



Memo

FROM THE DESK OF THE ZONING ADMINISTRATOR

To: Planning Commission

Date: July 12, 2013

Re: July 16th meeting notes

COM 1556 - Sign Committee. Receive Request for Qualifications for the Sign Ordinance. Set committee meeting to review and recommend qualified firms. I suggest we also open the committee to one or two members of the Economic Development Authority to balance the needs of the commercial districts for signs with the other interests. There will not be anyone from the planning firms at this meeting.

TXT – Review the proposed zoning changes for rental occupancy increases by Special Use. If this draft meets our needs, I will send it to our attorney for review. We will then hold a public hearing. That will likely be in August.

CHARTER TOWNSHIP OF UNION
Planning Commission
Regular Meeting Agenda

Date: July 16, 2013
Time: 7:00 p.m.
Place: Union Township Hall

Pledge of Allegiance

Roll Call

Approval of minutes for the June 18, 2013 regular meeting

Correspondence

Approval of Agenda

Public Comment: restricted to three (3) minutes regarding issues not on this agenda

NEW BUSINESS

- 1.) COM - 1556: Review RFQ responses for Sign Ordinances and set Committee meeting**
- 2.) TXT – 1695: Review draft for rental occupancy by Special Use**

OTHER BUSINESS

None

Extended Public Comment

Adjournment

CHARTER TOWNSHIP OF UNION
Planning Commission
June 18, 2013 Meeting Minutes

Charter Township of Union Planning Commission was held on June 18, 2013.

Meeting was called to order at 7:00 p.m.

Roll Call

Squatrito, Shingles, Wagner, Mielke, McGuirk, Primeau, Jankens present.

Absent: Henley, Fuller

Others Present

Woody Woodruff

Correspondence

No Correspondence was offered.

Approval of Minutes

Mielke moved and Wagner supported to approve the April 16, 2013 minutes. Ayes: All. Motion carried.

Jankens moved and Primeau supported to approve the April 23, 2013 minutes. Ayes: All. Motion carried.

Approval of Agenda

Mielke moved and Wagner supported to approve the agenda as presented. Ayes: All. Motion carried.

Public Comment

No Public Comment was offered.

NEW BUSINESS

- 1.) Discussion of the number of unrelated people residing on a property and how family is defined; should this be handled with a special use permit or an ordinance.

Motion by **Primeau** and supported by **Jankens**, for Woodruff to draft a special use permit for R1, R2 and AG, have attorney review and return to the board. **Ayes: All.**

Public Comment

No Public Comment was offered.

Other Business

No other Business was presented.

Extended Public Comment

No Extended Public Comment was offered.

Adjournment

The Chair adjourned the meeting at 8:22 p.m.

APPROVED BY:

Alex Fuller - Secretary

(Recorded by Nancy Kellicut)



COMMUNITY DEVELOPMENT
200 North Main, Mt. Pleasant, MI 48858

Phone: (989) 772-0911 ext. 283

Fax: (989) 775-6681

June 17, 2013

Planning Commission Chairperson
2010 S Lincoln Rd
Mt Pleasant, MI 48858

RE: Coe Township Master Plan

To Whom It May Concern:

As you are aware, the Coe Township Planning Commission is in the process of amending their Master Plan. At their June 5, 2013 meeting the Planning Commission moved to recommend the Coe Township Board review and approve the updated plan for distribution. On June 10, 2013 the amended plan was reviewed and approved for distribution by the Coe Township Board. The proposed amendment is an update of the demographic census related data throughout the plan.

A digital copy of the plan can be found on the Coe Township Website at the following link:

http://coetownship.com/docs/COE_MP_Distribution_Document.pdf

If you, for any reason would like a hard copy of the Plan please contact our office with your request and we will arrange to provide a copy.

The Michigan Planning Enabling Act allows 63 days to review and submit comments back to the Planning Commission. After such time, the Planning Commission will hold a public hearing to receive additional comments from the public and to review all comments submitted during the 63 day review period. The Planning Commission appreciates your cooperation in this process and looks forward to receiving your comments on the proposed amendments. If you have any questions, please feel free to contact my office at (989) 772-0911, ext. 371 or email at tnieporte@isabellacounty.org.

Sincerely,

Timothy A Nieporte
Isabella County
Community Development Director

07.08.13
Qualifications to Prepare



Sign Regulations

Charter Township of Union, Isabella County, Michigan

July 8, 2013

QUALIFICATIONS TO PREPARE

Sign Regulations

UNION CHARTER TOWNSHIP, ISABELLA COUNTY, MICHIGAN

Prepared by

McKenna Associates
235 East Main Street Suite 105
Northville, Michigan 48167
888.226.4326

www.mcka.com

McKenna
ASSOCIATES

July 8, 2013

Sign Committee
Charter Township of Union
2010 S. Lincoln Road
Mt. Pleasant, MI 48858

Subject: Qualifications to Prepare Sign Regulations – Charter Township of Union

Members of the Sign Committee:

We are pleased to submit our qualifications to Union Charter Township to prepare sign regulations. Our strategy offers the Township assistance from the state's leading planning professionals, using the latest tools and techniques to achieve Union Township's immediate and long-term goals.

Creating a new sign ordinance requires striking a delicate balance between meeting the needs of business for exposure and advertising and meeting the goals of the Township to create attractive districts and thoroughfares. McKenna planners address this balance every day, through enforcement of existing sign ordinances, drafting amendments, or drafting entirely new sign ordinances. In fact, a sign code update we recently prepared for the City of Medina, Ohio was cited by the American Planning Association, particularly because of the standards for electronic message centers (EMCs) and animated signs.

PROCESS IS CRITICAL

We have learned from experience that the process is critically important when developing new sign regulations. Our emphasis on an orderly, logical process will be evident as you read our proposed Scope of Services. One of the special features of our proposed Scope of Services is a Visual Preference Survey, which is a very effective way to elicit people's opinions about signs.

EXPERIENCED TEAM

The weath of experience our planners bring to the table is invaluable for numerous cities, villages, and townships in Michigan and Ohio seeking modern, up-to-date sign regulations. We propose a team with a strong track record of administering planning and zoning functions (including signs), which makes us uniquely situated to understand the needs of the users of a sign ordinance.

At McKenna, we approach this project with great excitement and confidence that we can successfully create sign regulations that lead to the betterment of Union Township. We encourage you to examine our project examples and to check with our references, as we are confident that our work will speak for itself. We are eager to work with the Township, and we look forward to the opportunity to submit a proposal.

