



CITY of NOVI CITY COUNCIL

**Agenda Item 1
June 8, 2015**

SUBJECT: Approval to award a contract for professional services to Clearzoning for review of the Master Plan for Land Use and facilitation of a Vision Plan, in an amount not to exceed \$77,700.

SUBMITTING DEPARTMENT: Community Development *Bauks*

CITY MANAGER APPROVAL: *[Signature]*

EXPENDITURE REQUIRED	\$ 77,700
AMOUNT BUDGETED	\$ 125,000
APPROPRIATION REQUIRED	\$ 0
LINE ITEM NUMBER	101-807.00-816.000

BACKGROUND INFORMATION:

In August 2010, Novi adopted its current Master Plan for Land Use following considerable work and review by the Planning Commission and city staff, along with input from the public. In Michigan, there is a statutory obligation for communities to periodically consider whether to review the master plan in detail, with five year intervals being an accepted and encouraged standard for review. Given the rapid population growth, numerous public and private improvements throughout the city, and the passage of five years since the last plan approval, a comprehensive review and update is warranted.

An up-to-date Master Plan for Land Use is key to identifying community character issues to insure that Novi will remain a desirable and vibrant community for many years to come. A Request for Proposals (RFP) was prepared to seek outside consulting assistance to complete a comprehensive review and update to the plan.

In addition to a complete review and refresh of the Master Plan, the proposal calls for:

- Market Analysis of Land Use Needs,
- Future Land Use Plan,
- Build-Out Analysis, and
- Public Participation components

Two unique components are also planned for study:

- I. **Grand River Avenue Corridor Plan** – The corridor shall be studied from Haggerty Road, west through the Novi Road intersection, in order to review the appearance, purpose and economic vitality of the corridor. Opportunities for development and redevelopment will be reviewed, along with opportunities for Mixed-use development consistent with the areas planned for Town Center and Gateway East. Pedestrian-oriented, and transit-oriented elements shall be reviewed, taking into consideration the recommendations of the Town Center Area Plan.

II. Redevelopment Strategy/Plan – The Master Plan for Land Use shall identify and prioritize sites, neighborhoods and/or districts that are ready for redevelopment, infill development or adaptive reuse. The Redevelopment Strategy/Plan shall contain goals/actions, implementation steps and tools for the identified sites, neighborhoods and/or districts to initiate the redevelopment process. Responsible parties and benchmarks to redevelopment of these site shall be indicated.

Three responses were received to the RFP. Each response was reviewed for quality issues by four staff members. Among the criteria used for review of the RFP responses were:

- Firm's prior experience in preparing municipal Master Plans,
- Firm's resources to complete the work to a high standard of quality,
- Qualifications and availability of professionals to complete the work,
- Understanding of project scope and deliverables.

Clearzoning received the highest rank by the staff reviewers among the three firms that supplied responses. Bids were opened for the top two; Clearzoning and OHM Advisors. Clearzoning's fee is \$68,500 (with an optional element for additional public participation at a cost of \$3000 which staff is recommending); OHM Advisors fee is \$58,900.

Staff supports the selection of Clearzoning for the following reasons:

- The proposal closely matched the expected work included in the RFP, including the request for detailed assessment and recommendations for the Grand River Avenue Corridor, and in working to identify a Redevelopment Strategy and Plan as components of the updated Master Plan,
- The consultant's history with the City in terms of transportation and planning consulting over many years,
- Evidence of a number of Master Planning documents prepared by the firm,
- Inclusion of a Market Analysis to assist in developing the land use map and plan strategies, and
- Additional public input opportunities through Mind Mixer that is expected to be able to engage a broad spectrum of community members.

Visioning Approach to the Master Plan

An additional opportunity for a Vision Plan (prior to the start of the Master Plan Process), was suggested at the Budget Session of the City Council on April 15, 2015. Staff sought additional input from Clearzoning regarding the opportunity to increase the scope of the Master Plan process to include further review and input from City Leadership Staff and the City Council in advance of the start of the Master Plan.

In the attached work plan, City staff will initiate the visioning process by seeking to identify concepts that impact short-, mid-, and long-range land use policies and strategies, and could explore concepts around the question: How can the Master Plan process lead to land use policies or other policies that support community sustainability? The process will identify and review key concepts that impact community sustainability, including: complete streets, parks and recreation, placemaking, population, housing, economic trends, and sustainable development and construction. Other concepts that are identified through the process will be included in the Vision Plan.

Staff will then explore the City's strengths, weaknesses, opportunities, and threats that impact land use planning for the future of the City. The outcome of this work by staff will

be shared with the City Council first through a survey that will focus on the key issues that have been identified, followed by an invitation for the City Council to discuss and refine key concepts. These concepts can then be used as guiding principles for the Master Plan, or other aspects of the City Council's vision for the future of the City that may be outside of the realm of the Master Plan. The quote for this additional component is \$6200, bringing the total Master Plan for Land Use Review to \$77,700. The total remains within the budgeted amount for the Master Plan Review process.

Once the firm is engaged, and the Visioning Component is completed, work on the Master Plan with the Planning Commission, the Plan Review Center Staff, and other City Staff will take place over the summer and fall, with several opportunities for public input throughout the process. Once work is completed, public notice and procedures as outlined in state law will be followed for adoption of the final plan.

RECOMMENDED ACTION: Approval to award a contract for professional services to Clearzoning for review of the Master Plan for Land Use and facilitation of a Vision Plan, in an amount not to exceed \$77,700.

	1	2	Y	N
Mayor Gatt				
Mayor Pro Tem Staudt				
Council Member Casey				
Council Member Markham				

	1	2	Y	N
Council Member Mutch				
Council Member Poupard				
Council Member Wrobel				

**EXCERPT FROM THE
CITY COUNCIL MINUTES OF
APRIL 15, 2015**

Excerpt from the Minutes of:

**SPECIAL MEETING OF THE COUNCIL OF THE CITY OF NOVI
WEDNESDAY, APRIL 15, 2015 AT 6:00 P.M.
COUNCIL CHAMBERS – NOVI CIVIC CENTER – 45175 TEN MILE ROAD**

Mayor Gatt called the meeting to order at 6:00 P.M.

PLEDGE OF ALLEGIANCE

ROLL CALL: Mayor Gatt, Mayor Pro Tem Staudt, Council Members Casey, Markham, Mutch, Poupard, Wrobel

ALSO PRESENT: Peter Auger, City Manager
Victor Cardenas, Interim City Manager
Carl Johnson, Finance Director / Chief Financial Officer

Member Casey was interested in long term planning, such as, into the year 2035. It needs to be further out than 3-5 years. Many cities were doing a visioning. We have approximately \$2 million in discretionary Funds for this year. We also know that by 2017, we'll be down to \$1 million. We know we have a project list of about \$87 million. We are not built out yet and we are still growing. We know we are going to see a huge increase in the senior population. She would like to see us start to build a vision plan. We need to take a look at where are we now, where we are going, where do we want to be, and how do we get there. Those are the particulars. She would like to get to a place of understanding the vision for Novi going forward. She would recommend reviewing current services and equipment with a baseline of where we are now. We know we are going to have a larger population, so we need to know what we will need to cover when we hit those larger points.

**CM 15-04-53 Moved by Casey, seconded by Poupard; CARRIED UNANIMOUSLY:
To direct City Administration to bring back a proposal for developing a Vision Plan including costs within a reasonable time period.**

Member Casey removed the consideration of this item to be included in the present budget if it will get us a forward motion towards a proposal.

Mayor Gatt questioned what was expected of the City Manager. Was it something staff can put together?

Member Casey said she expected the City Administration to come back with a proposal on how they would accomplish a development of a Vision Plan.

Mr. Auger said he understood it to be a long-term vision of some of the issues that were talked about at staff level. He mentioned they were going out for the Master Plan that was redone about 10 years ago. There were several topics of how do we Master Plan

for 20, 30 or 40 years in the future with a document that is flexible enough to deal with the changes that are going to come. Some of the things Member Casey was requesting can maybe be done at that time.

Mayor Gatt will support the motion because he won't support paying consultants to tell us how Novi is going to look at 30, 40 or 50 years from now. He thought our staff was capable of doing it. He agreed with City Manager Auger to possibly have a session to bring ideas forward. He would agree to something that can be done internally. He didn't believe in spending tax dollars for studies.

Member Mutch said the discussion highlighted the need for a goal setting format. Other viewpoints and different types of discussion can always take place. This was the only time brings these ideas forward. He would support the motion without any expense to the budget this year.

Member Markham echoed Member Mutch that there was no means to communicate ideas. She has felt frustrated. Council consensus was that time was needed to bring ideas forward during an input session and for everyone to decide whether to pursue items.

Member Wrobel echoed the previous speakers.

Mayor Pro Tem Staudt agreed with the previous speaker. There were no arguments about the motions made, but he wanted to support the new City Manager and follow his direction. He thought as the Manager was given more time, Council may challenge him to a greater degree. He doesn't disagree with the expenditures and while good ideas were given tonight, the budget incorporated a lot of feedback. There were a lot of things he could have put in the budget. The Department of Public Services needed change, but Council couldn't agree on the ways to take care of that. He felt comfortable supporting it.

Mayor Gatt said everyone was talking about the January goal session like it didn't happen. He said it was different, but everyone could have said anything they wanted to say about any ideas they had. There wasn't anyone leading the meeting. This was the first budget meeting and all these ideas are coming out now that should have come out in January for City Manager Auger to digest the ideas. He thought the discussions taking place with 7 different people were healthy. Member Mutch said a lot of things that may change. Everyone has the opportunity to speak up at any time at any meeting. He didn't think it was fair that they were given the impression that they weren't given the opportunity to put forth their ideas.

Roll call vote on CM 15-04-53

Yeas: Gatt, Staudt, Casey, Markham, Mutch, Poupard, Wrobel

Nays: None

PROPOSED CONTRACT

CONTRACT FOR PROFESSIONAL SERVICES

MASTER PLAN FOR LAND USE
PUBLIC ENGAGEMENT
VISIONING

THIS CONTRACT FOR PROFESSIONAL SERVICES (“Contract”), shall be considered as made and entered into as of the date of the last signature (“Effective Date”), and is between the City of Novi, a Michigan municipal corporation, whose address is 45175 Ten Mile, Novi, Michigan 48375, (hereinafter referred to as “Client”), and Clearzoning, Inc., whose address is 28021 Southfield Road, Lathrup Village, MI 48076, (hereinafter referred to as “Consultant”).

THE CLIENT AND CONSULTANT AGREE AS FOLLOWS:

Article I. Statement and Performance of Work.

For payment by the Client as provided under this Contract, Consultant shall perform the work, duties and responsibilities described on and in Schedule A (the "work"), which is attached hereto and made a part of this Contract by this reference, in a competent, accurate, efficient, timely, good, professional, thorough, complete and responsible manner, and in compliance with the terms and conditions set forth below.

Article II. Timing of Performance.

Performance of this Contract shall commence immediately upon execution by both parties, and performance of the work shall be completed according to the timing set forth as part of Schedule A. The timing for performance of any such work may be extended for additional specified periods of time, if allowed in writing by the Client in its sole discretion. Services on each phase after the first phase shall commence only after Client’s authorization to proceed. Out-of-sequence services (i.e., commencement of work on a future phase, before completion of a prior phase), if requested and ultimately not accepted by Client as part of the overall project, shall be compensated as Additional Services.

Article III. Contract Price and Payment.

- A. Subject to the terms and conditions of this Contract, the Client agrees to pay Consultant in the amount, manner, and according to the timing for making such payments set forth in Schedule A (referred to in this Contract as “payments”). Such payments are in exchange for and consideration of the timely and satisfactory performance and completion of the work required under and pursuant to this Contract.
- B. The Client agrees to pay Consultant amounts due within thirty (30) days of receipt of an itemized billing/invoice from Consultant detailing all work performed and provided in connection with the billing and the hours and charges applicable to each such item of work. Such itemized billings shall be submitted and shall be paid only upon satisfactory completion of the work itemized in the billing.
- C. All costs and expenses incurred by Consultant in the course of performing the work under this Contract are deemed to be included in the hourly fees and amounts set forth in Schedule A, unless

specifically identified in Schedule A as reimbursable expenses and such expenses have been approved by the Client or its designee.

- D. Consultant will obtain written approval of the Client prior to proceeding with any services or work that is not stated on Schedule A; otherwise the Client will not be billed for such extra/additional services or work.
- E. Payments shall be made upon verification of invoices received by the Client. All payments to Consultant shall be submitted by mail at Consultant's address first listed above, unless Consultant provides written notice of a change in the address to which such payments are to be sent.

Article IV: Termination.

- A. This Contract, including any extension or amendment of this Contract, may be terminated at any time, with or without cause, by either party upon thirty (30) calendar days' written notice to the other party. In such event, the effective date of such termination shall be the 30th calendar day following the date of the written notice of such termination.
- B. In the event this Contract is terminated prior to completion of the work, the Client shall not be responsible to make any further payments for work performed after the effective date of such termination, and shall pay Consultant for such work as has been completed and is eligible for payment under the terms of this Contract through the date of such termination. In all events, the Client shall only be responsible to make the payments described in the preceding sentence if, at the Client's request, Consultant continues to fully perform its duties and obligations in full compliance with the terms of this Contract through the effective date of the termination. Additionally, termination shall not relieve Consultant of its obligation to provide Client with all of the plans and product generated under this Contract through the effective date of termination. Articles V, VI, VII and VIII of this Contract shall survive completion of the work and any termination of this Contract.
- C. Prior to the effective date of any termination or prior to the completion of the work (including any extension of the timing for completion), whichever is the first to occur, Consultant shall deliver to the Client all reports, opinions, compilations, research work, studies, data, materials, artifacts, samples, documents, plans, drawings, specifications, correspondence, ledgers, permits, applications, manuals, contracts, accountings, schedules, maps, logs, invoices, billings, photographs, videotapes and other materials in its possession or control that is gathered or generated in the course of performing the work or that relates to the work in any way; provided that Consultant may retain a copy of such materials for its files. The Client shall be permitted to withhold any payments and reimbursements otherwise owing to Consultant under the terms of this Contract until all such materials are delivered to the Client in accordance with the terms and conditions of this Contract.

Article V: Independent Contractor Relationship.

- A. In the performance of this Contract, the relationship of Consultant to the Client shall be that of an independent contractor and not that of an employee or agent of Client. Consultant is and shall perform under this Contract as an independent contractor, and no liability or responsibility with respect to benefits of any kind, including without limitation, medical benefits, worker's compensation, pension rights, or other rights or liabilities arising out of or related to a contract for hire or employer/employee relationship shall arise or accrue to either party as a result of the performance of this Contract.
- B. Consultant, as an independent contractor, is not authorized to enter into or sign any agreements on behalf of the Client or to make any representations to third parties that are binding upon the Client.

Although Consultant is required under this Contract to advise, make recommendations to and to a limited extent represent the Client, all plans, studies, applications, submittals, surveys, reports and any other information relating to the work must be submitted to and approved by the Client or the Client's authorized official prior to being disseminated to any third party and shall only be so disseminated if such dissemination is approved in advance by the Client or an authorized Client official.

- C. Consultant represents that it will dedicate sufficient resources and provide all necessary personnel required to perform the work described in Schedule A in accordance with the terms and conditions of this Contract. Except as may be specifically stated and agreed to in Schedule A, Consultant shall perform all of the work under this Contract and no other person or entity shall be assigned or sub-contracted to perform the work, or any part thereof, unless approved by the Client in advance.

Article VI: Liability and Insurance.

- A. Consultant agrees to indemnify and hold harmless the Client, its elected and appointed officials and employees, from and against any and all claims, demands, suits, losses and settlements, including actual attorney fees incurred and all costs connected therewith, for any damages which may be asserted, claimed or recovered against the Client by reason of (i) personal injury, death and/or property damages which arises out of or is in any way connected or associated with the actions or inactions of Consultant in performing or failing to perform the work, or (ii) civil damages which arise out of any dispute between Consultant and its subcontractors, affiliates, employees or other private third parties in connection with this Contract.
- B. Consultant shall provide evidence of adequate insurance coverage in the types and amounts set forth on Schedule B, which is attached hereto and incorporated herein by this reference. Such insurance shall be maintained at the specified level of coverage throughout the term of this Contract, including any extension of such term, and will cover all work, acts and omissions by and on behalf of Consultant in connection with this Contract, with the Client as named additional insureds, but with such coverage being primary and non-contributory as described in the attached Schedule B. Consultant's professional liability insurance shall cover claim if and to the extent that the insured causes damage to others in the rendering of its professional services. Consultant shall give the Client immediate notice of any change in or cancellation of the coverage in place at the time this agreement is executed, shall provide a copy of any cancellation notice received from its insurer to the Client, and shall request that its insurer send such notice of cancellation to the Client. Consultant shall provide evidence of insurance coverage as set forth herein coverage at any time requested by the Client.

Article VII: Information.

It is expressly acknowledged and agreed that all reports, both draft and final, generated by the Consultant during the term of the Contract, and any extension thereof, that in any way relate to the performance of the work by Consultant under this Contract, belong exclusively to the Client and shall be promptly delivered to the Client upon the termination of the Contract or, at any time, upon the Client's request. Once accepted by the Client and made public by the Client, such reports may be used by the Consultant for the purposes of marketing, advertising, promotion, and similar activities. Furthermore, it is expressly acknowledged and agreed to that maps, photographs, sketches, plans, and similar items that are generated by the Consultant or used by the Consultant in the performance of work under this Contract may be used by the Client and that paper and digital copies, where available, will be provided by the Consultant to the Client upon the Client's request. Additionally, the Consultant shall provide to the Client, upon request, documentation related to opinions, billings, reports, correspondence, and other similar information generated in relation to performance of the work authorized by this Contract.

Article VIII: Accuracy.

Consultant promises that the information it provides in the work to be performed under this Contract will be accurate, excepting only inaccuracies resulting from incorrect information provided by the Client, the City, other consultants and/or other public sources. Consultant will not charge Client for necessary corrections to its work and will be responsible for any increased cost incurred by the Client as a result of any inaccuracies in the work, excepting inaccuracies resulting from incorrect information provided by the Client, the City, other consultants and/or other public sources.

Article IX: General Provisions.

- A. Entire Agreement. This instrument, together with the attached Schedules, contains the entire Contract between the Client and Consultant. No verbal agreement, conversation, or representation by or between any officer, agent, or employee of the parties hereto, either before or after the execution of this Contract, shall affect or modify any of the terms or obligations herein contained.
- B. Compliance with Laws. This Contract and all of Consultant's work and practices shall be subject to all applicable state, federal and local laws, ordinances, rules or regulations, including without limitation, those which apply because Client is a public governmental agency or body. Consultant represents that it is in compliance with all such laws and eligible and qualified to enter into this Contract.
- C. Governing Law. This Contract shall be governed by the laws of the State of Michigan.
- D. Assignment. Consultant shall not assign this Contract or any part thereof without the written consent of the Client. This Contract shall be binding on the parties, their successors, assigns and legal representatives.
- E. Third Parties. It is the intention of the parties hereto that this Agreement is not made for the benefit of any private third party. It is acknowledged that Client may receive a portion of the funding for the payments under this Contract from one or more private sources, and it is understood by Consultant that it is hired by Client to work exclusively for Client (and by extension for the City should the work be accepted and implemented by the City) and Consultant agrees that no private party or parties will be allowed to hold sway or influence, in any way, over Consultant's performance of the work.
- F. Notices. Written notices under this Contract shall be given to the parties at their addresses contained in this Contract by personal or registered mail delivery to the attention of the following persons:

Client: City Manager Peter Auger and City Clerk Maryanne Cornelius

Consultant: Rod Arroyo, President

- G. Changes. Any changes in the provisions of this Contract must be in writing and signed by the Client and Consultant.
- H. Waivers. No waiver of any term or condition of this Contract shall be binding and effective unless in writing and signed by all parties, with any such waiver being limited to that circumstance only and not applicable to subsequent actions or events.
- I. Jurisdiction and Venue of Contract. This Contract shall be considered for all purposes, including the establishment of jurisdiction and venue in any court action between the parties, as having been entered into and consummated in the City of Novi, Oakland County, Michigan.

J. *Conflict*. In the event of any conflict or inconsistency between the above provisions of this Contract and either or both of the attached Schedules, the provisions in the above text shall govern.

IN WITNESS WHEREOF, the Client and the Consultant have executed this Contract in Oakland County, Michigan, as of the date first listed above.

WITNESS/DATES OF SIGNATURE:

City of Novi ("Client"):

By: _____

Date: _____

Robert J. Gatt, Its Mayor

By: _____

Date: _____

Maryanne Cornelius, Its Clerk

WITNESS:

Clearzoning, Inc. ("Consultant"):

By: _____

Date: _____

Rod Arroyo, Its President

872363

**CLEARZONING FACILITATION
OF VISIONING PROCESS**

City of Novi Visioning

The City of Novi is preparing to update the Master Plan and is interested in exploring concepts that impact short-, mid-, and long-range land use policies and strategies. We suggest the conversations about these concepts explore the question: **How can the Master Plan process lead to land use policies or other policies that support community sustainability?**

Visioning:

We propose a series of visioning exercises that will tap into the expertise of City staff and Council. These exercises will result in a guiding theme, or themes, to be more fully discussed by the Planning Commission, City Council, residents, and business owners during the Master Plan process. The visioning exercises will combine self-study and reflection with group discussion.

