

AGENDA

Village of Shelby Planning Commission

Tuesday, April 20, 2021

Regular Scheduled Meeting – 6:30 P.M.



This meeting will be in-person at the Shelby Optimist Building
(788 Industrial Park Dr., Shelby, MI 49455)

Agenda Topics:

1. Call to Order:
2. Roll Call:
3. Pledge of Allegiance:
4. Approval of Minutes: February 16, 2021 **AR**
5. Public Hearings:
6. Commission Administrative Business:
 - a. Recommend Consultant for Zoning Ordinance Re-write **AR**
 - b. Consider Section 3.19 Text Amendment **AR**
7. Reports:
8. Public Comment (Go to Shelbyvillage.com for instructions):
9. Member Discussion:
10. Adjournment:

AR- Action Requested

D- Discussion Item

**VILLAGE OF SHELBY
PLANNING COMMISSION
Tuesday, February 16, 2021 at 6:30 P.M.
MEETING PROCEEDINGS
Via Zoom**



1. CALL TO ORDER:

The Village of Shelby Planning Commission Meeting was called to order at 6:33 P.M. by Vice Chairman John Sutton

2. ROLL CALL:

Answering Roll Call: John Sutton, Paul Inglis, Tara Kelley, Samantha Near, and Tim Horton at 6:32pm.
Staff Present: Village Administrator, Brady Selner, CEDAM Fellow, Emily Stuhldreher

3. PLEDGE OF ALLEGIANCE: All stood for the pledge.

4. MINUTES:

a.) Paul Inglis moved to approve the minutes of the Regularly Scheduled Planning Commission meeting of January 19, 2020 as presented.

Seconded by: Tim Horton

Roll Call Vote:

Ayes: Inglis, Horton, Near, Sutton, Kelley

Motion Carried. 5-0

5. CITIZEN PARTICIPATION: Andy Near

6. PUBLIC HEARING:

a.) Section 3.11 Text Amendment Public Hearing

Vice Chairman John Sutton opened the Public Hearing at 6:39pm to discuss the Section 3.11 text amendment.

No Public Comment.

Vice Chairman John Sutton closed the Public Hearing at 6:43 P.M.

No questions or comments from the Planning Commissioners.

Moved by Tim Horton to pass resolution 02-21 and to send a favorable recommendation to the Village Council for the text amendments to Section 3.11 of the Village of Shelby Zoning Ordinance.

Seconded by: Tara Kelley.

Roll Call Vote:

Ayes: Horton, Kelley, Near, Sutton, Inglis

Nays: None

Motion Carried. 5-0

b.) 15 S. State Street Map Amendment Public Hearing

Vice Chairman John Sutton opened the Public Hearing at 6:46 P.M. to discuss the 15 S. State Street map amendment.

Public Comment: Andy Near inquired about the property at 79 1st Street and how it would be affected by rezoning. VA Selner stated that the zoning for 79 1st Street would be brought up in a future meeting if they wish

to change any zoning requirements.

Questions were asked regarding future zoning on 1st Street and what the zoning would look like if it was not headed into residential. VA Selner replied that he would not recommend approval because of the future land use map.

It was also asked “What happens to the residents if 1st Street gets changed to commercial?” VA Selner replied that the resident’s property would become legal non-conforming uses.

Vice Chairman John Sutton closed the Public Hearing at 7:07 P.M.

Moved by Paul Inglis to pass resolution 03-21, sending a favorable recommendation to the Village Council for the zoning map amendment for 15 S. State Street.

Seconded by: Samantha Near.

Roll Call Vote:

Ayes: Inglis, Near, Kelley, Sutton

Nays: None

Abstain: Horton

Motion Carried. 4-0 with one abstention.

7. COMMISSION ADMINISTRATIVE BUSINESS:

a.) New Planning Commission Applicant

The application for Planning Commission membership will be brought up in the next Village Council meeting to consider Ross Field.

8. REPORTS: 2020 Master Plan if officially adopted.

9. PUBLIC COMMENT: No Public Comment

10. MEMBER DISCUSSION: No Member Discussion.

11. ADJOURNMENT: Paul Inglis moved to adjourn the Village of Shelby Planning Commission meeting at 7:13 P.M. Seconded by: Tim Horton.

Roll Call Vote:

Ayes: Horton, Inglis, Kelley, Near, and Sutton.

Motion Carried 5-0.

Planning Commission Meeting minutes are not official until approved at the next Regularly Scheduled Planning Commission Meeting of April 20, 2021

Approved



Minutes Respectfully Submitted by Samantha Near/Secretary

_____ Date



Memorandum

Date: April 15, 2021
To: John Sutton, Co-Chair, Shelby Planning Commission
Planning Commission Members
From: Brady Selner, Village Administrator
Subject: Recommend Consultant for Zoning Ordinance Re-write

Information:

The Village received proposals from four planning consultants to assist with the Village of Shelby Zoning Ordinance re-write. After reviewing each proposal and checking with references, I believe McKenna or Williams&Works are best suited to assist the Village with this project. However, the Planning Commission should evaluate each proposal based on the criteria copied below:

Proposals will be evaluated using the following criteria:

Criteria	Points
General completeness of the proposal relative to this RFP	20
Consultant's personnel capacity and experience	15
Quality and relevance of work samples in portfolio	15
Clarity and focus of project approach	25
Familiarity with economic issues and opportunities in the region	5
Overall project cost efficiency	20
Total	100

In preparation for the April 20, 2021, meeting please review and score each proposal. Following Planning Commission discussion, a recommendation should be made to send to Village Council for consideration.

Supporting Documents:

Proposal Comparison
Request for Proposal

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

Village of Shelby
Zoning Ordinance Rewrite Proposals



March 2021

Four Proposal Options

	Williams & Works	Mckenna	Beckett & Raeder	Kimley-Horn
Location	Grand Rapids, MI	Grand Rapids, MI	Ann Arbor, MI	Forth Worth, TX
Proposed Schedule	12 months	11 months	9 months	n/a
Price	\$19,370	\$23,200	Virtual: \$21,078 In-person: \$29,403	\$60,000

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
Mckenna	Page 3
Beckett & Raeder	Page 4
Kimley-Horn	Page 5

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="padding-left: 40px;"><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

Beckett & Raeder			
Task 1: Initiation	Task 2: Scoping Sessions	Task 3: Drafts	Task 4: Adoption
<p><u>1.1: Review Committee</u></p> <ul style="list-style-type: none"> It is recommended to form a Steering Committee to guide process <p><u>1.2: Kick-off Meeting</u></p> <ul style="list-style-type: none"> Scope of work will be finalized <p><u>1.3: Form-based Code Workshop (optional)</u></p> <ul style="list-style-type: none"> Develop standards with Council and PC 	<p><u>2.1: Annotated Outline</u></p> <ul style="list-style-type: none"> Organize new ordinance Recommend activities and revisions <p><u>2.2: Zoning Map</u></p> <ul style="list-style-type: none"> Create interactive, editable zoning map (if data is available) 	<p><u>3.1: Admin Draft and Map</u></p> <ul style="list-style-type: none"> First full-text draft <p><u>3.2: Steering Committee Meetings</u></p> <ul style="list-style-type: none"> Includes 5 meetings to make changes to draft <p><u>3.3: Usability</u></p> <ul style="list-style-type: none"> Add pictures and graphics to draft 	<p><u>4.1: Planning Commission Review</u></p> <p><u>4.2: Final Ordinance</u></p> <p><u>4.3: Public Hearing</u></p> <p><u>4.4: Deliverables</u></p> <p>All that will be provided:</p> <ul style="list-style-type: none"> Zoning Ordinance Zoning Map All GIS files InDesign/Word file Sketchup renderings
6 months, Virtual: \$16,128, In-person: \$20,733			3 months, Virtual: \$4,950, In-person: \$7,295

Additional Costs

- Any additional in-person meetings cost \$1,230

Kimley-Horn		
Step 1	Step 2	Step 3
<u>Initiation and Continued Engagement</u> <ul style="list-style-type: none"> • Develop timeline • Get to know lay of the land • Craft Community Engagement Plan 	<u>Code Diagnostic Report</u> <ul style="list-style-type: none"> • Assess current ordinance and Master Plan • Develop framework • Meet with key stakeholders and Planning Commission 	<u>Zoning (and Subdivision) Modernization</u> <ul style="list-style-type: none"> • Make draft of code • Includes two complete drafts
\$10,000	\$5,000	\$15,000
Step 4	Step 5	Step 6
<u>Design and GIS Mapping</u> <ul style="list-style-type: none"> • Conceptual projects • Place-based zoning • Graphic visual of zoning districts 	<u>Code Development</u> <ul style="list-style-type: none"> • Develop three types of missing middle housing • Includes site development standards and exterior design palette 	<u>Adoption</u> <ul style="list-style-type: none"> • Will continue to support the Village on an on-call basis
\$15,000	\$10,000	\$5,000

Village of Shelby Request for Proposals



January 26, 2021

Description

The Village of Shelby, Michigan is currently accepting proposals from qualified firms with expertise in zoning for leading a zoning ordinance rewrite for the Village. Proposals received via the RFP process will be reviewed by the Village Planning Commission and Village Administrator.

Award of this contract, if any, will be to the firm deemed best qualified, in accordance with the selection criteria, to perform the services outlined in this RFP and other services as deemed necessary by the Village. Pricing, while an important factor; will be only one criterion used to evaluate the responses to the RFP. The Village may reject any or all proposals. The Village reserves the right to waive any requirement or condition of the RFP upon finding that it is in the public's best interest to do so.

Background

The Village of Shelby is a community of approximately 2,000 people located in Oceana County, within the western region of Michigan's Lower Peninsula. The Village is approximately 1.7 square miles centrally located in Shelby Township.

The Village recently adopted an updated Master Plan and is close to Redevelopment Ready Community (RRC) certification. The Village is seeking a zoning ordinance rewrite that is in congruence with the Master Plan, Downtown Development Plan, Economic Development Strategy, and RRC standards.

Additionally, the current zoning ordinance is dedicated to both the Shelby Village and Township. Therefore, the Village is seeking a zoning ordinance specific to the Village.

To view the Village's Master Plan, go to shelbyvillage.com/planning-commission. To view the Village's zoning ordinance, go to shelbyvillage.com/ordinances.

Scope of Work

With the assistance of Village staff, the selected consultant will conduct a public process to develop a new zoning ordinance for the Village of Shelby. It is anticipated that the consultant will incorporate updated but conventional zoning standards and standards that support walkable, mixed-use development.

The final work program will be developed in conjunction with Village staff but the scope of work should include the following:

- Zoning ordinance rewrite that is specific to the Village.
- Update building and site design to promote quality commercial and industrial uses, while retaining the small-town character of the Village.
- Develop a public GIS of the zoning map.
- Remove barriers to development.
- Look for opportunities to increase trail and park connections in the Village.
- Incorporate green infrastructure and sustainability standards.
- Clearly allow at least three types of missing middle housing by-right.
- Encourage attractive streetscape.
- Evaluate zoning standards for the Central Business District to ensure all desired uses are permitted and required dimensional standards are appropriate.
- Ensure zoning ordinance is in congruence with Master Plan, Downtown Development Plan, Economic Development Strategy, and RRC requirements.

Proposal Submission

Proposals should contain the following information:

1. An introduction to the contractor submitting the proposal.
2. A listing of References of similar projects completed by your firm and the name, address, phone number and email of the contact person for whom the project was completed. The Village of Shelby reserves the right to contact these references to discuss their project experience with your firm.
3. A completed pricing form for the project. Pricing should not contain any sales tax, the Village of Shelby is exempt. The pricing form must be signed by an authorized representative of the firm.

Please submit proposals electronically to Brady Selner, Village Administrator at administrator@shelbyvillage.com by March 22, 2021 at 4:30pm.

Selection Process and Evaluation

Proposals will be evaluated according to the quality of the responses to the sections identified in the Scope of Work section. Proposals will be evaluated by content addressing the Village's needs, experience of the consulting firm, portfolio of previous completed projects, and cost efficiency.

Continue to next page for criteria.

Proposals will be evaluated using the following criteria:

Criteria	Points
General completeness of the proposal relative to this RFP	20
Consultant's personnel capacity and experience	15
Quality and relevance of work samples in portfolio	15
Clarity and focus of project approach	25
Familiarity with economic issues and opportunities in the region	5
Overall project cost efficiency	20
Total	100

Village of Shelby

Proposal for
Zoning Ordinance

March 22, 2021





innovative

OUR CORE VALUES

The Beckett & Raeder, Inc. team firmly believes and employs the following set of core values, which actively drive each professional throughout the duration of any project and contract. As a team, we strive to be:

- Responsive
- Exceeding Expectations
- Creative
- Passionate
- Dedicated

It is fundamental that each client receives services and expertise from Beckett & Raeder, Inc. while strictly adhering to the core values.

March 22,2021

Brady Selner
Village Administrator
218 N Michigan
Shelby, MI 49446

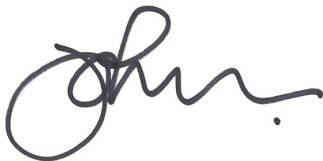
Dear Mr. Selner,

On behalf of Beckett & Raeder, Inc., I enthusiastically submit our proposal for your consideration to prepare a Zoning Ordinance for Shelby Village. We are a boutique planning firm with extensive experience preparing zoning ordinances that incorporate a community's Master Plan goals. Our team is expertly equipped with the skills, certifications, and experience to provide a successful update to your standards. The newly adopted Master Plan (what striking graphics!) provides excellent guidance for modernizing the Zoning Ordinance along its five cornerstones; resiliency, ecology, accessibility, hospitality, and identity shall be woven through the creation of a Shelby Village Zoning Ordinance .

As a principal in the firm and head of planning operations, I will oversee the work and provide technical assistance to our staff planners. Michelle Bennett and Sara Kopriva will prepare the zoning updates. Michelle has experience working with communities on zoning updates through MEDC Redevelopment Ready Communities program (RRC), and as a former Township planner/zoning administrator, Sara has a keen eye toward the interpretation and enforcement of zoning standards. This team includes formal graphics training that will ensure the Village's new ordinance also conveys information graphically and in a user-friendly way.

We commend Shelby Village's engagement with RRC. Over the past several years we have had the privilege to work with MEDC as RRC's technical consultants and have prepared dozens of zoning ordinances that comply with the requirements and align with the community's planning documents. We look forward to supplying you with innovative and customized regulations that foster preservation, progress, and resiliency. Please do not hesitate to contact me at 231.347.2523 or jri@bria2.com if I may offer any further information. We are pleased to have this opportunity to submit our proposal and look forward to your consideration.

Sincerely,



John R. Iacoangeli, FAICP, LEED AP, CNU-A, Principal



imagine

Firm Background

Business Organization



Beckett & Raeder, Inc. is a Michigan Corporation headquartered in Ann Arbor with additional offices in Petoskey and Traverse City, Michigan. The firm includes landscape architects, planners, civil engineers, LEED accredited professionals, and support staff maintaining registrations in the States of Michigan, Ohio, Indiana, and Illinois and certification at the national level.

HISTORY

Beckett & Raeder, Inc. was established as a Michigan corporation in 1966 with its corporate office in Ann Arbor, Michigan.

SERVICES

Major areas of practice and scope of services include sustainable design, land use programming and analysis, master planning, campus planning, placemaking, site planning and civil engineering, site development, municipal engineering, storm water management, downtown revitalization and redevelopment, community planning and urban design, economic development, public/private development services, and environmental services.

OFFICERS

Deb Cooper, President
John Iacoangeli, Executive Vice President / Treasurer
Christy Summers, Secretary

PHILOSOPHY

All commissions accepted by the firm are accomplished under the direct supervision of one of the firm's six principals. Senior Associates, Associates, Project Landscape Architects, Planners, and Engineers are assigned to projects in accordance with their individual expertise and the requirements of the project. In keeping with the philosophy of the office, the project team is involved in all aspects of the work through its entire duration. The firm routinely engages other consultants, as the work plan requires.