Respectfully submitted,

McKENNA ASSOCIATES



Christopher J. Doozan, AICP, PCP
Senior Vice President

Enclosure

Table of Contents

Cover
Letter of Transmittal
Table of Contents *i*

Executive Summary 1

Company Background 2

Professional Services 3

Experience and Case Histories 7

Personnel Qualifications 10

Capacity of Firm 13

Project Understanding and Approach 15

Scope of Services 17

Proposed Work Schedule 20

Additional References 21

Cut Sheets 22

Executive Summary

CHARTER TOWNSHIP OF UNION, ISABELLA COUNTY, MICHIGAN

PREPARATION OF SIGN REGULATIONS

July 8, 2013

Firm and Experience

McKenna is the Midwest's leading community planning firm whose primary service is assisting communities with planning, zoning, economic development, and landscape architecture since 1978. The firm's professional staff of 30 plus has strong planning and zoning capabilities with extensive success throughout Michigan, Ohio, Kentucky, Indiana, and Illinois. We appreciate this opportunity to submit our proposal to prepare sign regulations for Union Township.

Duration

We estimate that the project duration will be **7 months** from authorization. This schedule may be longer or shorter depending on the number of meetings and chosen scope of the project.

Key Professionals

Project Director

Christopher J. Doozan, AICP, PCP, Senior Vice President

Project Manager

Patrick J. Sloan, AICP, Principal Planner

Project Planner

Christopher Khorey, AICP, Associate Planner

Graphic Designer

Carrie Wakulat, Senior Graphic Designer

Meetings

Based on an estimated 7-month schedule from authorization to adoption, we estimate the following **7 meetings**. The number of meetings may be more or less depending on the chosen scope of the project.

Working Meetings

- 1 Kick-off meeting with Township staff
- 2 working meetings with the appointed subcommittee.

Planning Commission Meetings

- 1 Planning Commission meeting to review first draft of ordinances
- 1 Planning Commission meeting to review revised draft ordinances
- 1 Planning Commission meeting to hold the public hearing on the ordinances

Presentation Meeting

- 1 Township Board meeting to present final draft for the First Reading

End Products

Final Draft of Zoning Ordinance text amendment and companion police power Ordinance: Reproduction-ready digital copy (Word and .pdf).

Company Background

McKenna Associates is a corporation formed under the laws of Michigan on May 2, 1978; the firm has offices in Northville and Kalamazoo, Michigan, and Cleveland, Ohio.

235 East Main Street, Suite 105
Northville, Michigan 48167
Ph: 248.596.0920
Fax: 248.596.0930
info@mcka.com

151 South Rose Street, Suite 920
Kalamazoo, MI 49007
Ph: 269.382.4443
Fax: 248. 596.0930

1382 West Ninth Street, Suite 420
Cleveland, OH 44113
Ph: 330.528.3342
Fax: 248.596.0930

www.mcka.com

History

McKenna Associates helps community leaders and private investors create more vital, interesting, safe, functional and prosperous places to live, work, shop, play and do business. We provide planning, zoning, landscape architecture, community and economic development and design assistance to cities, villages, townships, counties, and regional agencies, as well as select private clients. Our success can be measured by the physical improvements to hundreds of McKenna client communities, and by our 35-year record of client satisfaction and on-time, on-budget delivery.

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

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

Experience

Each McKenna project manager brings a minimum of seven years of success to the projects he or she manages. Additionally, each McKenna client has access to McKenna's 30-member team of planning, design and communication professionals who are at the leading edge of current practice---an invaluable resource for each client.

Change

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

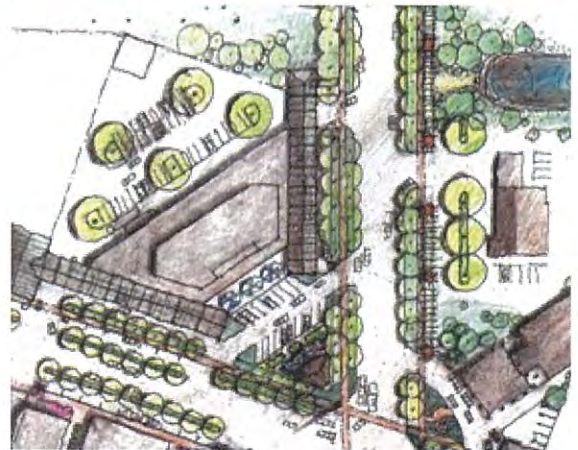
Commitment to Sustainability

McKenna Michigan offices are all located in downtowns. Our headquarters, located in the historic Water Wheel Centre, a significant landmark in downtown Northville, Michigan is a retrofitted historic Ford Valve Plant, built in the late 1930s to manufacture tractor and car components. In recent years, the antiquated plant was converted to office space for design firms like ours. Our office features day lighting via 14-foot windows, sunlit workspaces, views to the nearby river, park, a operational 20-foot high waterwheel, and several solar panels on the roof. Our inspiring and environmentally conscious office spaces reflect McKenna's commitment to our people, our communities, sustainable design and the rich technology heritage of the Midwest.

Professional Services

Community Planning

- Master Plans (cities, villages, townships, counties and regions)
- Neighborhood Preservation Plans
- Redevelopment Plans
- Corridor Plans
- Downtown Plans
- Growth Management Plans
- Park and Recreation Plans
- Capital Improvements Programs
- Community and Fiscal Impact Analysis
- Waterfront Planning
- Open Space Planning
- Historic Preservation Plans
- Transportation and Parking Plans
- GIS Analysis and Alternative Testing
- Access Management



Development Codes

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



Economic Development

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



Building Department Administration

- Zoning Administration
- Building Code and Zoning Enforcement
- Building Inspection
- Electrical, Mechanical and Plumbing Inspections
- Property Maintenance and Housing Inspection
- Landscape Construction Observation

Landscape Architecture

- Site Analysis and Design
- Site Layout and Planning
- Construction Drawings and Construction Observation
- Landscape Architecture (MSHDA-approved)
- Arborist Services (Tree Surveys and Maintenance Plans)
- Greenways and Trail Planning and Design
- Native Plant Landscapes
- Wayfinding, Signs, and Interpretive Stations
- Environmental Performance Standards
- Public Art Development
- Environmental Impact Assessments
- Public Space Design - Greenways, Bikeways, Streetscapes
- Wetlands, Woodlands, Groundwater, Aesthetic, and Vista Protection Regulations
- Sustainable Landscape Design
- Shopping Center Redesign

Community Development

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



Public Participation (IAP2 Certified)

- Hands-on Workshops
- Focus Groups
- Surveys (Telephone, Web, Mail)
- Public Hearings
- Open Houses
- Interactive Citizen Advisory Committees
- Youth Outreach
- Community Walks and Bike Rides
- Storefront Workshops
- Consensus Building
- Participatory Decision-Making
- Interviews (one-on-one)
- Community Preference Surveys
- Citizen Photo Shoots
- Charrettes

Urban Design

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

Parks and Recreation

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



Communication Services

- Strategic Communication Plans
- Brochures and Marketing Materials
- Advertising and Marketing Collateral
- Web Site Development
- Presentation Preparation and Assistance
- Media Training
- Debate Preparation
- Speech Writing
- Crisis Management
- Campaign Organization and Management
- Newsletters
- Celebrations
- Marketing Posters
- Executive Summaries to Reports and Documents
- Op-ed Writing (guest-columnist pieces)
- White Papers



Sustainability Plans

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



On-Site Management Services

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



Experience and Case Histories

On this and the following pages are descriptions and examples of several recently completed McKenna sign ordinances. Many of the examples illustrate how tables, graphics, and cross-references can simplify ordinances and make them much more effective and user-friendly. The sign regulations for Union Charter Township will incorporate similar formatting. Cut sheets for some of these projects, as well as cut sheets for other select projects, are included at the end of this document.