Proposed Visioning Exercises:

1. **Planning Brief.** Clearzoning, Inc. will prepare a short background briefing for City leadership staff, City Council, and the Planning Commission on current land use planning concepts that impact community sustainability including: complete streets, parks & recreation, placemaking, population, housing, economic trends, and sustainable development & construction.
2. **City leadership staff "advance."** Invited staff will participate in a two-hour workshop where we will facilitate discussion on issues raised in the planning brief. Staff will explore the City's strengths, weaknesses, opportunities, and threats that impact land use planning.
3. **City Council & Planning Commission Survey.** Using the findings from staff and the planning brief, an online survey will allow officials to respond to emerging concepts. The survey will include multiple choice questions, ranking questions, and open-ended questions.
4. **City Council meeting.** At a regularly scheduled City Council meeting, we will facilitate a one-hour discussion that will include an overview of the planning brief, summary of the staff advance, and findings from the online survey. The remainder of the time will be spent refining key concepts to be used as the guiding principles for the Master Plan or other aspects of the vision.
5. **Post-Visioning Summary.** Clearzoning will prepare a summary of the workshop activities and exercises for use by both the Planning Commission and City Council. The resulting guiding principles will be used throughout the Master Plan process.

Professional Fee: \$6,200

Anticipated Time to Complete: Five to six weeks from start date

**CLEARZONING MASTER PLAN
PUBLIC ENGAGEMENT**

“MASTER PLAN PUBLIC ENGAGEMENT”

In the last five years, and as recently as last year, the City of Novi has obtained extensive input from the community on a wide variety of topics. Yet, the City may wish to consider the following optional elements that might increase opportunities to engage the community in the Master Plan Update:

- ✓ Internet-based public input forum, utilizing the tools available from MindMixer
- ✓ Posters that illustrate existing conditions and planning concepts to offer information and generate input—with attached comment cards and/or via a link (QR code) to more information.

In our proposal for the City of Novi, Clearzoning included an online survey, interviews with local groups, and a public open house as ways to encourage public input into the Master Plan Update process. Our team offers the following proposal to assist the City of Novi with additional opportunities for public engagement during the Master Plan Update process:

1. **MindMixer**—an online engagement tool that allows people to respond to team-generated questions and ideas, as well as offer their own ideas to which others may respond. It allows people to add photos and pin locations on a map in response to questions and topics, resulting in more meaningful dialog from the community into the Plan. We propose this tool to be utilized along with an online survey—which can be printed in hard copy for distribution to those who may not wish to participate in an online format. Our team will post initial topics relating to the Master Plan Update’s main themes and then monitor activity to respond to questions and provide additional information when needed to facilitate dialog. This tool would be available through the public open house for the Master Plan Update. Our team will prepare a summary of findings. **Cost: \$3,000**
2. **Community Kiosk**—an old school tool (posters) that allows the City to take its ideas to the streets. Rather than asking the community to attend a meeting at City Hall, these posters can be placed throughout the community where people are already gathering, such as the library, high school, popular restaurants, parks, and banks or credit unions. We will work with the City to identify the best locations. Our team will prepare engaging 30 inch x 40 inch posters that summarize existing conditions and pose a few questions that can be answered by following a link to the online survey or by adding a postcard to the available slot attached to the poster. We will prepare a summary report based on the responses generated by the posters. The posters would be available through the public open house for the Master Plan Update. **Cost: \$1,800 per poster, if each poster is unique (for example, one poster for each of the Master Plan themes). If all posters are the same, the cost would be \$1,800 for the first poster, and \$300 for each additional poster.**

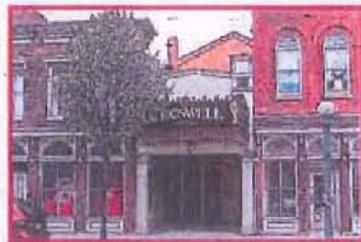
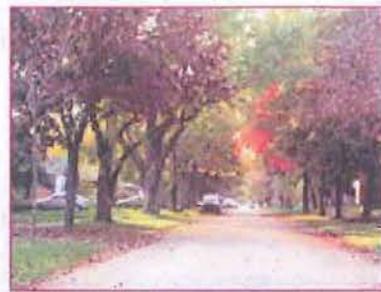
Master Plans		Parking Studies		Place Making		Access Management
Recreation Plans	■	Community Visioning	■	Traffic Engineering	■	Form-Based Codes
Downtown Plans		Zoning Ordinances		Transportation Plans		Expert Witness Services

CLEARZONING RESPONSE TO RFP

clearzoning

CLEAR AND CONNECTED

CITY OF NOVI PLANNING SERVICES MASTER PLAN UPDATE



March 11, 2015

CONTACT
Rod Arroyo, AICP
President, Clearzoning, Inc.
28021 Southfield Road
Lathrup Village, MI 48076
tel 248.423.1776 ext. 11
rod@clearzoning.com

We take pride in
providing communities with
products and services
that fit their individual needs.

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EXECUTIVE SUMMARY

OUR UNDERSTANDING OF THE PROJECT

A Foundation of Planning

We recognize the City has completed several plans in the past five years. We believe that it is important to incorporate the findings of the following plans and studies into the 2015 Master Plan Update:

- ✓ 2010 Master Plan
- ✓ 2011 Non-Motorized Master Plan
- ✓ 2011 Novi & Wixom Transportation Improvement Plan
- ✓ 2012 Ten Mile and Meadowbrook Commercial Area Rehabilitation Area Plan
- ✓ 2013-2015 Older Adult Services Strategic Plan
- ✓ 2014 Town Center Area Study
- ✓ 2014 City Council's Strategic Themes and Long-Term Goals
- ✓ 2014 Stormwater Master Plan
- ✓ 2014 Water System Master Plan
- ✓ 2015-2019 Strategic Community Recreation and Master Park Plan
- ✓ 2015 City of Novi Economic Development Goals and Strategies
- ✓ 2015 Novi Road at Thirteen Mile Road Land Use Study (underway—with the assistance of Clearzoning, Inc.)

The City of Novi is seeking assistance with the updating of its 2010 Master Plan by the end of 2015. This update will satisfy the 5-year review of the community master plan, consistent with State law. Beyond fulfilling the statutory requirements, the City seeks to develop this plan update in a collaborative approach, combining the skills of its professional planning staff, experience of its planning commissioners, and local knowledge of its residents and businesses.

Building Collaboration

At Clearzoning, we strongly believe that the best plans are the ones that have the support of municipal staff, officials, residents, and business owners. We have learned, over our 25+ years of experience as a firm, that the best way to secure the support of these diverse groups is to build the plan together. That is why we seek to build collaboration into every planning project. Through a variety of frequent opportunities to discuss the project, we try to engage people in small group settings, large gatherings, and casual conversations. We use a variety of online and in-person tools to facilitate a sharing of information, from online surveys to open house exercises. Disseminating information early and frequently through the process in a format that is easy to understand and engaging helps promote a feeling of transparency as well as education about the value of long-range planning.

Team Approach

There is tremendous value for the City in tapping into the education and experience of firms that specialize in land use and transportation planning, economic development, market analysis, urban design, and landscape architecture. We believe that this plan, anchored by the foundation of these interrelated disciplines and informed by the experience of the community, will result in a useable guiding document for long-range planning.

PLANNING TEAM

For the City of Novi, we have assembled the following team, which offers 100 years of combined planning, economic development, and landscape architecture experience.

Clearzoning, Inc.

Clearzoning is a 25-year old planning and transportation consulting firm that was originally established as a subsidiary company of Birchler Arroyo Associates, Inc. Currently, the firm serves approximately 30 communities, ranging from urban to rural, as well as the Michigan Department of Natural Resources and the Michigan Economic Development Corporation.

David C. Birchler, AICP and Rodney L. Arroyo, AICP, who formed the firm, play a leadership role in every project, working closely with other senior professionals to ensure a product that fits each community's individual needs. We strive to create and maintain a strong internal team that supports our collective efforts to grow professionally. Our talented staff includes nationally certified community planners (AICP), transportation planners, and a traffic engineer (PE). Each member of our team is dedicated to providing products and services that achieve the goals of the firm's clients.

Clearzoning provides a full range of planning, zoning, and traffic engineering services, including master plans, downtown and town center plans, corridor improvement and tax increment financing plans, recreation plans, Complete Streets plans, wireless communication plans, parking studies, community visioning, zoning ordinances, development review manuals, traffic engineering, transportation plans, access management plans, planning and zoning training, expert witness services, and site inspections. We also firmly believe in implementation—**helping communities breathe life into plans through action strategies.**

Because of our firm's lengthy history with the City of Novi, we have the unique background and knowledge of planning efforts in the past, including natural features studies and land use plans. These documents provide a framework that is still relevant for today's planning efforts.

City of Novi Project Manager:

Rod Arroyo
President

Rod Arroyo, AICP is President of Clearzoning. He has over 30 years of professional experience providing both planning and zoning consulting services to municipalities and the private sector and over 20 years of experience working in the City of Novi. His experience includes master plans, zoning ordinances, form-based codes, and corridor studies.

Rod has a Master of City Planning degree from Georgia Tech and he is a Certified Planner (AICP). Rod is frequently called upon to develop training materials and present educational sessions for the Michigan Association of Planning (MAP), Michigan Economic Development Corporation, Michigan State University Extension, and others.

Rod has received numerous national and state awards for projects. He is also an Adjunct Professor of Urban Planning at Wayne State University. Rod's resume is included in the Appendix.

EXECUTIVE SUMMARY

OVERVIEW OF OUR TEAM MEMBERS

The City of Novi Team



Rod Arroyo



Jill Bahm



Joe Tangari



Sheila Starks

Rod Arroyo, President of Clearzoning, will serve as the project manager and main point-of-contact for City of Novi. He has completed many successful projects for the City in the past, including several master plans, The Landings project, and is currently assisting the City with an area plan for 13 Mile/Novi Road.

Jill Bahm, AICP is a Principal Planner at Clearzoning and will assist Rod as needed to service the City. Jill has a Masters in Urban & Regional Planning, and a broad planning background that includes master plans, downtown plans, zoning and sign ordinances, recreation plans, and public meeting facilitation. She has experience as a city planner, DDA executive director, and commercial real estate experience. Jill is working with Rod on the 13 Mile/Novi Road plan.

Joe Tangari, associate planner, will assist Jill and Rod with this project. Joe has a Masters in Urban & Regional Planning, and a background in community planning, and recently worked with the MEDC to evaluate communities for RRC certification. Joe is working with Rod on the 13 Mile/Novi Road plan.

Sheila Starks, associate planner/GIS-specialist will assist Jill and Rod with any necessary mapping and/or modeling. Sheila has considerable experience with ArcGIS, Sketchup, Photoshop, and other computer assisted design programs. Sheila is working with Rod on the 13 Mile/Novi Road plan.

The Chesapeake Group

The Chesapeake Group (TCG) is the premier economic analysis and development firm in the United States, having prepared more than 1,000 analyses since its inception. TCG was formed in 1974 and incorporated a year later. In addition to its home base in Maryland, TCG has satellite offices in Michigan and Florida.

The Chesapeake Group (TCG) provides an integrated array of real estate and economic analyses and development services. Key services include: economic revitalization, including "Main Streets" and mixed-use development plans; economic and community development strategies; assessments of site specific opportunities, generally within the context of larger geographic areas; defining opportunities for emerging R & D related to technology, agricultural production, natural resources and higher education institutions; identifying technology

PLANNING TEAM



Howard Kohn

application shifting; tourism development; impact analyses; business, developer, investor and institution recruitment; and transit-oriented development for local governments, Chambers of Commerce, and private sector interests and developers.

The firm has significant experience in many areas of the country, including the Midwest and numerous projects in Michigan as well as for the City of Novi. TCG has been highly successful in developing strategies and ensuring their implementation.

Howard Kohn, President of The Chesapeake Group, has been a consultant to many national non-profit entities throughout his career fostering revitalization of established neighborhoods, downtowns and communities and other economic development. Howard is a highly experienced urban, suburban and rural economic planning consultant. An economist as well, his work frequently entails estimating marketable opportunities, repositioning of organizations, and defining economic impacts relating to public and private activity and developments.



Randy Metz

Grissim Metz Andriese

Grissim Metz Andriese Associates. (GMA) is an award-winning landscape architecture/design firm. GMA will provide landscape architecture, streetscape and design expertise. GMA is familiar with the City of Novi, having assisted the city with a variety of projects, including The Landings and a previous master plan update. Other recent GMA projects have included the City of Farmington Downtown Master Plan and Downtown Streetscape Plan, the City of Howell D-19 Corridor Plan and the Village of Milford Main Street Master Plan, and the City of Northville Town Square & Streetscape Improvement Plan.

Randall K. Metz, ASLA, Vice President, has over 35 years of professional landscape and site design experience. Randy synthesizes landscape, architecture, and engineering into a unified vision of excellence. Cofounder of Grissim Metz Associates, Inc., in 1993, his work has received national and international recognition for enduring design, including the prestigious National Landscape Architecture Award received from Barbara Bush during her tenure as First Lady at the White House. He has been cited in numerous national design awards from the American Society of Landscape Architects and the National Arborist Association, as well as awards from the Michigan Chapter ASLA, Associated Landscape Contractors of America, Environmental Improvement Awards, International Association of Lighting Designers, Michigan Recreation and Park Association, and Michigan Society of Professional Engineers.

WORK PROGRAM

Task 1 Kick-off: Base map, website, meeting.

- a. Meet with the Community Development (CD) staff to kick off project, refine scope as needed, and establish project milestones. Discuss findings and suggestions from recent plans and reports (as discussed on page 2 as well as other historic planning documents that remain relevant).
- b. Discuss potential groups that should be included in the public participation process.
- c. Provide preliminary information for the City's website, including information on the process and meetings, as well draft plan chapters.
- d. Plan Preparation Notices. Coordinate with city staff to prepare and distribute public notices of the City's intent to update the Master Plan as required by State law.
- e. Define the project communications plan. We recommend a weekly phone call or teleconference with CD staff to facilitate communication and meet project milestones.

Task 2 Existing Conditions:

- a. Data collection & Inventory. Compile data and images of the following, to be analyzed in following task elements:
 1. Update and assess economic, housing, and demographic data to understand changes in past five years.
 2. Update additional land use elements, including natural features and open space.
 3. Create an inventory of all recognized businesses in Novi for the market analysis, using available local and federal databases.
- b. Map current land use patterns and residential density patterns, using available local data, including maximum dwelling units per acre. The map will be accompanied by a narrative summary that describes the land use and amount of land occupied by each land use.
- c. Meet with the Planning Commission and City Council to discuss existing conditions, review planning project milestones, and outline the public participation process.

Task 3 Public Participation

Public participation is critical to the planning process. To build upon and reinforce the findings of the 2014 Community Livability Report, the 2013 Business Survey, and the 2014 Placemaking Strategy, our team offers the following public participation approaches in this project:

1. Public Input Survey. Create an online survey tool to gather input from the community about potential redevelopment sites, downtown needs and wants, and ways to improve the image of Novi. This survey will run during the analysis portion of the project.
2. Business Survey. Create an online survey of businesses in the community to obtain current trends and patterns, issues and investment opportunities from the existing operations.

SCOPE OF WORK

3. Three focus group interviews with local groups and agencies, including the Chamber of Commerce and the development community, and those identified in previous tasks. Each focus group will offer 8-10 people the opportunity to share their insights in a 45-minute facilitated discussion.
4. Public Open House. Following data collection, that will include the online survey of residents and business owners, the public will be invited to attend an open house to review the findings and offer additional input.

Task 4 Market Analysis.

Results of the market analysis will inform the land use map and plan strategies. Using the best available data, our partners at The Chesapeake Group will:

- ✓ Assess the trade area population & spending potential as well as the location of competing centers and their business mix
- ✓ Assess the regional trends and related commercial and housing development.
- ✓ Incorporate the findings of public participation as outlined above.
- ✓ Assess non-residential property trends, including sale price and other factors.
- ✓ Assess research and development and emerging technology arenas to enhance tax revenues, development, employment, and entrepreneurial niches without negatively impacting either the current or future environment. Identify those with the greatest promise, based on compatibility, competition, and other factors.
- ✓ Assess the goods and services market using two approaches to define economic opportunities: a cluster analysis using gap methodology and demand forecasting.
- ✓ Identify marketable opportunities for the future based on the economic and physical factors derived from the above analysis and the results of previous tasks noted above.

Options for Public Engagement

Our proposal includes three opportunities for public engagement:

- ✓ Online survey
- ✓ Interviews with local groups
- ✓ Public open house
- ✓ Public hearing

In the last five years, and as recently as last year, the City has obtained extensive input from the community on a wide variety of topics. Yet, the City may wish to consider the following optional elements that might increase opportunities to engage the community in the Master Plan Update:

- ✓ Internet-based public input forum, utilizing the tools available from MindMixer (more information on this is found on page 11).
- ✓ Posters that illustrate existing conditions and planning concepts to offer information and generate input—with attached comment cards and/or via a link (QR code) to more information.

SCOPE OF WORK

GRISSIM
METZ ANDRIESE

Less Maintenance By Design

Grissim Metz Andriese developed an innovative program called "Less Maintenance by Design." It is a specialized landscape and irrigation evaluation service that is developed to promote site sustainability and site maintenance cost savings.

The objectives are to:

- ✓ Provide significant short and long term maintenance cost savings
- ✓ Maintain the brand image as a benchmark of quality
- ✓ Enhance a site's image, making it attractive to patrons, tenants and anchor stores as well as enhancing the community
- ✓ Promote the longevity and sustainability of the landscape investment
- ✓ Promote 'green' market-ability and visibility

Task 5 Assessment of Environment and Open Space:

- a. Review previous studies on the city's natural features and open space to understand the potential threats to these natural resources.
- b. Develop sustainable development policies and other strategies, such as the GMA program, "Less Maintenance by Design," described at left, aimed to limit the impact of development on the city's natural resources.

Task 6 Grand River Avenue Corridor Development:

- a. Assess the appearance and economic vitality of the corridor in terms of land use mix, streetscape, circulation (motorized and non-motorized), and building appearance.
- b. Develop recommendations related to development and redevelopment opportunities, which may include mixed use and/or transit-oriented development. Include strategies to address vehicular and pedestrian circulation and design standards.

Task 7 Redevelopment Strategy/Plan:

- a. Based on the existing conditions overview, market analysis, and public input, our team will assist the Planning Commission in identifying and prioritizing sites, neighborhoods and/or districts that are ready for redevelopment, infill development, or adaptive reuse.
- b. Outline goals and implementation strategies for the defined locations. Include lead groups and measurable milestones to track achievements.

Task 8 Plan Preparation:

- a. Goals & Objectives. Based on the existing conditions overview and public input, our team will assist the Planning Commission in updating the Master Plan goals, policies, and objectives
- b. Develop a Future Land Use Plan Map and supporting recommendations based on the existing conditions analysis, public input, and goals and objectives. A narrative of the intent of each land use category will be provided in tabular form. Graphics and implementation details illustrating specific proposals will be included as appropriate.

SCOPE OF WORK

- c. Develop a build out analysis that is based on projected future conditions as identified in regional planning efforts and in the market analysis.
- d. Master Plan Strategies. Conceptual illustrations will be incorporated into each of the following elements as appropriate to facilitate understanding.
- e. Implementation. The Master Plan Update should be a living document, one that provides guidance and direction for short and mid-term action plans. Realization of the community's vision, as identified in the Master Plan will only come to fruition through decisive actions that result from an implementation strategy.
 - 1. Action Items Summary Table: an easy-to-use checklist for prioritizing implementation strategies. Identify a Champion and Partners for each specific action item to ensure implementation success.
 - 2. Zoning Plan: Prepare a Zoning Plan to guide short-range zoning decisions. Relate current and new districts to each land use category as necessary. Provide direction for zoning changes needed as a result of the Master Plan.

Task 9: Public Hearing & Adoption

- a. Assist Planning Commission with the Master Plan public hearing. Prepare Resolutions of Adoption.
- b. Assist the City Council with final adoption procedures, as needed.

Task 10: Plan Prep & Printing

- a. Final draft: Prepare document for printing and/or electronic copies on cd and/or website. Print complete document for distribution.
- b. Print & Transmit Adopted Plan: Print Master Plan for final distribution as hard copy and an electronic document in Word/Publisher and PDF format. GIS data from maps created during the process will also be delivered to the City. Coordinate with city staff to ensure the adopted Plan is distributed in accordance with State law.
- c. Executive Summary: Create an Executive Summary brochure or poster of the Master Plan that includes the Future Land Use Plan Map and key concepts, including redevelopment sites. This format provides the City with an excellent, low-cost method of sharing a concise summary of the Master Plan document with the public.