LOCATIONS

Ann Arbor
535 W. William,
Suite 101
Ann Arbor, MI 48103
734.663.2622

Traverse City
148 E. Front St.
Suite 207
Traverse City, MI 49684
231.933.8400

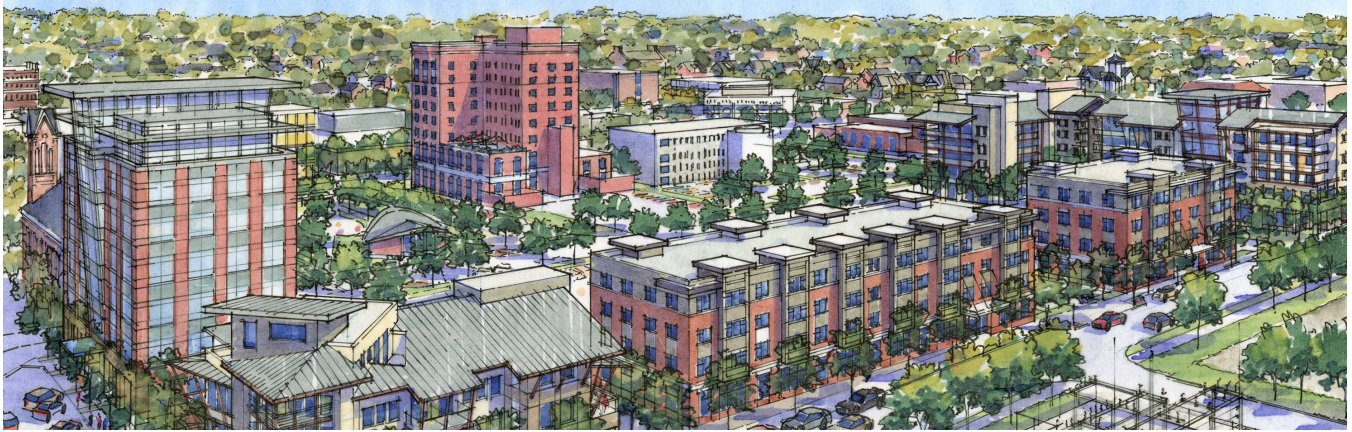
Petoskey
113 Howard Street
Petoskey, MI 49770
231.347.2523

WEBSITE
www.bria2.com

CONTACT:

John R. Iacoangeli, AICP, LEED AP, CNU-A
Principal
231.347.2523 | jri@bria2.com

Professional Affiliations & Organizations



Beckett & Raeder, Inc. is staffed by registered professional engineers, landscape architects, community planners, and environmental and ecological professionals and has specialized training and maintains professional affiliation with the following:

ACCREDITATIONS

U. S. Green Building Council LEED Accredited Professionals
Form Based Code Institute (FBCI)
Congress for the New Urbanism Accreditation (CNU-A)

CERTIFICATIONS

Michigan Economic Development Association Certified Economic Development Professional
Certified Stormwater Operator
Housing Development Finance Professional (HDFP)
Project Management Boot Camp
PASER Road Rating
Planning and Zoning Instructor (MAP)
Certificate of Real Estate
Certified Playground Safety Inspector (CPSI)
American Institute of Certified Planners (AICP)
National Charrette Institute Certification (NCI)
Certified Park and Recreation Professional

REGISTRATIONS

Professional Registered Engineers

- State of Michigan (PE)
- State of Ohio (PE)

Professional Landscape Architects

- State of Michigan (PLA)
- State of Ohio (PLA)
- State of Illinois (PLA)
- State of Indiana (PLA)
- Council of Landscape Architects Registration Boards

Residential Builder License

- State of Michigan

SPECIALIZED TRAINING

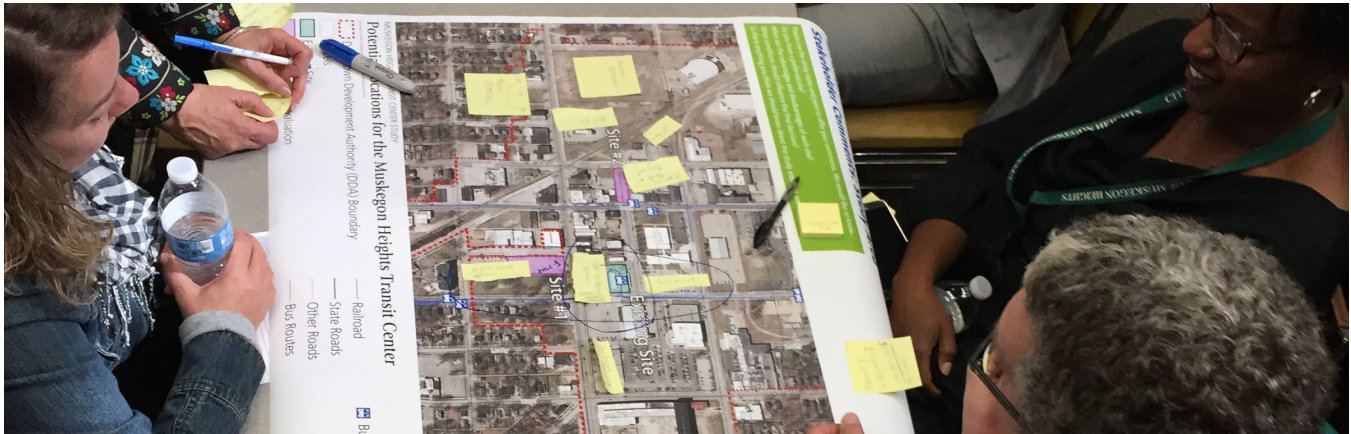
EPA Brownfield Redevelopment
People, Places and Placemaking
Economics of Place
Neighborhoods, Streets and Connections
Form Planning and Regulation
Collaborative Public Involvement
Applied Placemaking
Complete Streets
Geographic Information Systems
FEMA ICS-100, IS-00029, EFS 15
FEMA ICS-200, IS-00700 (NIMS)
Green Roof Design
Charrette System Training (NCI)

Professional Affiliations & Organizations

MEMBERSHIPS

American Planning Association (APA)	American Society of Landscape Architects (ASLA)	American Society of Civil Engineers (ASCE)	American Public Works Association (APWA)	Congress for the New Urbanism	Detroit Association of Planners
Heritage Ohio (Ohio Main Street)	Improving Michigan's Access to Geographic Information Networks (IMAGIN)	Institute of Transportation Engineers (ITE)	Michigan Association of Physical Plant	Administrators (MIAPPA)	Michigan Association of Planning (MAP)
MAP Planners in Private Practice	Michigan Complete Streets	Michigan Downtown Association (MDA)	Michigan Economic Development Association (MEDA)	Michigan Historic Preservation Network	Michigan Municipal League (MML)
(mParks) Michigan Recreation and Park Association	Michigan Rural Network	Michigan Society of Professional Engineers	Michigan School Business Officials (MSBO)	National Complete Streets	National Main Street Center
National Society of Professional Engineers	National Trust for Historic Preservation	Preservation Detroit	Society of Marketing Professional Services (SMPS)	Society of College and University Professionals (SCUP)	South Oakland County Municipal Engineers (SOCME)
Southern Michigan Water and Sewer Utilities Association (SMW & SUA)	Toledo Metropolitan Area of Council of Governments (TMACOG)	Urban Land Institute	URISA (Urban and Regional Information Systems Association)		

Services



MASTER PLANNING

- Campus Planning
- Traditional Neighborhood & Small Town Design
- Community Master Planning Watershed Planning
- Recreation Master Planning
- Park Master Planning
- Rural Land Planning Services
- Land Use Planning

COMMUNITY PLANNING & ZONING

- Comprehensive Master Plans Brownfield Redevelopment
- Zoning Ordinance /Codes
- Specialized Zoning Ordinance Provisions Development
- Standards and Guidelines
- Site Plan Review
- Strategic Planning
- Expert Witness Zoning Testimony
- Community Development
- Greenway Planning
- New Urbanism

ENVIRONMENTAL SERVICES

- Site Evaluation and Analysis
- Low Impact, Conservation Design
- Wetland Delineation
- Constructed Wetland Design & Installation
- Wetland Restoration
- Storm Water Management

ANALYSIS & EVALUATION

- Site Analysis
- Feasibility Studies
- Site Selection Studies
- Buildout Analysis
- Market Analysis
- Demographics
- Natural Features Interpretive Studies

PROJECT CONSTRUCTION

- Construction Administration
- Field Inspection
- Storm Water Operator
- Bridge Inspection
- Specification Writing
- Project Cost Estimating
- Construction Drawings

DOWNTOWN & ECONOMIC DEVELOPMENT

- Brownfield Redevelopment
- Grant Writing
- Downtown Management
- Downtown Master Plans
- Special Finance Districts
- Adaptive Reuse Studies
- Retail Market Analysis
- Strategic Planning/Visioning Workshops
- Physical Design Plans
- Streetscape Design & Implementation
- Wayfinding & Signage
- Tax Increment Financing & Development Plans
- DDA Creation

SITE DESIGN

- Planting Design
- Irrigation Design
- Grading Plans
- Utility Plans
- Pavement Design
- Lighting Design
- Site Design Guidelines
- Park Design

URBAN DESIGN

- Corridor Design & Planning
- Streetscape Design
- Waterfront Design

FACILITY DESIGN

- Marina Design
- Playground Design
- Athletic Facility Design
- K-12 Site Development
- Subdivision Design
- Campgrounds
- Parks Design
- Higher Education

INFRASTRUCTURE

- Storm Water Management
- Water Distribution Systems
- Sanitary Sewer Systems
- Capacity Analysis
- Capital Improvement
- Program Wellhead Design & Protection
- Pavement Evaluation
- Streets and Roads
- Onsite Sewage Treatment
- Utility Marking
- Parking

Selected Recent Awards



MICHIGAN ASSOCIATION OF PLANNING

Public Outreach Award for a Comprehensive Plan, 2020
City of Sturgis Master Plan
Sturgis, MI

Daniel Burnham Award for a Comprehensive Plan, 2019
Kalamazoo County Master Plan
Kalamazoo, MI

Economic Planning and Development Award, 2018
Project Rising Tide

Urban Design Award, 2018
Jackson Downtown Streetscape
Jackson, MI

Best Practice Award, 2018
Planning for Resiliency in Michigan:
A Comprehensive Handbook

Urban Design Award, 2017
Jackson Blackman Park Expansion
Jackson, MI

Daniel Burnham Award for a Comprehensive Plan, 2016
Jackson Community Master Plan
Jackson, MI

Implementation Award, 2016
Bear River Valley Recreation Area
Petoskey, Michigan

Daniel Burnham Award for a Comprehensive Plan, 2015
Acme Township Master Plan
Acme, MI

Innovation in Economic Planning & Development, 2015
Lakes to Land Regional Initiative: Food
and Farm System Assessment

Innovation in Regional Planning, 2014
Lakes to Land Regional Planning Initiative

Daniel Burnham Award for a Comprehensive Plan, 2013
Peshawbestown Master Plan
Grand Traverse Band of Ottawa
and Chippewa Indians

Daniel Burnham Award for a Comprehensive Plan, 2010
Onokama Community Master Plan
Onokama, Michigan

AMERICAN SOCIETY OF LANDSCAPE ARCHITECTS

Merit Award, Michigan Chapter, 2017, General Design
Chicago Drive Corridor
Grandville, Michigan

Merit Award, Michigan Chapter, 2017, Planning & Analysis
Peshawbestown Community
Master Plan
Peshawbestown, Michigan

Merit Award, Michigan Chapter, 2016, Landscape Architectural Design
Jackson Blackman Park Expansion,
Jackson, Michigan

Merit Award, Michigan Chapter, 2016, Landscape Architectural Sustainability
Wall Street East Parking Structure,
Ann Arbor, Michigan

Selected Recent Awards

Honor Award, Michigan Chapter, 2016, Landscape Architectural Sustainability
Marshbank Park
West Bloomfield Township, Michigan

Merit Award, Michigan Chapter, 2015, Landscape Architectural Design
Munger Graduate Residences,
University of Michigan
Ann Arbor, Michigan

Merit Award, Michigan Chapter, 2014, Historic Significance
Petoskey Bayfront Park
Petoskey, Michigan

Merit Award, Michigan Chapter, 2013, Planning & Analysis
River Raisin Heritage Corridor East Master
Plan Monroe, Michigan

Merit Award, Michigan Chapter, 2010
Outdoor Learning Center
Central Michigan University
Mt. Pleasant, Michigan

MICHIGAN RECREATION AND PARK ASSOCIATION (mParks)
Outstanding Park Design Award, 2018
Petoskey Downtown Greenway,
South Segment
Petoskey, Michigan

Design Award, Outstanding Facility 2017
Silver Lake State Park
Mears, Michigan

Landscape Design Award, 2014
White Lake Bloomer Park
White Lake Charter Township, Michigan

Outstanding Park Design Award, 2013
Argo Cascades
Ann Arbor, Michigan

Design Award, Landscape Design, 2011
Bear River Valley Recreation Area
City of Petoskey, Michigan

Landscape Design Award, 2011
Marshbank Park
West Bloomfield Township, Michigan

Landscape Design Award, 2010
Outdoor Learning Center
Central Michigan University
Mount Pleasant, Michigan

IMAGIN (Improving Michigan's Access to Geographic Information Networks)
Innovation Award, 2018
Acme Township, Michigan

EDUCATION DESIGN SHOWCASE
Project of Distinction, 2017
Outstanding Design and Architecture
Lasch Family Golf Center, Michigan State
University
East Lansing, Michigan

NATIONAL TRUST FOR HISTORIC PRESERVATION
Richard H. Driehaus National Preservation Honor Award, 2014
McGregor Pool
Wayne State University
Detroit, Michigan

MICHIGAN HISTORIC PRESERVATION NETWORK
Government/Institution Award, 2016
River Raisin Heritage Corridor, East Master
Plan
Monroe, Michigan

Cultural Landscape Award, 2014
McGregor Memorial Conference Center
Reflecting Pool and Sculpture Garden for
Contribution to Historic Preservation in
Michigan
Wayne State University
Detroit, Michigan

GREAT LAKES PARK TRAINING INSTITUTE
Great Lakes Park, Facility, & Recreation Program Award, 2013
Marshbank Park
West Bloomfield Township, Michigan

WASHTENAW CONTRACTORS ASSOCIATION
Pyramid Award, 2018
University of Michigan Art & Architecture
A. Alfred Taubman Wing
Ann Arbor, Michigan

OAKLAND COUNTY
Oak Land Award, 2012
Marshbank Park
West Bloomfield Township, Michigan



integrate

Project Scope

ZONING ORDINANCE REVISION

Shelby Village is in need of its own Zoning Ordinance. The current zoning ordinance will be assessed to determine its relevancy for enforcement and its ability to implement the Community Master Plan and facilitate redevelopment that hits the Village's five cornerstones. While some of the existing standards will remain unchanged, the organization and navigability can be improved to make the document more accessible to its users. For example, the new Zoning Ordinance will incorporate user-friendly language, updated graphic illustrations to support the regulations and standards, and provide internal hyperlinks to jump to different sections without losing track of where you started. The sections that will change will provide the strongest land use regulations and best management practices available based on our professional judgment and experience.

Articles of the Zoning Ordinance will likely include:

- I. Title and Purpose
- II. General Provisions
- III. Zoning Districts and Map
- IV. Overlay Districts
- V. Site Development Standards
- VI. Supplemental Use Standards
- VII. Site Plan Review
- VIII. Special Land Uses
- IX. Land Development Options
- X. Nonconformities
- XI. Zoning Board of Appeals
- XII. Administration, Enforcement, & Violations
- XIII. Amendments & Severability
- XIV. Definitions

Scope of Work

TASK 1: PROJECT INITIATION

1.1 Review Committee

It is recommended that a Steering Committee **be formed prior to the kick-off meeting** to guide and review the creation of a new Zoning Ordinance. The composition of this committee will be determined by the Village and should reflect various stakeholder representatives in the community. BRI will work directly with this committee to perform the heavy lifting before presenting the draft to the Planning Commission. Recommended participants include representatives from the Planning Commission, Zoning Board of Appeals, Village Council, and Village Manager.

1.2 Kick-off Meeting

We envision the project to begin with a kickoff meeting with the Steering Committee to work with the consultant team throughout the course of the project. At the initial kickoff meeting, **the scope of work will be finalized, pertinent issues will be identified, important elements in the current Zoning Ordinance will be recognized for retention or modification, and recommended incorporation of RRC best practices.** This information will be used in the creation of the annotated summary. The village will deliver to the consultant all documents, data, files, and other information deemed important to the project outcomes, and will identify a single lead contact for communication.

1.3 Form-based Code Workshop (optional)

Depending on the Village’s interest in form-based standards for commercial and downtown areas, BRI will facilitate a **joint workshop with the Village Council and Planning Commission to provide an overview on the purpose of form-based code regulations and benefits.** Feedback from the joint workshop will guide the formulation of the standards for the requested form-based code overlay district. This workshop will be held prior to submitting the annotated outline to better inform our approach.