City of Medina, OH

Project: Sign Code Update

McKenna worked with City staff and a Steering Committee of diverse stakeholders to develop a complete Sign Code Update. The City was in need of sign regulations that maintained content neutrality and addressed advances in sign technology. Among other things, McKenna provided additional sign definitions, electronic message center sign standards, and comprehensive design standards for commercial area signs. The resulting Sign Code has proved to be a much easier document to administer than previous versions.

The Medina Sign Code was cited by the American Planning Association as a good ordinance to follow, particularly because of the standards for electronic message centers and animated signs.

Contact: **Gregory Hannan, AICP**
Planning Director
City of Medina
132 N. Elmwood Ave.
Medina, OH 44256
(330) 722-9023



Charter Township of Lyon, Oakland County, MI

Project: Zoning Ordinance and Sign Regulations

Lyon Township is a growing community with a population of 14,545, located in southwest Oakland County. The Township has four distinct sign districts: signs for highway-oriented businesses (mostly industrial), signs regulated within a planned development, commercial corridor signs, and signs for the older part of the community, known as New Hudson. The challenge with Lyon Township's sign regulations, which are in the zoning ordinance, is to treat each of these districts fairly, and in a way that the ordinance is not too complex. One technique to help readers understand the ordinance was through use of photographs.

McKenna is working with the Township currently to update the sign regulations. A steering committee was formed, composed of two Township Trustees, planning commission members, and DDA members. To initiate the process, surveys were mailed to business people and residents to achieve an understanding of their perceptions of sign deficiencies or adequacies. The regulations are currently being re-written.

Contact: **Lannie Young**
Township Supervisor
Charter Township of Lyon
58000 Grand River Ave.
New Hudson, MI 48165
(248) 437-2240

City of Williamston, MI

Project: Zoning Ordinance and Form-Based Standards

McKenna worked with the City of Williamston to develop a new Zoning Ordinance. Williamston is transitioning from a developing community to a developed community, and is beginning to deal with the implications of redevelopment while protecting the town character. Signs have a huge impact on town character. In Williamston, signs are addressed in the Zoning Ordinance.

The McKenna team helped the City radically alter the face of the Ordinance. The document was better organized so that similar standards and restrictions were located in the same section. Charts, figures, and tables were used liberally to help simplify the Ordinance and allow users to more efficiently find the information they seek. Headers, footers, and links were used throughout the document to allow readers to navigate throughout the document easily. A .pdf version was created for posting on the City's website.

Contact: **Alan Dolley**
City Manager
City of Williamston
161 E. Grand River Ave.
Williamston, MI 48895-1497
(517) 655-2774



Champion Township, Trumbull County, OH

Project: Electronic Message Center Sign Text Amendments

McKenna worked with the Zoning Commission to develop changeable copy and electronic message center sign regulations. The Township was being flooded with requests for such signage and did not have any regulations addressing the technologically-advanced sign type.

Contact: **Ms. Sally Berkhouse, Zoning Secretary**
Hon. Robert Farmer, Trustee
Champion Township
149 Center St. East
Warren, OH 44481
(330) 847-7533 (Ms. Berkhouse home)
(330) 847-6117 (Twp. Zoning Office)
(330) 442-3343 (Trustee Farmer- cell)



City of Streetsboro, OH

Project: Zoning Code Update (including Sign Regulations)

McKenna assisted the City of Streetsboro with its Zoning Code Update, including sign regulations.

McKenna planners worked with City staff and a steering committee to develop a Zoning Ordinance Update that corrected discrepancies and conflicting text and afforded City staff the ability to efficiently and thoroughly administer clear and concise regulations. The sign regulations were revised to ensure content neutrality and permit electronic message center signs with reasonable limitations. Sign definitions were added and supplemented to remove vague and ambiguous language. Below is a sample table of Type of Sign Permitted by Zoning District.

USE	Residential/Special Districts								Nonresidential Districts					
	O-C	R-R	R-1	R-1A	R-2	R-3	R-4	R-G	O	B-N	B	B-R	D	I-1
Building Mounted Sign	◆	◆	◆	◆	◆	◆	◆	◆	■	■	■	■	■	■
Ground Sign	◆	◆	◆	◆	◆	◆	◆	◆	■	■	■	■	■	■
Development Entrance Sign	■	■	■	■	■	■	■	■	■	■	■	■	■	■
On-Site Directional Sign						◆			■	■	■	■	■	■
Building Directory Sign						◆			■	■	■	■	■	■
Window Sign									◆	◆	◆	◆	◆	◆
Temporary or Special Event Sign	■	■	■	■	■	■	■	■	■	■	■	■	■	■

Key: ■ Permitted for all uses ◆ Permitted for some uses. Refer to sign design standards.

Standards addressing temporary sandwich board signs were developed in response to input provided by business owners throughout the update process. Additional provisions were also added to regulate abandoned signs. The resulting sign regulations provided the City with a reasonable balance between business interests requesting increased visibility, while ensuring that visual clutter and traffic safety were given proper consideration.

Contact: Mr. John H. Cieszkowski, Jr.
 Director of Planning, Zoning and Economic Development
 City of Streetsboro
 9184 St. Rt. 43
 Streetsboro, OH 44241
 (330) 626-4942 ext. 128

Personnel Qualifications

We have assembled an outstanding project team for the Union Township Sign Regulations project. Based upon our experience writing regulations and ordinances for similar communities, as well as our hands-on intimate knowledge of development codes and regulations, we can begin tackling the important tasks involved in upgrading the ordinances immediately. This project team has worked together many times before to successfully complete similar projects.

Project Director

Christopher J. Doozan, AICP, PCP, Senior Vice President

As Project Director, Chris will be responsible for overall direction for the project. Mr. Doozan has over 30 years of successful professional experience in Michigan community planning and zoning. He is a renowned expert in state-of-the-art planning and zoning techniques, including zoning for sustainability, New Urbanism, downtown planning, farmland preservation and environmental protection.

Mr. Doozan has prepared master plans, zoning ordinances and sign ordinances, updates and amendments for several Michigan communities, including the Village of Franklin (Oakland County), Orchard Lake Village (Oakland County), Meridian Charter Township (Ingham County), Williamstown Township (Ingham County), Wheatfield Township (Ingham County), Lyon Charter Township (Oakland County), Canton Charter Township (Wayne County), Orion Charter Township (Oakland County), and others.

Mr. Doozan has also prepared parks and recreation master plans for several communities including the Charter Township of Lyon, Williamstown Township (Ingham County), Farmington Hills, Wixom, Walled Lake, and Orchard Lake Village. All of these master plans resulted in grant applications that generated millions of dollars of revenue for land acquisition and park development.