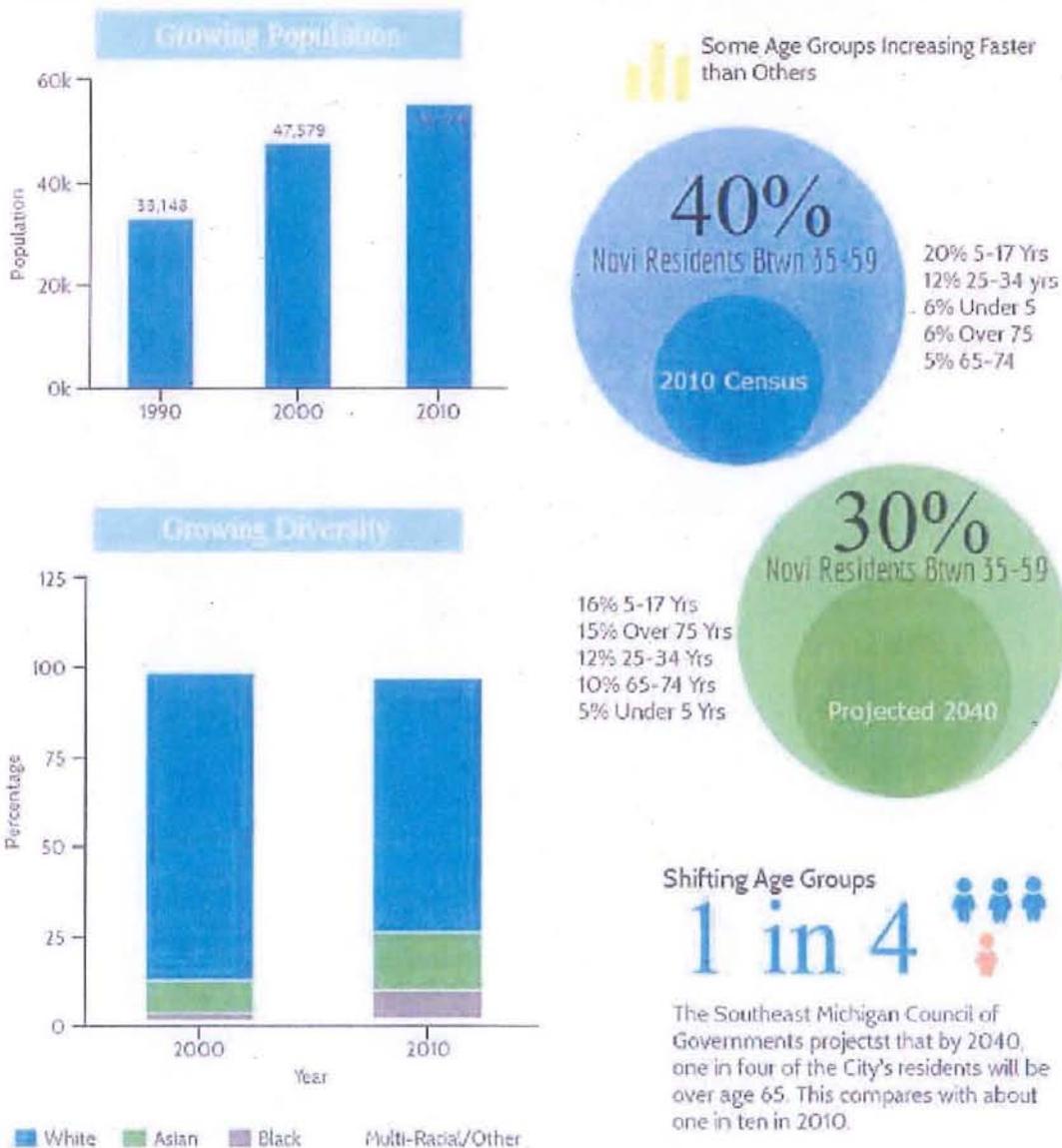
SCOPE OF WORK

		Timeline									
Element	April	May	June	July	Aug	Sept	Oct	Nov	Dec		
1	Project Kickoff	M									
2	Existing Conditions		M								
3	Public Participation			OH							
4	Market Analysis										
5	Environment & Open Space										
6	Grand River Ave Corridor				M						
7	Redevelopment Strategy										
8	Draft Plan						M				
9	42-day Review— Public Hearing & Adoption									M	
10	Plan Prep & Printing										D
Total Cost											
Optional Public Input— Online Engagement											
Optional Public Input— Community Kiosks											
<p>M = Meeting OH= Open House D=Deliver Final Plan and supporting documents/files. Our team is available for additional meetings at a rate of \$400 for daytime meetings and \$750 for evening meetings.</p> <p>This timeframe may be extended based upon review time by the City and board meeting schedules. If the total project time frame exceeds nine months, additional costs may apply.</p>											

GRAPHICS/ILLUSTRATIONS

The Clearzoning team uses a variety of engaging, colorful illustrations and graphics that aim to foster understanding and stimulate thought and discussion. Below is a sample infographic prepared based on the 2010 Census and 2040 forecasts.

SAMPLE INFOGRAPHIC CITY OF NOVI



GRAPHICS/ILLUSTRATIONS

Northwest Corner of Main Street and 14 Mile Road



Existing Condition on the west side of N. Main Street

The illustration at right shows a new pedestrian walkway connecting W. 14 Mile Road to N. Main Street via the parking area offering visitors the opportunity to park anywhere in the downtown area and access all that downtown offers. Additional parking lot landscaping softens the appearance of this area.



The small office and auto display area on W. 14 Mile Road could be redeveloped with a one- or two-story building, as illustrated in the graphic above. Outdoor dining areas, landscape planters, and building elements should be intentionally designed to provide a cohesive look for the property.



The existing free-standing restaurant at the heart of the Downtown Core could be redeveloped with a two-story building, as illustrated in the graphic above. Outdoor dining areas and building elements should be intentionally designed with attention to detail for this important corner.



Above: Photos of public input opportunities helps illustrate that the community did encourage the public to participate in the planning process.

The page at left is from the 2015 draft Clawson Master Plan, which identified redevelopment sites and offered specific concepts for redevelopment.

MindMixer—our Optional Element

MindMixer is an online engagement tool that complements the traditional design and planning engagement process by encouraging conversation from project stakeholders through a safe, easy-to-use interface via the Internet. MindMixer functions as a virtual town hall, where stakeholders can generate ideas, help others evolve their ideas, and ultimately vote on and prioritize the best ideas for a project or community from anywhere in the language of their choice. In addition, stakeholders can use social media networks (i.e., Facebook, Twitter, Google+, LinkedIn) to share their ideas and comments from a MindMixer website.



MindMixer's engagement technology generates more stakeholder input in less time, reaches the right audience, and makes it possible to truly measure and analyze participating stakeholders and their ideas. It functions not only as a forum for collaboration, but also as a resource for informational materials about a project or planning process.

CLIENT REFERENCES

SAMPLE OF COMPARABLE MASTER PLAN PROJECTS

MARSHALL, MI

✓ *2015 Master Plan Update*

Clearzoning assisted the City of Marshall with a five-year update of its Master Plan. The City sought to re-evaluate the goals, objectives and implementation strategies of its previous plan in light of changes in the economy, and the City's participation in the MEDC's Redevelopment ready Communities program. Clearzoning facilitated public participation in the process via surveys and open houses, did initial research on municipal broadband service, identified possible redevelopment for targeted sites, provided guidance for building on the distinct identities of the City's neighborhoods, and sought to address streetscapes that challenge the community's walkability. Our team added graphics, photographs, and concept renderings to enhance understanding of the vision and strategies to achieve that vision.

Contact:

Natalie Dean

Director of Community Services

City of Marshall

900 S. Marshall

Marshall MI 49068

p. 269.558.0325

ndean@cityofmarshall.com



Concept graphic that illustrates streetscape improvements, including gateway structures and landscaping

CLIENT REFERENCES

SAMPLE OF COMPARABLE MASTER PLAN PROJECTS

Contact:

Christopher McLeod
Planning Director
West Bloomfield Township
4550 Walnut Lake Road
West Bloomfield MI 48325-0130
p. 248.451.4828
cmclead@wbtownship.org

WEST BLOOMFIELD, MI

✓ 2015 Orchard Lake Road Corridor Study

Clearzoning assisted West Bloomfield Township with a study of the Orchard Lake Road Corridor. The Township sought to revisit the redevelopment strategies for this important regional thoroughfare. Our work with the Township included identifying character elements within the corridor and township, studying the built environment in terms of form, function, and mobility, and providing a framework for zoning amendments (which we are currently working with the Township to complete).



Precedent images that illustrate existing design cues from along the corridor.

CLIENT REFERENCES

SAMPLE OF COMPARABLE MASTER PLAN PROJECTS

CITY OF LATHRUP VILLAGE, MI

- ✓ 2009-present: Variety of Community Revitalization strategies
- ✓ 2015 Master Plan Update
- ✓ 2011 Complete Streets Plan

Over the past several years, Clearzoning has helped the City of Lathrup Village with:

- Creating a new zoning ordinance to attract businesses to the Southfield Road Corridor and to support those businesses already located in the community.
- Developing a concept for the community's vision of a Village Center—a walkable, vibrant community core (see our before and after images at right)
- Developing code language that reestablishes the Village Center, and provides regulations and incentives for a mixed use, pedestrian-friendly district that would function as the heart of the City.
- Providing for four new business and mixed-use zones that complement the land use proposals of the new Master Plan. Replacing six suburban-oriented zoning districts to better accommodate commercial development, while continuing to maintain and protect the existing pattern and character of adjacent residential uses.
- Promoting place making through form-based code districts and site standards

Because the vision of the community is to create a more walkable city overall, Clearzoning has helped the city develop a plan, ordinance, and Non-Motorized Transportation Improvement Plan (NMTIP) to support complete streets in 2011. The City's Complete Streets Plan is the first such plan adopted as part of a Master Plan in Oakland County. It reflects the vision of the community to connect its 4 quadrants, currently physically divided by Southfield Road and I-696.

Southfield Road - Lathrup Village, MI

Existing Condition



Future Vision



Contact:

Matthew Baumgarten,
Interim City Administrator
24700 Southfield Road
Lathrup Village, MI 48076
p: 248-557-2600 x 225
info@lathrupvillage.org

CLIENT REFERENCES

SAMPLE OF COMPARABLE ECONOMIC DEVELOPMENT PROJECTS



It should be noted that Phil Nelson was the City Manager for the City of Troy during the time that Clearzoning (then Birchler Arroyo Associates) teamed with The Chesapeake Group to develop the **award-winning Big Beaver Corridor Study**. This unique land redevelopment plan was built on a foundation of sound market analysis and the support of the community.

THE COLUMBIA ASSOCIATION

2012 Economic Impact study

In 2012, The Chesapeake Group assisted the Columbia Association (Howard County, Maryland) with the preparation of a study to assess the economic impact of the non-profit responsible for all recreational, open space, and related activity in the community. TCG evaluated the impact of the open space, activities and facilities on Columbia, Howard County, the Baltimore Metropolitan Area, and the State of Maryland. While serving the residents of the area, the activities and facilities attract visitors from a multi-county area and generate substantial indirect income to area operations and tax revenues for various levels of government in addition to it being a major employer with the associated accrued impacts.

Contact: Phillip Nelson, President, Columbia Association
p: 248-227-8338
11215 Pear Tree Way, Apt J
Columbia, MD 21044
Phillip.Nelson@ColumbiaAssociation.org

CADILLAC, MI

2012 Economic Development Strategy

In 2012, TCG completed an economic analysis and development strategy for the region of northern West Michigan that included Wexford County, Missaukee County, the City of Cadillac and smaller towns in Michigan. The effort defined opportunities to capture activity based on the regional positioning and assets by expanding tourism, by aggressively pursuing R & D activity related to natural resources and agricultural production, through infill development in Downtown, and through expansion of other economic activity. The area's higher education institution and the City of Cadillac have already begun to implement programs associated with R & D activity for the area per TCG's recommendations.

Contact: Jerry Adams, Planning & Community Dev. Director
City of Cadillac: 200 N. Lake St. Cadillac, MI 49601
231-775-0181 x 101
jadams@cadillac-mi.net



EXPERIENCE & REFERENCES

Clearzoning has no conflicts of interest in working for City of Novi. We are not actively involved with any private clients in City of Novi. Our municipal and public agency clients are summarized as follows:

Clearzoning Municipal Clients (sample of relevant services)						
Community, County (State)	Clearzoning Code	Development Guidebook	Public Facilitation	Master Plan	District Studies	TIF Plan
Attica Township, Lapeer County	x	x	x	x	x	
City of Belleville, Wayne County	x		x			
Village of Bingham Farms, Oakland County			x		x	
Bloomfield Township, Oakland County	x				x	
Casco Township, St. Clair County			x	x		
Clawson Downtown Master Plan			x	x		
Cottrellville Township, St. Clair County			x	x		
Danbury Township (Ohio)	x					
City of Detroit, Wayne County		X				
City of Farmington Hills, Oakland County	x		x		x	
Fenton Township, Genesee County			x		x	
City of Ferndale DDA, Oakland County			x			x
Grand Blanc Township, Genesee County	x		x	x	x	
Hartland Township, Livingston County	x					
Huntington Woods, Oakland County				X		
Imlay Township, Lapeer County	x	x	x	x	x	
City of Lathrup Village, Oakland County	X		x		x	
City of Novi, Oakland County		X	x	x	x	
City of Ruston (Louisiana)	x		x			
City of Troy, Oakland County (Big Beaver Corridor Study = Clearzoning + The Chesapeake Group project)			X	X		
Watertown Township, Clinton County			x	x		
West Bloomfield Township, Oakland County	x					
White Lake Township, Oakland County	x		x	x	x	x
State of Michigan: Department of Natural Resources			x			

X = Award-Winning Projects

EXPERIENCE & REFERENCES

The Chesapeake Group Michigan Municipal Clients (See Appendix for Additional National Clients)									
State	Project Area	Area-wide Analysis & Strategic Plan	Benefits / Impact Analysis	Site Specific Dev.	Mixed Use	Culture, Art, & Entertainment as Econ. Dev. Tools	Industrial /R & D/ Ag.	Developer/ Tenant Recruitment	Tourism
MI	Allendale Township	x		x	x	x	x		x
MI	Branch Co.	x		x	x	x	x		x
MI	Detroit	x		x					
MI	Fennville	x		x	x				x
MI	Grand Rapids	x	x	x	x	x		x	x
MI	Hastings	x		x	x				
MI	Holt-Delhi	x			x				
MI	Hudsonville	x		x	x			x	
MI	Huron Co.	x		x	x	x	x		x
MI	Kalamazoo	x		x					
MI	Mackinaw	x		x	x	x	x		x
MI	Michigan Cool Cities	x		x	x				
MI	Manton	x		x	x				x
MI	Muskegon	x		x	x	x		x	x
MI	Muskegon Co.	x		x	x	x			
MI	Muskegon Heights	x		x	x				
MI	Northville	x		x	x				
MI	Norton Shores	x	x	x	x				
MI	Novi	x		x	x				
MI	Port Huron	x		x	x				x
MI	St. Joseph Co.	x		x	x				x
MI	Spring Lake	x		x	x				x
MI	Troy	x	x	x	x	x	x		x
MI	Wexford Co,	x		x	x	x	x		x
MI	Walker- Standale	x		x	x				x
MI	Zeeland	x		x	x				x

ATTACHMENTS

Attachments

Firm Profile/Awards

Staff Qualifications

Service & Project Profiles

clearzoning
CLEAR AND CONNECTED

28021 Southfield Road
Lathrup Village, MI 48076
tel 248.423.1776
fax 248.423.1793
www.clearzoning.com

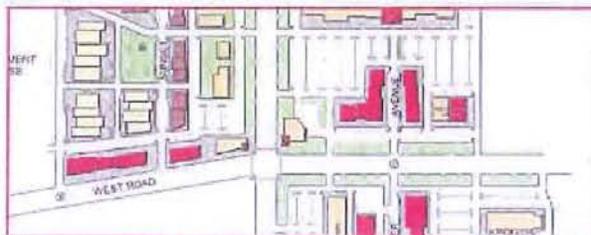
HISTORY

Clearzoning, Inc. is a planning and transportation consulting firm that was originally established 25 years ago as a subsidiary company of Birchler Arroyo Associates, Inc. Founders David Birchler, AICP, PCP, and Rodney Arroyo, AICP, established Clearzoning as a consulting firm that provides planning, zoning, and transportation services. The company's **Clearzoning®** product reorganizes zoning and other development regulations for greater efficiency, identifies and resolves conflicting regulations, and provides a significant "health check-up" for zoning codes. Clearzoning is at the forefront of developing clear and user-friendly zoning ordinances — it's what we do. Our clients range in size and character from rural communities to small towns to medium-sized cities and townships.



At Clearzoning, our Principals play a leadership role in every project, working closely with other senior professionals to ensure a product that fits each community's individual needs. Our talented staff includes nationally certified community planners (AICP), transportation planners, and a traffic engineer (PE). Each member of our team is dedicated to providing products and services that achieve the goals of the firm's clients.

We enjoy working with our wide variety of clients as much as we enjoy working with each other. We strive to create and maintain a strong internal team that supports our collective efforts to grow professionally. Team members are encouraged to be innovative and share new ideas that generate solutions aimed at achieving the goals of the client.



Develop and nurture lasting client relationships that will give us the opportunity to provide years of continued service.

our mission



our work ethic

- Attract and maintain high quality staff
- Be a partner to clients
- Use the talents of our staff effectively
- Commit to quality control
- Find creative solutions that fit the clients' needs

Master Plans
Recreation Plans
Downtown Plans



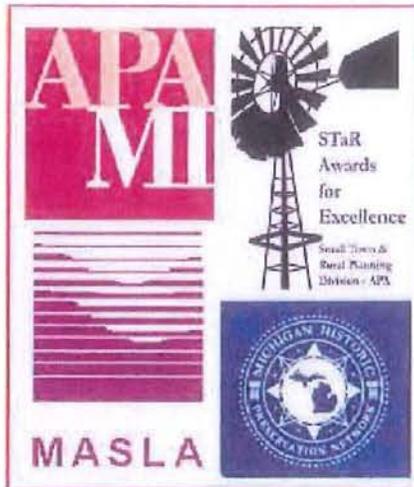
Parking Studies
Community Visioning
Zoning Ordinances



Place Making
Traffic Engineering
Transportation Plans



Access Management
Form-Based Codes
Expert Witness Services



Our commitment to excellence is recognized in Michigan and around the country; in the past decade, we have received four national planning awards and nine state planning awards.



2012 American Planning Association
Small Town & Rural Planning Division
Outstanding Project
City of Lathrup Village Clearzoning Ordinance

2009 Michigan Association of Planning
Daniel Burnham Award for a Comprehensive Plan
City of Huntington Woods Master Plan

2008 Michigan Historic Preservation Network
Government/Institution Award
City of Huntington Woods Master Plan

2008 American Society of Landscape Architects
Michigan Chapter
Merit Award
City of Troy Big Beaver Corridor Study

2007 Michigan Association of Planning
Outstanding Planning Project Award
City of Troy Big Beaver Corridor Study

2007 American Planning Association
Small Town & Rural Planning Division
Vernon Deines Award for a Small Town or Rural Plan
City of Adrian Comprehensive Plan

2007 Michigan Association of Planning
Outstanding Planning Project Award - Honorable Mention
City of Adrian Comprehensive Plan

2005 American Planning Association
Small Town & Rural Planning Division
Award for Excellence
Bridgewater & Manchester Townships - Wireless Facilities
Master Plan

2002 American Planning Association
Small Town & Rural Planning Division
Award for Excellence
Bridgewater Township Master Plan

2002 Michigan Society of Planning
Outstanding Planning Project Award
Bridgewater Township Master Plan

2000 Michigan Society of Planning
Outstanding Planning Project Award
City of Detroit Development Manual

Master Plans
Recreation Plans
Downtown Plans



Parking Studies
Community Visioning
Zoning Ordinances



Place Making
Traffic Engineering
Transportation Plans



Access Management
Form-Based Codes
Expert Witness Services



RODNEY ARROYO HAS OVER 30 YEARS of professional experience providing both planning and zoning consulting services to municipalities and the private sector. His experience includes master plans, zoning ordinances, form-based codes, corridor studies, recreation plans, wireless communication facility plans, training, and access management plans. He also serves as an expert witness in planning and zoning issues.

Rod has a Master of City Planning degree from Georgia Tech and he is a Certified Planner (AICP). Rod is a member of the American Planning Association and its Small Town Planning Division.

Rod is a leader in planning education. He has trained thousands of professional planners, citizen planners, and transportation professionals. His training program, *Transforming Zoning Codes*, was presented to MSU's Citizen Planner Advanced Academy and the Michigan APA. He also recently conducted training on Zoning and Development Review Best Practices on behalf of the Michigan Economic Development Corporation (MEDC).

Rod is an Adjunct Professor in the graduate urban planning program at Wayne State University. He is also an approved instructor in access management by the Michigan Department of Transportation (MDOT). Additionally, he has been an instructor for the Michigan State University Extension (MSUE) Citizen Planner program. Rod and his staff developed Advanced Training Programs for the Michigan Association of Planning (MAP) in Site Plan Review and Subdivision Review.

recent awards

- + 2012 John Keller Award for an Outstanding Planning Initiative for the City of Lathrup Village Zoning Ordinance; awarded by the APA Small Town & Rural Planning Division
- + 2007 Outstanding Planning Project Award for a Plan for the City of Troy Big Beaver Corridor Study; awarded by the Michigan Association of Planning
- + 2007 Vernon Deines Award for an Outstanding Small Town or Rural Plan for the City of Adrian Comprehensive Plan; awarded by the APA Small Town & Rural Planning Division
- + 2002 Award for Excellence for an Outstanding Small Community Planning Project for the Bridgewater Township Master Plan; awarded by the APA Small Town & Rural Planning Division

select research articles & speaking engagements

- ◆ "Food Truck Feeding Frenzy: Making Sense of Mobile Food Vending," Co-Author, *Zoning Practice*, Vol. 30, No. 9. American Planning Association (September 2013) and presentation at the April 2014 National Planning Conference in Atlanta, Georgia.
- ◆ "The Little Suburb That Could: Moving Forward in a Challenging Economy," Presentation at the Michigan Association of Planning Annual Conference, October 2011.
- ◆ "Planning for Healthy Communities," *Michigan Planner*, Smart Growth Tactics, Vol. 11, Nos. 7 and 8, (Feb. & March 2007)
- ◆ "Maintaining Small Town and Rural Character," Michigan Association of Planning Annual Conference, Traverse City, Michigan (October 19, 2007).

personal

- + Rod has run two marathons and several half marathons. He has published a family history book and eight books of photography.