TASK 2: SCOPING SESSIONS

2.1 Annotated Outline

An assessment and summary of recommended activities and areas of revision will be presented in the form of an Annotated Outline. This document, which will be reviewed at a meeting with the Steering Committee, will present the overall organization of the new ordinance, **highlighting areas for intense, moderate, and minor revision** in the appropriate sections. The strategy for addressing each major area will be presented. This is a key milestone that will set the course of the remainder of the project.

At a minimum, the following provisions will be addressed from the Master Plan and RRC standards as show in the table below.

Zoning Ordinance Compliance Updates

	<i>Resiliency</i>	<i>Ecology</i>	<i>Accessibility</i>	<i>Hospitality</i>	<i>Identity</i>
<i>Master Plan</i>	<i>Landscaping and screening between incompatible uses, avoid sprawl, encourage walkability (potential density bonus)</i>	<i>encourage groundwater protection, stormwater management standards, natural features protection</i>	<i>Overlays for 1st and State Street to control access, consolidate driveways on arterials and collector streets, content neutral signage</i>	<i>Age in place zoning, mixed-use housing, accessory dwelling units, infill attached housing units</i>	<i>Site design standards that align with character of surrounding neighborhood; downtown permitted uses and dimensional standards; form-based code</i>
<i>RRC</i>	<i>“new economy” jobs</i>	<i>Native species protection, low impact design, green stormwater infrastructure</i>	<i>Flexible parking standards, nonmotorized features, define processes</i>	<i>Expanding housing options and design standards</i>	<i>historic preservation</i>

Scope of Work

2.2 Interactive Zoning Map Tool

If this data is available, the village's parcel data and current zoning classifications can be compiled into an interactive, editable map. This map will serve as the working draft of the zoning map. **Proposed changes can be easily entered by either the consultant or the village, and all edits to the map are automatically logged.** Through this tool, all project participants have access to the latest proposed zoning configurations, and various designations can be easily "tried on" to a given set of parcels with a simple click. **This will set up the village for easier record keeping and the data can be made public.** If the data is not available, then the Zoning Map will be updated on a static map (see "Selected Project: Iron Mountain Interactive Zoning Map").

TASK 3: DRAFT AMENDMENTS AND DRAFT ZONING MAP

3.1 Administrative Draft and Map

It is our experience that the interrelated nature of a Zoning Ordinance creates an incentive to complete a full draft before beginning the review process, because questions which arise in one section are often answered in a later section. **BRI will prepare a full text draft of the proposed Zoning Ordinance,** along with draft and conceptual graphics, based on the Annotated Outline.

The draft zoning map will be created in partnership with village staff, using the Future Land Use map as a base, and a meeting of the Steering Committee will be dedicated to reviewing the proposed map in detail for consistency and compatibility. During the drafting process, which is anticipated to take several weeks, we will schedule **three (3) periodic calls** with the lead contact to review progress to date and resolve questions that arise during drafting. The interactive zoning map will be revised continually during this process.

3.2 Steering Committee Meetings

BRI will facilitate **one (1) meeting to review the Draft Zoning Map and four (4) meetings to review the Annotated Summary and Administrative Draft of the Zoning Ordinance with the Steering Committee.** These meetings are schedule to be two (2) hours. The Steering Committee will receive a revised draft after each review meeting that has incorporated all recommendations and edits for review. It is requested that members of Planning Commission on the Steering Committee present the items reviewed at each meeting to the whole Planning Commission to keep the body abreast of the process and to solicit any additional feedback. At the conclusion of the meeting series, **a second version of the Administrative Draft and Draft Zoning Map will be provided to the Steering Committee for a final look to ensure all changes are appropriately reflected;** comments will be assembled by the village's identified project contact via a single marked-up document.

3.2 Usability

BRI will compile the draft into a format that is accessible, logical, and attractive. Graphics will be finalized and integrated; headings, tabs, and footers will be developed as needed for navigation; and definitions, related provisions, and the table of contents will be hyperlinked. A short introduction to the Ordinance be developed that offers clear instruction to all users. In order to provide the best user experience, and due to the graphic-heavy nature and extensive tables that will be used to present the new zoning standards, **the Zoning Ordinance will be laid out using Adobe InDesign, unless the village prefers to keep the document in Word. The drafts will be reviewed in Word.**

Scope of Work

TASK 4: ADOPTION

4.1 Planning Commission Review

BRI will present the draft to the Planning Commission over two meetings. The presentation will review the overall zoning scheme, highlight major areas of change, and address proposed procedural changes. Changes based on Planning Commission review will be assembled by the Village's identified project contact via a single marked-up document.

4.2 Final Ordinance

In this step, the full ordinance update package will be finalized and assembled. Comments from all parties will have been incorporated; graphics and tables will be fully integrated; links and tools will be functional; and the Executive Summary and outreach materials will be finalized.

4.3 Public Hearing

BRI will prepare an executive summary and attend a Public Hearing held by either the Shelby Village Planning Commission or Village Council to solicit comment on the proposed ordinance. Comments from the hearing will be summarized in a memorandum and transmitted to the village and project team.

4.4 Deliverables

The following deliverables will be provided:

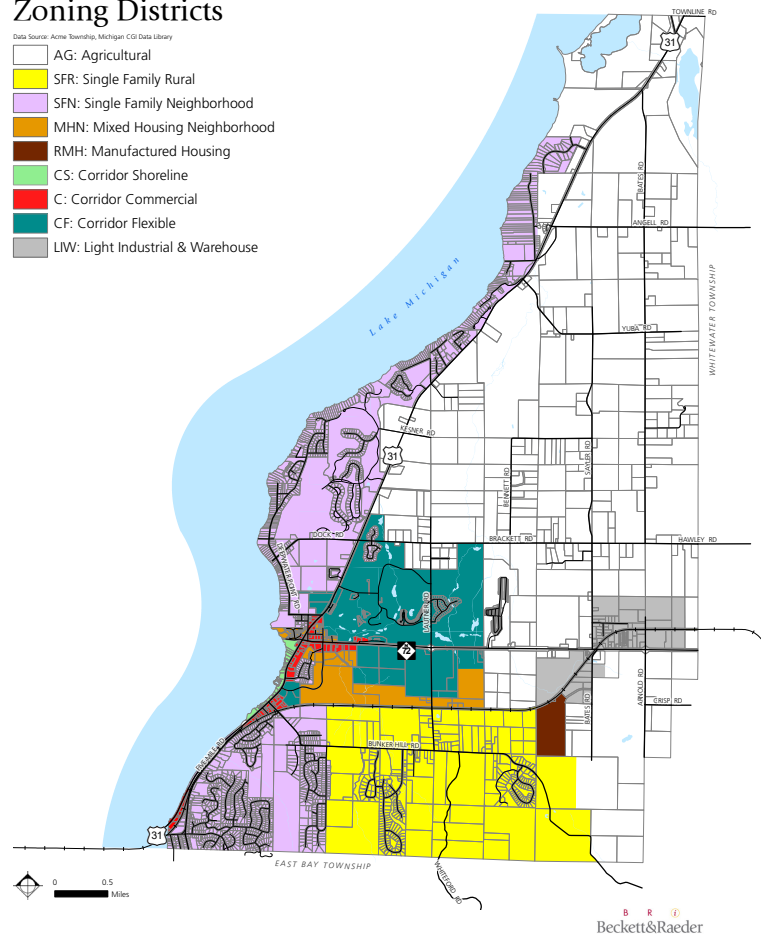
- » Zoning Ordinance text (electronic pdf)
- » Zoning map (electronic .pdf)
- » All GIS shapefiles
- » InDesign/Word file of Zoning Ordinance
- » SketchUp renderings
- » Other applicable files used to draft the Zoning Ordinance via a memory stick.

ACME TOWNSHIP - OFFICIAL ZONING MAP

Zoning Districts

Data Source: Acme Township, Michigan CIG Data Library

- AG: Agricultural
- SFR: Single Family Rural
- SFN: Single Family Neighborhood
- MHN: Mixed Housing Neighborhood
- RMH: Manufactured Housing
- CS: Corridor Shoreline
- C: Corridor Commercial
- CF: Corridor Flexible
- LIW: Light Industrial & Warehouse



Beckett & Raeder, Inc. Team

Key Staff: Resumes



John R. Iacoangeli, FAICP, LEED AP, CNU-A, FBCI Principal, Community Planner

John joined Beckett & Raeder, Inc. (BRI) as a Principal in 1991 and is a Professional Certified Planner and a member of the College of Fellows of the American Institute of Certified Planners. John has over thirty years experience working with public and private sector clients on a variety of community and economic development based projects. He has been involved in the preparation and implementation of community master plans and zoning ordinances, downtown and neighborhood revitalization, community development, economic development, historic preservation, and natural resource-based projects for numerous communities throughout the Midwest. His area of specialization is project implementation involving federal and state grants, local municipal financing, special authority financing, and public-private partnerships. He serves as an advisor-consultant to planning commissions and a variety of redevelopment authorities (DDA, CIA, BRA) and is a frequent instructor for the Michigan Association of Planning and the MIPlace program.

EDUCATION

Master of Public Administration,
Northern Michigan University, Marquette,
Michigan

Bachelor of Science, Resource
Management, University of Michigan,
Ann Arbor, Michigan

CERTIFICATES

College of Fellows; American Institute of
Certified Planners

Certificate of Real Estate, University of
Michigan and Michigan Association of
Realtors

Congress for New Urbanism
Accreditation

Form Based Code Institute Certification

LEED Accredited Professional

FEMA
ICS-100, IS-00029, EFS 15.
ICS-200, IS-00700 (NIMS)

AFFILIATIONS

Rural Partners of Michigan (Board)

Toledo Metropolitan Council of
Governments (Committee)

NorthSky (Rotary Charities of Traverse
City)

SELECTED EXPERIENCE

Lakes to Land Regional Initiative
Collaborative Master Plan for sixteen
communities in Benzie and Manistee
Counties

Innovation in Regional Planning Award –
Michigan Association of Planning, 2014

Lakes to Land Farm and Food System
Assessment
Innovation in Economic Planning and
Development – Michigan Association of
Planning, 2015

Acme Township Placemaking &
Master Plan, Acme Township, Michigan
Daniel Burnham Award for a
Comprehensive Plan – Michigan
Association of Planning, 2015

River Raisin Heritage Corridor East
Master Plan
Monroe County Historical Society,
National Park Service, City of Monroe,
Monroe, Michigan
Merit Award – Michigan Chapter
of American Society of Landscape
Architects, 2013

Honor Award – Michigan Historic
Preservation Network, 2016

Peshawbestown Master Plan, Grand
Traverse Band of Chippewa and Ottawa
Indians, Peshawbestown, Michigan
Daniel Burnham Award for a
Comprehensive Plan – Michigan
Association of Planning, 2012

Michigan State Housing Development
Authority, Downtowns of Promise
Strategic Planning
Flint, Saginaw, Benton Harbor,
Hamtramck, Highland Park, Muskegon
Heights, and Detroit's Joy-Southfield
Neighborhood

City of Marquette Master Plan,
Historic Waterfront and Lower
Harbor Master Plan, Redevelopment
Plan, Marquette, Michigan

Dexter Strategic Plan and
Placemaking, Dexter, Michigan

Key Staff: Resumes



Michelle Bennett, AICP

Associate, Planner

Michelle's professional planning experience has focused largely on master planning, parks and recreation planning, and zoning amendments with a resiliency lens. Her experience managing large-scale state and municipal projects and converting demographic, housing, and economic data into a digestible format for the public is critical for implementation that is equitable and sustainable. Michelle's other favorite task is training and empowering Planning Commission's to carry out planning goals.

EDUCATION

Bachelor of Arts, Urban Studies & Economics, University of California, San Diego

Master of Urban and Regional Planning, University of Michigan, Ann Arbor

CERTIFICATIONS

American Institute of Certified Planners

AFFILIATIONS

American Planning Association
Emerging Planning Professionals

TEACHING EXPERIENCE

University of Michigan, Legal Aspects of the Planning Process

Michigan Association of Planning, Planning and Zoning Essentials

Michigan Association of Planning, Environmental Planning Module

SELECTED EXPERIENCE

Sandusky Zoning Ordinance
Sandusky, MI

River Rouge Zoning Ordinance
River Rouge, Michigan

Ecorse Zoning Ordinance
Ecorse, Michigan

Warren Master Plan & Zoning Ordinance
Warren, Michigan

Age in Place Zoning
DeWitt, Michigan

Sign Ordinance
DeWitt, Michigan
Sturgis, Michigan

Food Truck Ordinance
Groveland Township, Michigan
Lincoln Park, Michigan

Sturgis Master Plan
Sturgis, Michigan
Excellence Award in Community Outreach – Michigan Association of Planning, 2020

Kalamazoo County Master Plan
Kalamazoo County, Michigan
Daniel Burnham Award for a Comprehensive Plan – Michigan Association of Planning, 2019

Project Rising Tide
21 Michigan Communities
Innovation in Economic Planning and Development Award – Michigan Association of Planning, 2018

Planning for Community Resilience in Michigan: A Comprehensive Handbook
National Oceanic and Atmospheric Association
Best Practice Award – Michigan Association of Planning, 2018

Trenton Coast Resiliency Master Plan
City of Trenton, Michigan
Daniel Burnham Award for a Comprehensive Plan – Michigan Association of Planning, 2017

Key Staff: Resumes



Sara A. Kopriva, AICP **Project Professional, Planner**

Sara is an experienced community planner and zoning administrator with a focus on northwest Michigan communities. Her educational background is soundly focused on local government with a Bachelors of Science degree in urban and regional planning and a Masters of Science in Public Administration. She has her certification from the American Institute of Certified Planners (AICP) which denotes her educational, experience, and application of planning principles and best practices. Sara excels in her ability to collaborate with planning commissions through the decision-making process. Her involvement as a Township and County Planning Commissioner gives her a unique perspective on the planning process and the role between the professional planner and the planning commission.

EDUCATION

Master of Science in Administration,
Concentration in Public Administration
Central Michigan University
Mount Pleasant, MI

Bachelor of
Science, Urban and Regional Planning
Michigan State University
East Lansing, MI

LICENSES & CERTIFICATES

American Institute of Certified Planners

AFFILIATIONS

American Planning Association
Michigan Association of Planning

BOARDS & COMMITTEES

Grand Traverse County Master Plan
Committee

SELECTED EXPERIENCE

Planner/Zoning Administrator

Charter Township of Elmwood, Michigan
Homestead & Inland Townships,
Michigan
Blair Township, Michigan

Zoning Administrator

Charter Township of Garfield, Michigan
Long Lake Township, Michigan

Planning Commission

Green Lake Township, Michigan
Grand Traverse County, Michigan
Homestead & Inland Townships,
Michigan
Long Lake Township, Michigan

Zoning Board of Appeals

Homestead & Inland Townships,
Michigan
Long Lake Township, Michigan

Lake City Zoning Ordinance

Lake City, Michigan - in progress

Planner of Record Communities with BRI

Hayes Township, Michigan
Torch Lake Township, Michigan
Village of Mancelona, Michigan
Acme Township, Michigan
East Bay Township, Michigan
Bay Township, Michigan

Key Staff: Resumes



Liz Gunden

Project Planner

Liz comes to Beckett & Raeder with a wealth of knowledge in urban and regional planning as well as a background in Graphic Design. She has a diverse skillset and is involved in many projects including, community master plans, park & recreation plans, zoning ordinances, community engagement strategies, downtown development plans, pattern books, data analysis, and report design. She also provides planning services, such as site plan review and analyzing zoning requests, all of which builds from Liz's previous experience of serving as a County Planner. Her combined planning and graphic design skills provide unique products that suitably serve their distinct communities.

EDUCATION

Bachelor of Arts

Major: Art

Minors: Graphic Design, Spanish

Goshen College

Goshen, Indiana

Master of Urban and Regional Planning,
University of Michigan, Ann Arbor

AFFILIATIONS

Michigan Association of Planning

AICP Pilot Program

TEACHING EXPERIENCE

Architecture, Sustainability, & the City

U.S. Planning Institutions & Law

SELECTED EXPERIENCE

Sturgis Master Plan

Sturgis, Michigan

Excellence Award in Community

Outreach – Michigan Association of
Planning, 2020

Redevelopment Ready Communities

Technical Assistance Services

Michigan Economic Development

Corporation

City of Lincoln Park Planning Services

City of Lincoln Park, Michigan

City of River Rouge Zoning Ordinance

River Rouge, Michigan - in progress

City of Sturgis Parking Study

Sturgis, Michigan- in progress

Oscoda Township Form Based Code

Oscoda Township, Michigan- in progress

City of Eaton Rapids Zoning Ordinance

Eaton Rapid, Michigan - in progress

City of Warren Master Plan

Warren, Michigan

Grand Traverse County Civic Center

Site Design

Grand Traverse County, Michigan

Key Staff: Resumes



Rowan Brady Junior Associate, GIS Technician

Rowan joined Beckett & Raeder, Inc. (BRI) as an intern in 2018. After finishing his undergraduate degree in the Spring of 2019, Rowan remained at Beckett & Raeder, Inc. and is pursuing a Master's degree in Urban and Regional Planning at the University of Michigan-Ann Arbor. Rowan is a Geographic Information System (GIS) specialist and contributes data input, analysis, and mapping to many of BRI's community planning projects.

