

PROFESSIONAL EXPERIENCE

Mapping/Geographical Information Systems

Developed property site maps. Researched, updated, and developed mapping applications for non-motorized transportation plan. Inventoried and developed mapping for farmland preservation projects.

Zoning Administration and Continuing Planning Services

Served as the planner and zoning administrator for communities throughout Michigan, including rural Townships, small towns, and large suburbs.

Transportation Planning

Developed a county-wide multi-modal transportation plan. Implemented and managed various non-motorized transportation projects. Developed an informational marketing website framework with corresponding interactive story maps for non-motorized transportation projects. Administered State grant award for regional non-motorized transportation project. Researched and developed framework for public transit study. Researched and developed reporting on metropolitan planning organization transportation planning processes.

Grant Writing, Administration, and Fundraising

Developed and processed annual Michigan Department of Transportation grants for various regional programs. Researched grant opportunities and submitted applications to fund a variety of projects. Processed and administered Michigan Department of Natural Resources Trust Fund grants. Secured a multitude of private sector donations. Planned and implemented speaker training events for planning professionals. Secured volunteers for community projects.

Environmental Planning and Sustainability

Created comprehensive water conservation plan. Assisted in implementation of various environmental advocacy projects in the City of Detroit.

MEMBERSHIPS

Michigan Association of Planning
American Association of Planning

Cost Proposal

McKenna proposes to complete the updates to the Shelby Zoning Ordinance and Zoning Map for the total fee of **\$23,200**. At the completion of each task described in this proposal, we will invoice a flat rate, as listed below.

WORK TASK	FLAT FEE
Identification of Amendments and Proposed TOC	\$1,000
First Planning Commission Meeting and Revisions	\$1,000
Reorganization and Tables	\$1,000
Plain English Review	\$1,000
Downtown/Commercial/Industrial Amendments	\$4,000
Second Planning Commission Meeting and Revisions	\$1,000
Residential Amendments	\$2,000
Third Planning Commission Meeting and Revisions	\$1,000
Sign Ordinance Amendments	\$1,000
Fourth Planning Commission Meeting and Revisions	\$1,000
Processes and Criteria Amendments	\$1,000
Definitions Amendments	\$1,000
Other Amendments	\$1,000
Fifth Planning Commission Meeting and Revisions	\$1,000
Community Open House	\$3,000
Public GIS of the updated Zoning Map	\$1,000
Public Hearing	\$600
Village Council Adoption Meeting	\$600
TOTAL:	\$23,200

Additions Revisions and Meetings

- **Additional Revisions**, beyond those described above, will be invoiced at \$500 per round of revisions. This fee will be waived if the revisions are mutually agreed to be the result of an oversight or error by McKenna.
- **Additional Meetings**, beyond those described above, will be invoiced at \$600 per meeting in the Village, or \$300 per virtual meeting. The in-person meeting fee includes travel time and mileage expenses.

Village of Shelby

ZONING ORDINANCE REWRITE

Proposal for Planning Services

March 22, 2021

williams&works



A stylized, artistic map of the Village of Shelby, Michigan. The map is rendered in various shades of green and blue, with a dark blue outline. It shows a grid of streets and several irregularly shaped areas, possibly representing different zoning districts or parks. The background is a light blue-green color with faint, larger-scale grid lines and some abstract shapes.

March 22, 2021

Mr. Brady Selner, Administrator
Village of Shelby
218 N Michigan
Shelby, MI 49446

Dear Mr. Selner,

We are pleased to submit this proposal to the Village of Shelby that outlines our qualifications and a suggested work scope to assist the Village in updating its Zoning Ordinance. We have presented our services as outlined in the RFP, but we are open to further tailoring and refining our approach to meet the Village's needs. We are confident that our approach is an efficient and productive process that will result in a useful Zoning Ordinance that will serve the Village well into the future. Our longstanding relationships with the Village of Shelby, Shelby Township, and communities throughout West Michigan demonstrate that we have a keen understanding of the community and some of the issues and opportunities it faces.

An Ordinance that responds effectively to the opportunities and desires of its residents must be carefully crafted, combining technical planning expertise with input from local leaders and the public. The Ordinance must contain clear, fair, and predictable regulations for appropriate and reasonable development in the Village. It must remove barriers to quality development and enable the forms of development that have been articulated in the Village Master Plan, Downtown Plan, and Economic Development Plan. It must seek to capitalize on the Village's assets, such as the William Field Memorial Hart-Montague State Trail. It must also address many pressing needs, including the need for missing middle housing and variety of housing types, green infrastructure, streetscape design, and connections to recreation amenities.

A properly prepared Zoning Ordinance will implement the Plan's policies and provide clear standards for effective and defensible decision-making. Shelby's new Zoning Ordinance must meet Redevelopment Ready Communities (RRC) best practices to continue the Village on its path to RRC certification.

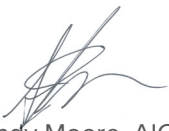
As a company with a longstanding presence in west Michigan, Williams & Works has experience in addressing the unique challenges facing our client communities. Moreover, we are familiar with many of the regional organizations, local leaders, and partners that will make this a truly successful project. As you know, we have served the as the Village's planning consultant for the last nine years, and we also serve Shelby Township with planning and zoning services. Additionally, we are presently assisting Weare Township and Shelby Township with updates to their Master Plans, so we are keenly familiar with the region and its unique character and culture.

We are confident that this proposal is responsive to your needs. Most importantly, we are deeply committed to developing a Zoning Ordinance that will serve the Village for many years to come. This is important to us as professionals intent on providing the best service to our clients, and as entrepreneurs seeking to strengthen our reputation in the planning field.