JILL BAHM, AICP has a broad planning background that includes work in both the public and private sector. She earned a Master of Urban and Regional Planning and a Bachelor of Arts in Communications/English from the University of Michigan. She is a certified planner with the American Institute of Certified Planners, and a member of the American Planning Association (APA) and Michigan Association of Planning (MAP).

Jill's experience as a city planner and DDA executive director, combined with her commercial real estate experience, marketing and promotional skills, allows her the opportunity to assist clients with a variety of projects. Jill also enjoys exploring how new technologies can be used to engage the public and improve service delivery.

Since 2013, Jill has worked with the Michigan Economic Development Corporation (MEDC) on the creation of workshops aimed at helping communities improve the efficiency and effectiveness of the development review process. Jill has instructed over 12 workshops focused on updating zoning regulations and improving the review process.

For all her clients, Jill is able to draw upon her skills and experiences, helping clients with zoning amendments, form-based codes, parks and recreation plans, master plans, and downtown development plans.

presentations

- + 2013-present: MEDC Redevelopment Ready Training Workshops
- + 2014 MML Capital Conference: "Food Trucks"
- + 2012 Oakland County Heritage Conference: "The Role of Placemaking & Sustainability in Long-Range Planning"
- + Michigan Association of Planning 2011 Annual Conference: "The Little Suburb that Could"
- + Michigan Association of Planning 2010 Annual Conference: "Small Towns, Big Technologies"
- + Michigan Association of Planning 2009 Annual Conference: "Best Practices + Investment = Downtown Success"

professional service

- + Main Street Oakland County Advisory Board Member—Vice-Chair
- + Michigan Association of Planning—Information, Resources, Communications, and Social Media Committee

publications

- + "Food Truck Feeding Frenzy: Making Sense of Mobile Food Vending" *Zoning Practice*, September 2013
- + "What Planners Should Know About Age-Friendly Communities" *Michigan Planner*, May 2012
- + "Best Practices + Investment = Downtown Success" *Planning & Zoning News*, May 2010

professional interests

- + Economic Development—Market Research/ Studies; Business Recruitment and Retention
- + Organizational Development—Visioning/Goal Setting; Board member education; Work planning/Budgeting
- + Community Involvement—Visioning/Goal Setting; Communications/Marketing Strategies
- + Photo Documentation—Public participation; Natural and built environments



JOE TANGARI IS AN ASSOCIATE PLANNER at Clearzoning. He received a Master of Urban Planning degree from Wayne State University with a concentration in Managing Metropolitan Growth, and a Bachelor of Arts in Music Business from Berklee College of Music.

In school and in the field, Joe has worked to develop his knowledge and skills in a wide range of planning activities, from public participation, master planning, and urban design to site plan review, zoning administration, and geographic information systems. He enjoys the day-to-day challenges of community planning and economic development.

At Clearzoning, Joe has conducted site plan reviews, developed zoning graphics using SketchUp, developed historic district design standards, participated in master plan updates, and assisted in the facilitation of public input at community meetings. His work has ranged from assisting suburban to rural, small-town communities.

During his time in the City of Hazel Park Department of Planning and Community Development, Joe gained experience working with limited resources and built a deep understanding of the challenges facing modern city governments.

Outside of planning, Joe is a freelance music critic for *Pitchfork* and *DownBeat* and serves on the board of an animal rescue. His other interests include history, gardening and food systems, cooking, photography, architecture, and 20th Century art.

professional experience

- + City of Hazel Park Department of Planning and Community Development
- + Wayne State University Department of Urban Studies and Planning

Research Projects:

A Baseline Assessment of the Impact of the Redevelopment Ready Communities Program

Triple Bottom Line Effects of U-Haul International's Adaptive Reuse of Historic Industrial Buildings

Just, Fair and Equitable Disposition of City-Owned Land for Urban Agriculture: A framework (co-author)

- + Co-designer, prototype pocket park for City of Hamtramck, MI

volunteer service

- + Board Member, New Beginnings Animal Rescue
- + Detroit Institute of the Arts
- + Habitat for Humanity ReStore Detroit
- + Hazel Park Community Garden

recognition

- + Sue Smock Award for research at Wayne State University
- + George Galster Award for Planning at Wayne State University



SHEILA STARKS IS A PLANNER AND GIS / SKETCHUP SPECIALIST at Clearzoning®. She received a Bachelor of Science in Environmental Science and Planning from the University of Michigan, with a minor in GIS. She graduated with honors and was awarded the University's prestigious Maize and Blue award.

Sheila is an integral member of our team that provides general management planning assistance to the MDNR Parks & Recreation Division as well as 3D modeling. In particular, Sheila has assisted with our analysis of trail users, trail density, and access to trails in the Pinckney and Waterloo State Recreation Areas. She is also a key team member for most of the firm's Clearzoning code reformatting projects.

Sheila has extensive 3D modeling experience. She has created several 3D urban centers depicting how municipalities envision their future community. She has produced topographic models showing how elevation impacts views within a development area. In addition, Sheila has developed models illustrating the shadows produced by buildings and how they impact surrounding properties.

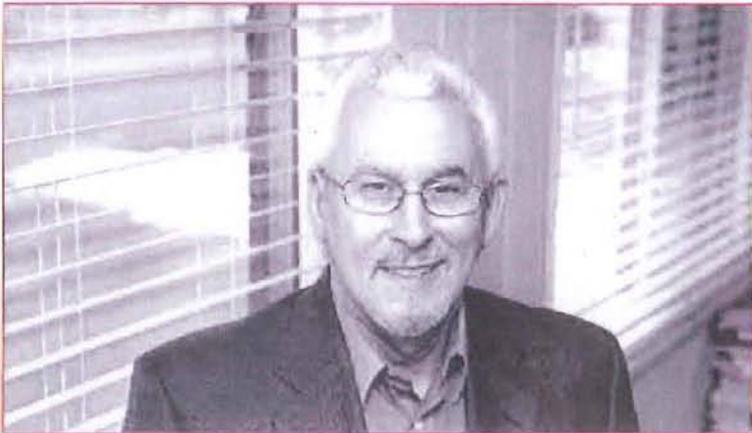
Sheila's past work experience provided her with a broad knowledge base that is valuable to our projects. She worked with Oakland County Parks and Recreation creating several databases. At the University of Michigan-Flint's Center for Applied Environmental Research, she providing geo-coding services and conducted research on land conservation measures. She also worked for Grand Blanc Township as a Storm Water Program Assistant, representing the Township at Genesee County Drain Commission meetings and ensuring township compliance with their NPDES Phase II permit requirements.

awards

- ✦ 2012 John Keller Award for Outstanding Planning Initiative for the Lathrup Village Zoning Ordinance, APA Small Town and Rural Planning Division (team member)
- ✦ University of Michigan Maize and Blue recipient in 2008

non-profit service

- ✦ Girl Scout's Fairwinds Council troop leader
- ✦ Elementary school classroom assistant helping young children learn to read



WILLIAM A. STIMPSON has over 40 years of experience in transportation and traffic engineering, specializing in traffic safety and site planning. His safety work has included driver performance research, facility safety auditing, and crash litigation support. His site planning work has included plan development and review, traffic impact analysis, and access management. He has also dealt with parking and a wide variety of other traffic planning issues, ridesharing, and bicycling incentives.

Since joining our firm in 1998, Mr. Stimpson has performed traffic reviews of hundreds of site plans; prepared shared parking studies, thoroughfare plans, crash data studies, corridor safety evaluations, and access management studies; conducted and reviewed numerous traffic impact studies; and completed signal warrant evaluations and cut-through traffic studies for both public and private clients. He has also investigated individual traffic crashes relative to alleged highway-tort, premises, and/or personal liability. As needed, he has provided expert testimony on traffic engineering and crash causation analysis, and has trial experience in both civil and criminal cases.

Mr. Stimpson's development-related projects have ranged from regional shopping centers and a 5,000-seat church to small residential and retail sites. His comprehensive traffic review of a site plan can dramatically improve on-site circulation, access to and from the public road network, and pedestrian safety.

awards

- ✦ 2007 Vernon Deines Award for an Outstanding Small Town or Rural Plan for the City of Adrian Comprehensive Plan. Awarded by the APA Small Town & Rural Planning Division.
- ✦ 1978 Honorable Mention, Past Presidents' Award for Professional Excellence in Transportation Engineering. Awarded by the Institute of Transportation Engineers.

registration

- ✦ Registered Professional Engineer (P.E.) in Michigan (since 1980).

professional affiliations

- ✦ Fellow, Institute of Transportation Engineers (ITE) (Life Member effective January 2013).
- ✦ Member, ITE Transportation Safety Council & ITE Expert Witness Council.

selected publications

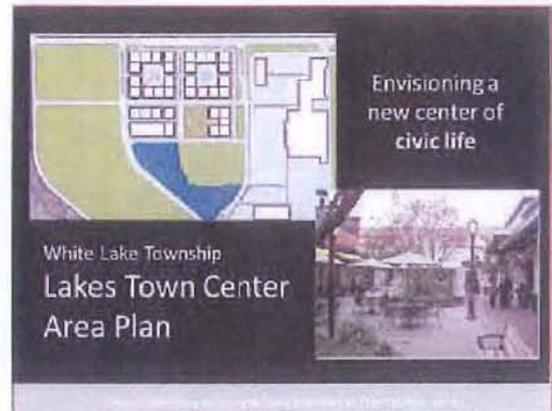
- ✦ "Identification of High-Crash Intersections in the City of Novi, 2006-2010." January 2012.
- ✦ "SEMCOG Traffic Safety Manual – First Edition." Co-authored by William A. Stimpson, P.E. under contract to Southeast Michigan Council of Governments, February 1996.
- ✦ "Co-ordinating Vehicle-Actuated Traffic Signals to Reduce Vehicular Fuel Consumption." Co-authored with G. M. Takasaki and published in *Traffic Engineering & Control*, October 1982.
- ✦ "Driver Expectancy Checklist." Co-authored with M.C. Ellis and published by AASHTO, 1972.

What is a Master Plan?

A Master Plan, or comprehensive land use plan, is a blueprint for the future. It is a comprehensive document, long-range in its view, that is intended to guide development for the next ten to twenty years. The Master Plan sets public policies regarding growth and development. The information and concepts presented in the Master Plan are intended to guide local decisions on public and private uses of land, as well as the provision of public facilities.

When a community reviews its master plan, the following five topics should be considered. Where significant changes have taken place or are anticipated, the master plan should be updated.

- **Evaluation of the Goals, Objectives and Policies:** What has been achieved? Have recent changes impacted these goals, objectives, or policies?
- **Data:** Is the base data current? How have economic conditions or development impacted the data?
- **Public Opinion / Political Current:** In what ways have public opinion or community philosophy changed since the previous plan?
- **Rezoning and Capital Improvements:** Are the zoning districts generally consistent with the future land use plan, and the timing of capital improvements discussed in the plan?
- **Local and Regional Changes:** Have there been any developments of concern in the community, or in nearby communities, that affect underlying principles, policies or land uses in particular areas?



Area Plans. Often certain parts of a community need special attention. These smaller areas within the community may provide an opportunity to accommodate growth, correct blighted conditions, or to fill a specific need in the community. In some cases, an area plan may address all of those issues. While area plans are still a general guide for action, they often provide a clearer concept for how an area should change over time. Often, these area plans can be used as a foundation for economic development strategies, showing property owners how the community wishes to guide change and address the vision of the master plan.



Master Plans
Recreation Plans
Downtown Plans



Parking Studies
Community Visioning
Zoning Ordinances



Place Making
Traffic Engineering
Transportation Plans



Access Management
Form-Based Codes
Expert Witness Services

Why is Public Input Important?

Public input is a cornerstone of civic life. For many communities, however, public input is a box to check off in the planning process. Clearzoning® staff believes that a public input plan can be implemented to strengthen the planning process, build support for plan implementation, and maintain civic pride. Even more—communities can tap into the power of the people for a variety of civic causes.

Staff at Clearzoning® have extensive experience facilitating stakeholder and public participation processes using a variety of techniques, such as:

- Planning Fairs
- Focus Groups
- Websites
- Internet Surveys
- Mail Surveys
- Open Houses
- Visioning Sessions
- Charrettes
- Consensus Workshops
- Issues & Solutions Workshops
- Picture This! Photo Exhibits
- Social Networking Sites



Clearzoning® is highly qualified to facilitate public participation techniques that will engage the public, stimulate their involvement, build consensus, then mobilize the partners with a shared vision for the future of the community. We can also assist communities with the development of a public input plan that maps out strategies and benchmarks for public input across a wide spectrum of community goals and objectives.

Any successful plan must be solidly based upon a community's vision for the future. Such plans must also engage community partners, then mobilize them into action.

The three major components in any planning process are: 1) Analysis of existing conditions or *What do we have?* 2) Vision or *What do we want?* and 3) A Plan for the Future or *How do we get there?* While the question "What do we want?" may sound simple, mobilizing the public partners to offer community leaders clear direction is rarely a simple task.

We will tailor a public involvement approach that fits your community, meets your expectations, and tracks your project schedule.

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ORCHARD LAKE ROAD REDEVELOPMENT STRATEGIES

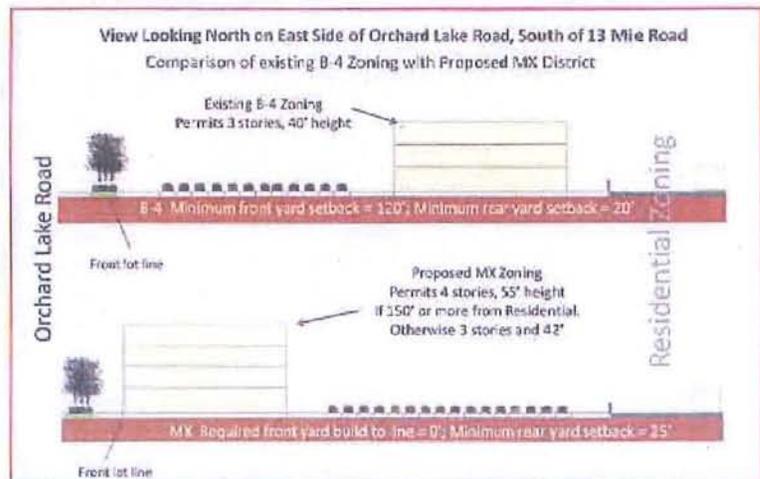
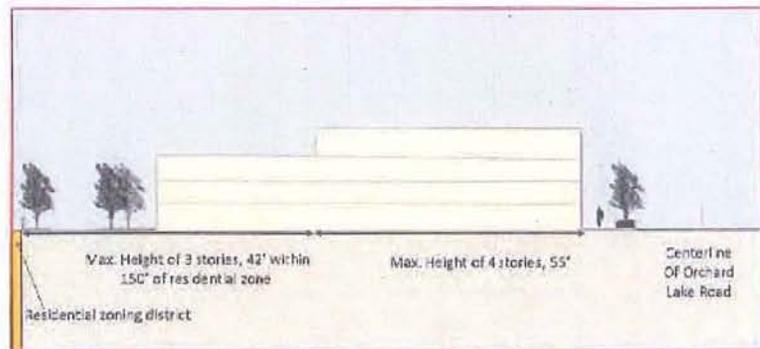
The City of Farmington Hills Master Plan identifies six special planning areas along the Orchard Lake Road corridor where changes in land use regulations may encourage redevelopment and improve the appearance of this corridor. The Planning Commission selected the section of Orchard Lake Road between 12 and 13 Mile Roads as its first area of focus.



The City's Goal: Redevelop this area into a walkable commercial center. Implementation of this goal includes using the following strategies:

- Buildings moved to front lot line
- Parking behind buildings
- Building heights 2-4 stories
- Increased building height will be directed towards Orchard Lake Road
- The City is exploring a narrow landscape median concept for Orchard Lake Road that will help calm traffic and facilitate pedestrian crossings

The implementation of the Master Plan redevelopment strategy was the establishment of a new mixed use district (MX1) in the City's Zoning Ordinance. This form-based district provides for the creation of a walkable, urban area and incorporation of a grid network, using a combination of public streets and private drives. The district includes landscape buffering requirements when adjacent to single family residential zoning.



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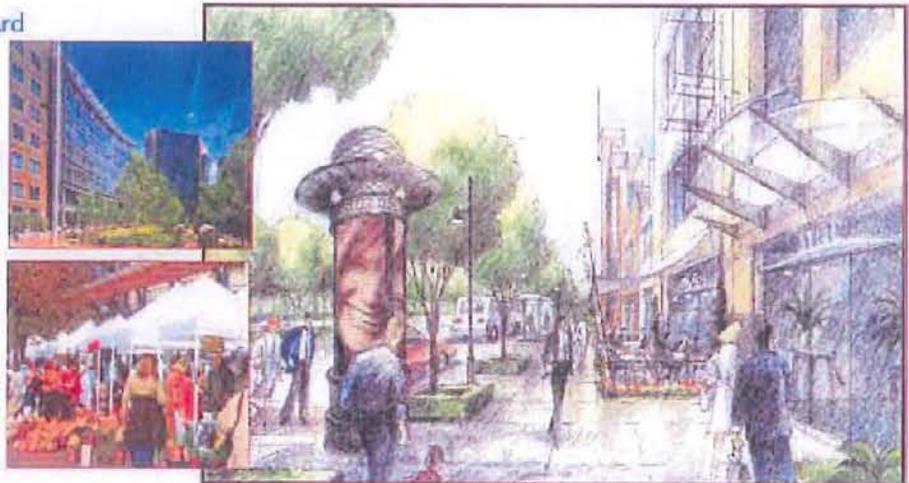
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BIG BEAVER CORRIDOR STUDY

2007 Outstanding Planning Project Award, Michigan Chapter—American Planning Association
2008 Merit Award, Michigan Chapter ASLA

A Vision for A World-Class Boulevard

The Big Beaver Corridor Study began with a vision provided by City leaders: Big Beaver Road — A World Class Boulevard. The Study proposes to transform Big Beaver Road from an automobile-dominant suburban corridor into a pedestrian-friendly urban destination.



Key concepts of the study include:

- **Organize the six-mile corridor into distinct districts.** The plan divides the boulevard into districts, each with a unique character.
- **Develop gateways at key entry points.** Signature architecture, landscaping, and streetscape treatments will create a sense of arrival.
- **Enhance corridor landscaping.** Street trees will serve as a visual axis along the corridor and will buffer sidewalks from travel lanes.
- **Promote foot traffic and walkability.** Increased residential uses, mixed-use development, and density will boost pedestrian activity.
- **Provide a variety of transportation choices and reduce the dominance of the automobile.**
- **Transform the corridor into an outdoor museum.** Civic art will be installed at gateways and in public squares. Iconic footbridges and sleek, elegant street furniture will also function as public art.

The Study includes a detailed implementation program that identifies action items and responsible parties.

Since completion of this work, the City has revised its zoning code to require the elements envisioned in the plan, and new development activity is now lining the Big Beaver Corridor, filling areas where empty, underutilized parking lots once stood.

World Class Boulevards are:

- Regional, national and worldwide destinations
- Authentic, timeless and create long term value
- Vibrant and interactive people places
- All-season, day and night, working, living, community experiences
- A diverse mix of components and shared uses
- A celebration of the role of architecture, landscape and civic art as placemakers
- Generators of human interaction
- NOT suburban
- NOT automobile dominant
- Facilitators of public transit (of some sort)
- Places people want to be

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WEST BLOOMFIELD TOWNSHIP, MI ORCHARD LAKE ROAD CORRIDOR STUDY/ZONING UPDATE

Revitalizing a Commercial Corridor

Orchard Lake Road is a five-lane thoroughfare that runs through West Bloomfield and is home to regional shopping and office buildings as well as local “mom and pop” eateries and boutiques. With this diversity of building types and uses, large-scale, comprehensive redevelopment would be difficult at best. Plans for road reconstruction that will result in a boulevard dramatically changes the feel of the corridor. The Township studied the built environment, natural features, and design cues from the corridor and civic facilities to develop a unique identity that will drive zoning updates as well as new marketing approaches for the corridor.



Transforming the Corridor. The Township recognized that incorporating design cues from new redevelopment as well as from civic facilities could transform the corridor. Adding in dramatic streetscaping and improving vehicular and pedestrian circulation could make this corridor stand apart as a true “world class boulevard,” but one based on the authentic values of the community: quality design, art, natural resource preservation, and recreation.