Chris has been a featured speaker on planning and zoning issues for statewide planning organizations and has lectured at Henry Ford Community College.

Mr. Doozan holds a Master of Science degree in Community Resource Development from Michigan State University and a Bachelor of Science degree in Environmental Studies from Saginaw Valley State University.

Project Manager

Patrick J. Sloan, AICP, Principal Planner

Mr. Sloan will serve as the Project Manager for the project. He will serve as the primary point of contact for the Township. Patrick is experienced in providing planning and zoning services for Michigan communities. He has managed the planning and zoning services for several Michigan communities, including Lyon Charter Township, Dexter Township, Livingston County, Tawas City, Williamston and the Village of Pinckney, among others.

Patrick has worked as a professional planner for over a decade on projects ranging from Master Plans for urban and rural communities to drafting and implementing zoning regulations that address topics such as signs, Low Impact Development (LID), agricultural preservation, and wireless communication facilities. Additionally, Patrick has several years of experience administering and enforcing sign standards for local communities.

Patrick also has over 10 years of experience with Geographic Information Systems (GIS). He directed GIS services with the Livingston County Department of Planning and Dexter Township. His GIS skills have resulted in better decision-making with respect to natural features preservation, land use, and public safety.

Mr. Sloan holds a Master of Urban Planning degree and a Bachelor of Arts degree in Political Science, both from the University of Michigan.

Project Planner

Christopher Khorey, AICP, Associate Planner

Chris will be the project planner for the Union Township Sign Regulations project. He will be responsible for data collection, technical review, analysis, and the development of the new ordinances under the supervision of Mr. Doozan and in cooperation with Mr. Sloan.

Mr. Khorey regularly provides zoning and planning advisory assistance on a continuing basis to Michigan Planning Commissions and Boards. Mr. Khorey has helped craft visions of the future for a variety of communities, including Master Plans ranging from rural villages to lakefront resort towns, Parks and Recreation Plans for growing suburbs, and Neighborhood Redevelopment Plans for older industrial cities. He has significant success developing Market Studies for senior housing, retail/commercial districts, and neighborhood redevelopment in affluent coastal communities and older industrial cities.

Prior to working at McKenna, Mr. Khorey was involved in the Petty's Island Regional Park Plan in Pennsauken, NJ, which set in motion the transformation of an island in the Delaware River from an abandoned industrial facility to a wildlife preserve and center of outdoor recreation.

Chris has further experience analyzing safety and operations standards for public transportation agencies, and is known for creating easy-to-understand planning documents, including layout, writing, and graphic displays.

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

Graphics Specialist

Carrie Wakulat, Senior Graphic Designer

Ms. Wakulat will assist in the preparation of sign graphics for Union Township. Carrie's extensive graphic design expertise will ensure the document's appearance is polished and exceeds standard expectations.

Carrie has 13 years of experience specializing in brand identity, advertising, brochures, direct mail, annual reports, book layouts, packaging and display art, such as banners, billboards, trade show booths, signage, vehicle graphics, and packaging. She has formal web development training and has handled numerous web projects from start to finish, including planning, designing and implementing. Carrie is also a fine artist with an excellent understanding of composition, balance, and color, and has a trained eye for detail.

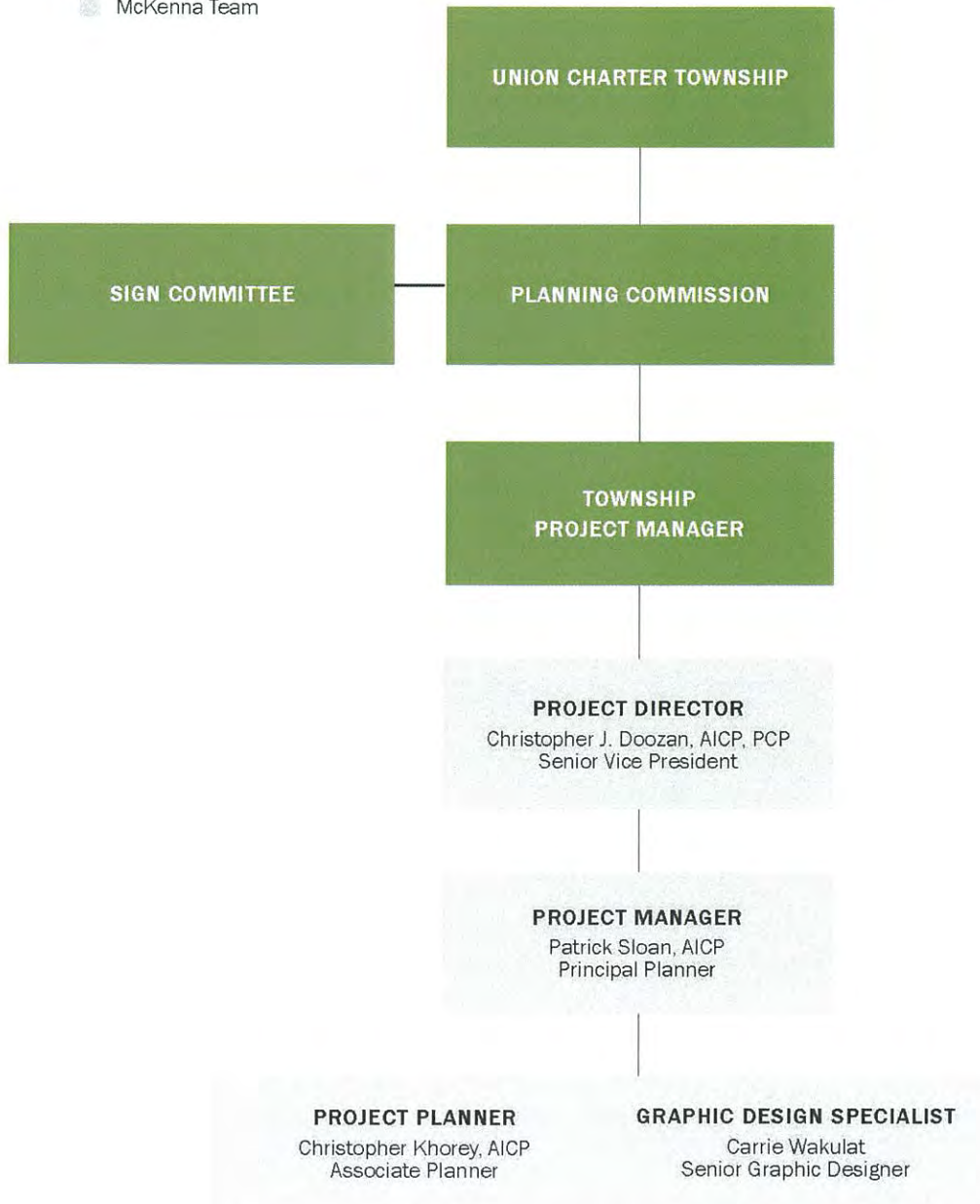
Carrie holds a Bachelor of Fine Arts from the University of Michigan, and has completed a series of web development and usability courses through Washtenaw Community College.