EDUCATION

In Progress: Master of Urban and Regional Planning, University of Michigan, Ann Arbor

Bachelor of Arts, Environmental Science, University of Michigan, Ann Arbor, Michigan

AFFILIATIONS

American Planning Association

SELECTED EXPERIENCE

Michigan Economic Development Corporation, Project Rising Tide

Michigan Economic Development Corporation, Economic Development Board Training Curriculum

City of Warren Master Plan & Zoning Atlas Digitization and Update

Warren, Michigan

Michigan Department of Health and Human Services
Climate Health Adaptation Interactive Mapping Platform

City of Lincoln Park Master Plan
Lincoln Park, Michigan

Wexford County M-115 Corridor Study
Wexford County, Michigan

Clam Lake Township Zoning Ordinance
Clam Lake Township, Michigan

Village of Kalkaska Zoning Ordinance
Village of Kalkaska, Michigan

Traverse City and Garfield Township Recreation Authority Public Visioning
City of Traverse City and Garfield Township, Michigan

Sugar Island Township Zoning Ordinance
Sugar Island Township, Michigan

Iron Mountain Master Plan Interactive Zoning Tool
Iron Mountain, Michigan

Michigan Department of Natural Resources
Park General Management Plans

Village of Ellsworth RRC Certification
Village of Ellsworth, Michigan



inspire

Work Samples

Experience

B R *i* Beckett&Raeder

*Landscape Architecture
Planning, Engineering &
Environmental Services*



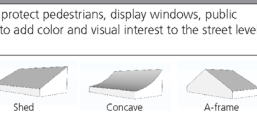

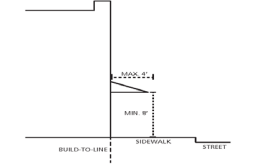
Mancelona Zoning Ordinance *Village of Mancelona, Michigan*

Like many northern Michigan communities, the Village of Mancelona has seen its economic landscape shift in recent decades. Seeing this as an opportunity to reinvent itself, the Village retained Beckett & Raeder to draft a new zoning ordinance as a regulatory tool for implementing the strategies prescribed in their master plan.

The modernized approach expanded the compatible uses allowed in each district, allowed more uses by right, and introduced an administrative review process. More diverse housing options were permitted in the residential districts to address an urgent community need. Recognizing the value of their traditional downtown and the financial strength it provides, design standards were established to preserve and

build upon the long-established development pattern, facilitate a fine grain mix of uses, support safe pedestrian circulation and connectivity, and create a stronger public realm.

The final product represented a departure from traditional ordinances by replacing legalese with common language, organizing standards in tabular form for easy understanding, and incorporating graphic to illustrate and reinforce the development regulations. The ordinance was also designed to be user-friendly with an intuitive structure and layout, with hyperlinks throughout the document for easy navigation.

DMU: DEVELOPMENT STANDARDS		
PUBLIC ENTRANCES		
Public entrances shall be emphasized with framing devices, such as, peaked roof forms, porches, overhangs, archways, larger door openings, display windows, accent colors, tile, moldings, pedestrian-scale lighting, and similar devices.		
Locations	Min. 1 entrance per street-facing façade, or 1 corner entrance for corner lots with frontage on 2 streets	
Setback	Min. 4 feet from façade for outward opening doors along public right-of-ways	
Non-Traditional Entrances	Roll-top or cantilever doors permitted as customer entrances with min. 50% transparency	
Awnings		
Awnings are encouraged and shall be primarily designed to protect pedestrians, display windows, public entrances and outdoor dining areas from the weather; and to add color and visual interest to the street level façade.		
Design	Shed, concave, or A-frame	
Setback	6 feet from curb line	
Minimum Clearance Above Grade	8 feet	
Maximum ROW Encroachment	4 feet with ROW agency approval	
Materials	Durable, fire-resistant materials. Plastic panels, rigid fiberglass or metal panels prohibited.	
Maintenance	Awnings shall be kept in good repair to maintain the original appearance and securely attached to the building to ensure public safety.	
Signs	Awnings may be permitted to display signage consistent with the standards in Article 5	

DMU: REGULATED USES	APPROVAL TYPE	USE-SPECIFIC STANDARDS	MAXIMUM PARKING
Residential Uses			
Live / Work Units	By Right	---	3 / unit
Dwelling Units Above 1 st Floor Commercial	By Right	---	2 / dwelling unit
Home Occupations	By Right	\$6.14	---
Public / Semi-Public Uses			
Public Use – Critical	By Right	\$2.18	---
Public Use – Essential	By Right	\$2.18	---
Public Use – Supporting	By Right	\$2.18	---
Religious Institutions	By Right	---	0.25 / 1 occupancy
Cultural Institutions	By Right	---	0.25 / 1 occupancy
Commercial Uses			
Assembly Facility – Accessory Use	By Right	---	0.25 / 1 occupancy
Assembly Facility – Principal Use	By Right	---	0.25 / 1 occupancy
Bars, Taverns, Lounges	By Right	---	1 / 3 occupancy
Business Services	By Right	---	1 / 200 square feet
Financial Services	By Right	---	1 / 150 square feet
Health Care Services	By Right	---	4 / exam room
Microbreweries	By Right	---	1 / occupancy
Personal Services	By Right	---	1 / 150 square feet
Professional Services	By Right	---	4 / 1,000 square feet
Recreational Facilities	By Right	---	1 / 3 occupancy
Retail Sales Establishment – General	By Right	---	3 / 1,000 square feet
Retail Sales Establishment – Food & Beverage	By Right	---	3 / 1,000 square feet
Retail Sales Establishment – Products Produced On-site	By Right	---	3 / 1,000 square feet of sales area
Restaurants	By Right	---	1 / 3 occupancy
Small Distilleries	By Right	---	1 / 3 occupancy
Small Wineries	By Right	---	1 / 3 occupancy
Tasting Rooms	By Right	---	1 / 3 occupancy
Theaters	By Right	---	0.25 / 1 occupancy
Veterinary Clinics	By Right	---	2.5 / employee
Transportation & Utility Uses			
Off-site Public or Private Parking	Special Use	\$6.16	---
Small Cell Wireless Facilities	By Right	\$2.27	---
Industrial Uses			
Extractive Industries	Special Use	\$6.13	1 / employee

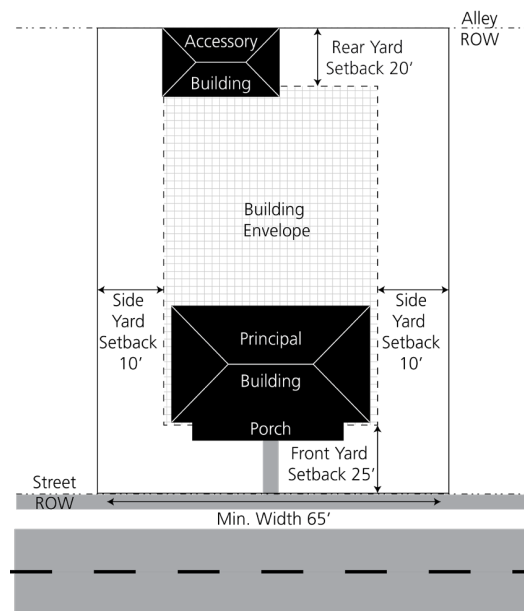
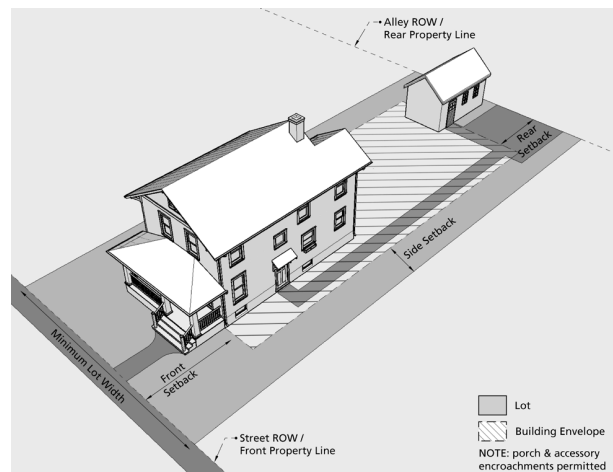
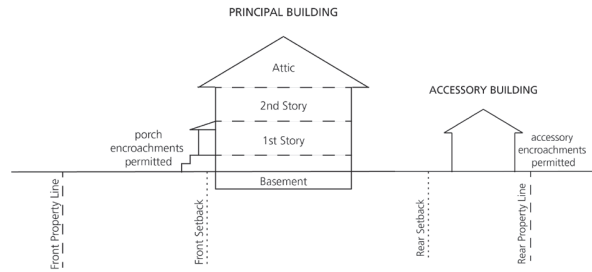


Kalkaska Zoning Ordinance

Village of Kalkaska, Michigan

The Village of Kalkaska Zoning Ordinance represents a modernization of the development regulations within the community. The first objective was to encourage investment by removing barriers to development and streamlining the approval process for a more predictable outcome. This included the removal of redundancies and contradictions that often occur over time due to the evolving nature of zoning ordinances. Clearer definitions, broader use categories, and greater flexibility in the classification of new uses allow the community to adapt as technology advances and new businesses emerge. Allowing more variety in the types of residential structures permitted by right supports a greater diversity of housing stock to meet the residential needs of the community. Focusing on administrative approvals by the zoning administrator or planning commission provides reassurance to developers that if the standards set forth in the ordinance are met, then their projects will be approved.

The second objective was to create a more user-friendly document. Instead of relying solely on page after page of lengthy and often confusing text, standards and provisions have been presented in easy to decipher tables. Images in both plan view and bird's eye view reinforce the desired form and development pattern. Graphic illustrations elsewhere aid the user understanding specific provisions and elements. Organizing the articles and content in a more intuitive structure combined with internal links within the document provide easier navigation to help users find the relevant information they are looking for.



Experience

B R *i* Beckett & Raeder

*Landscape Architecture
Planning, Engineering &
Environmental Services*

Land Development Regulations

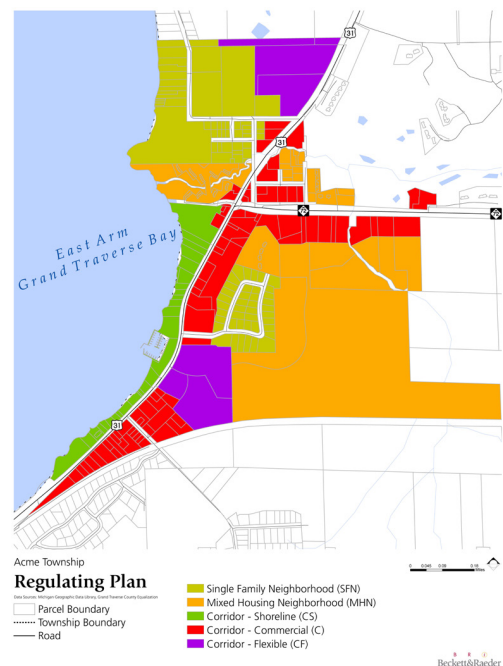
Beckett & Raeder, Inc. was commissioned by Acme Township to assist them with the reorganization and preparation of land development regulations. The former Zoning Ordinance included an Open Space District (OSD) and Mixed-Use District (MUD) which were inconsistent with recent statutory revisions to the Zoning Enabling Act.

Working with the Planning Commission the Open Space and Mixed-Use Districts were replaced with three land development options. These provisions included Cluster Housing, Open Space Subdivision, and Planned Unit Development regulations. Reinforcing the Township's goal to protect and preserve operable farms and orchards special incentives were incorporated in the various land development options to ensure the continuation of these operations at the same time giving property owners the opportunity to develop and integrate housing on their property.

US-31 and M-72 Form Based Code

The US-31 and M-72 Business District zoning is a departure from traditional zoning in that it focuses less on the use of a parcel and more on how to integrate private and public spaces. The US-31 / M-72 Business District zoning intends to merge public infrastructure standards with private development regulations to create a viable business district that is equally shared between cars and pedestrians. Key elements include better land use balance, expanding the uses permitted by right, expediting the review process, and bringing buildings closer to the street to facilitate walkability, increasing density of multiple family dwelling units, and the integration of low impact development stormwater technologies.

The text and diagrams in the US-31 and M-72 Business District address the location and extent of land uses, and the that implement the vision articulated in the Acme Township Placemaking process and also express community intentions regarding urban form and design. These expressions may differentiate neighborhoods, districts, and corridors, provide for a mixture of land uses and housing types within each, and provide specific measures for regulating relationships between buildings, and between buildings and outdoor public areas, including streets.



imagine

BECKETT & RAEDER, INC. | 25

Sugar Island Township Zoning Ordinance

Sugar Island Township, Chippewa County, Michigan



BRI was engaged by Sugar Island Township to assist with the rewriting of their original 1979 Zoning Ordinance, as revised in 1994, 1998, and 2016.

Sugar Island is a unique community, located in Michigan's Upper Peninsula in Chippewa County. The island is located in the St. Marys River system and is only connected to the mainland via a car ferry.

The purpose of the revision was twofold. First, the Township completed a revision of their Master Plan in 2018 which contained recommendations involving the Zoning Ordinance. Secondly, the current Zoning Ordinance was outdated, contained several conflicting provisions, and did not address issues affecting a coastal community, such as waterfront setbacks, wetlands, and high water.

The Zoning Ordinance was reorganized to make it easier to read and reference information. When possible, zoning provisions were summarized in tabular format versus text, and language was simplified to remove legalese. Definitions were placed in the back of the ordinance and reviewed to ensure that only definitions referenced in the ordinance would be noted in definition chapter.

Provisions new to the ordinance included a site plan review section, overview of duties for the Zoning Administrator, standards for review for use by the Zoning Board of Appeals when reviewing variances and other appeals, and public notification procedures.

Experience

State Street Business and Neighborhood District

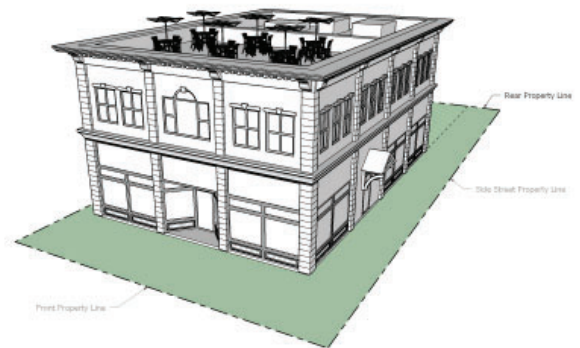
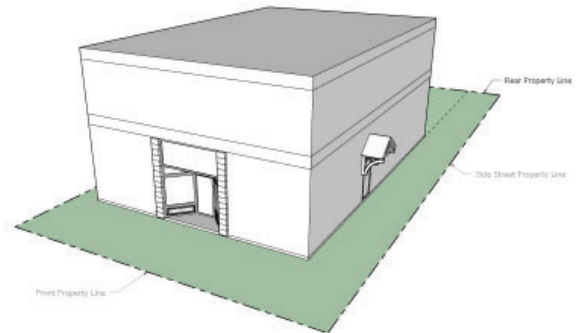
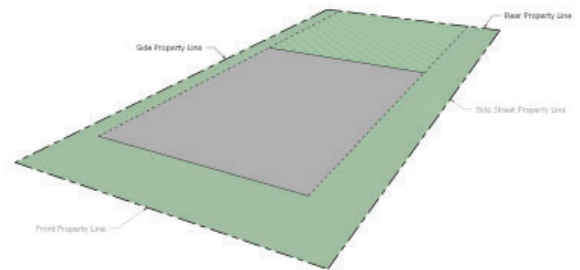
Oscoda Township, Michigan

Oscoda Township was settled in the mid-1800's as a lumber town tapping the vast virgin forests along the Lake Huron shoreline and the AuSable watershed. Its development closely patterned similar new settlements designed on a grid pattern of streets and blocks with relatively small commercial lots that fronted along State Street (now US-23) and the various side streets that made up the unincorporated village.