- **Inside the corridor.** Along the corridor, the study revealed that office buildings capitalize on their sites, enhancing natural spaces and often encouraging users to enjoy the outdoors through simple picnic tables and benches. Recent commercial façade improvements have incorporated quality materials such as stone, wood, metal, and glass.
- **Outside the corridor.** Art and intentional landscaping as the Township civic campus, outside the corridor, create a distinct identity at the campus. This aesthetic is reinforced at other Township facilities, where native landscaping and stormwater management demonstrations also help educate the community

Design Cues. Using the design cues as a starting point, new zoning standards will enhance landscaping along the corridor, provide for “places of interest” within new development, and require high quality materials that complement those found elsewhere in the corridor and in the Township.



Clockwise from top left: Redeveloped strip center, 3-story office building, updated strip center—all inside the corridor— and Township Library (outside the corridor)



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Who We Are ...

The Chesapeake Group (TCG) is the premier economic analysis and development firm in the United States, having prepared more than 1,000 analyses since its inception.

TCG was formed in 1974 and incorporated a year later. In addition to our home base in Maryland, we have satellite offices in Michigan and Florida.

The Chesapeake Group (TCG) provides an integrated array of real estate and economic analyses and development services. Key services include: economic revitalization, including "Main Streets" and mixed-use development plans; economic and community development strategies; assessments of site specific opportunities, generally within the context of larger geographic areas; defining opportunities for emerging R & D related to technology, agricultural production, natural resources and higher education institutions; identifying technology application shifting; tourism development; impact analyses; business, developer, investor and institution recruitment; and transit-oriented development for local governments, Chambers of Commerce, and private sector interests and developers.

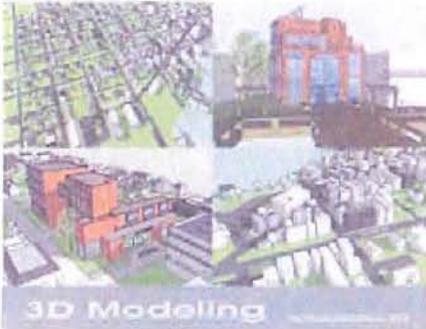


The Chesapeake Group has been involved with more analyses of neighborhoods, downtowns, urban, suburban and rural communities defining opportunities for sustainable economic development activity than any other firm in the country. Our experience is unmatched in the industry.

TCG ...



- IS an independent real estate, economic and impact analysis and development related project planning firm. Our independence affords us the opportunity to "do the right thing" versus "watching the clock" and "billable" hours.
- HAS significant experience in many areas of the country, including the Midwest and numerous projects in Michigan. TCG is currently under contract to Allendale Township developing an economic development strategy and is recruiting developers and negotiating terms for properties owned by the Greater Muskegon Area Community Foundation in downtown Muskegon. For many of our projects, culture, history and natural resources play significant roles.
- Has been highly successful in not just developing strategies, but with implementation. We have successfully recruited businesses, developers, investors and higher education institutions in many communities, including several in Michigan and neighboring Indiana.
- HAS stimulated more private investment and higher private sector to public sector dollar ratio investment than any other known organization.
- EFFORTS involve the time of only highly-skilled principal level professionals, not lower level staff with minimal experience.
- HAS built its reputation on providing a high level of service, having a real commitment to make efforts successful, and providing a quality product that produces results.
- IS proud of the fact that most of our public and private sector clients return consistently to use our services.
- HAS a diverse client base. We understand the needs of residents, governments, developers, business groups, community groups, and small and large business interests since our client base includes all of these entities.
- HAS a reputation for being associated with projects that are creative, pragmatic, and have met with success.



- WILL work as adjunct staff, maintaining a close working professional relationship with the "Project Coordinator or Manager" and leadership.
- IS committed to professional excellence at reasonable cost.
- WILL have Howard Kohn, TCG's President, as TCG's Manager for this effort should our team be fortunate enough to be retained. Howard has been a consultant to many national non-profit entities throughout his career fostering revitalization of established neighborhoods, downtowns and communities and other economic development.
- HAS had tremendous success in developing recruitment packages and processes and with utilizing them to bring businesses, developer and institutional interests to specific communities and sites throughout the country.
- ESTABLISHED a team of professionals that would bring to this and all our efforts: (1) a true diversity of backgrounds and experiences likely to be important, (2) recognized significant national perspective and experience, (3) proven ability to work together, (4) the highest professional standards for quality, and (5) like business philosophies.

Representative Projects & Added References...

The following is a partial list of communities served by TCG's public sector real estate and economic assessments, impact analyses, recruitment, and development projects. (Private sector for-profit project areas are not included.)

TCG Example Projects by State

State	Project Area	Area-wide Analysis & Strategic Plan	Benefits /Impact Analysis	Site Specific Dev.	Mixed-use	Culture, Art, & Entertainment as Econ. Dev. Tools	Industrial/R & D/Ag.	Developer/Tenant Recruitment	Tourism
AR	Little Rock	✓		✓	✓				
AZ	Sahuarita	✓	✓	✓	✓				
AZ	Scottsdale	✓	✓	✓	✓	✓	✓		✓
CT	New Haven	✓		✓	✓				
DE	Delmar	✓			✓				✓
DE	Smyrna	✓			✓				✓
FL	Boynton Beach	✓	✓	✓	✓				✓
FL	Coral Springs	✓		✓	✓				✓
FL	Ft Walton Beach	✓		✓	✓	✓			✓
FL	Goulds	✓		✓		✓			✓
FL	Hialeah	✓		✓					
FL	Homestead	✓	✓	✓	✓	✓			✓
FL	Lakeland	✓							
FL	Miami	✓	✓	✓	✓	✓		✓	✓
FL	Miami Beach	✓		✓	✓	✓			✓
FL	Miami Shores				✓	✓		✓	
FL	Monroe Co. (FL Keys)	✓		✓	✓	✓	✓		✓
FL	Palm Beach Co.	✓		✓	✓				✓
FL	Pensacola Beach	✓		✓	✓			✓	✓
FL	Port St. Lucie	✓		✓	✓	✓			✓
FL	Punta Gorda	✓		✓	✓	✓	✓		✓
FL	Sunny Isles Beach	✓		✓	✓	✓			✓
FL	St Lucie Co.		✓	✓	✓		✓		
FL	Tallahassee			✓	✓				✓
GA	Augusta (East)	✓		✓					
IN	Fishers	✓		✓	✓		✓	✓	
IN	Ft Wayne	✓			✓		✓		
IN	LaGrange Co.	✓		✓	✓	✓			✓
IN	South Bend	✓		✓	✓	✓			✓
KS	Great Bend	✓	✓	✓	✓	✓	✓		✓
LA	New Orleans	✓			✓	✓	✓		✓
MD	Aberdeen	✓	✓	✓	✓	✓	✓		✓
MD	Anne Arundel Co.	✓							

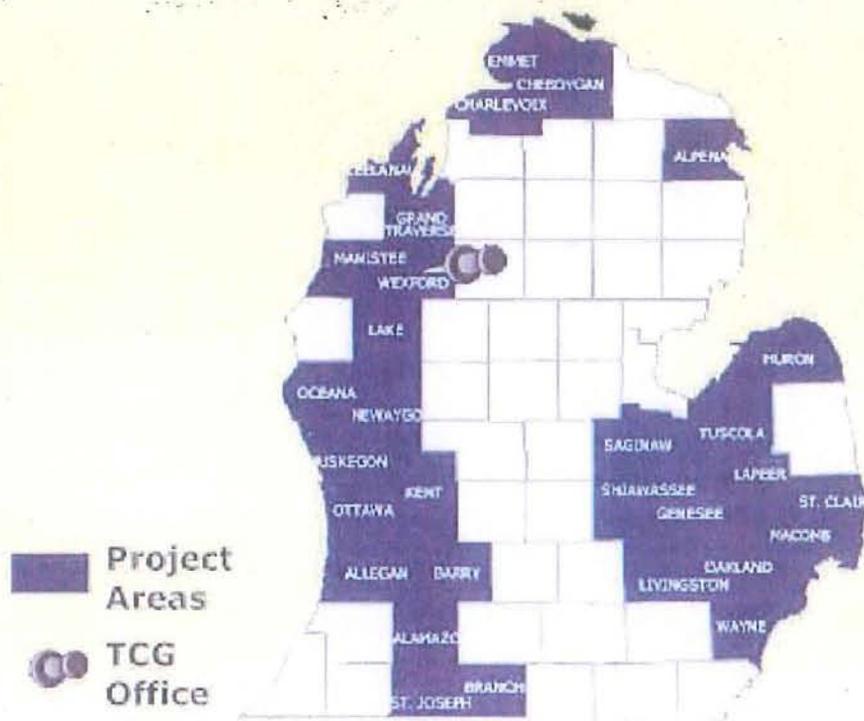
State	Project Area	Area-wide Analysis & Strategic Plan	Benefits /Impact Analysis	Site Specific Dev.	Mixed-use	Culture, Art, & Entertainment as Econ. Dev. Tools	Industrial/R & D/Ag.	Developer/Tenant Recruitment	Tourism
MD	Baltimore	✓		✓	✓	✓			
MD	Baltimore County	✓		✓	✓	✓			
MD	Bethesda	✓			✓	✓			
MD	Cambridge	✓		✓	✓	✓			
MD	Carroll County	✓		✓	✓				✓
MD	College Park	✓		✓	✓				✓
MD	Columbia		✓	✓	✓	✓	✓		✓
MD	Easton	✓		✓		✓			✓
MD	Frederick	✓		✓	✓			✓	
MD	Havre de Grace	✓		✓	✓	✓	✓	✓	✓
MD	Hancock	✓		✓	✓	✓	✓		✓
MD	Hyattsville	✓		✓	✓	✓			✓
MD	Leonardtown	✓	✓	✓	✓				✓
MD	Manchester	✓		✓	✓				✓
MD	Mt. Airy	✓		✓	✓	✓			✓
MD	Mt. Rainier	✓		✓	✓	✓		✓	✓
MD	Pocomoke City	✓		✓	✓	✓			✓
MD	Riverdale	✓		✓	✓				✓
MD	Snow Hill	✓		✓	✓				✓
MD	Taneytown	✓		✓	✓	✓			✓
MD	Union Bridge	✓		✓	✓	✓			✓
MD	Westminster	✓		✓	✓				✓
ME	Bucksport	✓		✓	✓	✓	✓		✓
ME	Arundel	✓		✓	✓	✓	✓		✓
MI	Allendale Township	✓		✓	✓	✓	✓		✓
MI	Branch Co.	✓		✓	✓	✓	✓		✓
MI	Detroit	✓		✓					
MI	Ferrville	✓		✓	✓				✓
MI	Grand Rapids	✓	✓	✓	✓	✓		✓	✓
MI	Hastings	✓		✓	✓				
MI	Holt-Delhi	✓			✓				
MI	Hudsonville	✓		✓	✓			✓	
MI	Huron Co.	✓		✓	✓	✓	✓		✓
MI	Kalamazoo	✓		✓					
MI	Mackinaw	✓		✓	✓	✓	✓		✓
MI	Michigan Cool Cities	✓		✓	✓				
MI	Manton	✓		✓	✓				✓
MI	Muskegon	✓		✓	✓	✓		✓	✓
MI	Muskegon Co.	✓		✓	✓	✓			
MI	Muskegon Heights	✓		✓	✓				
MI	Northville	✓		✓	✓				

State	Project Area	Area-wide Analysis & Strategic Plan	Benefits /Impact Analysis	Site Specific Dev.	Mixed-use	Culture, Art, & Entertainment as Econ. Dev. Tools	Industrial/R & D/Ag.	Developer/Tenant Recruitment	Tourism
MI	Norton Shores	✓	✓	✓	✓				
MI	Navi	✓		✓	✓				
MI	Port Huron	✓		✓	✓				✓
MI	St. Joseph Co.	✓		✓	✓				✓
MI	Spring Lake	✓		✓	✓				✓
MI	Troy	✓	✓	✓	✓	✓	✓		✓
MI	Wexford Co,	✓		✓	✓	✓	✓		✓
MI	Walker-Standale	✓		✓	✓				✓
MI	Wixom	✓		✓	✓		✓		
MI	Zeeland	✓		✓	✓				✓
MO	Kansas City	✓		✓	✓	✓			✓
MO	Kimberling City	✓		✓	✓				
NY	Watertown	✓		✓	✓				✓
NY	Brooklyn			✓	✓				
NY	Queens			✓	✓				
NC	Carteret County	✓					✓		✓
NC	Cary	✓				✓	✓	✓	
NC	NC State – Raleigh			✓	✓		✓		
NC	UNC -Chapel Hill	✓	✓	✓	✓		✓		
NC	Wilson	✓		✓	✓	✓	✓		✓
NC	Winston-Salem	✓		✓	✓		✓		
OH	Akron	✓		✓	✓				
OH	Solon	✓		✓	✓				
OH	Willoughby	✓		✓	✓				✓
OK	Muskogee	✓		✓	✓		✓		✓
OR	Eugene	✓		✓	✓	✓			✓
OR	Florence	✓			✓	✓			✓
PA	Adams County	✓	✓	✓	✓	✓	✓		✓
PA	Fayette County				✓	✓			✓
PA	Mt. Lebanon	✓			✓				
PA	Peters Township	✓			✓	✓	✓		
PA	Philadelphia	✓	✓	✓				✓	✓
PA	Pottstown Region	✓			✓	✓	✓		
PA	Scranton	✓	✓	✓	✓				
PA	Scranton-Wilkes-Barra Region	✓			✓	✓			✓
PA	Wilkes-Barre	✓	✓	✓	✓	✓		✓	✓
PA	Washington	✓			✓	✓			✓
SC	Charleston	✓		✓	✓		✓		✓
TN	Columbia	✓	✓	✓	✓				✓
TN	Memphis	✓		✓	✓			✓	✓
TX	Arlington	✓			✓	✓	✓		✓
VA	Altavista	✓		✓			✓		

State	Project Area	Area-wide Analysis & Strategic Plan	Benefits /Impact Analysis	Site Specific Dev.	Mixed-use	Culture, Art, & Entertainment as Econ. Dev. Tools	Industrial/R & D/Ag.	Developer/Tenant Recruitment	Tourism
VA	Arlington	✓		✓		✓	✓		
VA	Chesterfield Co	✓	✓	✓	✓		✓	✓	
VA	Hillsville	✓		✓	✓		✓		✓
VA	Onancock	✓		✓			✓		✓
VA	Portsmouth	✓	✓	✓	✓	✓			✓
VA	Richmond	✓		✓	✓		✓		✓
WA	Longview	✓		✓	✓	✓			✓
WA	Tacoma	✓	✓	✓	✓	✓			✓
WI	Milwaukee	✓	✓	✓	✓	✓			✓
WI	Racine	✓		✓	✓	✓	✓		✓

As noted, TCG has worked throughout much of Michigan.

TCG Lower Peninsula Project Areas in Michigan



Highlighted Projects ...

As has been noted, TCG has performed more than 1,000 public sector real estate and economic development analyses. We have also been involved with many recruitment efforts for private sector, for-profits and public sector clients.

The following are highlighted examples of projects performed for governments or non-profits in cooperation with local governments. The examples are chosen to provide you with the range of public sector economic development activity.

Cadillac Area, MI – Economic Development Strategy



Jerry Adams, Planning and Community Development Director, City of Cadillac, 231-775-0181.

In 2012, TCG completed an economic analysis and development strategy for the region of northern West Michigan that included Wexford County, Missaukee County, the City of Cadillac and smaller towns in Michigan. Much of the land in the area is associated with national forests and refuges. TCG had previously assessed the reuse opportunities for one of Downtown's historic structures for Cadillac.

The effort defined opportunities to capture activity based on the regional positioning and assets by expanding tourism, by aggressively pursuing R & D activity related to natural resources and agricultural production, through infill development in Downtown, and through expansion of other economic activity. It is noted that the area's higher education institution and the City of Cadillac have already begun to implement programs associated with of R & D activity for the area per TCG's recommendations.

Columbia, MD – Local & Regional Impact

Susan Krabbe, Chief Financial Officer, Columbia Association, Chief Financial Officer, Susan.Krabbe@ColumbiaAssociation.org, 410-715-5519.

The Columbia Association contracted the services of The Chesapeake Group in 2012 to determine the economic impact of the non-profit responsible for all recreational, open space, and related activity in the community. TCG evaluated the impact of the open space, activities and facilities on Columbia, Howard County, the Baltimore Metropolitan Area, and the State of Maryland. While serving the residents of the area, the activities and facilities attract visitors from a multi-county area and generate substantial indirect income to area operations and tax revenues for various levels of government in addition to it being a major employer with the associated accrued impacts.

Arlington, TX – Neighborhood & Redevelopment Strategy of Comp. Plan

Jim Parajon, Director of Planning in Arlington, Texas, 817-459-6527.



The Chesapeake Group assisted the City of Arlington, Texas with the development of their comprehensive plan. TCG's responsibilities in the process included writing significant portions of the economic development and neighborhood sections as well as the redevelopment component of the land use plan.

In addition to the above activity, TCG reviewed the entire document and indicated necessary changes to make the document an effective tool for residents, neighborhood groups, developers and others.

Charleston, SC – Multi-faceted Strategic Development Plan

The
ConNextion



Charleston's
Business
Centerplace

Geona Shaw Johnson, Director of the Dept. of Housing & Community Development, 843-724-3768.

Charleston is an example of TCG's ability to handle difficult and diverse industrial, commercial, residential and tourism issues simultaneously. TCG developed a strategic development plan and implementation program for the "Neck" area, or community in a central section of Charleston, South Carolina just north of downtown. The area plan was based on an economic assessment conducted as part of the effort. The area is a Federal Enterprise Community. It was increasingly impacted by rising property values, overflow of visitor activity, displacement of residents, declining industrial base and poor image.

The focus was on:

- ✓ Providing opportunities for new investment.
- ✓ Integrating new and existing affordable housing.
- ✓ Establishing entrepreneurial programs.
- ✓ Industrial reuse and Brownfields activity.
- ✓ Mitigation of industrial, commercial and residential conflicts.
- ✓ Creating a new image & marketing the area.

Aberdeen, MD – Economic Development Strategy & Technical Assistance



Charles (Chuck) Jacobs, President of Harford Bank, Economic Development Commission member, 410-272-6000.

TCG developed a strategic economic development program for the City. TCG also developed a downtown plan; solidified the economic development commission; supported significant industrial recruitment efforts that resulted in major plant openings, distribution centers, and warehousing activity; developed concepts to enhance sports in the area for tourism and the "Wal-Mart Inclusion" model; successfully solicited millions of dollars in grants; assisted with recruitment efforts of traditional industrial activity including Frito-Lay; and assisted with other critical implementation.

Prior to our involvement, Aberdeen envisioned itself as the “end of the world” instead of the center of a substantial East Coast market and without the ability to benefit from the substantial federal facilities in the immediate vicinity.

The market assessment and implementation strategy defined, among other elements, the concept and opportunity for the development of a higher education institution facility combined with a technology oriented business park (Higher Education & Applied Technology Center/HEAT). The suggestion, which has been fully implemented, resulted from the potential to tap existing assets. Those assets included:

- The nearby military facility, whose focus is to test all types of military equipment
- The large number of engineers who were leaving the area after their military time
- The lack of higher education opportunities in the county
- Policies toward military contractors being located “outside the fence”
- Location off I-95, between Baltimore and Washington and Philadelphia and New York



ST. Lucie County, FL – Large Acreage Research and Education Park



Todd Mowery, Chairman of the Board of County Commissioners, St. Lucie County, 772-462-1100, moweryt@stlucieco.org.

St. Lucie County and its sister Indian River County in Florida have long been nationally and internationally known for their citrus production. While the industry is still a dynamic force; it does not contribute to substantial employment growth. In an effort to foster corrective action and create a new focal point, St. Lucie County focused future efforts on the development of a roughly 2,500 acre Research & Development and Education Park (Treasure Coast Research Park) situated at the interchange with sections of the interstate system.

Located on the site are now branches of the USDA, the University of Florida and numerous other institutions. TCG was hired by the County to perform a needs assessment or feasibility analysis for the proposed park. Through the process, TCG: documented opportunities linked to the area’s historic economic base agricultural product industries; identified significant areas of research; identified the need to “bring” private sector entities “to the table” as part of the continued effort; and identified numerous entities that might be interested in pursuing the avenues of research. The park and related efforts have been extremely successful.

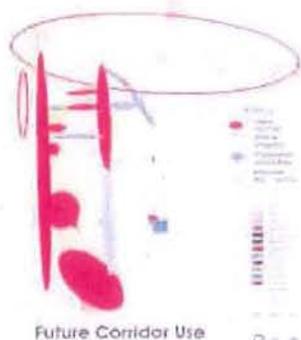
ST. Louis, MO – Tech Oriented Reuse of Major Site



Michael Mindlin, President, Michael Mindlin Consulting, 314-575-2067.

In 2010, TCG completed an analysis of opportunities for reuse of the “Magic Chef” buildings and properties in The Hill area of St. Louis for private sector interests. Parts of the 14-acre site have significant levels of contamination. The market assessment addressed opportunities for R & D and technology driven activity, retail, service, and niche housing. The analysis included assessments of major university and other institutional activity in the general area and potential linkages.

FT. Wayne, IN – Neighborhood Economic Development Strategy



John Wallace, Assistant Redevelopment Director, City of Fort Wayne, 260-427-2112.