Please feel free to call or email us if you have any questions regarding our services. Our team looks forward to discussing our approach with you further. Thank you for your consideration.

Sincerely,

Williams & Works



Andy Moore, AICP
Executive & Planning Group Lead



Nathan Mehmed, AICP
Senior Planner



Introduction

OUR STORY

Williams & Works is an employee-owned company dedicated to providing the highest level of service to our clients. Many of our clients have been with us for decades, and have come to rely on the professional, honest, and thorough level of service we provide. At Williams & Works, we build relationships with our clients and work with them, not for them. We bring a team approach to our assignments and constantly strive to be more efficient and economical in our business practices.

OUR TEAM

Williams & Works is directed by 5 executives:

- Dan Whalen, PE
- Jim Fischer
- Bill McClure
- Andy Moore, AICP
- Brandon Mieras, PE

OUR APPROACH

We are a multi-generational consulting firm of planners, engineers, surveyors, and other professionals, and we are:

- Dedicated to client service and satisfaction serving a diverse array of needs
- Providers of quality customer experience from project conception to implementation
- Interdisciplinary and holistic in our approach to creative challenges
- Forward-focused with a commitment to sustainable solutions in land use decisions, community development, and economic strategy

CONTACT US

549 Ottawa Ave NW
Suite 310
Grand Rapids, MI 49503

(616) 224 - 1500
(616) 224 - 1501 fax
(800) 224 - 1590 toll free
contact@williams-works.com



SERVING THE MIDWEST FOR
25 YEARS

PLANNING FOCUS

Our planners strive to create inviting, sustainable communities. We understand that each community is unique and requires its own tailored approach to planning challenges. Williams & Works assists municipalities, non-profit organizations, and developers with land use projects and provides the tools needed to accomplish their goals. Our planners are also experienced in the day-to-day application of zoning administration and land use regulations, often realizing the ramifications of key policy decisions before they are enacted. With a thorough understanding of community engagement best practices, our award-winning planning group uses many hands-on traditional and digital means to elicit meaningful input to guide community-based planning projects.

PROJECT STAFF

Detailed professional resumes for the Williams & Works planning group are included in the Personnel Qualifications, Expertise, & Experience section of this proposal.