Today, the South State neighborhood is comprised on small commercial buildings, several public facilities and parks, and adjacent residential neighborhoods. The Oscoda Township Planning Commission desired to create a mixed-use neighborhood based on a shared community vision and zoning standards that reflected the historic development pattern of this specific location in the Township. As a result, they decided to prepare a form based code that would address both the type and scale of development, as well as, providing property owners with redevelopment options.

Beckett & Raeder was commissioned by the Township to lead this process and assist the Planning Commission with the preparation of the code that eventually became known as the State Street Business and Neighborhood District. Components of this process included an educational program on Form Based Codes and a structured community engagement session. The community engagement session focused on creating a long term vision on how the district should be developed, the scale and context of the buildings and pedestrian areas, and how to deal with vehicular parking and accessibility.

As a result of these efforts the code was developed that allowed for an increase in building height, density, regulated uses, building materials, and off-street parking requirements. It encourage mixed-use development, outdoor and rooftop dining, a variety of residential unit types, and created a greater connection between the business district, adjacent neighborhoods, and the Lake Huron lakefront.



Experience

B R 
Beckett&Raeder

*Landscape Architecture
Planning, Engineering &
Environmental Services*

Harrison Master Plan and Zoning Ordinance

Harrison, Michigan

The City of Harrison attracts thousands of visitors who come to enjoy the City's access to "twenty lakes within twenty minutes" as well its quaint downtown and special events. The Harrison Master Plan and Zoning Ordinance aim to leverage the City's social fabric, natural resources, and walkable community to enhance economic development and quality of life.

Broad public engagement served as the backbone for the goals and policies included in the master plan. Residents and city leaders articulated a desire to create high-quality jobs and more diverse housing options that will attract innovative, creative, and talented workers. The recently completed Harrison Market and retail business incubator on Main Street speaks volumes to the City's commitment to supporting business development and training for local start-ups. Using the Michigan Economic Development Corporation's Redevelopment Ready Communities Framework, the master plan prioritizes redevelopment properties in the central business district and identifies strategies for marketing the properties and attracting investors.

The master plan effort also builds on recent community momentum for biking and walking connections throughout the City. A sidewalk gap analysis was used to inventory and prioritize future improvements to the non-motorized network. Safe Routes to Schools grants have supported recent investments in bicycle and walking trails and the City hopes the new master plan will help them secure additional funding for future connections to schools, parks, and local businesses.

The master plan's zoning plan and future land use map fed nicely into the new zoning ordinance, which was adopted shortly after the master plan was formalized. To encourage redevelopment, the zoning ordinance relaxed parking standards to allow for a reduction in parking minimums and provide allowances for shared parking. To improve the development review process, the zoning ordinance institutes two separate business overlay districts, each with a set of design standards that preserve the existing character of the district. Furthermore, a provision for planned unit developments was added to encourage more creative, mixed-use redevelopment proposals.

From an environmental perspective, a wellhead protection overlay district was instituted in the zoning ordinance. Because the City relies on groundwater as their sole source of municipal drinking water, there was a strong desire to limit the types of land uses and activities permitted within the wellhead protection zone.



innovative

Experience

B R *i*
Beckett&Raeder

*Landscape Architecture
Planning, Engineering &
Environmental Services*

Founders Landing

Marquette, Michigan

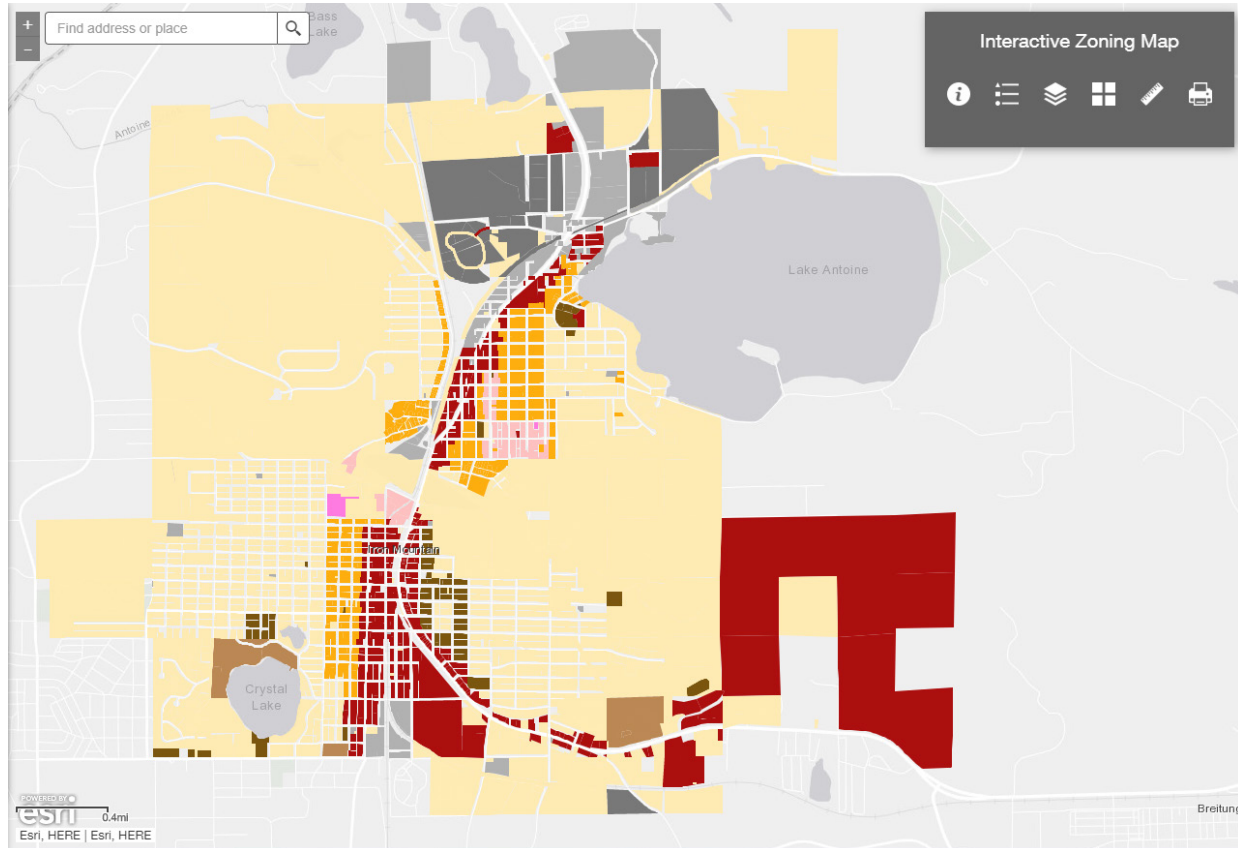


Founders Landing is a mixed-use development based on the community's vision for the reuse of the former Wisconsin Central Railroad transfer yard. The idea for the project was germinated in the 1996 Master Plan prepared by Beckett & Raeder (BRI). Subsequently, BRI was engaged to develop the conceptual plan for the development, which included residential single family and townhomes, hotel, and small conference facilities, apartments, and a linear public park along the Lake Superior frontage.

The concept plan for the property was reinforced in their 2005 Master Plan, and BRI executed the project. Responsibilities included final design, infrastructure engineering, the preparation of a developer solicitation package and presentation, and procurement of financial assistance. Project funding included a (MDEQ/EGLE) Clean Michigan grant to acquire the property, brownfield redevelopment funds, and MDOT transportation enhancement funds. Project implementation began in 2006 with the installation of Lakeshore Drive, the extension of water, sewer, and telecommunications networks, construction of the pathway, and pedestrian facilities. As of 2020, the project is in its fourth phase of the redevelopment, with another hotel being built on the southern end of the property.

i
inspired

City of Iron Mountain Interactive Zoning Map Iron Mountain, Michigan



As part of the City of Iron Mountain Master Plan, Beckett & Raeder, Inc. produced an interactive zoning map intended to allow the city and BRI to update the zoning classifications of parcels in real time. In this way, decision makers were able to visualize proposed changes and make adjustments as needed. This meant that such adjustments could be addressed directly and instantaneously, as opposed to transmitting multiple revisions of zoning classifications through several project team members over the course of weeks.

After the zoning classifications were finalized, BRI produced another interactive zoning platform for public viewing. Here, the interactive zoning map could be embedded on a webpage to provide a dynamic element. Instead of a static two-dimensional zoning map, the interactive platforms also provide customized data to users that is unavailable in a

traditional two-dimensional map, such as parcel numbers, ownership information, and permitted uses.

Interactive mapping platforms are powerful tools for data visualization and data accessibility. In the digital age, these platforms have the ability to reach more people than conventional planning documents. They are highly customizable systems that can be tailored to meet the spatial knowledge needs of staff and the public alike. Interactive mapping strengthens the connection between community and data, increasing both transparency and accessibility. In addition, these platforms also serve an educational purpose. When community members are able to explore the data themselves, they build a connection to the information while becoming more informed.

Fee Structure & Budget

Fee Structure & Budget



2021 Professional Service Fee and Structure

Beckett & Raeder, Inc. / BRI, Inc. is pleased to submit for consideration the following fees for professional services and time / material services:

AS REQUIRED BY CLIENT:

Principal	\$145.00 Hour
Senior Associate	\$135.00 Hour
Senior Project Manager	\$130.00 Hour
Senior Professional Engineer	\$130.00 Hour
Associate	\$125.00 Hour
Senior Project Professional/Landscape Architect/Planner	\$120.00 Hour
Project Manager	\$120.00 Hour
Professional Engineer	\$120.00 Hour
Senior GIS Specialist	\$110.00 Hour
Project Engineer (E.I.T.)	\$105.00 Hour
Senior Project Site Representative	\$100.00 Hour
Project Professional/Landscape Architect/Planner	\$100.00 Hour
GIS Technician	\$ 90.00 Hour
Resident Project Site Representative	\$ 80.00 Hour
Computer Technician /CAD Technician	\$ 80.00 Hour
Clerical	\$ 65.00 Hour
Interns (non-degreed)	\$ 60.00 Hour
Inspection Forms	At Cost
Printing and Duplicating	At Cost
Photography	At Cost
Postage / UPS / FedEx	At Cost
Permit Application Fees	At Cost
Site Plan Review Fees	At Cost
Travel Expenses (Airfare, Lodging, Meals, Fares, etc)	At Cost
Mileage	At Current Federal Rate

Note: Rates will be adjusted on the first of each year and billings will reflect the rates in effect at the time of services rendered

Fee Structure & Budget

		MONTHS								
Product	Budget	1	2	3	4	5	6	7	8	9
Zoning Ordinance Update & Committee Review	Virtual \$16,128 In person \$20,733									
Planning Commission Public Review, Hearing & Adoption	Virtual \$4,950 In person \$7,295									
Travel Time & Expenses	Virtual \$0 In person \$1,375									
Total	Virtual \$21,078 In person \$29,403									
Cost per in person meeting	\$1,230									

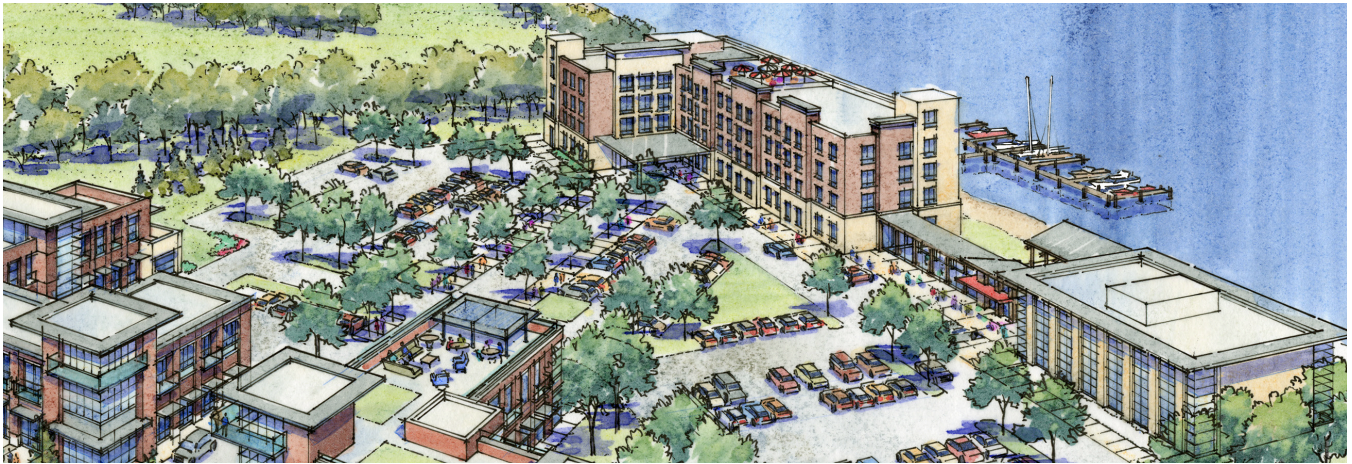
A hybrid in-person/virtual meeting approach is also possible, but the decision to hold virtual or in-person meetings will be based on the CDC's recommendations for gatherings.



illuminate

References

References



M-115 Corridor Plan Vision Illustration, Cadillac, Michigan

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Senior RRC Planner, RRC
300 Washington Square
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6042 Acme Rd
Williamsburg, MI 49690
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ajenema@acmetownship.org

Tom Cannon
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201 Main Street
East Jordan, Michigan 49727
tcannon@eastjordancity.org
231.536.3381



involve

Thank you.

John R. Iacoangeli, FAICP, LEED AP, CNU-A
Principal

231.347.2523 | jri@bria2.com

B R

Beckett&Raeder

*Landscape Architecture
Planning, Engineering &
Environmental Services*

PREPARED FOR



ZONING ORDINANCE UPDATE

MARCH 2021

PREPARED BY

Kimley»Horn



LETTER OF INTEREST

March 22, 2021

RE: Zoning Ordinance Update

Dear Mr. Selner and Selection Committee Members:

The world is changing, and Shelby is no exception. The Village's Master Plan, Downtown Development Plan, Economic Development Strategy, and the RRC standards has outlined the direction for appropriate growth, infrastructure improvements, and quality of life to help the residents and businesses of the Village of Shelby handle the change that is happening. Our team has been crafting a process for rezoning that aligns professional best practices, responsive engagement, and capacity building for partner organizations. We believe that it is not enough to simply write a code and leave the client on their own to implement. We remain engaged to bring implementation and activation into the process to realize our implementable projects. The most important part of our process is the local education and buy-in to the initiative. Significant changes can produce distrust in the community. Community members need to understand the potential impacts for them personally; this team brings a transparent program that helps the average citizen understand and embrace zoning changes.

Kimley-Horn is a national firm, with local practitioners. The team featured in this qualifications package is the same team that will be performing the work and presenting to you and your citizens. Familiarity of people, relationships that extend beyond the project, and professional resources to overcome obstacles, is how we operate. **Brad Lonberger has drafted more than 100 development codes**, each with its own direct relation to the community's character and desired outcomes. He is joined by team member **Iván Gonzalez who has over six years of experience in municipal planning and historic preservation**, and will support the team on subdivision and administrative policy drafting. **Daniel Grove has worked extensively with public and private clients to design and implement trails** and significant open space concepts. He will support the integration of landscape regulations.

This proposal is aggressively pragmatic, as we believe relevant solutions go beyond mere code amendments or capital strategies. While our team's collaborative process leverages a deep understanding of zoning, mobility, special districts, form-based codes, experience drivers, and practical implementation, we also engage in an outreach strategy that mines the collective wisdom of the community and fuels the momentum already generated by the adopted master plan. We will focus on real solutions that correlate with the real development conditions you are encountering, opportunities for preservation of character, support for appropriate infill in surrounding neighborhoods, and the opportunity for future development as the Village grows and support for community assets.

In the end, the zoning code strategy must be a useful tool in strengthening the unique qualities of Shelby through the intentional and cultivated alignment of the overall community experience, economic, social, political, legal and institutional, technological, environmental, and cultural. The code must be implementable and realistic. It must also support opportunity by offering clarity and purpose as an incentive to invest in Shelby.

We are excited and ready to begin creating an innovative and collaborative zoning code that builds on local strengths and expands your capacity. As your project manager, I will be your primary point of contact. Please contact me at 817.269.1863 or brad.lonberger@kimley-horn.com if you need additional information or have any questions.

Sincerely,

Kimley-Horn and Associates, Inc.

Brad Lonberger, LEED AP, CNU-A

Senior Project Manager

Kimley»Horn



FIRM PROFILE

Kimley-Horn understands that when you choose a consulting firm, you are really choosing the people who will bring you technical expertise, hands-on experience with similar projects, and a commitment to timely, high quality deliverables and client service. Kimley-Horn's desire to support the implementation of successful public projects has led to the development of unique planning and policy teams that work on nuanced and unique code programs from zoning to funding and implementation policy.