TCG prepared an analysis and strategy for the Southeast target area of Ft. Wayne, Indiana. The area is situated adjacent to downtown and has suffered substantial retail and employment losses that have impacted all segments of its population and economic structure. The assessment indicated that in spite of adverse conditions, there were opportunities to:

- ✓ Restructure extended commercial strips and concentrate retail in specific targeted sites.
- ✓ Create “urban linear business parks” in former commercial corridors.
- ✓ Add rooftops to expand the market.
- ✓ Adjust specific current City efforts that have not met goals.
- ✓ Increase household incomes.

New retail anchors as well as small business activity, select personal and professional services, and other activities were identified as having increased potential.

Muskegon, MI – Downtown Redevelopment and Developer Recruitment



Chris McGuigan, Executive Director, the Community Foundation of Muskegon County, 231-722-4538.

Initially, TCG developed the market analysis upon which the comprehensive and downtown development plans were premised and worked with another firm to develop the comprehensive and downtown plans. Those plans effectively called for significant changes that included: creations of nodal areas in downtown, consolidation of proposed waterfront activity, and creation of an in-town historic district.

The plan also identified the need for reuse of several key sites because of a changing retail climate, including the Muskegon Mall.

TCG was brought back into Muskegon under contract to the Community Foundation to develop redevelopment proposals associated with the “Muskegon Mall” properties and recruit a quality development interests to redevelop the properties for a mixed-use waterview project. The mall has been demolished, plans were formalized for a new mixed-use neighborhood, and infrastructure changes and initial investment has begun.

TCG is once again under contract to the client looking at opportunities and developing a reuse plan for a roughly 5-acres of additional land and with additional developer recruitment activity.

Fishers, IN – Strategic Economic Development Plan



Christi Wolf, former President of the Fishers Chamber of Commerce, 317-578-2051 or 717-949-3939.

TCG prepared an economic development strategy for this rapidly growing community just north of Indianapolis. The project provided direction for overall economic development, inclusive of both future industrial development as well as the town center area.

There are more than seventy suggestions made in the proposed economic development strategy. Two catalytic efforts were defined. One involved a combined industrial, education and public sector research and development effort. This major partnership effort is being implemented with new construction to house facilities underway.

The other was associated with the town center. Activity for the town center area included focus on unique market niches, with outdoor recreation facilities on public property in the area.

TCG was brought back by the client to recruit private development interests to the town center based on a new urbanism modeled core. TCG was able to market and recruit an interested developer that was selected by the Chamber, Town and the community to work in a partnership arrangement to redevelop much of the core.

Pottstown, PA - Multi-jurisdictional Economic Development Strategy



John S. Cover, AICP, Chief of Community Planning, Montgomery County, PO Box 311, Norristown, PA 19404, (610) 278-3741. jcover@montcopa.org.

The Chesapeake Group and TischlerBise conducted a Regional Economic Assessment and Fiscal Impact Analysis for the Pottstown Metropolitan Regional Planning Commission (through the Montgomery County Planning Commission along with funding from the Delaware Valley Regional Planning Commission) in the latter part of 2011 through the beginning of 2012. The first phase of the assignment was a community assessment of land use and economic conditions and trends in the region as well as an identification of potential market opportunities, for each of the eight jurisdictions. Specific site opportunities were identified for each of the eight jurisdictions. Those opportunities varied from traditional commercial downtowns and corridor activity, to light industrial and assemblage activity, to R & D opportunities, and to alternative energy based on a host of factors for each site. The findings of the study included intervention strategies and economic development and land use policy recommendations for the Region.

Chesterfield County, VA – Market Assessment, Redevelopment Plan, Benefits Analysis, Proformas, Developer Recruitment and Developer Negotiations



Tom Jacobson, Former Director of Planning and Revitalization Director for Chesterfield County, tjacobson@vcu.edu.

Several years ago, TCG conducted economic analyses of the major quadrants of Chesterfield County, one of which included Cloverleaf Mall in this jurisdiction with early suburbanization immediately outside of the City of Richmond. At that time, TCG indicated that the focus of the shopping center property and surrounding area would likely transition and disinvestment would occur.



After much of the transition had occurred, the County contracted with TCG to develop a strategy for reversing the disinvestment of this primary entranceway on a high volume thoroughfare at an interchange with a highway.

TCG made specific recommendations as to future options, including various mixes of uses. The implementation strategy included the recruitment of a “quality”, qualified developer. TCG then recruited the developer and continued to provide technical assistance to secure the successful redevelopment of the mall and surrounding properties. The concept for the roughly 50 acres of land included a mixture of uses, such as market rate housing, flex space, retail, office space and senior assisted living. TCG also reviewed all developer financial projections, played a major role in negotiating the developer agreement, and provided a Benefits Analysis.

Havre de Grace, MD – Economic Development Strategy, Historic District, Interchange & Corridors



Meghan Simmons, Economic Development Coordinator, City of Havre de Grace, 410-939-1800.

Havre de Grace in Maryland is a 2011 TCG effort. TCG completed a community and economic assessment and strategic development plan for the city heavily impacted by BRAC. Several analyses methodologies were employed to define opportunities included demand forecasting, gap analysis, tourism trends analyses, and others. Forecasting was done within the context of the larger regional market and down to sub-areas within the community. Much of the focus was on the historic downtown. Very specific opportunities defined include those associated with:



- Higher education institutions, both niche and general;
- Expanded niche retail for Downtown;
- Expansion of cultural and arts activity for Downtown;
- Office development oriented toward the growing residential base;
- Niche and general housing opportunities; and
- Niche restaurant and related service activity.

Sahuarita, AZ - Town Center Economic Assessment for Application of Financial Incentive



James Stafile, Town Manager, 520-822-8811 or Kathy Ward, Economic Development Manager, 520-822-8815.

In 2008, The Chesapeake Group conducted a market assessment of the opportunities for additional retail, transient accommodations and select other land uses for the town center and a fiscal impact analysis and model for the Town of Sahuarita. The Town is located south of Tucson which was one of the fastest growing areas in the entire country.

The analysis was triggered by a developer of proposed additional town center area retail that sought a certain level of financing associated with future sales tax collections. The definitions of the opportunities and likely market were critical factors in determining whether the project received local financial sales tax support. We advised against providing the requested incentive based on substantial analysis.

Chapel Hill - UNC – Benefits Analysis for Campus Plan



John P. Evans, Executive Director, Carolina North and Hettleman Professor of Business, UNC-Chapel Hill, (919) 843-2025, EvansJ@kenan-flagler.unc.edu.

The Chesapeake Group with TischlerBlise conducted a economic and fiscal impact analysis of a planned expansion of UNC-Chapel Hill called Carolina North. This is a mixed-use development consisting of housing, retail and research uses. This was a regional, visible impact study conducted on behalf of the University that analyzed the economic impact of the proposed development and the resulting fiscal impact of both direct and indirect growth on the Towns of Chapel Hill and Carrboro as well as Orange County. Throughout the process, the consultant team interacted and coordinated with a variety of stakeholders including staff from the multiple jurisdictions (including schools), elected officials, community members, and University staff. At the conclusion, the University and Town of Chapel Hill were successful in negotiating a development agreement that considered fiscal implications. The assignment also included provision of a fiscal model to UNC for future evaluation of the development. As part of this effort, The Chesapeake Group performed a detailed assessment of the indirect benefits and impacts of the proposed "Carolina North" project for the University of North Carolina.

The focus of these benefits was: generated employment, accrued property enhancement, expanded retail sales and accrued taxes, expanded visitor spending and the impact on transient accommodations, and expansion of housing in "the area of influence" composed of an expansive multi-jurisdictional area.

Punta Gorda, FL – Economic Development Program



Howard Kunik, City Manager, 941-575-3302.

The Chesapeake Group developed a strategic economic development program for Punta Gorda and unincorporated areas that surround the City, with emphasis on downtown, its airport and other strategic sites. The objectives included:

- ✓ Creating sustainable economic diversity.
- ✓ Altering employment patterns and area demographics.
- ✓ Decreasing the exportation of dollars.
- ✓ Establishing a unique niche in the market for the town center.
- ✓ Enhancing the quality of life.
- ✓ Enhancing the business climate.
- ✓ Enhancing the utilization of area assets.

The program focused upon opportunities associated with:

- ✓ A higher education institution.
- ✓ "Visitor" expansion.
- ✓ Arts as an economic engine.
- ✓ Entrepreneurial activity for niche retail, food service and arts.
- ✓ Recruitment.
- ✓ Downtown and the waterfront.

Memphis, TN – Market Analysis and Strategic Plan



Clara Harris, Planning, Memphis and Shelby Co., 901-576-6610.

TCG prepared a detailed neighborhood development strategy/plan for the Whitehaven section of Memphis, Tennessee, focused on Elvis Presley Boulevard. The market consisted of about 80,000 residents and also a substantial visitor market. Graceland is located within the community. Graceland - the Elvis Presley estate - is the largest tourist attraction in Memphis, drawing about 600,000 people annually.

The community was seeking to create new retail, office, mixed-use, and residential activity primarily along Elvis Presley Boulevard. Fundamental to this effort is reuse or redevelopment of several largely vacant shopping centers. After completion of the initial analysis and plan effort, The City hired TCG to assist with project implementation as well. TCG:

- ✓ Developed a neighborhood based coordinating development corporation; and
- ✓ Initiated the recruitment process for development interests, new retail anchors, and others.

Major retailers, such as Wal*Mart, have rebuilt deteriorated areas and vacant space diminished. Elvis Presley Enterprises purchased surrounding blighted properties for expansion. Most recently, Elvis Presley Enterprise announced its investment plans for major enhancement of its facilities and expanded hotel operations with conferencing capabilities.

Hudsonville, MI – Strategic Plan



John Wallace, Current Assistant Redevelopment Director, City of Fort Wayne, 260-427-2112.

About fifteen years ago, The Chesapeake Group conducted its first economic assessment and development strategy for Hudsonville, Michigan. That earlier work proved to be a useful tool as most of the recommendations were successfully implemented.

Under contract to the City and its Downtown Development Authority, TCG was once again called upon to develop an overall assessment of the City and its downtown and to provide a strategic implementation program. Through this second analysis, a number of significant opportunities were defined for Hudsonville's downtown. These include those that follow.

- ✓ Additional home furnishing space, specialty "outdoor" oriented space associated with an existing operation, and space and businesses associated with household "pets."
- ✓ Additional housing.
- ✓ Additional office space to service the growing population in the area.
- ✓ About 20,000 square feet of food service space.

TCG has once again called upon recently to assist with redevelopment efforts, including attracting developers.

Mackinaw, MI – Strategic Plan

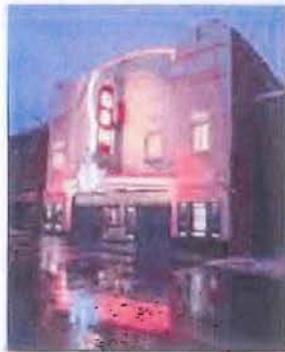


Steve Schnell, Cheboygan County Community Development Director, 231-627-8485, steve@cheboygancounty.net.

TCG was involved with two simultaneous efforts in the Mackinaw City area of Michigan. One was to restructure or diversifying the economy by identifying niches and developing or recruiting new "year-around" economic activity; while the second was to enhance the existing tourism activity by branding and other means.

The area is the most successful tourist area in Michigan, but small in terms of residents (800). Recommendations made that were acted upon by either or both clients included, but are not limited to: suggesting a new industry to be pursued that is not tourist based, that could expand statewide and nationally with assistance from the Village and State; identifying an additional tourism related niche and function that could help to create year-round, non-seasonal activity; adopting the branding concepts; eliminating specific duplicative efforts and related expenditures in order to better utilize resources; and evaluating existing marketing activities, identifying specific issues, and indicating changes in "message" necessary to increase productivity of the tourism marketing.

Kansas City, MO – Various Economic Assessments



Greg Patterson, Former Executive Director of Westport Tomorrow, 816-868-6752, gpatterson@gpattersonassoc.com.

TCG has been involved with several critical efforts in Kansas City. About 30 years ago, The Chesapeake Group was called into Kansas City, Missouri to examine the City's target areas and to identify those with the greatest potential for reinvestment in the short-term. The primary conclusion of this initial effort was that none of those areas had the greatest short-term potential; but that an area known as Westport did because it was "the whole in the donut," being in proximity to Country Club Plaza and others.

After the initial review and suggestions, Westport Tomorrow, a community-based group in the area, contracted TCG to facilitate change. A plan was developed using a charrette or workshop process. Within a matter of a few years and without any public dollar injections, but with public sector support through its authorities and powers; changes became substantial and included, but were not limited to the following.

- The construction of thousands of additional square feet of offices.
- The attraction of new hotels.
- The major expansion of H & R Block's corporate headquarters.
- The formation of a community-based development corporation as a spin-off.
- The investment of billions of private sector dollars.
- Major corridor transformation.

It is noted that most of this investment occurred during a period when development throughout the City and country had come to almost a complete halt due to high interest rates and other factors.

A number of years after this initial activity, with funding from private and public sector entities and prior to there being outside developer interests; The Chesapeake Group was hired by the Black Economic Union of Greater Kansas City to assist with creating viable economic activity in the 18th and Vine area. TCG conducted a detailed assessment and determined that there were opportunities through activity that could reunite the "Black" or "African-American" population and expand the interest to the broader majority population. Two concepts were conceived with sufficient analyses developed to support the concepts. These were:

- Sports, particularly the former Negro League.
- Music, particularly jazz which Kansas City claimed was founded at this location.

Using the former GEM Theater and some surrounding vacant buildings and after creating outdoor jazz events to test the concept, the focus shifted to creating anchors for the area. These anchors are:

- (a) The Negro League Museum of which a number of the Negro League ball players for the Kansas City Monarchs remained in the Kansas City area; and
- (b) The American Jazz Museum and Hall of Fame, using the small existing foundation and a repository of film that was stored in one of the Kansas City higher education institution's archive facilities.

Who Will Be Involved ...

The following provides background information on TCG's team members who will have responsibility for the services provided. It is noted that all TCG members have been involved in a similar capacity with TCG efforts for a minimum of twelve years.

HOWARD KOHN, PRESIDENT & CEO

EDUCATION

Bachelors and advanced degrees in Economics from University of Maryland
Masters in Urban and Regional Planning from George Washington University

PROFESSIONAL ACTIVITIES

Former President and Treasurer of the Maryland Downtown Development Association
Former member of EPA's Brownfields Task Force
Co-Chair of the Neighborhood Economic Revitalization Committee of the Washington-based National Center for Urban Ethnic Affairs
Former Board member of the Neighborhood Design Center
Former Business Advisory Committee Member of the Center for Suburban & regional Studies at Towson University
Member of the National Trust for Historic Preservation and the

AWARDS

American Planning Association
Council for Economic Development
National Science Foundation
Small Business Administration
Various State Chapters of the American Planning Association
Various local jurisdiction

HOWARD KOHN, President and CEO of The Chesapeake Group (TCG), is a highly experienced urban, suburban and rural economic planning consultant. An economist as well, his work frequently entails estimating marketable opportunities, repositioning of organizations, and defining economic impacts relating to public and private activity and developments.

Howard pioneered the renowned revitalization efforts in Baltimore, beginning his career as the initiator, economic analyst, and project planner for those efforts. He later established the Baltimore County revitalization program. During his public sector career, he prepared major components of four comprehensive city and county-wide plans, defined development opportunities for heavy and light rail transit station development, defined the successful approach aimed at attracting tourists to the Inner Harbor in Baltimore, and planned and implemented more than 23 neighborhood revitalization programs.

With over 35 years of experience, Howard has directed projects throughout many parts of the United States. His plans create economic and revenue producing benefits. His community, downtown and other revitalization projects have been prepared for a broad range of suburban and urban settings – from locales with populations less than one-thousand to areas within major cities. Howard's plans are successful because they reflect his awareness of what attracts people to certain areas for business, shopping, and recreational activities as well as those raising families.

Howard has lectured on planning and economic development at colleges and universities in the Washington-Baltimore region. He is or has been a consultant to the Main Street Program of the National Trust, Ford Foundation, Enterprise Foundation, C. Stewart Mott Foundation, and the Paul C. Johnson Foundation.

DEBRA SHAFFER, PRINCIPAL ANALYST

EDUCATION

Bachelors Degree from the University of Maryland
Masters Degree in community Planning from the University of Maryland.

DEBRA SHAFFER may be involved with necessary computer modeling activity and computer generation of data and analyses. Since becoming involved with TCG in 1992, Debbie has been involved on a part or full-time basis with all types of computer analyses, generation of computer graphics and maps, computer tabulations and data collection for telephone, patron, and other surveys for most TCG efforts.

Prior to joining TCG, Debbie was a Research Analyst with another economic consulting firm. In this capacity, she: performed market analyses related to various types of uses (retail, office, industrial, institutional, and residential) for public and private clients; participated in all aspects of the work effort, including demographic analyses and preparation of projections for future demand; performed field surveys of residential and non-residential development in rural, suburban and urban settings; interviewed office space and apartment owners, various small business owners, real estate brokers, residential and commercial builders, etc.; and wrote reports.

Prior to her private sector experience, Debbie worked for the Baltimore County Office of Planning and Zoning where she assisted in the analysis and coordination of revitalization projects, including the Liberty Action Plan, addressing development opportunities in an extended commercial strip.

JIM JANAS, THE CHESAPEAKE GROUP

EDUCATION

Bachelors from Governors State University in Illinois
Masters from Governors State University in Illinois

JIM JANAS of TCG is expected to supervise necessary data collection and development, perform preliminary analyses, as well as assist with repositioning of community development activity. Jim has been involved in all TCG efforts in a similar capacity for the past twenty years. Jim:

- Is the former Executive Director of the Liberty Communities Development Corporation in Baltimore County.
- Was responsible for successful business development activity for a federally funded and qualified eight-mile corridor for many years.
- Prior to entering the private for-profit sector, held similar positions like that for the Liberty Communities Development Corporation with other neighborhood based groups throughout Ohio, Illinois, Indiana, and other Midwest communities.
- Was the former Director of Economic Revitalization for the National Center for Urban Ethnic Affairs, which was a Washington-based non-profit organization that fostered neighborhood revitalization at the inception of the movement.

In recent years, Jim has been heavily involved with or the Project Manager for TCG efforts in a number of communities where we have been responsible for developing physical enhancement proposals and/or development guidelines and standards. These efforts include those in Cary, North Carolina; Longview, Washington; as well as Westminster, Maryland.

Philosophy & Approach ...

Independent of the focus of our work, each project is guided by the following principles.

1. Know and understand the history, character, existing land use, scale, and activity patterns in and around the community.
2. Maximize opportunities associated with existing assets and mitigate issues or challenges.
3. Obtain hard empirical data upon which sustained economic activity can be based.
4. Obtain decision-maker and public input before "pen-is-put-to-paper."
5. Develop programs or providing technical assistance that provides short-and long-term enrichment to our public and private sector clients, people and the environment.

We believe that defining opportunities and answering difficult real estate and economic development questions requires a unique collection of skills, an understanding of the relationship between people and physical form, an understanding of the area's basic resources, an understanding of fiscal issues, and an understanding of human dynamics. Our approach also considers the following.



Thinking "Out of the Box."

We are not afraid to think big or think small.

Global Economy & Technology Recognition.

Globalization and the larger economy are very important to the future structure and activity in Wixom in general and often specific projects. Make no mistake, it along with technology is impacting us now and will in the future in many ways. Impacts can be seen in where and how people shop, vacations, where research for R & D occurs, energy and energy costs, the ability to finance projects, the ability to operate and finance government offices, and in medicine which touch our lives daily.

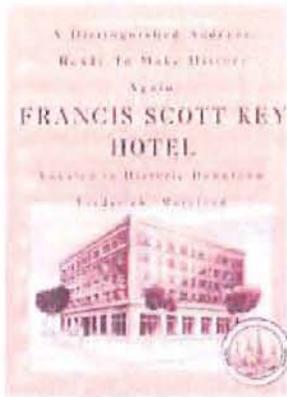
Growing From Within As Well As Recruiting

There are dynamics at work which will change our communities in the future, whether that is in five, ten, or twenty years. TCG has found that there are often internal growth opportunities that are not seized from existing area operations..

Also, historically many businesses in all areas have been independently owned or operated. It is often thought that most non-manufacturing operations close their doors as a result of lack of demand, "not making money," or other economic conditions. Yet, in the world as it is today and in recent past and in communities of all sizes, many close their doors as a result of the lack of "succession" plans. The owner retires or can no longer operate the business; and no one in the family wants to operate it. The issue will likely need to be addressed to define the opportunity to create conditions that will attract or grow from within new entrepreneurs for future business ownership.

Non-exploitive Natural Resource Economic Development.

Most people do not know or think about the fact that the overwhelming majority of supplements, pharmaceuticals, infant formulas, and disease research in this country and



around the world are derived from or associated with plants, animals, forests, the water, and agricultural products. Related research is often linked to educational institutions.

Strong Input Process.

Our success is a result of listening. We believe that quality input results in quality output.

Return On Investment for All Stakeholder Groups.

All parties or stakeholders in a process must receive a return on their investment. The definition of return simply varies for each participant group.

Pragmatism Combined with Creativity.

We believe that a specific activity and program must be simultaneously pragmatic or practical and creative. Resources, both human and fiscal, will always be limited. To spend money on your analysis or advice without realistic expectations of being able to actually implement suggestions to the benefit of the community is neither productive for us or our clients.