Andy Moore, AICP - Executive + Planner

- Project Manager, QA/QC Review



Brad Kotrba, AICP-Candidate - Senior Planner

- Secondary Project Planner



Nathan Mehmed, AICP - Senior Planner

- Project Planner



Maleah Rakestraw, ASLA - Landscape & Urban Designer

- Outreach Facilitation, Graphic Production



Whitney Newberry - Community Planner

- Secondary Project Planner



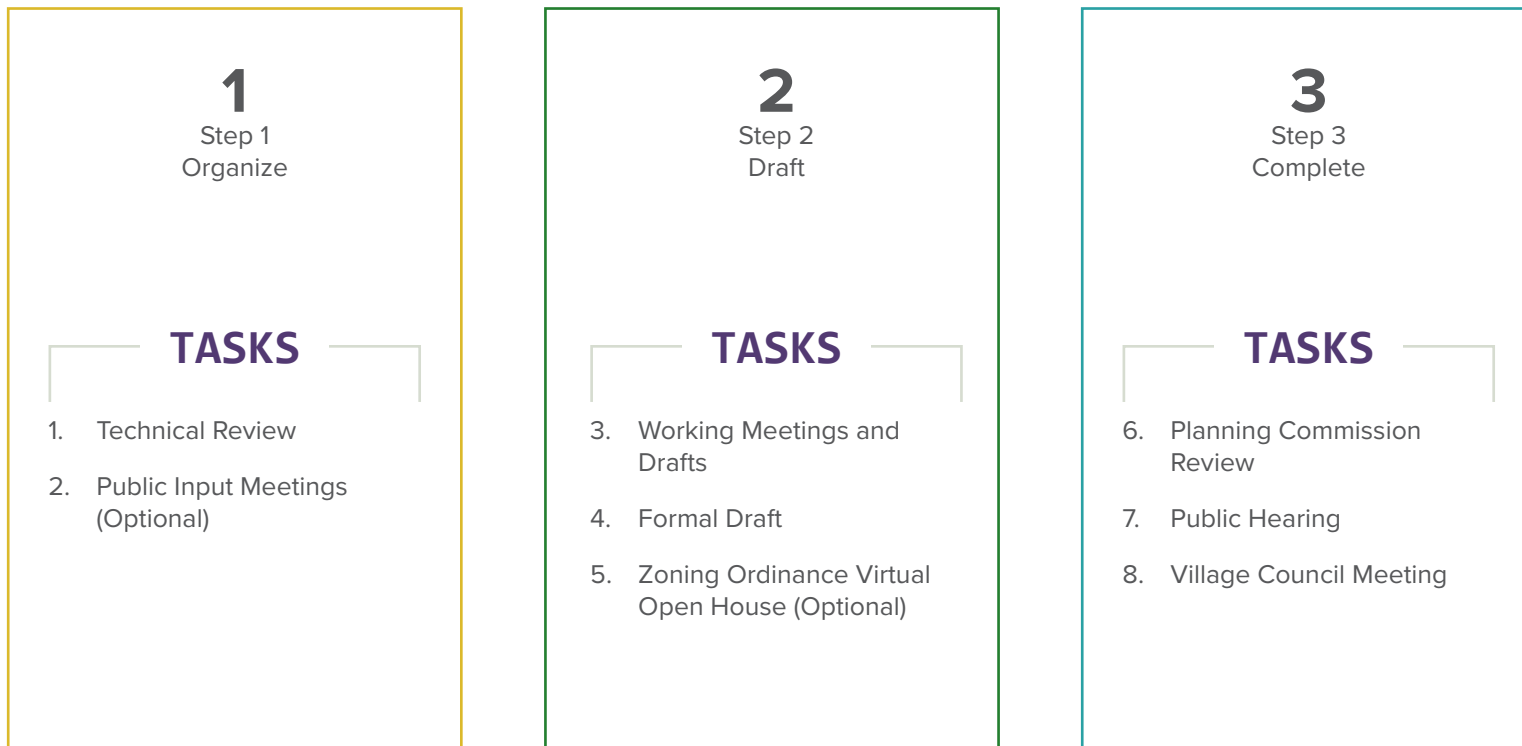
Kim Nguyen - Graphic Designer

- Project Branding, Document Layout

Method of Approach

We propose a three-step process in the completion of this Zoning Ordinance Rewrite: Organize, Draft, and Complete.

The full update will include a complete overhaul of the text, reorganization/reformat, new articles, a general graphics package, and twelve (12) meetings with the Village Planning Commission, staff, or steering committee.



Step 1 | Organize

Updating the Zoning Ordinance is an extensive task that involves the cooperation of many different groups. Therefore, it is important to establish and understand the roles, responsibilities, and objectives of the project. This first step will establish project goals and define expectations. It is also essential to provide a foundation for the development of the updated Ordinance, which is accomplished through an evaluation of the existing Ordinance and confirming necessary changes to the document.

TASK 1

Technical Review

An update to the Zoning Ordinance should begin with a thorough review or “audit” of the existing regulatory framework and language to identify any problematic language, outdated provisions, or provisions inconsistent with the Master Plan. The audit will highlight areas of the Ordinance that should be changed or reviewed by the Planning Commission. It will critique existing language, identify missing definitions, raise policy questions, identify challenging provisions, and recognize potential enforcement challenges. More importantly, it will discuss potential solutions to issues and recommend an approach for moving forward.

Performing an audit is an important first step in rewriting an Ordinance because it serves as a guide for future adjustments. Additionally, an audit helps to reveal deficiencies in the existing Ordinance and assists in generating discussion and building consensus on future modifications to the document.

Once the audit is complete, we will review it with the Planning Commission or steering committee and discuss initial observations, including:

- Identify preliminary issues based on the audit and our experience in other communities
- Review changes in case law and statutory requirements
- Determine meeting days/times for project coordination
- Discuss a public participation strategy, if desired

TASK 2

Public Input
Meetings (Optional)

Citizen engagement is essential for a successful outcome to any community planning initiative. Public input provides important insights into the nuances of the Village while also building a base of constituents committed to the project. When the citizen engagement process is successful, it will ensure that valuable and diverse input is translated into an ordinance that most accurately reflects the desired direction of the Village.

If the Village desires to conduct public input meetings, we propose that a virtual workshop event(s) be held where the public can provide feedback on key concepts or components to the Zoning Ordinance. This event could be held on Zoom or another platform to address challenges associated with the COVID-19 pandemic.

Step 2 | Draft

The objective of this step is to translate the information obtained during Step 1 into a workable, readable, usable, and predictable ordinance.

TASK 3

Working Meetings and Drafts

We will begin to draft the new Ordinance based on the direction received during Step 1. This task will span many months, and we will provide modified text and a reorganized document to the Planning Commission or steering committee for review and comment. This initial draft will consist of text and graphics, but final document formatting (determined in task 3 above) may not be included until the end of this step.

We recommend that the Ordinance be reviewed incrementally, a few chapters at a time. Before each meeting, we will provide a draft of the proposed amendments for discussion at the upcoming meeting. The purpose of each review meeting will be to discuss revisions, possible options, and other considerations to be incorporated into the final draft. Changes made to the draft Ordinance should represent a consensus of the Planning Commission. We anticipate that 8-10 review meetings will take place over about 6-9 months.

TASK 4

Formal Draft

Following the review meetings, we will prepare a complete draft Ordinance. This will incorporate all changes receiving a consensus during review meetings in Step 3. The formal draft will also include formatting, graphics, and illustrations proposed for the final document, along with a draft zoning map. While large scale rezonings are not anticipated, the new zoning map will be drawn in ArcGIS and likely be refined to follow parcel lines whenever possible to allow for greater clarity of interpretation.

TASK 5

Zoning Ordinance Virtual Open House (Optional)

If desired, the Village may make the draft Zoning Ordinance available for public review and inspection during a two-hour virtual “open house” event. This event would highlight new key regulations, revisions, formatting, graphics, and other features of the revised ordinance that would be useful to the public. This open house would also provide opportunities for the public to inquire about the updates and discuss concerns with the consultant, staff, or Planning Commission. This event could be held on Zoom or another platform to address challenges associated with the COVID-19 pandemic.

Step 3 | Complete

The final step of the update process will involve the formal review, refinement, and approval of the new Ordinance, in accordance with the Michigan Zoning Enabling Act.

TASK 6

Planning Commission
Review

At one meeting or a series of meetings, the Planning Commission will review the complete draft of the Zoning Ordinance. This may involve other staff or consultants (such as the Village Attorney), if desired. This final review could take place at either a regular or a special meeting, depending on the agenda.