Project Management - Sign Regulations

Union Charter Township, Isabella County, Michigan

■ Union Twp Team

■ McKenna Team



Capacity of Firm

McKenna Standards, Quality Assurance and Management

Quality assurance is accomplished around 10 core quality management elements, or critical success factors. Under the direction of a Project Director, McKenna's Project Manager will accomplish these elements of managing projects.

Quality Standards

1. Client Service – Building partnerships and satisfying client expectations.
2. Client/Project Team – Project manager-led teams with project role, and allocating resources.
3. Scope/Deliverables – Identifying and tracking fulfillment of project scope and deliverables.
4. Work Tasks – Identifying and monitoring work tasks and work flow.
5. Schedule – Identifying time frames and milestones, and progress reports with client.
6. Cost Accounting – Project Manager establishes budgets, invoicing and monitoring plan with Project Director.
7. Contracts/Negotiations – Preparing contracts, subcontracts and any amendments.
8. Technical/Production/Communication – Meeting technical and document production and communication requirements.
9. Quality Management – Project Director manages the quality of our services including sub-consultants.
10. Communications/Meetings – Ensuring ongoing formal communication with client and team.

McKenna carries out our quality management in three primary areas:

- Quality through project performance
- Quality through individual performance
- Project-specific quality management

Project Manager

Each Project Manager tailors the program for each project individually, to ensure the standard of quality established by each client is achieved. The program is flexible, and can be adapted to meet the needs of large or small projects, and cross discipline lines.



Marquee Sign

Accountability

Communication is a most effective element in producing a successful project. Project teams hold regular work plan reviews with the project manager, task assignees, the department heads and others with a role in the project. Accountabilities are clearly identified and communicated, so that each project team member knows what is expected and is held accountable.

Targets

McKenna targets individual performance improvements using clearly defined roles and accountabilities for each professional involved in the project. Targets are available as a reference for setting goals and monitoring performance against standards and measurements.

Effectiveness

The effectiveness of our overall Quality Management Program as demonstrated by previous work has shown that all personnel are aware of the professional, technical and ethical requirements of each project. Responsibility for implementation of the plan is team-wide under the direction of the Project Director. The Project Manager addresses the short- and long-term issues underlying the project. Project Managers also develop technical standards for the specific project, and procedures for implementing quality management, including a plan for timely completion of the project, while maintaining professional performance levels.

Schedule Assurance

If we do not meet the schedule milestones agreed upon at the project initiation for completing a project (unless an extension of the schedule is requested or required by the client) McKenna will reimburse up to 5% of the project fee at the end of the project.

Client Satisfaction

A client satisfaction form is provided at significant milestones as a continuing quality control measure. Our level of performance is graded and we make necessary adjustments.

Change Management

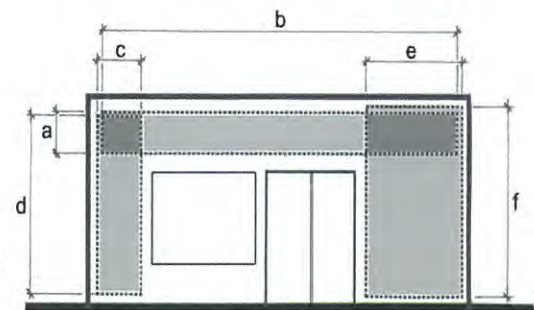
McKenna project managers anticipate change into all projects and factor change into project plans and budgets.

American Planning Association Code

McKenna project managers apply the following "Technical Standards of Professional Practice" of the American Planning Association.

1. Meet standards of care
2. Maintain adequate documentation
3. Be responsible for technical competence
4. Possess, maintain and upgrade qualifications specific to project.
5. Avoid errors of commission and omission
6. Practice with due diligence
7. Present reliable information and disclose substantial deficiencies
8. Perform required investigation
9. Explain cause and effect relationships
10. Consider rational alternatives
11. Avoid misleading communication
12. Substantiate findings and recommendations

Signable Area = $(a \times b)$ or
 $(c \times d)$ or
 $(e \times f)$
at the choice of the applicant



Signable Area

Ethics and Professional Conduct

McKenna project managers follow the Code of Ethics and Professional Conduct of the American Institute of Certified Planners.

Project Understanding and Approach

Usefulness of Sign Regulations

Sign regulations should establish standards that present appropriate positive aesthetics for the community, while being reasonable in terms of usefulness and acceptability to the businesses. The process of developing regulations should be viewed as an educational experience for all of the stakeholders. The process is as important as the work product.

The scope of services for the process includes opportunity for extensive stakeholder input by citizens, staff, Planning Commissioners, and elected officials. Effective management of this process is crucial to the success of final regulations. Effective enforcement of the sign regulations is also essential. The input of the Township's Zoning Administrator will be an important component of the process at each of the proposed steps.

McKenna's planning efforts will be closely coordinated with the Township administration to achieve user-friendly sign regulations that are understandable, graphically enhanced, colorful, and meet the tests of acceptance by Union Township's citizenry and officials.

The Ultimate Test

McKenna is aware that the final measure of the success of the sign regulations is not the documents, nor is it the specific regulations contained therein. The real success is measured by affecting the Township in a positive way. This is accomplished by crafting the policies into clearly worded regulations that can be effectively administered by the Township. In addition, the overall organization, format, and appearance of the regulations should convey to its users both the Township's expectation of quality and the Township's positive attitude toward its existing businesses and business development.

The new sign regulations should be formulated in a manner that takes into account First Amendment considerations and ensures legal defensibility through development of content neutral regulations that focus on regulating a sign's "time, place, and manner" as opposed to content.

In order to achieve the Township's objectives, the new sign regulations should contain or accomplish the following:

- **Seamless Incorporation of Revisions.** All proposed updates will be done in a user-friendly manner that is consistent with the formatting and framework of the Township's existing Zoning Ordinance. Providing continuity and sensible organization of ordinance provisions assists applicants and the Zoning Administrator. All proposed amendments will be designed to be inserted textually and procedurally within the current Zoning Ordinance. Strike out and underline drafts of the Zoning Ordinance will be provided to illustrate where and how updates will be made, where appropriate.
- **Include Diagrams, Tables and Illustrations.** The new sign regulations will include an array of diagrams, tables, and illustrations, as may be necessary to clarify the text and make the document as user-friendly as possible. The use of diagrams, tables, and illustrations can also reduce the need for lengthy sections of text and make regulations, such as determination of sign area, easier for the Township to administer and an applicant to understand. That being said, we understand the importance of regulations being able to stand up on text alone, and utilizing diagrams and illustrations to further explain regulations and how they will be administered.