Project manager, Brad Lonberger, has written over 100 development codes, many of them incorporating downtowns and activity centers. His codes have been employed to realize signature projects from Hawaii to Connecticut, each with a unique touch that brings out the experience and drivers envisioned for the community he works with.

Scope Approach and Phasing

Kimley-Horn has a proven record of performing projects on time and within budget. The key to our success is managing the right resources at the right time. We emphasize project management using bi-monthly effort reports that give our project managers up-to-date staffing and expense information related to their projects. This information enables them to continuously monitor the status of project cost, cost control effectiveness, and schedule. In addition, Kimley-Horn schedules monthly and bi-weekly telephone progress meetings with our clients to communicate progress and the next steps to be taken.

Frequent communication and clear definition of the responsibilities of team members are critical elements in maintaining schedules. With that in mind, our project-specific work plan identifies critical project milestones and deliverable dates. We then will actively manage our team resources to meet the agreed-upon schedules and keep your project on track.

To set Shelby on the right path to implement its comprehensive plan with this zoning code, a focused regulatory structure must implement the vision for special districts, like your downtown core, with an overall framework for streamlined development review. The Kimley-Horn team has significant experience in translating nuanced master plan policies into substantive regulations for the key areas in the Village — downtown, nodes, and major corridors. This includes creating a market-based regulatory structure that can leverage public infrastructure and create adjacency predictability in order to sustain property values long-term. We find this to be a growing need in communities that are competing for quality development while maintaining a reflection of the current character of development.

This experience and expertise is what sets Kimley-Horn apart from firms that have completed dozens of generic zoning codes and unified development ordinances. In fact, streamlining standards, creating a more predictable development environment for both developers and residents, and leveraging public investment, by aligning private development interests, can all be applied at the overall zoning to benefit the entire village and not just the downtown. Many consultants follow a cookie cutter approach to zoning and land use regulations because it is easy and less effort to merely copy prior work. This is not Kimley-Horn's approach. Our approach will be specific to Shelby's context and needs. **To that end, we understand Shelby's context as it pertains to its adopted Master Plan and will listen to your citizens to make sure the zoning meets your needs; our goal is for your new zoning to become a dynamic tool to implement the established vision.**

Some of the key factors to updating Shelby's zoning have to do with learning from the most current standards and processes in the industry and creating a tool that ties sound policy implementation to good governance procedures. Ultimately, the new regulatory tool should have the following characteristics:

- ▶ Implementable tool for the community's vision as is defined in the Master Plan, including downtown contexts (existing and future)
- ▶ Understandable and administered through the streamlining of overly complex standards and procedures
- ▶ Allowable and encouraging the types of new development and redevelopment that the Village desires. In other words, "make it easy to do the right thing"
- ▶ Dynamic to address changing market and different
- ▶ Allow for incremental decision making
- ▶ Flexible for designers and developers
- ▶ Predictable to set expectations of Village leadership and citizenry
- ▶ Easy to use and to update (zoning is a living document that must adjust with time)
- ▶ Clear approval process
- ▶ Simple language with engaging graphics



ZONING AS AN ECONOMIC DEVELOPMENT TOOL

Properly written regulatory context is essential to ensure a community attracts new development with the associated economic benefit of jobs, retail, etc. The following are some of the economic benefits of a well-written zoning ordinance:

- ▶ **A proper development code tells a prospect that the Village has a vision for what they want to be.** If a company or developer is going to invest in the Village, they want to know that their investment is protected and is part of an overall plan/vision that is being led by the Village.
- ▶ **Developers want to know the rules.** The rules need to be fair and consistent. While developers typically don't mind tight rules, they need to know them before they begin their financial and construction proformas. Codes/ordinances/rules that can randomly change can put the developer in financial jeopardy.
- ▶ **Well-written codes that are published online tell a prospect that the Village is professional and ready for business.** Prospects and developers may start online and never make a personal contact with Village staff. Poorly-written, confusing, or non-published codes drive off a prospect.

Scope Approach and Phasing

STEP 1: INITIATION AND CONTINUED ENGAGEMENT (\$10,000)

Our team will engage immediately and directly, on-site with select Village staff to align a kick-off meeting to confirm schedule of project, integral milestone deliveries (including how to get to the finish line within a prescribed timeline), and project deliverables. We will work with Village staff to craft a Community Engagement Plan.

We will engage in a team tour of key sites and trouble spots for the Village. We will explore what is working and what is not. Our team needs to understand the lay of the land, and equally, Village staff need to know the team. This offers us that opportunity to connect and understand each other. Communication is key, so bi-weekly or monthly coordination calls will be scheduled for the Kimley-Horn team and the Village staff to stay on track and get regular updates for local ongoing news.

STEP 2: PLANNING + ZONING CODE AND STREETS, UTILITIES + PUBLIC SERVICE CODE DIAGNOSTIC REPORT AND FRAMEWORK (\$5,000)

The Team will perform an assessment of the Master Plan and development regulations to develop a diagnostic report of current development regulations (zoning and subdivision) based on implementation of the adopted Master Plan. We will follow this with a work session to review the findings and present the strategy for moving forward as a framework for the desired outcomes.

Once a framework is decided, it would help to meet with key stakeholders or hold a work session with our steering committee or Planning Commissioners, to review the findings and consultant/staff framework recommendation.

STEP 3: ZONING (AND SUBDIVISION) MODERNIZATION (\$15,000)

Drafts of the overall code (zoning and subdivision) (including the design standards for special districts) in a phased/incremental manner (to be agreed upon at the end of the Code Framework Phase) for internal and staff review will be developed. This includes internal consultant team work sessions conference calls, staff meetings, and staff conference calls as needed. (Includes up to two complete drafts)

STEP 4: DESIGN DEVELOPMENT STANDARDS AND GIS MAPPING (\$15,000)

Design standards and mapping of regulating plan will be developed. This includes the generation of conceptual catalytic projects and the building and block layout of the projects. Ideally, these will feed into your Redevelopment Ready Certification sites.

The outcomes for the design standards will be place-based zoning sections, reflective of the authentic character and the desired long-term character of the district. These will be embedded into the zoning with a clear focus on the form and urban design impacts of development in these districts. Out of this process, a graphic representation of the vision will be initiated to reflect the goals and purpose of the design standards. This will be developed through photomontage overlaid onto existing photographs of the site. The goal is to help the community see the vision in to get behind the opportunity for the experience.



EXISTING



CONCEPT

STEP 5: CODE DEVELOPMENT AND “MISSING MIDDLE” FORM TYPE (\$10,000)

Step four completes the assembly of the parts into a comprehensive ordinance with ample time for review and feedback shared between Village staff and Kimley-Horn team. This will include work sessions with leadership commissions and council, Village staff, and steering committee. The outcome of the process will be a balanced understanding of the ordinances to streamline and mitigate needs for education through the adoption process.

The Kimley-Horn Team will develop three types of missing middle housing that will be appropriate for use within the new zoning. These form standards will define the required form, exterior design palette and site development standards for the missing middle housing types. Additional detail and builder set plans to create “pattern zone” packages can be assembled with assistance from local architects in the community as an additional service beyond this zoning initiative.

STEP 6: ADOPTION (\$5,000)

To limit the need for additional explanation, the adoption process should start with a comprehensive understanding and an educated commission and council. This will allow the concerns and questions to be less about the overall content and structure, and more towards specific implications of detailed approaches. Updates will be processed in the ordinance elements to revise prior to final adoption.

IMPLEMENTATION AND DESIGN REVIEW SUPPORT

As the ordinance begins to apply its new rules to the built environment, our team will be able to stay on to support design review on an on-call basis, or serve as virtual staff augmentation. This process is optional and is encouraged until Village staff feels that they have a deeper understanding of the administration process of the new code intends.

Scope Approach and Phasing Fee

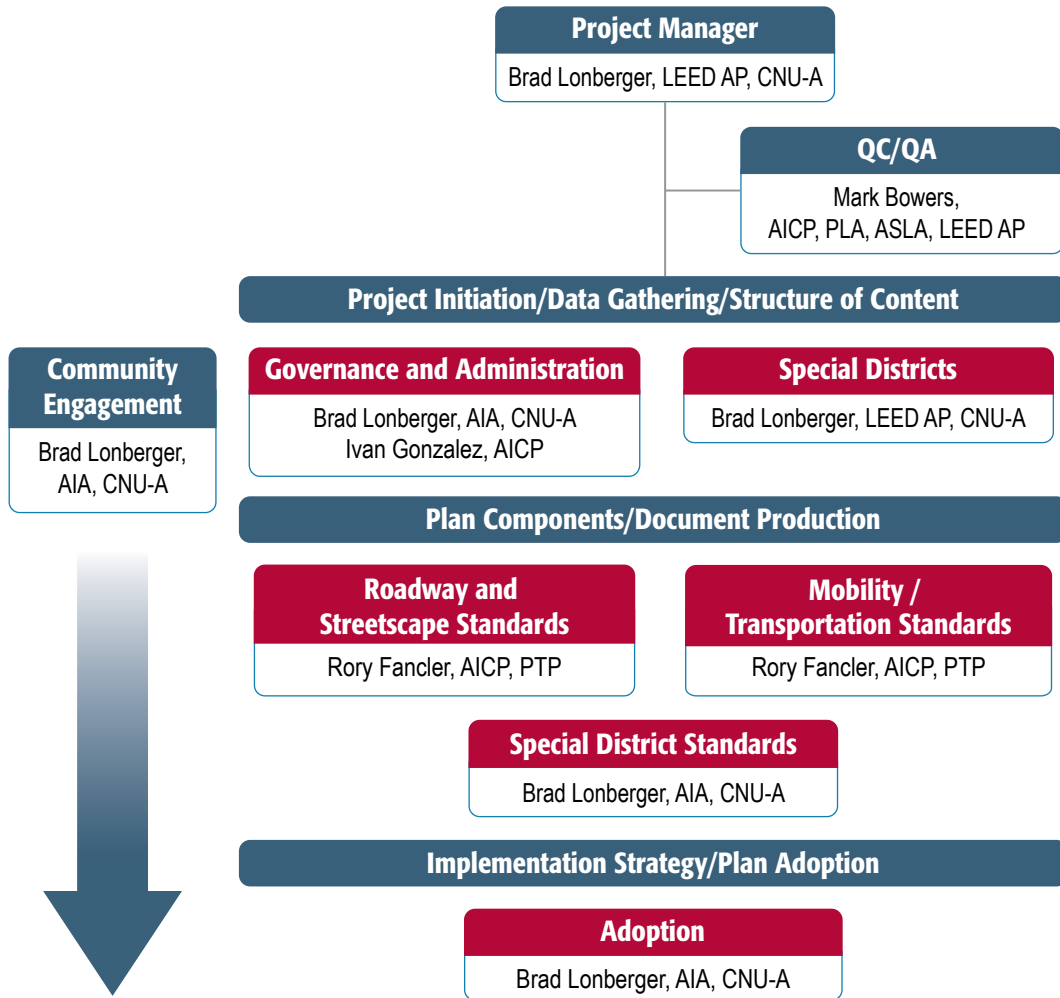
STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	TOTAL
\$10,000	\$5,000	\$15,000	\$15,000	\$10,000	\$5,000	\$60,000



PROJECT TEAM

We have carefully selected a key team of seasoned professionals with extensive experience in zoning ordinances, comprehensive planning, master planning, public engagement, as well as local Shelby knowledge. The depth of our team’s knowledge and experience allows us to maximize our coordination efforts while integrating resources, adhering to project schedules, and effective budget management. With our collective experience working on comprehensive plans, unified development codes, and downtowns, our team has led the implementation of growth and redevelopment policies for cities and special districts through the crafting of a range of zoning tools, with the needs of the administrator in mind.

Organizational Chart





STATEMENT OF QUALIFICATIONS AND RESUMES



BRAD LONBERGER, AIA, CNU-A PROJECT MANAGER

Brad is a seasoned urban designer specializing in corridor redevelopment and context-sensitive design approaches. Brad believes there is an inextricable link between transportation and development where the design of the roadways can impact significantly the outcomes of the adjacent development. His focus on development and its economic impact will focus critical decisions on design implications to real world fiscal impacts and return on investment.

Professional Credentials

Executive Master of Business Administration, Quantic School of Business and Technology

Master of Architecture, Suburb and Town Design (Urban Design/Planning), University of Miami

Bachelor of Architecture University of Miami

Texas Registered Architect

American Institute of Architects, AIA, 2021

NCARB Certified, 2021

Congress for the New Urbanism, CNU Accredited, 2013

LEED Accredited Professional, US Green Building Council

National Town Builders Association, Member, Former Board Treasurer

Community Design Fort Worth, Chair of the Board

Relevant Experience

- ▶ Unified Development Code – Claremore, OK
- ▶ Heart of Bryant Plan and Downtown Zoning Code – Bryant, AR*
- ▶ Downtown Master Plan and Activation – Rogers, AR*
- ▶ Burleson Mobility Plan – Burleson, TX
- ▶ Comprehensive Plan and Parks, Recreation and Open Space Plan – Corinth TX
- ▶ City Strategic Plan – Pasadena, TX
- ▶ Fort Smith Downtown Plan – Fort Smith, AR *
- ▶ Comprehensive Plan and Form-Based Zoning – Sachse, TX *
- ▶ Comprehensive Strategic Plan and Zoning – Schertz, TX *
- ▶ JumpStart Sustainable Communities Grant – Central Arkansas *
- ▶ Durham-Orange Light Rail Transit Design and Value Capture Plan – Durham and Orange, NC *
- ▶ Downtown Master Plan and Development Code – Bastrop, TX *

**Project completed prior to joining Kimley-Horn*



IVÁN GONZALEZ, AICP GOVERNANCE AND ADMINISTRATION

Iván has more than six years of zoning and municipal experience. He has extensive experience in neighborhood planning in the capacity of a program administrator, staff liaison, and community figure. In addition, Iván has been extensively involved in downtown revitalization initiatives in Iowa and Texas. He successfully led City staff members on the Right-of-Way Planning & Specifications Manual for the City of Cedar Rapids; led the coordination of a robust citizen engagement strategy, including interactive surveys and social media events for Lubbock's Unified Development Code; and served as the administrator for the Cedar Rapids Neighborhood Planning Program. As a former City Planner for the Cities of Lubbock and Cedar Rapids, he also knows what drives the public and will be an excellent extension of City staff.

Professional Credentials

Bachelor of Science, Community & Regional Planning, Iowa State University

Bachelor of Science, International Studies, Iowa State University

American Institute of Certified Planners, AICP

Relevant Experience

- ▶ Unified Development Code, Claremore, OK
- ▶ Comprehensive Plan and Parks & Trails Plan, Corinth, TX
- ▶ City Strategic Plan, Pasadena, TX
- ▶ Unified Development Code, Lubbock, TX*
- ▶ Development Code Administration, Lubbock, TX*
- ▶ ReZone (Zoning Code Update) Cedar Rapids, Cedar Rapids, IA*
- ▶ Historic Preservation Officer, Lubbock, TX*
- ▶ Historic Preservation Guidelines, Cedar Rapids, IA*
- ▶ EnvisionCR Comprehensive Plan, Cedar Rapids, IA*
- ▶ Downtown Master Plan, Aledo, TX
- ▶ Downtown Form-Based Code, Celina, TX
- ▶ Downtown Master Plan, Krum, TX
- ▶ Comprehensive Plan, Lubbock, TX*
- ▶ Downtown Master Plan, Lubbock, TX*
- ▶ Right-of-Way Planning & Specifications Manual, Cedar Rapids, IA*
- ▶ Northwest Neighborhood Action Plan, Cedar Rapids, IA*
- ▶ College District Area Action Plan, Cedar Rapids, IA*
- ▶ Neighborhood Planning Program, Cedar Rapids, IA*
- ▶ Alley Tactical Urbanism Project, Cedar Rapids, IA*
- ▶ Historic Preservation Officer, Cedar Rapids, IA*
- ▶ Historic Preservation Commissioner, Marion, IA*

**Project completed prior to joining Kimley-Horn*



RORY FANCLER, AICP, PTP ROADWAY AND STREETScape STANDARDS AND MOBILITY/TRANSPORTATION STANDARDS

Rory brings 18 years of experience in land use and transportation planning including current and long-range planning projects. Her current planning experience includes traffic impact studies, parking studies, transportation demand management plans, municipal code text amendments, entitlement and permit processing, and grant proposal writing. Her long-range planning experience includes comprehensive plans, transportation plans, and corridor studies. With a background working in both the public and private sectors of the planning profession, Rory's familiarity with local, regional, and state transportation agency requirements, combined with her experience collaborating with jurisdictional staff provides for high-quality service and successful project outcomes.