TASK 7

Public Hearing

Once the Planning Commission is comfortable with the draft Ordinance, it will need to hold a public hearing. Following the hearing, the Planning Commission and Village staff may carefully consider comments received from the public and provide us with their desired changes based on these comments, as applicable. After the public hearing, the Planning Commission may recommend approval to the Village Council.

TASK 8

Village Council
Meeting

The final Ordinance will be submitted to the Village Council for adoption. If desired, we will attend the Village Council meeting to address any final questions and concerns. We will also assist with the preparation and publication of the notice of adoption, if desired.

Personnel Qualifications, Expertise, & Experience



PROJECT TEAM

For the preparation of the Village of Shelby Zoning Ordinance Rewrite, Williams & Works has assembled a team of professionals with extensive experience in all facets of the work involved. A brief introduction to team members and their responsibilities follows.

Andy Moore, AICP will serve as the project lead for this assignment and will be supported by Nathan Mehmed, AICP, Whitney Newberry, Bradly Kotrba, AICP-Candidate, Maleah Rakestraw, ASLA, and Kim Nguyen. Mr. Moore will serve as the primary point of contact for the Village throughout the planning process.

Mr. Moore has 16 years of experience in long-range planning, community engagement, and zoning in West Michigan. He is also an Executive with the firm and is authorized to commit the firm to the terms of this proposal.

Mr. Mehmed will take a primary role in the development of the Zoning Ordinance and the adoption process. Nathan has worked with more than a dozen communities on a wide

variety of planning projects and has more than seven years of experience in long-range master planning, recreation planning, transportation planning, zoning, and geographic information systems.

Ms. Newberry is a young planner with fresh ideas. Her expertise in GIS mapping and past experience with Zoning Ordinance rewrites, updates, and audits will make her an excellent support staff for the technical writing and mapping of this project. Mr. Kotrba has a wide range of planning experience, including expertise in transportation planning and market analysis. Brad will be consulted throughout this process in the review of Zoning Ordinance language significant to development and form standards.

Ms. Rakestraw has worked in the land development industry for nearly five years and has found her passion in community planning and urban design. She will be engaged in the outlined public outreach efforts and with the development of Zoning Ordinance graphics.

Kim Nguyen, our resident graphic artist, will be responsible for the creation of project branding and visual themes, in addition to producing aesthetic and user friendly outreach materials and the final Zoning Ordinance document layout.

While these are the primary persons assigned to address the majority of the work to be performed for the Village, our team approach to completing assignments will involve other members of the firm, as required. However, Mr. Moore and Mr. Mehmed will be responsible for performing the vast majority of the work in this assignment and will attend meetings with the Village.

Andy Moore

AICP



EXECUTIVE + PLANNER

moore@williams-works.com

Andy Moore is an executive and project manager who leads Williams & Works' planning group. His work includes consulting with dozens of public and private sector clients on a variety of planning and zoning assignments including writing Master Plans Parks and Recreation Plans, and Zoning Ordinances; site plan and special land use reviews; public engagement, expert consultation, and special projects. He also works closely with communities throughout West Michigan, assisting with day-to-day planning and zoning challenges.

He joined Williams & Works in 2004 after receiving his undergraduate degree from Grand Valley State University. In 2012, he was honored by GVSU's Geography and Planning department as their Distinguished Alumnus-in-Residence.

Before joining Williams & Works, Andy worked with Ottawa County GIS, the City of Grand Rapids Planning Department, and The Rapid.



EDUCATION

B.S., Geography
Grand Valley State University

REGISTRATIONS AND CERTIFICATIONS

American Institute of Certified Planners

PROFESSIONAL AFFILIATIONS

American Planning Association

Michigan Association of Planning

Grand Valley State University

Distinguished Alumnus-in-Residence Geography and Planning (2012)

Nathan Mehmed

AICP

SENIOR PLANNER

mehmed@williams-works.com



As a Community Planner for Williams & Works, Nathan's responsibilities include urban planning for multiple clients, planning support, and GIS mapping utilizing the technical and theoretical knowledge of his diverse educational background. Before joining Williams & Works, Nathan worked while pursuing his Master's Degree in Public Administration with the West Michigan Regional Planning Commission.

Additional work experience includes employment with MainStreet Planning Company, Allendale Charter Township, and the City of Grand Haven Department of Planning and Community Development.

Nathan has assisted a variety of communities with zoning administration, zoning ordinance amendments, master plan updates, GIS projects, non-motorized plans, and recreation plans. Nathan also has comprehensive project experience with the various tax increment financing authorities enabled by the Michigan Tax Increment Financing Act.

In addition to professional roles, Nathan has served on multiple conference committees for the Michigan Association of Planning and volunteered to provide student mentoring at the Michigan Association of Planning Student Conference.

Community Planning 

GIS Mapping 

Public Engagement
Facilitation 

Zoning Administration 

Transportation Planning 

EDUCATION

M.P.A., Urban and Regional Policy and Planning
Grand Valley State University

B.S., Geography and Planning
Grand Valley State University

REGISTRATIONS AND CERTIFICATIONS

American Institute of Certified Planners

Charrette System Certification Training
National Charrette Institute

Zoning Administrator Certificate Michigan State
University

PROFESSIONAL AFFILIATIONS

American Planning Association

Michigan Association of Planning

Gamma Theta Upsilon Honor Society

Pi Alpha Alpha Honor Society

Whitney Newberry

COMMUNITY PLANNER

newberry@williams-works.com



Whitney Newberry is a Community Planner for the Williams and Works Planning Group. She first interned at Williams & Works after completing her Masters Degree in Geography with a concentration in GIS and joined the team full-time in 2019. Whitney has assisted communities with a variety of community planning and zoning needs, including GIS projects, master plan updates, and zoning ordinance revisions.