Mural

- **Create a Predictable Process.** Clear, detailed processes and procedures will be included in the new sign regulations. Having a clear and predictable permitting process is essential to promoting continued economic investment in the Township and simplifies the administration of ordinance provisions.
- **Build In Flexibility.** The new sign regulations need to be flexible enough to encourage and permit a wide range of “next generation” sign-types in logical areas and with reasonable restrictions. The new sign regulations should also include easy and straightforward processes to permit minor modifications to the design standards of the ordinance, particularly with respect to signage. This will allow the ordinances to account for situations where small modifications to the design standards will result in an equal or superior project without requiring a trip to see the Board of Zoning Appeals.



Scope of Services

McKenna Associates proposes the following Scope of Services to prepare amendments to the Zoning Ordinance as well as a new police power sign ordinance for Union Charter Township:

Step 1: Kick-off Meeting with Township staff. McKenna will schedule a meeting with Township staff to review and finalize the scope of services, clarify goals and objectives, identify primary contact persons, schedule meetings, and identify key concerns with the existing sign regulations, including regulations of Electronic Message Center (EMC) signs.

Step 2: Review Township’s Existing Sign Regulations. McKenna will complete a detailed review of the existing sign regulations and associated definitions, providing a written analysis with observations about the deficiencies of the existing regulations in meeting the Township’s planning and development goals and objectives, as described by Township staff. The written analysis will include a discussion of best practices and examples of elements of effective sign ordinances applicable to Union Township, particularly EMC’s.

Step 3: Subcommittee Meetings. McKenna will meet with a subcommittee composed of citizens, staff, Planning Commissioners, and elected officials. Although we propose two (2) meetings with the subcommittee, the number of meetings may be more or less depending on the chosen scope of the project. McKenna will facilitate the following stakeholder input sessions with the subcommittee:

There is a delicate balance between the needs of business to advertise and be seen and the aesthetic goals of the community.

As a precursor to the preparation of a new sign ordinance, key stakeholders will be surveyed to help the project team gain insight into sign-related issues in Union Township.

Temporary signs are often used to advertise special business promotions or community events, but they can cause clutter and blight.

Signs are essential for the economic health of the community. A well-placed, right-sized, readable sign attracts business.



A. Focus Group Meetings: McKenna can conduct a series of 2-4 focus groups with key stakeholder groups within the subcommittee. The purpose of the focus groups is to allow us to conduct a targeted discussion of sign-related issues that are important to each stakeholder group. Each focus group would last approximately one hour, and will cover both scripted questions developed by McKenna and Township staff prior to the focus groups as well as spontaneously generated questions based on the discussion in each focus group. The makeup of the focus groups will be determined by McKenna and Township.

Potential focus group members may include (but are not limited to):

- a. Elected Officials, Planning Commissioners, and ZBA members
- b. Township staff, including the Zoning Administrator
- c. Business and property owners
- d. Citizens and other stakeholders

An understanding and consensus of interests and concerns must be developed, especially for EMC's. Failure to do this can make for contentious regulations and continuing enforcement problems.

B. Visual Preference Survey. It is difficult to comprehend the results of sign regulations with just words. Is a 48 sq. ft. wall sign that much different from a 32 sq. ft. sign? What is reasonable: 15%, 25%, 30% window coverage? What is an appropriate ground sign height: 5ft., 10 ft., 15 ft.? To answer these and other questions, McKenna proposes to conduct a Visual Preference Survey as part of the Focus Group meetings.

McKenna will assemble a PowerPoint presentation to show numerous individual sign photos. Focus Group participants will be asked to score each sign on a 5-point scale, ranging from TOTALLY DISLIKE (1) to OUTSTANDING (5). After the score cards are compiled and averaged, the dimensions and other details of the signs will be revealed for discussion purposes. The goal of the exercise is twofold: 1) to translate written sign regulations into meaningful, real-life examples, providing a greater understanding of the regulations, and 2) provide an opportunity to seek consensus on specific sign regulations.

McKenna will present the results of the Visual Preference Survey to Township staff and draw conclusions. McKenna will utilize the Survey results and input from staff to discuss initial recommendations related to: types (including EMC's), numbers, dimensions, height, location and other standards associated with signs permitted in various parts of the Township.



Window Sign



Blade Sign

Step 4: Prepare Detailed Outlines. McKenna has found that prior to drafting any ordinance it is best to prepare a detailed outline, which shows how sections are going to relate to each other. The outlines will also identify proposed graphics that will be used in the ordinances; graphics are an essential element of sign ordinances prepared by McKenna. McKenna will seek approval of the outlines from Township staff before proceeding onto the next step – drafting the ordinance regulations for the Zoning Ordinance and police power ordinance.

Electronic Message Center (EMC) signs, LED billboards, and on-premise digital signs are the newest types of signs to challenge sign regulators.

Step 5: Draft the Ordinance Regulations. Based on the approved outline and the information gathered from the Visual Preference Survey, McKenna will prepare the first draft of the Zoning Ordinance text amendment and police power sign ordinance. At the Township’s option, the subcommittee may wish to review and comment on the first draft of these ordinances.

Some communities strive for signs that are well-integrated into the building and site design to create a unified and harmonious appearance.

Step 6: Review First Drafts with Planning Commission. McKenna will present the first draft ordinances to the Planning Commission for review and comment. McKenna and Township staff will compile comments from the Planning Commission to allow McKenna to make revisions, if necessary, prior to the next meeting with the Planning Commission.

A good sign ordinance must deal with several issues: the message, number, location, size, height, lighting, legibility and landscaping.

Step 7: Review Revised (Final) Draft with the Planning Commission. McKenna will return to the Planning Commission to present the revised drafts for review and comment.

Step 8: Planning Commission Public Hearing and Recommendation. McKenna will attend the public hearing of the Planning Commission to present the final drafts for review and recommendation.

From a legal perspective, the most important reason to regulate signs is to improve traffic safety.

Step 9: Presentation to the Township Board of Trustees. As the final step in the process, McKenna will present the final draft to the Township Board of Trustees to answer any questions and initiate the official ordinance adoption process.

Content-neutrality is essential to avoid a legal challenge.

Proposed Work Schedule

We anticipate completion of the Zoning Ordinance text amendments and police power sign ordinance within 7 months of approval by the Township to proceed, in accordance with the following schedule:

TASK	1	2	3	4	5	6	7
Kick-Off Meeting with Township Staff							
Review Existing Sign Regulations							
Subcommittee Meeting (OPTIONAL: Focus Group Meetings and Visual Preference Surveys)							
Subcommittee Meeting (OPTIONAL: Visual Preference Survey Results, Recommendations)							
Prepare Detailed Outline of Zoning Ordinance Text Amendment and Police Power Sign Ordinance							
Draft New (First) Zoning Ordinance Text Amendments and Police Power Sign Ordinance							
Review First Drafts with Planning Commission							
Review Revised Drafts with Planning Commission							
Planning Commission Public Hearings and Recommendations							
Presentations to Township Board of Trustees							
MEETINGS							
Kick-off Meeting (1)	•						
Subcommittee Working Meetings (at least 2)		•	•				
Planning Commission Meetings (3)				•	•	•	
Township Board Meeting (1)							•

• = MEETINGS

Additional References

The following is a list of select McKenna client references for whom McKenna has provided services.