Professional Credentials

*Master of Urban Planning,
Urban Planning, University
of Southern California*

*Bachelor of Science,
Urban Planning, University
of Southern California*

*American Institute of
Certified Planners*

*Professional Transportation
Planner*

*American Planning
Association (APA)*

*Institute of Transportation
Engineers (ITE)*

Relevant Experience

- ▶ DeKalb Peace Road Corridor Study, DeKalb, IL
- ▶ Manitowoc Downtown Master Plan, Manitowoc, WI
- ▶ Milton Update to Milton Comprehensive Transportation Plan, Milton, GA
- ▶ Route 23, Gurler Road, and Peace Road Improvements, DeKalb County, IL
- ▶ Lincoln/Calamos CityGate Mixed-Use Project, Naperville, IL
- ▶ North Avenue Study Traffic Safety and Mobility, Chicago, IL
- ▶ Compass Business Park and Walter Strawn Drive Overpass, Elwood, IL
- ▶ Red Rock Corridor Implementation Plan (BRT), Washington County, MN
- ▶ Rand Road Multimodal Corridor Plan, Mount Prospect, IL
- ▶ Orland Ridge Mixed-Use Development, Orland Hills, IL
- ▶ Fort Carson Comprehensive Transportation Study Update, Fort Carson, CO
- ▶ Aon Center Retail/Entertainment Exp—Traffic Study, Chicago, IL
- ▶ Southeast Minnesota Regional Transportation Coordinating Council (RTCC), Zumbrota, MN
- ▶ University of Illinois 2020 UIS Campus Master Plan, Springfield, IL
- ▶ Troutman US 21 Corridor Study (aka US 21/NC 115 Corridor Study), Troutman, NC
- ▶ Brookfield Comprehensive Plan, Brookfield, IL
- ▶ Village of Mundelein Comprehensive Plan Update, Mundelein, IL
- ▶ Woodfield Mall Multimodal Study, Schaumburg, IL



DANIEL GROVE, PLA, AICP, LEED AP LANDSCAPE ARCHITECT AND PLANNER

Daniel has 22 years of landscape architecture and planning experience and has worked on a variety of projects including community master plans, downtown planning and design, mixed-use developments, transit-oriented developments, parks, streetscape design, and signage systems. His experience with such a diverse range of projects has helped inform and enrich his approach, taking the knowledge gained from previous undertakings and applying them to new contexts.

Professional Credentials

Bachelor of Arts, Landscape Architecture, University of Wisconsin-Madison

Professional Landscape Architect in Illinois

American Institute of Certified Planners

LEED Accredited Professional

Relevant Experience

- ▶ Medical Office Business Park Planning & Design, Munster, IN
- ▶ Mixed-Use Community Master Plan, Noblesville, IN
- ▶ Mixed-Use Master Plan, Carmel, IN
- ▶ Mixed-Use Master Plan, East Bethel, MN
- ▶ Downtown West Mixed-Use Master Plan, Victoria, MN
- ▶ Hartman Single-Family Master Plan, Marion Co, IN
- ▶ Braun Residential Master Plan, Whitestown, IN
- ▶ Boise URA Industrial Site Plan, Boise, ID
- ▶ Industrial/Commercial Site Master Plan, Greenfield, WI
- ▶ Comprehensive Plan Update, Mundelein, IL
- ▶ Downtown Master Plan, Manitowoc, WI
- ▶ Hawthorn Mall Redevelopment, Vernon Hills, IL
- ▶ Fox Valley Mall Redevelopment, Aurora, IL
- ▶ 53/120 Corridor Land Use Plan – Lake County, IL, Chicago Metropolitan Agency for Planning*
- ▶ NICTD Rail Corridors, Michigan City, IN*
- ▶ Northeast Neighborhood Master Plan, South Bend, IN*
- ▶ TOD Master Plan, Cicero, IL*
- ▶ TOD Master Plan, Mount Prospect, IL*
- ▶ TOD Master Plan, Bensenville, IL*
- ▶ TOD Master Plan, Des Plaines, IL*
- ▶ TOD Master Plan, Huntley, IL*
- ▶ TOD Sites, Villa Park, IL*
- ▶ TOD Master Plan, Franklin Park, IL*
- ▶ TOD Master Plan – Wheeling, IL*
- ▶ STAR Line TOD Plan – Metropolitan Mayors Caucus*

**Project completed prior to joining Kimley-Horn*

DEMONSTRATED RECORD OF COMPLETING SIMILAR PROJECTS

We recognize control of budget and schedule are critical to the success of any project. Meeting your schedule for deliverables and adhering to budget is not just our goal — it is a requirement. We have completed or anticipate completing all of the following projects on time and within budget.

Heart of Bryant Plan and Downtown Zoning Code

BRYANT, AR

Jump Start Project Overview. Metroplan, the MPO for Central Arkansas, received a \$1.4 million grant from the U.S. Department of Housing and Development (HUD) to develop a comprehensive regional plan for sustainable development. The project will also support the development of the long-range transportation plan to better consider affordable housing, economic development, health, environmental and energy concerns.

Brad Lonberger, under Gateway Planning, led a multi-disciplinary team to coordinate project application and selection by the Imagine Central Arkansas Partnership, and it is performing the planning, visioning, public engagement, implementation plans, and fiscal impact analysis for each of the projects selected. The City of Bryant was selected to be one of the beneficiary communities for the services.

Goals Specific to Bryant. In a top-performing housing market, Bryant is performing exceptionally with the implementation plan and form-based zoning code written for this initiative. Its Heart of Bryant and surrounding services are primed for reinvestment in their historic downtown. Planning for this process unfolded with open dialogue about improved civic services nearby, and today is boasting hundreds of millions in public investment by the school district and a growing housing market.

Pattern Zones to Implement the Vision. Brad has partnered with the City of Bryant to establish pattern zones and a pattern book for the Heart of Bryant, to streamline the development process for local builders and developers

Reference: *Reference for Brad Lonberger, work under previous employment | City of Bryant | Jill Dabbs, former Mayor | 201 SW 3rd Street, Bryant, AR 72022 | 501.425.0478 | jill@downtownspringdale.org



Unified Development Code

CLAREMORE, OK

Implementing the goals of the adopted Comprehensive Plan. This initiative builds on the recommendation to merge the zoning code and subdivision code to create a single Unified Development Code for the City. It incorporates four form-based zoning districts which represent the historic core of the City. The remaining areas of the City are being streamlined into easy to understand districts spreads that identify the exact requirements of a developer or builder with graphic and text-based regulations.

This initiative also brought architects to develop a pattern zone program that will provide a ready-to-permit builders set of character supporting buildings to local builders. To be used as an incentive or for sale by the City, the pattern zones will make it easy to do what's expected and save local builders real dollars in design and review fees. Through the process, this pattern zone process will produce at least one construction project while the UDC is being drafted to provide a prototype and test the pattern zone process prior to adoption.

Reference: City of Claremore | Kyle Clifton, Director of Urban Design and Long-Range Planning | 104 S. Muskogee Avenue, Claremore, OK 74017 | 918.341.2066, ext. 213 | kclifton@claremorecity.com



Trinity Lakes 200-Acre Mixed-Use Transit Oriented Development

FORT WORTH, TX

As Trinity Railway Express' first formal Transit Oriented Development (TOD) outside of Downtown Fort Worth and Dallas, Trinity Lakes is poised to be a mixed-use development that touches all aspects of a true TOD. It connects the Trinity Trails area from the Trinity River bottoms, aligns access to rail through a new station (relocated from Richland Hills) and provides meaningful connections to NE Loop 820, SH 121, and Highway 10. The development is built on goals of walkability, connectivity and a truly urban experience within the mid-cities area of the Metroplex.

This development has been a legacy project for the landowner for over 20 years, where the land was once swamp bottoms and sand/gravel mines. Its recapture of valley storage and reclamation of floodplain adjacent land serves as an example of how to work with nature as it transitions through the years, helping habitats thrive and bringing a strong transition between urban and riparian edges.

Reference: Ken Newell | Landowner and Developer | P.O. Box 185104, Fort Worth, TX 76181 | 817.589.9001 | kenneth@knewell.com



Regional Mixed-Use Development

RIVERTON, UT

CenterCal's new mixed-use retail destination in the heart of a multi-neighborhood TOD serves as one of the key development nodes to the community. It represents not only private sustainable investment, but also the Riverton City community seeking to take advantage of shifting preferences for walkable urban places. This is especially evident with the integration of the UTA TRAX Red Line planned for the future, placing this future TOD in a place to attract corporate jobs in a mixed-use urban context.

Future Mountain View TOD residents will be able to have daily amenities within walking, biking, or rail station distance, including a grocery store, churches, schools, and office space. Key to the neighborhood fabric is the church, and the project approach reflected that opportunity. Within each neighborhood node, churches and stake houses are strategically planned to reconnect the future residents with a true neighborhood-based church context, as all churches and schools were within walking distance and along key sidewalk or trail corridors for community members.

Additionally, as a significant transit corridor for this part of the Salt Lake Valley and Riverton, the Mountain View TOD project brings together regional investment and development at a local level, rather than displacing it from other existing centers.

Reference: *Reference for Brad Lonberger, work under previous employment | Michael Hathorne | Former SLR Project Manager | 12830 South Redwood Road, Riverton, UT 84065 | mhathorne@commun1ty.one | 801.808.8690

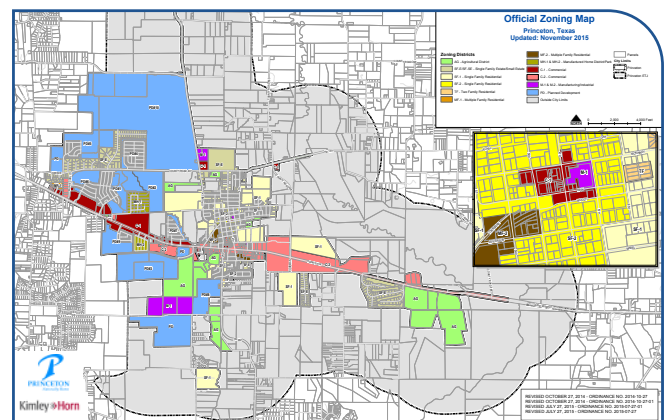


Princeton Zoning Ordinance Review and Zoning Map Update

PRINCETON, TX

Kimley-Horn has worked with the City of Princeton on an on-going basis to provide technical support for various development planning and zoning review related tasks. To date, these tasks have included reviewing and updating the City's zoning ordinance, and developing an update to the City's official zoning map, thoroughfare plan map, and future land use plan map. During the zoning ordinance update, Kimley-Horn worked with City staff to identify issues related to the current zoning ordinance. The zoning ordinance review addressed specific issues identified by the City including: zoning district classifications and standards, use chart functionality, regulations of specific, nonconforming, and new / unlisted uses, and development review procedures.

Reference: City of Princeton | Derek Borg, City Manager | 123 West Princeton Drive, Princeton, TX 75407 | 214.842.3041 | dborg@princeton.tx.us

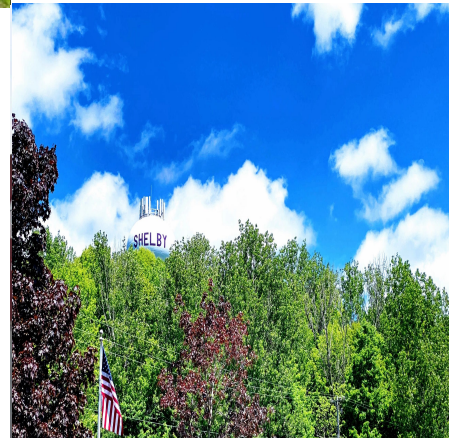


MCKENNA

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
124 East Fulton Street
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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.

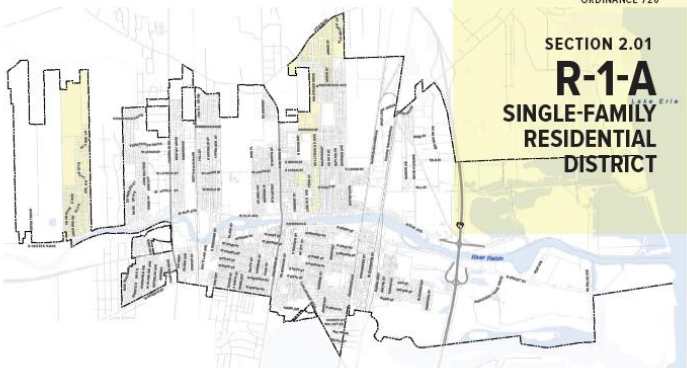
IMPLEMENTING THE 2020 MASTER PLAN

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.

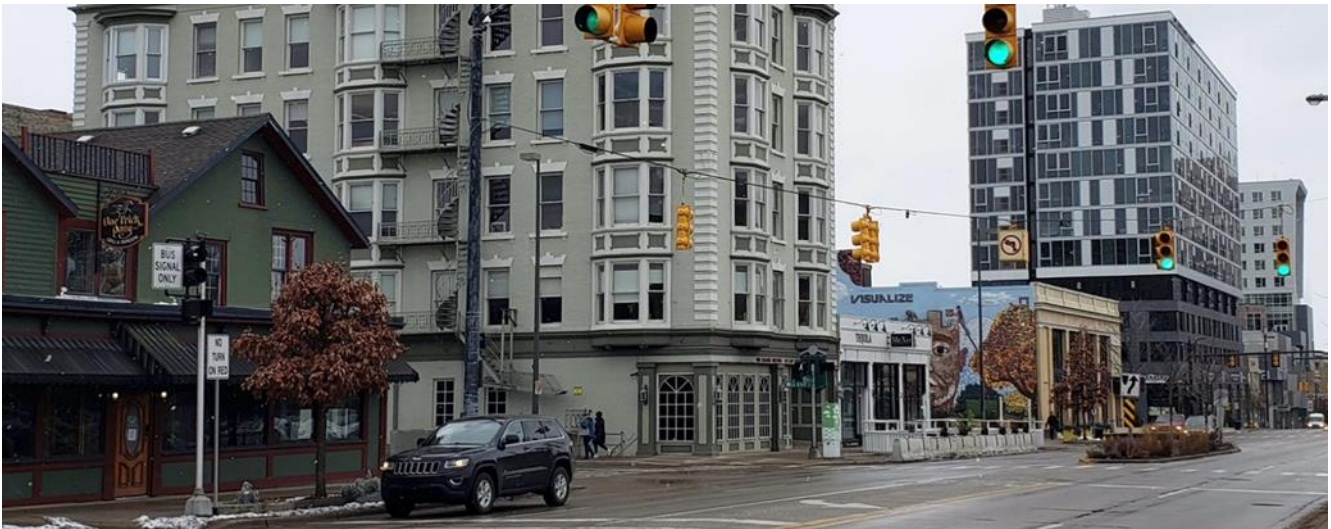
Working with Michigan Association of Planning, McKenna developed the educational program for RRC. In addition, we have worked with a number of RRC communities both in its current form as well as its previous iteration as a local program in Southeast Michigan under the Michigan Suburbs Alliance. We embrace 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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151 South Rose Street
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Kalamazoo, MI 49007
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F 248.596.0930
E info@mcka.com





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

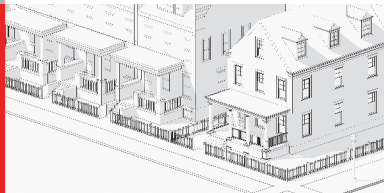
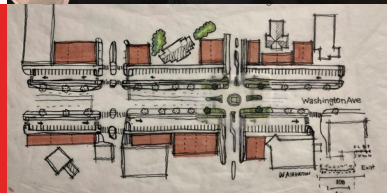
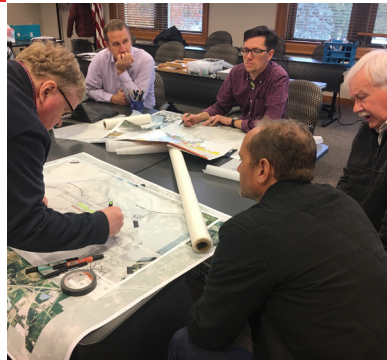
The City of Holland is a historic and beautiful community, with waterfront, neighborhood business districts, legacy industrial areas, and one of Michigan's most successful downtowns.

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.





Communities for real life.