Whitney's research background specializes in non-motorized pathways and the impact of human management in natural areas. She interned at the North Country National Scenic Trail Association and won the 2016 IMAGIN SPPC Best Cartographic Design for a map of the North Country Trail through Tahquamenon Falls State Park. Her Master's thesis compared alternative route alignments for the North Country Trail through Calhoun County, Michigan, through public input and an overlay analysis in ArcGIS Desktop. She also helped lead a Land Management Research Grant Team at Pierce Cedar Creek Institute in 2019, utilizing ArcGIS Pro and Collector to study the impact of human management on prairie biodiversity.

Community Planning 

GIS Mapping 

Site Plan Review 

Public Engagement Facilitation 

Master Plan Writing 

EDUCATION

M.S., Geography
Western Michigan University

B.S., Environmental Biology
Cornerstone University

PROFESSIONAL AFFILIATIONS

American Planning Association

Michigan Association of Planning

Gamma Theta Upsilon International Geographic Honor Society

Brad Kotrba

AICP-Candidate



SENIOR PLANNER

kotrba@williams-works.com

Brad Kotrba, is a Senior Planner with Williams and Works' Planning Group. Brad has worked in the planning and development field for nearly a decade, working for both local and regional governments, as well as in private practice. Before joining Williams & Works he worked for ROWE Professional Services Company, Watermark Partners, Northwest Georgia Regional Commission and the City of Bay City.

Brad believes that community integrity can only be achieved when the client and its valued stakeholders are brought together to create a comprehensive vision for their community.

Brad was awarded the 2016 ULI Michigan Real Deal Development Award for his 3131 Biddle Avenue mixed-use community development project in Wyandotte, Michigan, which was developed in cooperation with the Wyandotte Downtown Development Authority. Brad also served as a design editor for the AGORA Journal of Planning and Design; the journal's twelfth edition Semblance was awarded the Douglas Haskell Award by the Center for Architecture in 2018. He authors articles for the Journal's website on community planning issues such as small-town economic development challenges.



EDUCATION

M.U.R.P., Urban and Regional Planning
University of Michigan

B.S., Urban and Regional Planning
Michigan State University

REGISTRATIONS AND CERTIFICATIONS

Graduate Certificate in Real Estate Development (G.C.R.E.D.)

PROFESSIONAL AFFILIATIONS

American Planning Association

Michigan Association of Planning

US Green Building Council (LEED)

Transportation Professional Certification Board

Urban Land Institute

Maleah Rakestraw

ASLA

LANDSCAPE & URBAN DESIGNER

rakestraw@williams-works.com



As Williams & Works' first landscape designer, Maleah has a strong focus on the creation of place through the physical realm.

She is an alumna of Michigan State University where she studied both landscape architecture and environmental design. With a passion for site planning and visualization, her professional experience has expanded to include a variety of projects ranging from large-scale residential developments and park planning to urban design and community engagement. She is a published co-author in the Journal of Current Urban Studies and has been a past speaker for the National Signage Research & Education Conference.

Maleah recently finished her term on the state chapter executive committee for the American Society of Landscape Architects and currently sits on Downtown Grand Rapids, Inc.'s GR Forward Goal 1 Alliance Group focused on river activation and restoration.

- Urban Design & Site Development
- Graphic Visualization
- Public Engagement Facilitation
- Horticultural Design
- Public Space Planning

EDUCATION

M.A., Environmental Design
Michigan State University

B.A., Landscape Architecture
Michigan State University

PROFESSIONAL AFFILIATIONS

American Society of Landscape Architects
Michigan Chapter Executive Committee

Michigan State University Student Chapter of the
American Society of Landscape Architects
Past Vice President

Kim Nguyen



GRAPHIC DESIGNER

nguyen@williams-works.com

As an illustrator and designer, Kim enjoys bringing a strong attention to detail and a different perspective to the planning team at Williams & Works. Kim's responsibilities have included designing plan documents (East Lansing Master Plan, Comstock Charter Township Master Plan, Roosevelt Park Area Specific Plan), project-specific websites, and various logos and iconography for planning project cohesion.

Kim has years of experience in designing materials for facilitating public engagement such as advertisements and fliers for both digital and print, activity and survey hand-outs, and informational boards for charrettes and public meetings. Recently, Kim designed and assisted in implementing an art crosswalk as part of an interactive engagement activity for the Grand River Design Guidelines. Kim is extremely versatile; Other notable projects include designing wayfinding signage for the City of Lowell and cross-sectional diagrams for street reconstruction in Grand Rapids.