Williamstown Township, Ingham County, MI

Hon. Mickey Martin
Supervisor
Williamstown Township
4990 N. Zimmer Road
Williamston, MI 48895
517.655-3193

Hamburg Township, Livingston County, MI

Hon. Pat Hohl
Supervisor
Hamburg Township
10405 Merrill Road
Hamburg, MI 48139
810.231-1000

Monitor Township, Bay Co., MI

Hon. Gary Brandt
Supervisor
Monitor Township
2483 Midland Road
Bay City, MI 48706
989.684.7203

Buena Vista Charter Township, Saginaw, Co., MI

Hon. Dwayne Parker
Supervisor
Buena Vista Charter Township
1160 S. Outer Drive
Saginaw, MI 48601
989.754.6536

Tecumseh, MI

Mr. Brad Raymond
Director of Development Services
City of Tecumseh
309 E. Chicago Blvd.
Tecumseh, MI 49286
517.423.2107

Tyrone Township, Livingston Co., MI

Mr. Mark Meisel
Planning Commission Chairman
Tyrone Township
10408 Center Road
Fenton, MI 48430-9439
810.629.8631

Oceola Township, Livingston Co., MI

Hon. Bill Bamber
Supervisor
Oceola Township
1577 N. Latson Road
Howell, MI 48844
517.546.3259

LaSalle Township, Monroe Co., MI

Hon. Tim DeSloover
Supervisor
LaSalle Township
4111 LaPlaisance Road
P.O. Box 46
LaSalle, MI 48145
734.241.4344

Van Buren Charter Township, Wayne Co., MI

Mr. Arthur Mullen, AICP
Planning & Economic Development Director
Van Buren Charter Township
46425 Tyler Road
Belleville, MI 48111
734.699.8913

City of Medina, OH

Mr. Gregory Hannan, AICP
Planning Director
City of Medina
132 N. Elmwood Ave.
Medina, OH 44256
330.725.8861

Cut Sheets

We have included the following cut sheets containing sign ordinance examples:

- City of Medina, Ohio
- City of Ypsilanti
- Sign Zoning Graphics

Sign Ordinance Update

CITY OF MEDINA, OHIO

The City of Medina is defined by a strong historic fabric and quaint downtown square, located approximately 45 minutes southeast of Cleveland. Over time, as the City expanded and development trends changed from a pedestrian focused to auto-dominated character, a variety of commercial and industrial corridors developed, each containing signage of all shapes, sizes, and character.

The City desired a sign code that addressed emerging technology while respecting the City's historic character. The City also wanted a code that was easy to use and enhanced the City's pedestrian friendly experience, but also provided adequate identification in the City's large industrial area.

McKenna developed a code that clarified administrative procedures and provided district appropriate sign standards that are in line with today's development and signage trends. McKenna tailored sign size and illumination standards to appropriately balance the often conflicting aesthetic and business identification considerations of historic, modern commercial (i.e. strip malls), and industrial uses.

The resulting sign code permits projecting signs in the historic district, contains a specific section for signs in shopping centers, and addresses electronic message center signs. The sign code update produced regulations that are easy to understand, defensible, and enhance the community experience of City residents, business owners, and visitors.



Sign Ordinance

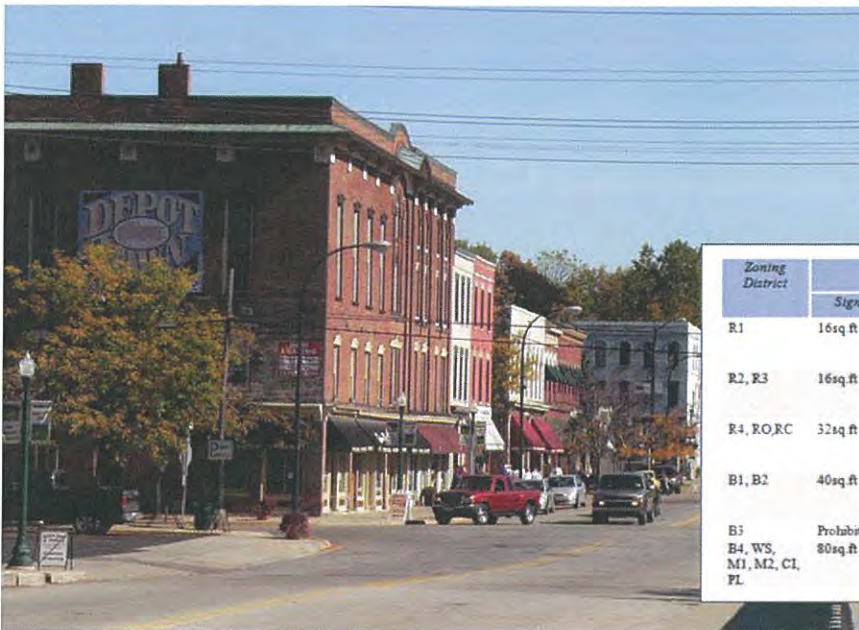
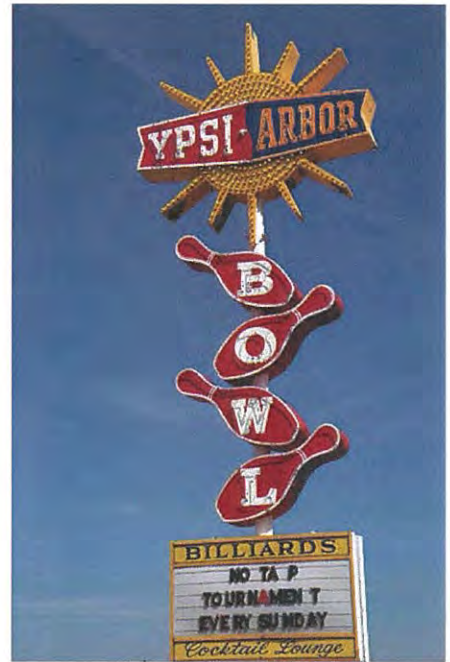
CITY OF YPSILANTI, MICHIGAN

A mature city about 40 miles west of Detroit, Ypsilanti, Michigan is host to a wide variety of commercial districts. As a result, from the Washtenaw and Michigan Avenue commercial corridors to Downtown and Depot down, every shape and size of sign imaginable can be found.

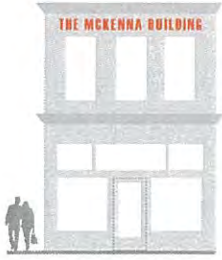
The City wanted to develop a sign ordinance that was easy to use (both by business owners and enforcement officers), and that reflected the City's commitment to creating a more consistent, pedestrian-friendly, urban experience in the City. The City also wanted to maintain the "cool" and "funky" signs that reinforced the City's edgy personality.