Profile

FIRM PROFILE

Grissim Metz Andriese Associates (GMA) is recognized nationally for distinguished design achievements in landscape architecture. The firm's award-winning reputation has grown through five decades of design excellence defined by artistic expression. Their work is represented by distinct, memorable spaces that enliven the human experience.

The firm's commitment to achieve harmonious and enduring design is evident in parks and recreation projects such as Heritage Park and Waterford Oaks Aquatic Park, as well as the Greenfield Village renovations completed in 2004. Corporate and healthcare settings include Ford World Headquarters Campus, DTE Energy Company Corporate Headquarters Campus, Saint Joseph Mercy Hospital and William Beaumont Hospital.

Their pioneering work in retail environments, such as The Somerset Collection – Troy, The Gardens – Palm Beach, and Mall at Millenia – Orlando, is widely known and well respected. GMA's expertise also extends into varied project types, including streetscapes, mixed-use developments, housing, schools, libraries, sports complexes and work in the Middle East.

With design innovation and service excellence as its hallmarks, the firm enjoys many longstanding relationships with owners and architects of distinction, who value the creative spirit embodied by the firm's team of professionals and its concept-driven approach to problem solving.

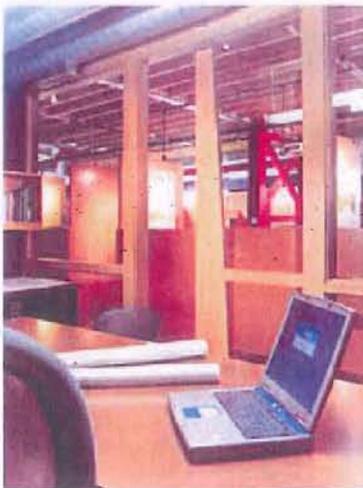
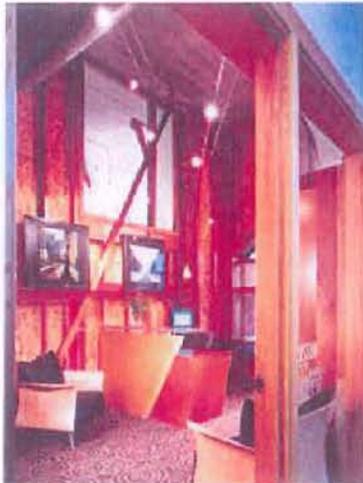
"Our work blends artistic expression with proven practices of engineering, technology, and sound business practice to deliver enduring design solutions admired by owners and peers alike. Integrating natural and man-made elements to achieve a fusion of architecture, culture and environment, we transform ordinary landscapes into engaging and celebratory spaces."

Innovative ideas are backed by depth of experience and the specialized knowledge of the firm's principals and associates. The diverse talents of its landscape architects enables Grissim Metz Andriese Associates to complete large complex projects, while maintaining individualized attention and personalized service to clients.

Services include Master Planning, Site Design, Landscape Design, Hardscape Design, Urban Design, Sustainable Design, Sports Facility Design, Environmental Graphics, Less Maintenance by Design and Interior Landscape Design.

"Landscape architecture is an integration of artistic expression, technology, sustainability, and business practice - it is an effective balance of these elements that constitutes the success of a project."





SERVICES

Master Planning
Site Design
Landscape Design
Hardscape Design
Sustainable Design
Sports Facility Design
Environmental Graphics
Less Maintenance by Design
Interior Landscape Design

Grissim Metz Andriese Associates, P.C.
300 East Cady Street
Northville, Michigan 48187
P: 248.347.7010
F: 248.347.7005
E: mailbox@gma-la.com

Registration
Arizona California Colorado Connecticut Florida Illinois Indiana Kansas
Michigan South Carolina Tennessee Texas Virginia

GRISSIM
METZ ASSOCIATES
ANDRIESE


Resumes

RANDALL K. METZ, FASLA

President | Design Principal



EDUCATION

Bachelor of Landscape Architecture
Michigan State University, 1976

PROFESSIONAL REGISTRATION

Michigan, Illinois, Kansas, Indiana

CLARB Certified (Council of Landscape Architectural
Registration Boards)

PROFESSIONAL AFFILIATIONS

Fellow, American Society of Landscape Architects

American Institute of Architects Michigan Chapter
Honorary Affiliate Member

U.S. Green Building Council

INVOLVEMENTS

University of Michigan School of Architecture
Design Juror

University of Michigan School of Architecture
Guest Lecturer

Randy Metz synthesizes landscape, architecture, and engineering into a unified vision of excellence. Drawing upon an architectural background, he has the singular ability to align design elements and disciplines into an uncompromised whole.

Randy's design leadership and day-to-day management have directed the success of the firm's international and national award-winning practice.

Cofounder of Grissim | Metz Associates, Inc., in 1993, Randy has been responsible for attracting significant clients, including nationally renowned architects and developers.

His work has received national and international recognition for enduring design, including the prestigious National Landscape Architecture Award received from Barbara Bush during her tenure as First Lady at the White House. He has been cited in numerous national design awards from the American Society of Landscape Architects and the National Arborist Association, as well as awards from the Michigan Chapter ASLA, Associated Landscape Contractors of America, Environmental Improvement Awards, International Association of Lighting Designers, Michigan Recreation and Park Association, and Michigan Society of Professional Engineers.

Randy's work has been published internationally and nationally in such books as *Landscape Architecture: The New American Garden*, and *Paradise Transformed*; in magazines, including *Landscape Architecture* and *Inland Architect*; and in the press, including the *New York Times*, *Wall Street Journal*, and *Detroit Free Press*.

"Pushing the design envelope, but within the boundaries of environmental responsibility, creates the unique, the engaging, the memorable."



Projects

NOVI PROJECTS

SELECTED PROJECTS IN THE CITY OF NOVI

City of Novi Land Use Master Plan
Addington Park Residential Community
Beck Road Park
Carleton Forest Condominiums
Catholic Central High School
Church of the Holy Family
Courts of Novi
Deer Ridge
Ella Mae Power Park
Fox Run Village
Hotel Baronette
Island Lakes of Novi
Jaguar of Novi
The Landings Community Park Amphitheater Conceptual Master Plan
Lenox Park
NTH Office Building
Novi Promenade
Oakland Hills Elementary School
The Preserve
Providence Hospital
St. Catherine of Siena High School
Twelve Oaks Mall

MASTER PLANNING PROJECTS

PARKS AND RECREATION

Bedford Woods Park Southfield, Michigan
Belle Isle Japanese Garden Detroit, Michigan
Bush Park Fenton, Michigan
Central Park Milford, Michigan
Ford Park Northville, Michigan
Freedom Park Canton, Michigan
Goodells County Park Goodells, Michigan
Heritage Park Farmington Hills, Michigan
Historical Schulak Farm West Bloomfield, Michigan
Jayne Laskey/Bishop Playfield Detroit, Michigan
Olde Town Park Farmington Hills, Michigan
Parkland Park Dearborn Heights, Michigan
Sea World of Orlando Orlando, Florida
Sea World of Ohio Aurora, Ohio
Waterford Oaks Aquatic Park Waterford, Michigan
Carls Family YMCA Milford, Michigan

UNIVERSITIES AND COLLEGES

College for Creative Studies Detroit, Michigan
Henry Ford Community College Dearborn, Michigan
Kettering University Flint, Michigan
Macomb Community College University Center Campus Warren, Michigan
Monroe County Community College Monroe, Michigan
Oakland University Rochester, Michigan
Saginaw Valley State University Saginaw, Michigan
Sienna Heights College Adrian, Michigan

HEALTH CARE

American Red Cross Detroit, Michigan
Beaumont Hospital Royal Oak, Michigan
Beaumont Hospital Troy, Michigan
Detroit-Macomb Hospital Warren, Michigan
DMC (Harper / Grace Hospitals) Detroit, Michigan
DMC Huron Valley-Sinai Hospital Expansion Commerce Township, Michigan
St. Joseph Mercy Woodland Health Center Brighton, Michigan
St. Joseph Mercy Oakland Hospital Pontiac, Michigan
St. John Health Providence Park Novi, Michigan
St. Mary's of Michigan Saginaw, Michigan
St. Mary's of Michigan Ambulatory Care Facility Saginaw, Michigan

CORPORATE

AAA Michigan Headquarters Expansion Dearborn, Michigan
Blue Cross/Blue Shield of Michigan Corporate Headquarters and Service Center Expansion
Detroit, Michigan
Burrhoughs World Headquarters Detroit, Michigan
CBS Fox Video Livonia, Michigan
DTE Energy Monroe Power Plant Monroe, Michigan
Ethyl Corporation Research & Development Richmond, Virginia
Fairlane Green (Ford Motor Company Allen Park Clay Mine Landfill) Allen Park, Michigan
The Greenfield Village Restoration Project The Henry Ford Dearborn, Michigan
Kelly Services World Headquarters Troy, Michigan
Lincoln Preserve -- Lincoln Property Company Farmington Hills, Michigan
Oakland Town Square Southfield, Michigan
Regent Court Office Center Ford Motor World Headquarters Dearborn, Michigan
Office Park at Hinsdale Hinsdale, Illinois
UAW/GM Center for Human Resources Detroit, Michigan
Yates Cider Mill Rochester Hills, Michigan

MASTER PLANNING PROJECTS

HIGH SCHOOLS

Grosse Pointe Academy Grosse Pointe Farms, Michigan
Mercy High School Farmington Hills, Michigan
Plymouth High School Canton Township, Michigan
South Lyon East High School South Lyon, Michigan
Stoney Creek High School Rochester Hills, Michigan

MUNICIPAL

City of Berkley Berkley, Michigan
City of Farmington DDA Farmington, Michigan
City of Fenton DDA Fenton, Michigan
Livingston County Courthouse and Annex Howell, Michigan
City of Howell Michigan Avenue/D-19 Corridor Master Plan Howell, Michigan
City of Howell Sibley St. Corridor Design Charrette & Master Plan Concept Howell, Michigan
Livingston County East Complex Genoa Township, Michigan
Livingston County West Complex Howell, Michigan
City of Milford Master Plan Milford, Michigan
Village of Milford Commerce Road Project Milford, Michigan
City of Milford Corridor Study Milford, Michigan
City of Novi Land Use Master Plan Novi, Michigan
City of Oxford DDA Oxford, Michigan
Pleasant Ridge Woodward Streetscape Pleasant Ridge, Michigan
Riverfront Plaza Lansing, Michigan
Southfield DDA Southfield, Michigan
City of Taylor Master Plan Taylor, Michigan
City of Troy Big Beaver Road Corridor Study Troy, Michigan
Westland Public Library Westland, Michigan

RESIDENTIAL AND MIXED USE

Back Bay Village Troy, Michigan
Cobblestone Highland Township, Michigan
Cranbrook Chase Bloomfield Hills, Michigan
Enclave at Troy Troy, Michigan
Ford Motor Land Development - The Conservancy Bruce Township, Michigan
Ford Motor Land Development - Penhurst Shelby Township, Michigan
Fox Run Village Novi, Michigan
General Motors Corporation - The Meadows Warren, Michigan
Maple Lake Farms Milford, Michigan
Maple Lane Development Sterling Heights, Michigan
Northville Hills Golf Club Northville, Michigan
Pondview Plaza Milford, Michigan
Regent Square Troy, Michigan
Tumbling Waters Milford, Michigan
Village Green of Canton Canton, Michigan
Village Green of Farmington Hills Farmington Hills, Michigan
Village Green of Northville Northville, Michigan
Village Green of Southgate Southgate, Michigan
The Wyngate Swim & Tennis Club Oakland Township, Michigan

Sustainability

Less Maintenance By Design™

DESCRIPTION OF SERVICE

Less Maintenance by Design is a specialized landscape and irrigation evaluation service that is developed to promote site sustainability and site maintenance cost savings.



OBJECTIVES

- Provide significant short and long term maintenance cost savings
- Maintain the brand image as a benchmark of quality
- Enhance the center's image
 - attractive to patrons
 - attractive to tenants and anchor stores
 - attractive asset in the community
- Promote the longevity and sustainability of the landscape investment
- Promote 'green' marketability and visibility

LMBD SERVICES

- Landscape and Irrigation Evaluation Service
- Landscape and Irrigation Maintenance Specifications and Bidding Service
- Landscape and Irrigation Maintenance Administration Service
- Landscape and Irrigation Selected Repair Service
- General Site Improvement(s) Service

CASE STUDY: TWELVE OAKS MALL 1994-1998

Client: The Taubman Company

Actual Cost Savings and Benefits

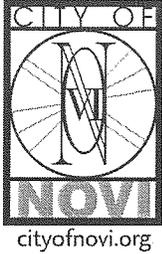
- 30% annual savings on landscape and irrigation maintenance costs
- 80% reduction of pesticides/insecticides through Integrated Pest Management (IPM) strategies
- 50% reduction of fertilizer/herbicides as a result of updated specifications
- 30% reduction in lawn cutting by utilizing sustainable practices
- 20% annual water savings using more efficient irrigation techniques

"FYI... Mulch was delivered to our property this week and will only use 205 cubic yards as opposed to 480 cubic yards used last year by the previous maintenance contractor. What does this really mean... 2010 mulch pricing at \$45/cy = \$21,600 versus 2011 mulch pricing at \$42/cy = \$8,610. A savings of \$12,990 from last year... just from mulch application, not including the \$10,000+ savings from the maintenance portion of the contract. Just had to share the good news!"

Robert Blackshaw
Facilities Director
Twelve Oaks Mall



REQUEST FOR PROPOSALS (RFP)



**NOTICE - CITY OF NOVI
REQUEST FOR PROPOSALS**

MASTER PLAN FOR LAND USE

The City of Novi will receive sealed proposals for **Master Plan for Land Use** according to the specifications of the City of Novi.

Sealed proposals, *with fee proposals in a separate sealed envelope*, will be received until **3:00 P.M.** prevailing Eastern Time, **Wednesday, March 11, 2015**. Proposals shall be addressed as follows and delivered to:

**CITY OF NOVI
CITY CLERK'S OFFICE**
45175 Ten Mile Rd.
Novi, MI 48375-3024

OUTSIDE OF MAILING ENVELOPES/PACKAGES MUST BE PLAINLY MARKED "RFP MASTER PLAN FOR LAND USE" AND MUST BEAR THE NAME OF THE PROPOSER.

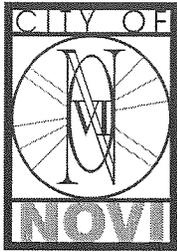
The City reserves the right to accept any or all alternative proposals and award the contract to other than the lowest proposer, to waive any irregularities or informalities or both; to reject any or all proposals; and in general to make the award of the contract in any manner deemed by the City, in its sole discretion, to be in the best interest of the City of Novi.

Sue Morianti
Purchasing Manager

Notice dated: February 18, 2015

NOTICE TO PROPOSERS:

The City of Novi officially distributes RFP documents through the Michigan Intergovernmental Trade Network (MITN). **Copies of RFP documents obtained from any other source are not considered official copies.** The City of Novi cannot guarantee the accuracy of any information not obtained from the MITN website and is not responsible for any errors contained by any information received from alternate sources. Only those vendors who obtain RFP documents from the MITN system are guaranteed access to receive addendum information, if such information is issued. If you obtained this document from a source other than the source indicated, it is recommended that you register on the MITN site, www.mitn.info and obtain an official copy.



cityofnovi.org

CITY OF NOVI

MASTER PLAN FOR LAND USE

INSTRUCTIONS TO PROPOSERS

This RFP is issued by the Purchasing Office of the City of Novi.

IMPORTANT DATES

RFP Issue Date	February 18, 2015
Last Date for Questions	Wednesday, March 4, 2015 by 12:00 P.M. Submit questions via email to: Barb McBeth, Deputy Director Community Development bmcbeth@cityofnovi.org
Response Due Date	Wednesday, March 11, 2015 by 3:00 P.M. ET
Anticipated Award Date	April 6, 2015

QUESTIONS

Please email all questions to the staff member listed above. Please write the name of the RFP in the subject line. If you write anything else in the subject line, your email may be deleted as spam.

TYPE OF CONTRACT

If a contract is executed as a result of the bid, it stipulates a fixed price for products/ services.

PROPOSAL SUBMITTALS

Provide **four (4)** copies of your proposal, **one (1)** unbound signed and clearly marked as ORIGINAL, and **three (3)** copies of the original proposal, clearly marked as COPY. Original proposal may be clipped but should not be stapled or bound. Copies may be stapled and bound. The original and copies should be identical, excluding the obvious difference in labeling. FEE PROPOSALS MUST BE SEALED IN A SEPARATE ENVELOPE. DO NOT INCLUDE ANY PRICING OR FEES IN YOUR TECHNICAL PROPOSAL. No other distribution of the proposal will be made by the Contractor. Proposal must be signed by an official authorized to bind the Contractor to its provisions.

FAILURE TO SUBMIT PRICING ON THE PROPOSAL FORM PROVIDED BY THE CITY OF NOVI MAY CAUSE THE BID TO BE CONSIDERED NON-RESPONSIVE AND INELIGIBLE FOR AWARD.

CHANGES TO THE RFP/ADDENDUM

Should any prospective Proposer be in doubt as to the true meaning of any portion of the Request for Proposal, or should the Proposer find any patent ambiguity, inconsistency, or omission therein, the Proposer shall make a written request (via email) for official

interpretation or correction. Such request shall be submitted to the specified person by the date listed above. The individual making the request shall be held responsible for its prompt delivery.

Such interpretation or correction, as well as any additional RFP provisions that the City may decide to include, will be made as an addendum, which will be posted on the MITN website at www.mitn.info. Any addendum issued by the City shall become part of the RFP and shall be taken into account by each proposer in preparing their proposal. Only written addenda are binding. It is the Proposer's responsibility to be sure they have obtained all addenda. Receipt of all addenda must be acknowledged on proposal form.

SUBMISSION OF PROPOSALS

Proposals must be submitted in a sealed envelope. Outside of mailing envelope must be labeled with name of contractor and name of RFP. Failure to do so may result in a premature opening or failure to open such proposal.

To be considered, sealed proposals must arrive at City Clerk's Office, on or before the specified time and date. There will be no exceptions to this requirement. Proposal is considered received when in the possession of the City Clerk. The Clerk's Department time stamp will determine the official receipt time. Contractors mailing proposals should allow ample time to ensure the timely delivery of their proposal. Proposals received after the closing date and time will not be accepted or considered. Faxed, emailed, or telephone proposals are not acceptable. The City of Novi shall not be held responsible for lost or misdirected proposals. The City reserves the right to postpone an RFP opening for its own convenience.

Proposals must be clearly prepared and legible and must be signed by an Authorized Representative of the submitting Company on the enclosed form. Proposals must show unit and total prices. *ANY CHANGES MADE ON PROPOSAL FORMS MUST BE INITIALED OR YOUR PROPOSAL MAY BE CONSIDERED NON-RESPONSIVE.*

A proposal may be withdrawn by giving written notice to the Purchasing Manager before the stated due date/closing time. After the stated closing time, the bid may not be withdrawn or canceled for a period of One Hundred and Twenty (120) days from closing time.

Proposers are expected to examine all specifications and instructions. Failure to do so will be at the proposer's risk.

Failure to include in the proposal all information requested may be cause for rejection of the proposal.

Any samples, CDs, DVDs or any other items submitted with your proposal will not be returned to the contractor.

No proposal will be accepted from, or contract awarded to any person, firm, or corporation that is in arrears or is in default to the City Novi upon any debt or contract, or that is in default as surety or otherwise, or failed to perform faithfully any previous contract with the City.

USE OF THE CITY LOGO IN YOUR PROPOSAL IS PROHIBITED.

CONSIDERATION OF PROPOSALS

In cases where items are requested by a manufacturer's name, trade name, catalog number or reference, it is understood that the proposer intends to furnish the item so identified or an item of "equal" quality and value as determined by the City of Novi.

Reference to any of the above is intended to be descriptive, but not restrictive, and only indicates articles that will be satisfactory. Bids of "equal" quality and value will be considered, provided that the proposer states in his/her bid what he/she proposed to furnish, including literature, or other descriptive matter which will clearly indicate the character of the item covered by such bid.

The City hereby reserves the right to approve as an "equal", any item proposed which contains minor or major variations from specification requirements, but which may comply substantially therewith.

RESPONSIVE PROPOSALS

All pages and the information requested herein shall be furnished completely in compliance with instructions. The manner and format of submission is essential to permit prompt evaluation of all proposals on a fair and uniform basis. Unit prices shall be submitted if space is provided on proposal form. In cases of mistakes in extension, the unit price shall govern. Accordingly, the City reserves the right to declare as non-responsive, and reject an incomplete proposal if material information requested is not furnished, or where indirect or incomplete answers or information is not provided.

EXCEPTIONS

The City will not accept changes or exceptions to the RFP documents/specifications unless Contractor indicates the change or exception in the "Exceptions" section of the proposal form. If Contractor neglects to make the notation on the proposal form but writes it somewhere else within the RFP documents and is awarded the contract, the change or exception will not be included as part of the contract. The original terms, conditions and specifications of the RFP documents will be applicable during the term of the contract.

CONTRACT AWARD

The contract that will be entered into will be that which is most advantageous to the City of Novi, prices and other factors considered. The City reserves the right to accept any or all alternative proposals and to award the contract to other than the lowest proposer, waive any irregularities or informalities or both, to reject any or all proposals, and in general, to make the award of the contract in any manner deemed by the City, in its sole discretion, to be in the best interests of the City of Novi.