Public Engagement
Materials



Plan Document Layouts



Logos/Branding



Website



Planning Graphics



EDUCATION

B.F.A., Digital Media
Kendall College of Art and Design

TECHNICAL SKILLS

Adobe Photoshop

Adobe Illustrator

Adobe InDesign

Microsoft Office

HTML/CSS

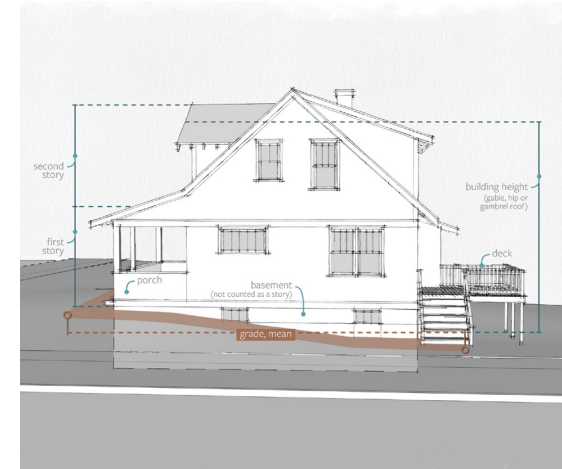
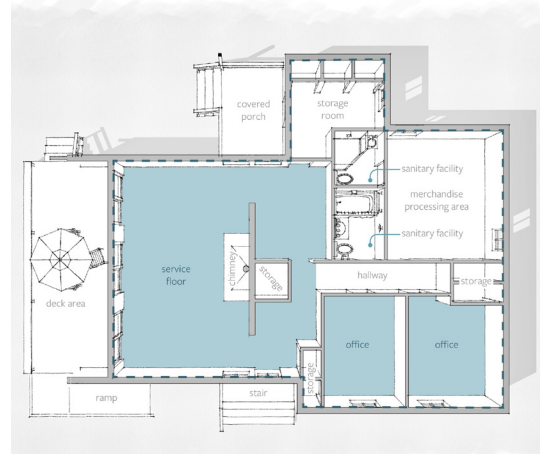
Comparable Projects

ZONING ORDINANCES AND PLANNING SERVICES

Our firm has been serving communities both large and small throughout Michigan for the last 25 years. This longstanding tradition of service provides us with a unique perspective and approach that can be carefully tailored to meet the needs of our clients. With a strong planning background in the development and updating of zoning ordinances, form-based codes, and hybrid ordinances, our multidisciplinary team can provide the Village with progressive planning services to complete a comprehensive zoning ordinance rewrite.

The following adopted project samples represent several long-time clients that give our team a greater understanding about the issues facing Shelby. In addition to authoring these zoning documents, our planners regularly update these ordinances through their work as Planners of Record, creating living documents that can easily change with the community in the advent of new technologies or opportunities. The second half of this section presents three ongoing zoning ordinance projects which are nearing completion.

Village of Spring Lake | Zoning Ordinance Update



REFERENCE

Stacy Fedewa, Village Planner
Village of Spring Lake
(616) 842-1393

STATUS

Adopted

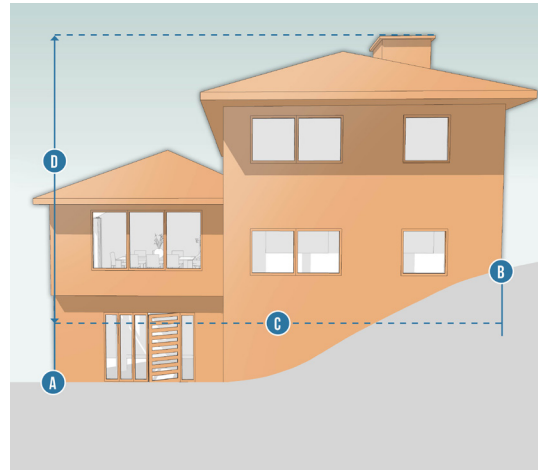
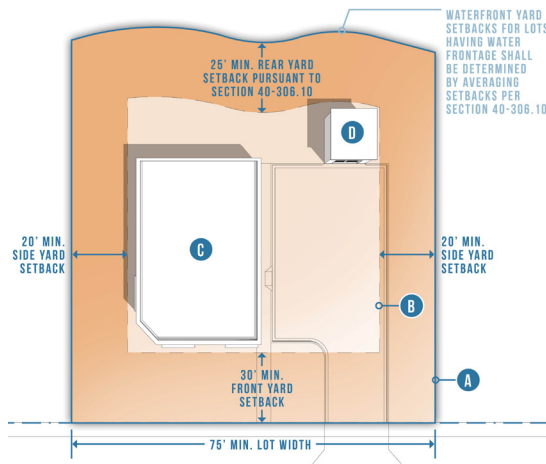
PROJECT TYPE

Zoning Ordinance Rewrite

The Village of Spring Lake is a small waterfront community located on a peninsula at the confluence of the Grand River and Spring Lake near Grand Haven. Williams & Works recently completed the Village of Spring Lake's Master Plan. With an in-depth understanding of Village goals, Williams & Works has been working with the Village to assist the with a comprehensive Zoning Ordinance rewrite.

Through input gathered during the master planning public outreach campaign and the multiple open house workshops held at a local entertainment venue, the Williams & Works planning group has revised policies of the Zoning Ordinance to better reflect the uses and character areas of the Village, implement language to promote and protect the local environment, and provide user-friendly text and graphics for ease of interpretation.

City of Grand Haven | Zoning Ordinance & Update



REFERENCE

Jennifer Howland,
Community
Development Manager
City of Grand Haven
(616) 847-3490

STATUS

Adopted

PROJECT TYPE

Zoning Ordinance
Update

Williams & Works assisted the City of Grand Haven in rewriting its zoning ordinance in 2007, and assisted in the zoning ordinance update in 2019-2020. Changes included an update to the zoning map, the development of design standards for selected neighborhoods in the City, and the creation of comprehensive graphics to illustrate the ordinance text. The previous ordinance restricted the ability of the City and land owners to make the best use of the development potential in the community. With a shifting marketplace that demands a greater mix of land uses and more creativity in design, the City's zoning ordinance was frequently more of an obstacle than an effective set of tools to regulate development form.

The 2007 Zoning Ordinance achieves a balance between the regulation of form in the private and public realm, while preserving a realistic regulatory structure related to land use. It is a hybrid with elements of form-based regulation, while ensuring that the land use expectations of existing property owners and the sensitive dune environments are respected.