What we did:

PLANNING

Master Planning
Parks and Recreation Planning

Master Land Use and Recreation Plan

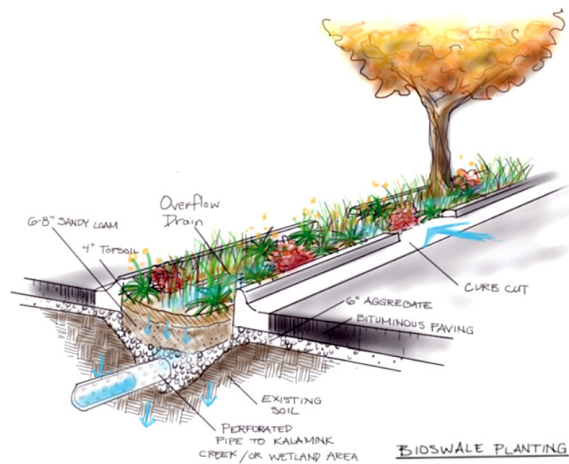
VILLAGE OF WEBBERVILLE, MICHIGAN

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.



Lean Zoning

VILLAGE OF OXFORD, MICHIGAN

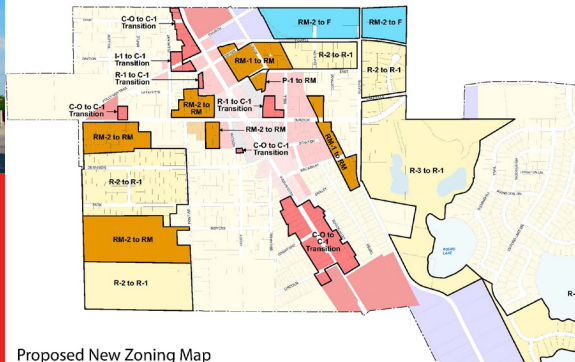
During the Village of Oxford’s Master Plan Update, the Village identified around a dozen sites for redevelopment. But there was a problem—the Village’s own zoning was an impediment to investment in those sites.

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.





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





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.

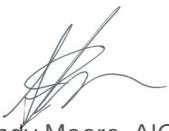
As a company with a longstanding presence in west Michigan, Williams & Works has experience in addressing the unique challenges facing our client communities. Moreover, we are familiar with many of the regional organizations, local leaders, and partners that will make this a truly successful project. 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



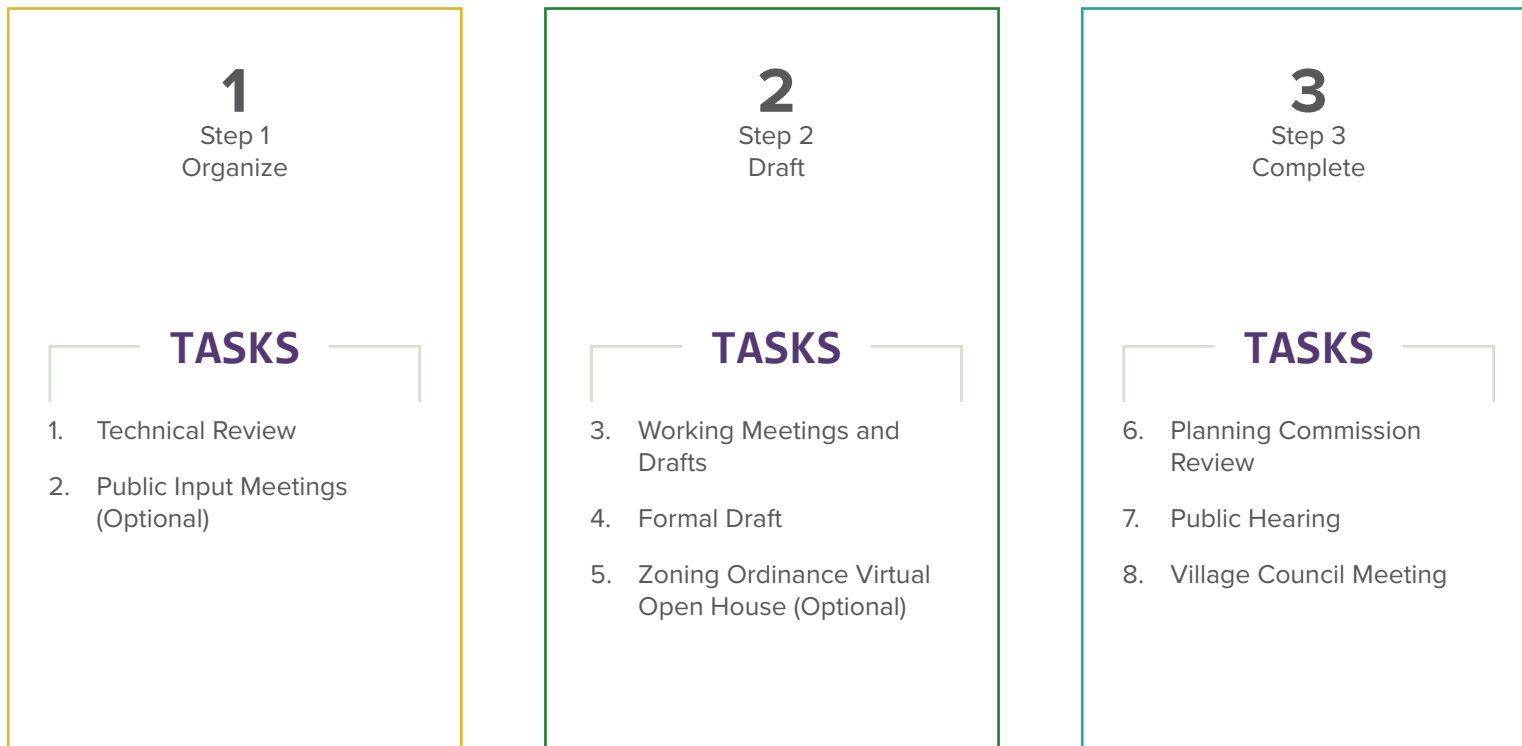
Kim Nguyen - Graphic Designer

- 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



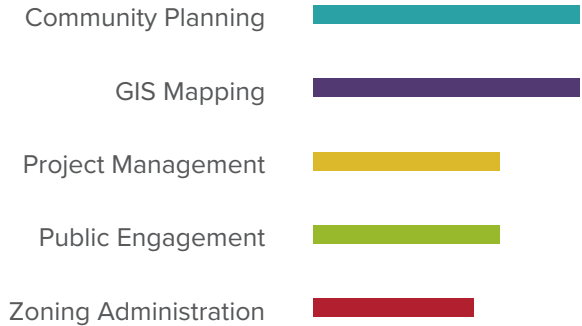
EXECUTIVE + PLANNER

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

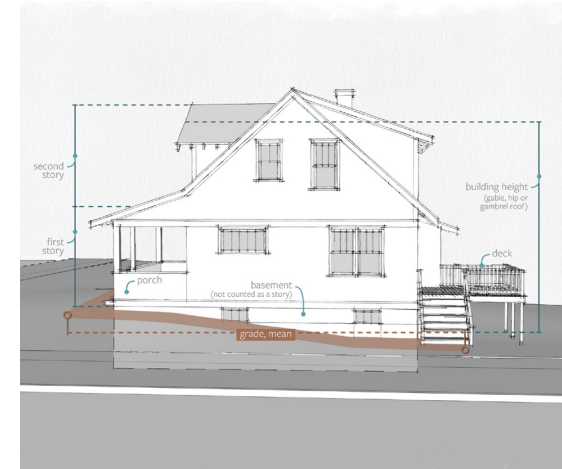
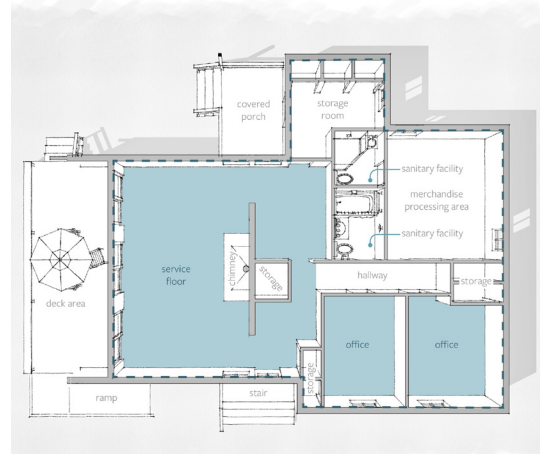
Comparable Projects

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

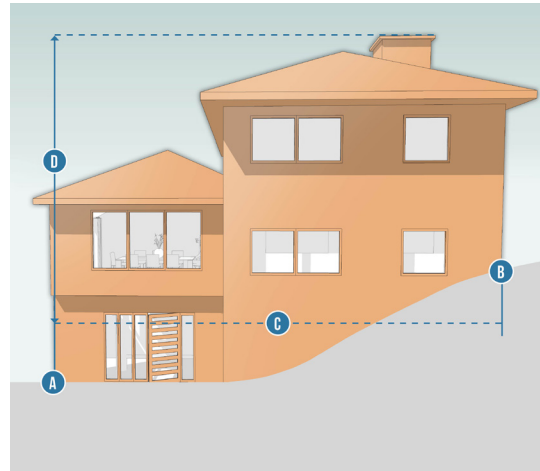
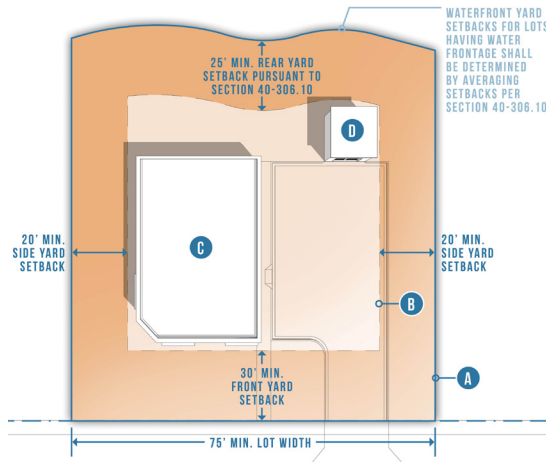
PROJECT TYPE

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

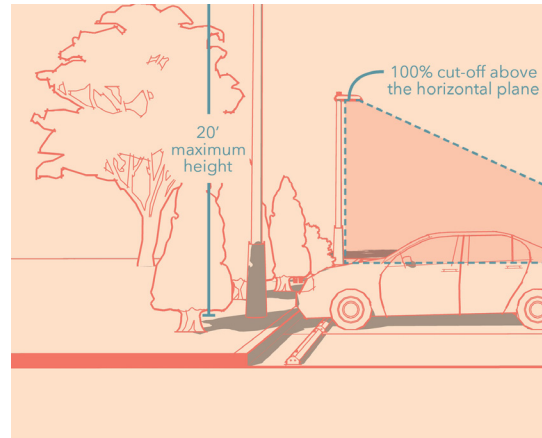
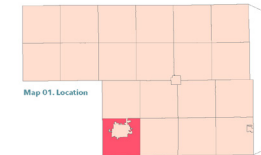


FIGURE 3.4 REGULATED LIGHTING STANDARD

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

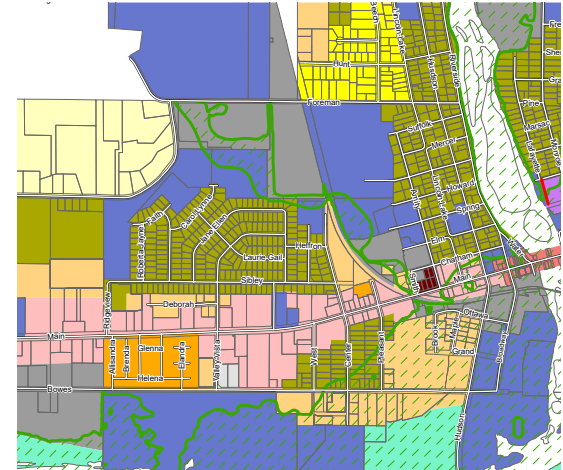
PROJECT TYPE

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

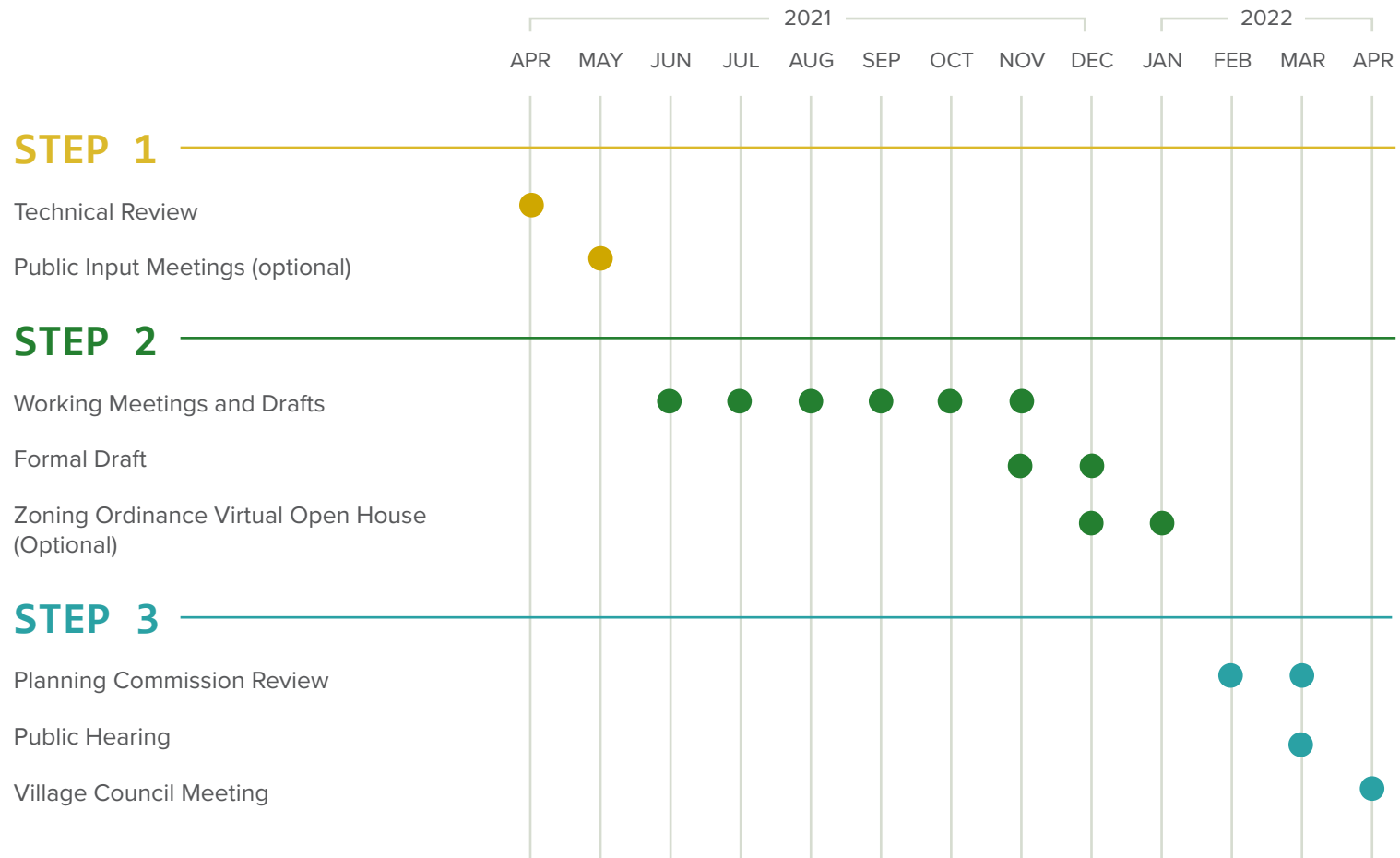
**PROJECT FEES =
\$19,370**

(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



Memorandum

Date: April 15, 2021

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

From: Brady Selner, Village Administrator

Subject: Section 3.19 Text Amendment

Information:

Village Council recently passed a Right-of-Way Ordinance and ROW permit application/fee schedule. One of the items processed under this new permit is the discontinuation of water and sewer service in the demolition process. Typically, a demolition permit is only required by the local building department. Currently, a demolition permit is required by the Village of Shelby (through Section 3.19 in the Shelby Zoning Ordinance) as well as the Oceana County Building Department. I am recommending that the Planning Commission make a text amendment removing Section 3.19. This will correct the unnecessary redundancy in the demolition permitting process.

Supporting Documents:

None

Motion by _____, seconded by _____, to set a public hearing for Tuesday, May 18, 2021, at 6:30 p.m. to hear comments on the proposed text Section 3.19, Demolition Permits, in the Shelby Village Zoning Ordinance.