After contract award, notification will be posted on the MITN website at www.mitn.info.

The City may, from time to time, find it necessary to continue this contract on a month-to-month basis only, not to exceed a six (6) month period. Such month-to-month extended periods shall be by mutual agreement of both parties, with all provisions of the original contract or any extension thereof remaining in full force and effect.

SELECTION PROCESS

This document is a Request for Proposals. It differs from an Invitation to Bid in that the City is seeking a solution as described herein, and not a bid meeting firm specifications for the lowest price. As such the lowest price will not guarantee an award recommendation. Competitive sealed proposals will be evaluated based on criteria formulated around the most important features of the service, of which qualifications, experience, capacity and methodology, may be overriding factors, and price may not be determinative in the issuance of a contract or award. The proposal evaluation criteria should be viewed as standards that measure how well a contractor's approach meets the desired requirements of the city. Those criteria that will be used and considered in evaluation for award are set forth in this document.

GENERAL CONDITIONS

INSURANCE

A certificate of insurance naming the City of Novi as an additional insured must be provided by the successful proposer prior to commencement of work. A current certificate of insurance meeting the requirements in Attachment A is to be provided to the City and remain in force during the entire contract period.

TAX EXEMPT STATUS

It is understood that the City of Novi is a governmental unit, and as such, is exempt from the payment of all Michigan State Sales and Federal Excise taxes. Do not include such taxes in the bid prices. The City will furnish the successful proposer with tax exemption certificates when requested. The City's tax-exempt number is 38-6032551.

FREIGHT CHARGES/SHIPPING/HANDLING

All bid/proposal pricing is to be F.O.B. destination.

INVOICING

Invoices must be mailed to: City of Novi, Attn: Finance Department, 45175 Ten Mile Road, Novi, MI 48375. We do not accept emailed or faxed invoices.

CONTRACT TERMINATION

The City may terminate and/or cancel this contract (or any part thereof) at any time during the term, any renewal, or any extension of this contract, upon thirty days (30) days written notice to the Contractor, for any reason, including convenience without incurring obligation or penalty of any kind. The effective date for termination or cancellation shall be clearly stated in the written notice.

TRANSFER OF CONTRACT/SUBCONTRACTING

The successful proposer will be prohibited from assigning, transferring, converting or otherwise disposing of the contract agreement to any other person, company or corporation without the expressed written consent of the City of Novi. Any subcontractor, so approved, shall be bound by the terms and conditions of the contract. The contractor shall be fully liable for all acts and omissions of its subcontractor(s) and shall indemnify the City of Novi for such acts or omissions.

NON-DISCRIMINATION

In the hiring of employees for the performance of work under this contract, neither the contractor, subcontractor, nor any person acting in their behalf shall by reason of

religion, race, color, national origin, age, sex, height, weight, handicap, ancestry, place of birth, sexual preference or marital status discriminate against any person qualified to perform the work required in the execution of the contract.

ACCEPTANCE OF PROPOSAL CONTENT

Should a contract ensue, the contents of the proposal of the successful Proposer may become contractual obligations. Failure of a contractor to accept these obligations may result in cancellation of the award.

DISCLOSURE

All documents, specifications, and correspondence submitted to the City of Novi become the property of the City of Novi and are subject to disclosure under the provisions of Public Act No. 442 of 1976 known as the "Freedom of Information Act". This Act also provides for the complete disclosure of contracts and attachments hereto. This means that any informational material submitted as part of this RFP is available without redaction to any individual or organization upon request.

ECONOMY OF PREPARATION

Proposals should be prepared simply and economically, providing a straightforward and concise description of the contractor's ability to meet the requirements of the bid. Emphasis should be on completeness and clarity of content. Included in the response must be a point by point response to the Requirements and other sections of the bid.

The City of Novi is not liable for any costs incurred by proposers prior to issuance of a contract.

INFORMATION

It is expressly acknowledged and agreed that all reports, opinions, compilations, research work, studies, data, materials, artifacts, samples, documents, plans, drawings, specifications, correspondence, ledgers, permits, manuals, applications, contracts, accountings, schedules, maps, logs, invoices, billings, photographs, videotapes and all other materials generated by and/or coming into the possession of Consultant during the term of this Contract, and any extension thereof, that in any way relate to the performance of work by Consultant under this Contract or that are otherwise related or relevant to the work, belong exclusively to the Client and shall be promptly delivered to the Client upon the termination of this Contract or, at any time, upon the Client's request.

INDEPENDENT PRICE DETERMINATION

By submission of a proposal, the offerer certifies, and in case of a joint proposal, each party hereto certifies as to its own organization, that in connection with the proposal:

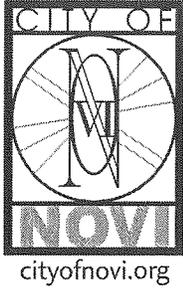
- (a) The prices in the proposal have been arrived at independently without consultation, communication, or agreement, for the purpose of restricting competition, as to any matter relating to such prices with any other offerer or with any other Competitor; and
- (b) No attempt has been made or will be made by the offerer to induce any other person or firm to submit or not submit a proposal for the purpose of restricting competition.

Each person signing the proposal certifies that:

(c) He is the person in the offerer's organization responsible within that organization for the decision as to prices being offered in the proposal and that he has not participated and will not participate in any action contrary to (a) and (b) above; or

(d) He is not the person in the offerer's organization responsible within that organization for the decision as to prices being offered in the proposal but that he has been authorized in writing to act as agent for the persons responsible for such decisions in verifying that such persons have not participated, and will not participate, in any action contrary to (a) and (b) above, and that as their agent, does hereby so certify; and that he has not participated, and will not participate in any action contrary to (a) and (b) above.

A proposal will not be considered for award if the sense of the statements required in the proposal has been altered so as to delete or modify the above.



REQUEST FOR PROPOSALS
MASTER PLAN FOR LAND USE
CITY OF NOVI, MI
SPECIFICATIONS

OVERVIEW:

The City of Novi, Michigan is soliciting qualified consulting firms to submit a proposal to assist the City with the preparation of a comprehensive update to the Master Plan for Land Use for the City. The Master Plan for Land Use was last updated in full in 2010, and there has been substantial growth and development since that time. The City is therefore seeking a comprehensive update to the Master Plan for Land Use which will serve as the principal planning document for the City's future growth.

It is expected that the consultant services will be a part of a collaborative effort with members of the Community Development Department staff, the Planning Commission, and community stakeholders. The final report will be a collaborative effort between staff and the selected consultant. Time is of the essence in this work, the consultant portion of this work is to be completed and ready for presentation to the Planning Commission by December 1, 2015. Firms capable and prepared to meet this timeframe should express interest.

Independent professional policy and land use recommendations are encouraged from those making the proposals and will be reviewed and evaluated based on the best interest of the City.

General information regarding the City is available at cityofnovi.org.

The 2010 Master Plan for Land Use is available [here](#).

BACKGROUND:

The City of Novi is located in southwestern Oakland County, bounded by Eight Mile Road on the south and 14 Mile Road and Pontiac Trail on the north, and extending from Haggerty Road on the east to Napier Road on the west. The City of Novi contains more than 31 square miles.

Novi experienced an increase in population of 16.5% percent in the decade from 2000 to 2010, with a total of 55,224 residents reported by the US Census in the year 2010.

Since the adoption of the 2010 Plan, development activity in Novi has continued at a brisk pace, including significant new residential subdivisions, high tech research and office developments in Novi's Office Service and Technology Parks, and a numerous reinvestments in the existing regional and local shopping centers in Novi.

REQUIRED PLAN COMPONENTS:

The Master Plan for Land Use must meet or exceed all elements required under the Michigan Planning Enabling Act, Act 33 of 2008 as amended, as well as the contents of

this RFP. The following are minimum components that must be included in the master plan.

I. Existing Conditions

This section of the plan will consist of an overview of the existing physical, social, and economic characteristics that may influence future land use patterns and redevelopment opportunities.

A. At a minimum, the existing conditions element should include socioeconomic analysis, demographic information, employment information, existing land use patterns, infrastructure, community facilities, natural features, transportation, housing, economic development, natural resources, commerce, industry, and open space.

B. The consultant will review and incorporate where appropriate, information and findings from the following adopted plans:

- Current Master Plan for Land Use – 2010
- Non-Motorized Master Plan - 2011
- Strategic Community Recreation and Master Park Plan 2015-2019
- Older Adult Services Strategic Plan – 2013-2015
- 2015 City of Novi Economic Development Goals & Strategies
- Town Center Area Study – 2014
- Ten Mile and Meadowbrook Commercial Rehabilitation Area Plan – 2012
- Novi and Wixom Transportation Improvement Plan – 2011
- Novi Road at Thirteen Mile Road Land Use Study (Currently underway)
- City Council's Strategic Themes and Long-Term Goals – 2014
- Stormwater Master Plan – 2014
- Water System Master Plan – 2014

C. A map shall be provided of the current land use patterns, along with a map indicating the recommended Residential Density Patterns, indicating the maximum dwelling units per acre. A narrative summary of each land use category is needed describing each land use and the amount of land occupied by each land use.

II. Public Participation

The consultant shall provide details of a broad-based participation plan (including digital and social media components) to solicit input throughout the Master Plan Review and Update process. Participation shall include topics such as land use, future growth and development, and quality of life issues.

A. The consultant will review and incorporate where appropriate results of the following community engagement efforts and any subsequent plans:

- National Citizen Survey 2014 Community Livability Report
- 2013 Business Survey
- Placemaking Strategy - 2014

B. Community-wide conversations.

C. Meetings with the Planning Commission and the City Council near the outset of the project to gather initial impressions.

D. Interviews with local groups and agencies including but not limited to the Chamber of Commerce, and members of the Development Community.

E. Public Hearings as required by State Law, and as needed to adequately receive community and stakeholder input.

As part of the public meetings, workshops, or other planned events and for digital / social media, the Consultant shall provide presentations and written materials regarding basic concepts on updating the Master Plan for Land Use.

III. Market Analysis of Land Use Needs

The review and update of the Master Plan for Land Use should inventory current land use patterns and analyze current and projected market conditions from both a local and a regional perspective to determine how market conditions could impact future growth and development specific to residential, commercial, office and industrial uses. Results of this analysis shall be taken into consideration when developing goals/objectives/strategies as well as the future land use plan and map.

IV. Environment and Open Space

Novi has a history of recognizing that the quality of life of its citizens is dependent on the preservation and enhancement of natural features within the City. Those features include undisturbed natural areas, woodlands, wetlands and watercourses, public and private parks, and other open spaces. The Consultant shall assist the City by developing new sustainable development policies and incorporating those policies into the implementation strategy and future land use plan.

V. Corridor Development

The City has identified the need to evaluate the Grand River Avenue Corridor from Haggerty Road (eastern City limits) through the Novi Road intersection, to review the appearance, purpose and economic vitality of this corridor. The Corridor Plan shall specifically review and make recommendations related to development and redevelopment opportunities, opportunities for mixed use developments and appropriate mix of uses along the corridor, and review vehicular and pedestrian-oriented development elements, and opportunities for transit-oriented development, as determined to be needed. The Grand River Avenue Corridor Development Plan shall take into consideration the recommendations of the Town Center Area Plan completed in 2014.

VI. Redevelopment Strategy/Plan

The Master Plan for Land Use shall identify and prioritize sites, neighborhoods and/or districts that are ready for redevelopment, infill development or adaptive reuse. The Redevelopment Strategy/Plan shall contain goals/actions, implementation steps and tools for the identified sites, neighborhoods and/or districts to initiate the redevelopment process. Responsible parties and benchmarks to redevelopment of these site shall be indicated.

VII. Goals, Objectives, and Implementation Strategies

The Consultant shall assist the City in reviewing and revising the current Master Plan for Land Use goals and objectives, if necessary, and outline meaningful implementation strategies to serve as a guide in defining and implementing the plan. Recommendations made should reflect the City's overall goals of encouraging quality economic development to maximize revenue and job growth, while protecting and enhancing the City's natural areas, natural features and community character. In addition to those goals, objectives, and implementation strategies identified during the public participation processes, further review, analysis, and recommendations on the following topics should be included in the updated Master Plan for Land Use:

- Redevelopment opportunities
- Corridor Development and Planning
- Review of Placemaking centers, nodes, corridors, and appropriate strategies
- Incorporation of the Town Center Area Study Review and Recommendations
- Coordination with the Thoroughfare Master Plan review taking place concurrently
- Housing needs and strategies

VIII. Future Land Use

Preparation of a land use plan for future development within the City shall include the following:

- Proposed land use categories based upon the goals, objectives, and strategies of the community as well as the analysis of current and future market conditions. The narrative of these categories will need to reflect the applicable zoning district and district intent.
- A future land use map and summary of the land use categories as they relate to the future land use plan must be prepared.
- A build-out analysis shall be prepared based on projected future conditions.

IX. Project deliverables:

On acceptance of the final product by the City, the consultant will provide one (1) unbound copy of the final report suitable for reproduction, along with one (1) copy of the Future Land Use Plan in a large format for presentation purposes. Electronic copies of all text, maps and graphics in the final report and plan shall be provided in formats compatible with the City's systems, and in Word/Publisher or comparable format for editing. The final report and plan shall be in a form adaptable for posting on the City's web site. Data sets and map layers compatible with the City's GIS system shall be provided.

X. Communication and Coordination:

As a part of this RFP, the consultant is asked to identify how and when communication and coordination efforts with the City's Deputy Director of Community Development and staff planner will be provided.

XI. Experience and approach:

In response to this RFP, the consultant is asked to provide information regarding the consultant's experience on similar projects and Master Plan updates, technical approaches, key personnel, manpower available, ability to complete work in a timely manner, preliminary fee with estimate of personnel hours, pay rates, overhead direct costs, reimbursable expenses, etc.

XII. Professional approach:

The consulting firm will represent that all tasks will be performed in accordance with generally acceptable professional standards and further represent that the advice and consultation provided will be within its authority and capacity as a professional. The firm will comply with the regulations, laws, ordinances and requirements of all levels of government applicable to this project, including the Municipal Planning Act, PA 285 of 1931, as amended. Include acknowledgement of the above in the proposal.

XIII. Mandatory Requirements:

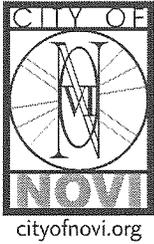
These guidelines are provided to assist firms submitting in response to this RFP in formulating a thorough response. The successful firm ensures and understands that:

- All licenses required by the State of Michigan are to be maintained by the firm during the course of the contract.
- All required insurances are to be maintained by the firm during the course of the contract.
- The firm will provide a single point of contact for the duration of the contract.
- The firm will ensure completion of the project in accordance with the proposed timeline as proposed by the consultant and approved by the City.
- The firm will comply with administrative procedures of the City.
- The firm will meet with applicable City departments and consultants to review specific concerns or issues.

PROPOSAL EVALUATION CRITERIA:

Proposals will be evaluated by the Qualifications Based Selection (QBS) process Qualifications using the following criteria:

1. Prior municipal experience in preparing Master Plans
2. Resources to complete the work to a high standard of quality
3. Qualifications and availability of professionals to complete the work
4. Understanding of Project



**CITY OF NOVI
INSURANCE REQUIREMENTS
ATTACHMENT A**

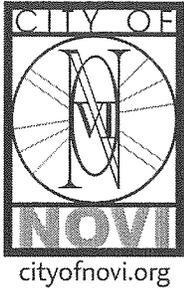
1. The Contractor shall maintain at its expense during the term of this Contract, the following insurance:
 - a. **Worker's Compensation** insurance with the Michigan statutory limits and Employer's Liability insurance with minimum limits of **\$100,000** (One Hundred Thousand Dollars) each accident.
 - b. **Commercial General Liability Insurance** – The Contractor shall procure and maintain during the life of this contract, Commercial General Liability Insurance, Personal Injury, Bodily Injury and Property Damage on an "Occurrence Basis" with limits of liability not less than **\$1,000,000** (One Million Dollars) per occurrence combined single limit.
 - c. **Automobile Liability** insurance covering all owned, hired and non-owned vehicles with Personal Protection insurance to comply with the provisions of the Michigan No Fault Insurance Law including Residual Liability insurance with minimum bodily injury limits of **\$1,000,000** (One Million Dollars) each person and **\$1,000,000** (One Million Dollars) each occurrence and minimum property damage limits of **\$1,000,000** (One Million Dollars) each occurrence.
 - d. The Contractor shall provide proof of **Professional Liability** coverage in the amount of not less than **\$1,000,000** (One Million Dollars) on a per claim/aggregate.
2. All policies shall name the Contractor as the insured and shall be accompanied by a commitment from the insurer that such policies shall not be canceled or reduced without at least thirty (30) days prior notice date to the City; alternately, contractor may agree to provide notice of such cancellation or reduction.
3. The City of Novi shall be named as Additional Insured for General Liability and Auto Liability. Certificates of Insurance evidencing such coverage shall be submitted to City of Novi, Purchasing Department, 45175 Ten Mile Road, Novi, Michigan 48375-3024 prior to commencement of performance under this Contract and at least fifteen (15) days prior to the expiration dates of expiring policies. A current certificate of insurance must be on file with the City for the duration of the contract. Said coverage shall be primary coverage rather than any policies and insurance self-insurance retention owned or maintained by the City. Policies shall be issued by insurers who endorse the policies to reflect that, in the event of payment of any loss or damages, subrogation rights under those contract documents will be waived by the insurer with respect to claims against the City.

4. The Contractor shall be responsible for payment of all deductibles contained in any insurance required hereunder.
5. If, during the term of this Contract, changed conditions or other pertinent factors should in the reasonable judgment of the City render inadequate insurance limits, the Contractor will furnish on demand such additional coverage as may reasonably be required under the circumstances. All such insurance shall be effected at the Contractor's expense, under valid and enforceable policies, issued by the insurers of recognized responsibility which are well-rated by national rating organizations and are acceptable to the City.
6. If any work is sublet in connection with this Contract, the Contractor shall require each subcontractor to effect and maintain at least the same types and limits of insurance as fixed for the Contractor.
7. The provisions requiring the Contractor to carry said insurance shall not be construed in any manner as waiving or restricting the liability of the Contractor under this contract.
8. The City has the authority to vary from the specified limits as deemed necessary.

ADDITIONAL REQUIREMENTS

HOLD HARMLESS/INDEMNITY

1. The Contractor agrees to fully defend, indemnify and hold harmless the City, its City Council, its officers, employees, agents, volunteers and contractors from any claims, demands, losses, obligations, costs, expenses, verdicts, and settlements (including but not limited to attorney fees and interest) resulting from:
 - A. Acts or omissions by the Contractor, its agents, employees, servants and contractors in furtherance of execution of this Agreement, unless resulting from the sole negligence and tort of the City, its officers, employees, agents and contractors.
 - B. Violations of state or federal law involving whether administrative or judicial, arising from the nature and extent of this Agreement.
 - C. The Contractor agrees to defend the City from and against any and all actions or causes of action, claims, demands or whatsoever kind or nature arising from the operations of the Contractor and due to the acts or omissions of the Contractor or its agents, including, but not limited to, acts of omissions alleged to be in the nature of gross negligence or willful misconduct. The Contractor agrees to reimburse the City for reasonable attorney fees and court costs incurred in the defense of any actions, suits, claims or demands arising from the operations of the Contractor under this Agreement due to the above-referenced acts or omissions.
2. The Contractor agrees that it is its responsibility and not the responsibility of the City to safeguard the property and materials used in performing this Contract. Further the Contractor agrees to hold the City harmless for any loss of such property and materials used in pursuant to the Contractor's performance under this Contract.
3. The Contractor shall not discriminate against any employee, or applicant for employment because of religion, race, color, national origin, age, sex, height, weight, handicap, ancestry, place of birth, sexual preference or marital status. The Contractor further covenants that it will comply with the Civil Rights Act of 1973, as amended; and the Michigan Civil Rights Act of 1976 (78. Stat. 252 and 1976 PA 453) and will require a similar covenant on the part of any consultant or subcontractor employed in the performance of this contract.



CITY OF NOVI
MASTER PLAN FOR LAND USE
FEE PROPOSAL FORM

We, the undersigned as proposer, propose to furnish to the City of Novi, according to the specifications, terms, conditions and instructions attached hereto and made a part thereof:

A. MASTER PLAN FOR LAND USE, per specifications \$ _____ Lump Sum

We acknowledge receipt of the following Addenda: _____
(please indicate numbers)

EXCEPTIONS TO SPECIFICATIONS (all exceptions must be noted here):

COMMENTS: _____

NON-IRAN LINKED BUSINESS:

By signing below, I certify and agree on behalf of myself and the company submitting this proposal the following: (1) that I am duly authorized to legally bind the company submitting this proposal; and (2) that the company submitting this proposal is not an "Iran linked business," as that term is defined in Section 2(e) of the Iran Economic Sanctions Act, being Michigan Public Act No. 517 of 2012; and (3) That I and the company submitting this proposal will immediately comply with any further certifications or information submissions requested by the City in this regard.

THIS PROPOSAL SUBMITTED BY:

Company (Legal Registration) _____

Address _____

City _____ State _____ Zip _____

Telephone _____ Fax _____

Representative's Name _____

Representative's Title _____

Authorized Signature _____

E-mail _____

Date _____