The 2020-21 update addresses numerous issues related to land use and housing, such as affordability, flexibility, and related topics. It was informed by a robust public outreach campaign and also includes a modernized graphics package for ease of interpretation, and refines many of the improvements from the 2007 Ordinance to allow more property owners to develop and redevelop property in the City.

Eureka Charter Township I

Master Plan & Zoning Ordinance Update

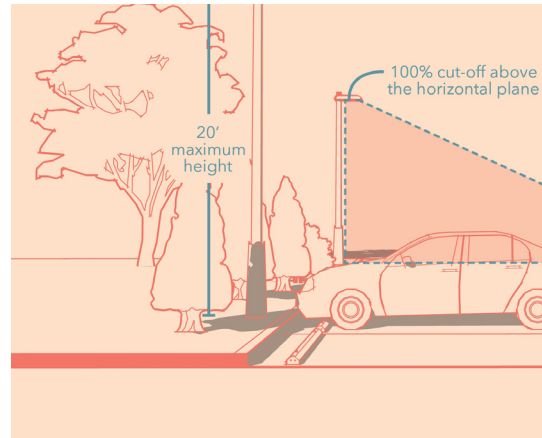
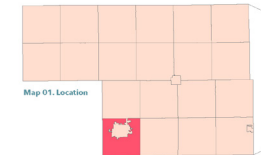


FIGURE 3.4 REGULATED LIGHTING STANDARD

INTRODUCTION

REGIONAL CONTEXT

Eureka Charter Township is a predominantly rural community of approximately 4,000 people located in Montcalm County, in the central region of Michigan's Lower Peninsula. The township reflects the traditional scenic by-roads congressional boundary, but mostly surrounds the City of Greenville, which has a population of about 8,000 people. The nearest major urban center is Grand Rapids, with a population of approximately 200,000 people and located 25 miles southeast. Aside from various small villages and cities (3,000 people or less), the regional landscape is dominated by agriculture, woodlands, wetlands, and scattered residential development.



Map 01. Location

REFERENCE

Darcia Kelley,
Supervisor
Eureka Charter
Township
(616) 754-5053

STATUS

Draft Complete

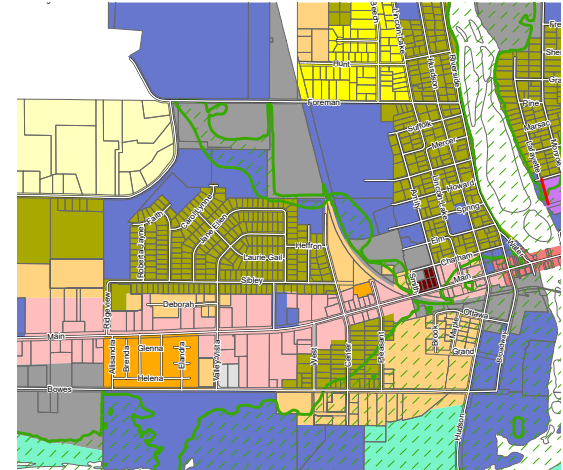
PROJECT TYPE

Zoning Ordinance
Rewrite

Eureka Charter Township is a rural community that entirely surrounds the City of Greenville. The Flat River runs through the center of the township and the township is home to the Greenville Municipal Airport. The township's primary land-uses are contained within the township's many acres of agriculture and open woodland.

Williams & Works recently assisted the Township with the update of their Master Plan and is currently working with the Planning Commission to overhaul the existing zoning ordinance. The updated Zoning Ordinance implements the policies of the revised Master Plan and addresses current issues in planning and zoning in the Township. The new Ordinance contains revisions to outdated language and regulations that were inconsistent with policies in the updated Master Plan. It also contains updated and additional graphics and a new document format to make the Ordinance easy for the community to understand and administer. A complete draft of the document is currently under review and is expected to be adopted in spring of 2021.

City of Lowell | Planner of Record



REFERENCE

Sue Ullery, City Clerk
City of Lowell
(616) 897-8457

STATUS

Ongoing

PROJECT TYPE

Zoning Ordinance
amendments
Planner of Record

The City of Lowell is picturesquely located at the confluence of the Flat River and the Grand River in eastern Kent County. The community sits at the growing edge of the Grand Rapids metropolitan area and is known for its character as a trail-friendly community and its historic downtown overlooking the Flat River.

Williams & Works currently assists the City in the capacity of Planner of Record, a role it has served since 2007. It involves serving the City on all pertinent planning and zoning matters. Williams & Works assists the City with all phases of planning and zoning, including reviewing and providing recommendations on requests for rezoning, special land use approval, site plan approval, and other day-to-day zoning administration matters.

In 2017 and 2018, Williams & Works assisted with the development of a new 5-Year Parks and Recreation Plan and has been working with the Planning Commission on revisions to the City's Zoning Ordinance.

Proposed Fees & Timeframe

PROJECT FEES

Williams & Works proposes to serve in the completion of this zoning ordinance update, as described in this scope of work, on an hourly reimbursable basis for a total fee not to exceed the amount presented below. This fee includes all costs of labor and reimbursable expenses, such as mileage and printing, and it also assumes eight meetings with the Planning Commission (or a steering committee) via Zoom or other electronic means.

Services will be billed monthly based on the proportion of work completed during the billing period. Services requested beyond the agreed upon scope will be billed on an hourly basis, plus expenses, unless another fixed fee arrangement is negotiated.

The project scope includes optional tasks that are not included in the total proposed fee. Additional costs for these tasks enumerated below:

Task 2. Public Input meetings	\$2,700
Task 5. Virtual Open House	\$2,200

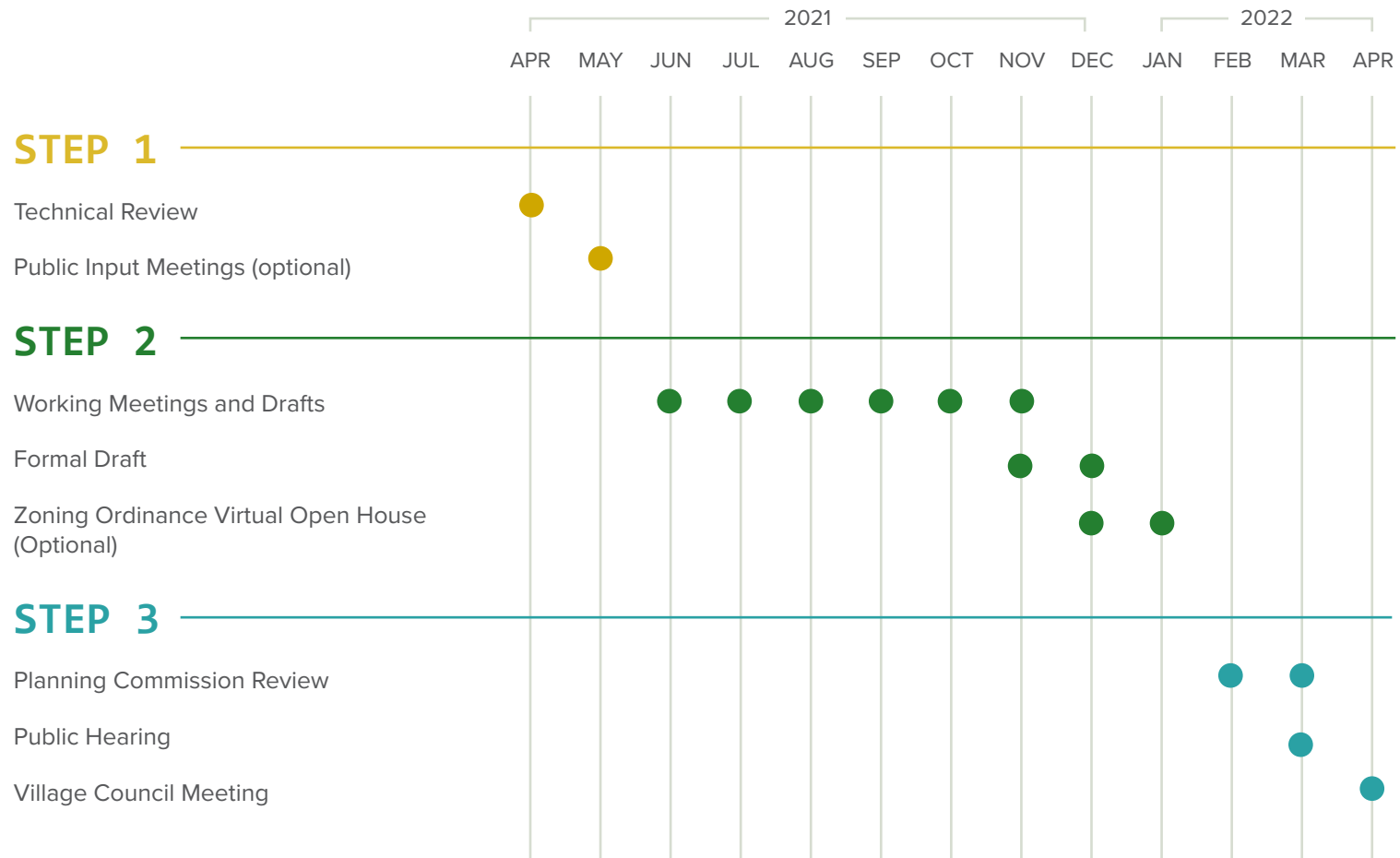
**PROJECT FEES =
\$19,370**

(Excluding optional tasks - see below chart for fee breakdown)

STEP 1 ORGANIZE		STEP 2 DRAFT		STEP 3 COMPLETE	
1. Technical Review	\$2,710	3. Working Meetings and Drafts	\$11,070	6. Planning Commission Review	\$1,110
2. Public Input Meetings (optional)	see above	4. Formal Draft	\$3,370	7. Public Hearing	\$610
		5. Zoning Ordinance Virtual Open House (optional)	see above	8. Village Council Meeting	\$500

PROJECT TIMEFRAME

We propose a year-long process to complete the scope of work outlined in this proposal. Our team is creative and flexible. We are amenable to arranging virtual meetings or adjusting the project timeline based on the status of the COVID-19 pandemic.





Proposal for Planning Services | Village of Shelby Zoning Ordinance Rewrite

Zoning Proposals - Interview Questions

May 4, 2021

1. If assigned to lead the zoning rewrite, explain the steps that you will take to get the project on track and moving.
2. What would you develop to ensure that you and the team are measuring the effectiveness of their planning and execution of the plan?
3. What is your firm's workload? How would this project fit to your current workload?
4. Who would work on the project? Would subcontractors be used?
5. What do you see as the biggest challenges for this project?
6. Removing barriers to development is an important component of the zoning rewrite. How would you incorporate a balanced development process that is neither too strict or too flexible?
7. How is your company different to other consulting firms in western Michigan?
8. Do you have any questions for the Planning Commission?