McKenna helped develop a sign ordinance that includes easy reference charts for specific sign types and their design standards. McKenna tailored the standards to reflect the City's vision with some sign sizes being reduced, and some lighting standards relaxed to achieve the right balance of aesthetic control and business identification.

The resulting ordinance included a specific section for "signs of local historic significance" with reference to a list of local signs to be maintained by the Historic District Commission. And per city leaders' goals, the process provided the City with a sign ordinance that is easy to use, defensible and true to the spirit of Ypsilanti.



Zoning District	Maximum		Sign Setback Requirements	Sign Type
	Sign Area	Sign Height		
R1	16sq ft	6ft	Front yard – at least 3 feet from property line. 10 feet from side or rear lot lines	Monument only
R2, R3	16sq ft	8ft	Front yard – at least 3 feet from property line. 10 feet from side or rear lot lines	Monument only
R4, RO, RC	32sq ft	8ft	Front yard – at least 3 feet from property line. 10 feet from side or rear lot lines	Monument only
B1, B2	40sq ft	10ft	Front yard – at least 3 feet from property line. 10 feet from side or rear lot lines	Monument only
B3	Prohibited	Prohibited	–	Prohibited
B4, WS, M1, M2, C1, FL	80sq ft	35ft*	Front yard – at least 3 feet from property line. 10 feet from side or rear lot lines	Monument or pole signs



Building ID Wall Sign



Building ID Window Sign



Wall Sign



Temporary Wall Sign



Window Sign



Awning Face Sign



Awning Valance Sign



Awning Side Sign



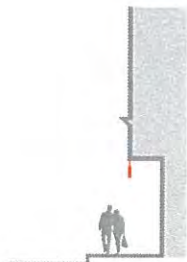
Above Awning Sign



Under Awning Sign



Under Awning Sign



Recessed Entry Sign



Canopy Fascia Sign



Above Canopy Sign



Under Canopy Sign



Grand Projecting Sign



Marquee Sign



Projecting Sign



Blade Sign



Ground Sign

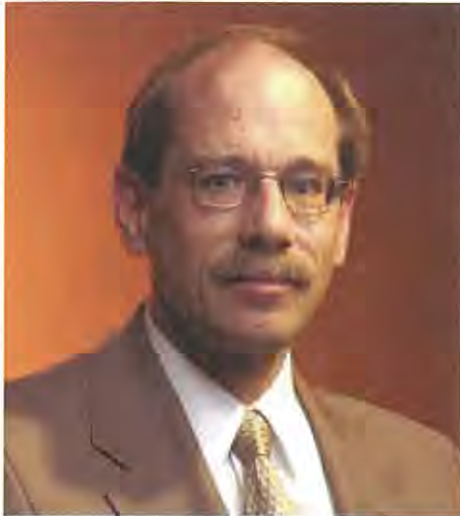


Pole Sign

Sign Zoning Graphics

Christopher J. Doozan, AICP, PCP

Senior Vice President



Professional Experience

COMMUNITY PLANNING: Prepared comprehensive master plans, zoning ordinances, and community improvement plans for central place cities, suburban, and rural communities throughout Michigan. Provided ongoing planning and zoning advisory services, including site plan review. Prepared capital improvement plans, fiscal impact analyses, and public opinion, population, and housing surveys.

ORDINANCES AND REGULATIONS: Prepared and revised zoning ordinances, sign ordinances, planned unit development regulations, and ordinances for both cities and townships. Drafted and enforced through site plan review regulations to control out-of-scale homes. Prepared developer agreement to permit construction of a gas processing plant, public water, public sewer systems, including treatment. Prepared several detailed planned development agreements, based on planning commission and developer input as well as zoning ordinance criteria. Prepared right-of-way ordinance.

LEGAL SUPPORT: Prepared court exhibits and required documentation for court case involving a proposed 800-acre gravel extraction operation. Provided documentation and expertise in federal court case involving restriction of adult entertainment businesses, and various Act 312 arbitration cases. Provided expertise in federal court case involving discrimination against a religious use. Expert witness in support of communities in land use and zoning cases.

RECREATION: Completed Department of Natural Resources certified recreation plans for both cities and townships; evaluated recreation-related economic development opportunities in suburban Detroit county. Planned and obtained funding for the 10-mile paved Huron Valley Trail in Southeast Michigan.

TAX INCREMENT FINANCING: Established authorities and prepared development plans and tax increment financing plans for municipal authorities, including pre-plan economic and fiscal analysis, economic development plan strategy, structuring municipal programs for statutory compliance, public education and communication under the following Michigan acts, as amended: PA 197 of 1975, Downtown Development Authority Act; PA 381 of 1996, Brownfield Redevelopment Financing Act; PA 281 of 1986, Local Development Financing Act; and PA 450 of 1980, Tax Increment Finance Authority Act. Served as executive director of township downtown development authority.

ECONOMIC DEVELOPMENT: Prepared commercial and economic development plans and strategies, including tax increment financing plan for a \$250 million lakefront development; commercial corridor revitalization plans, downtown development plans, and full-scale economic development programs for Michigan counties, townships and cities.

COMMUNITY DEVELOPMENT: Provided required documentation for Community Development Block Grant applications, including analysis of target areas for housing rehabilitation programs; evaluated the CDBG program in a major urban county and prepared a three-year plan for allocation of funds to participating communities. Successfully administered CDBG programs, including compliance with Federal regulations, including Davis-Bacon and environmental regulations.

HOUSING: Prepared housing feasibility analysis for an older Detroit neighborhood, including in-depth examination of feasibility of minor and substantial rehabilitation, new housing construction, and moving existing homes. Prepared housing study and cost/benefit analysis of riverfront housing alternatives for a central place city.

Education

Master of Science in Community Resource Development, Michigan State University

Bachelor of Science in Environmental Studies, Saginaw Valley State University; summa cum laude

Form-Based Codes Institute

Memberships

American Institute of Certified Planners (AICP)

Michigan Professional Community Planner (I.D. No. 2501000620)

American Planning Association National and Michigan Chapters

Oakland County Trails Advisory Council

Michigan Society of Consulting Planners

Michigan Association of Planning

Michigan Economic Developers Association

Michigan Downtown Association

Christopher J. Doozan, AICP, PCP

Senior Vice President



TRANSPORTATION: Developed analysis of demand for public transportation in major urban county; analysis of three highway extension alternatives, including examination of impact on future travel patterns, land use, and economic development opportunities. Developed plans for a ring road and roundabouts in New Hudson in southwest Oakland County.

ANNEXATION: Prepared documentation and successfully fought several annexation attempts in townships.

Publications

Co-Author: *"Graying of America: What It Means For Planners"*, Michigan Planner.

"Citizen Attitudes About Environmental Issues", Guiding Land Use Decisions, John Hopkins University Press.

"Service Costs: Don't Guess — Plan", Michigan Planner.

Community Service

Board of Directors and editor of monthly newspaper for community organization of 6,000 households in northeast Detroit.

Church Board of Governors, including two terms as Moderator.

Public Speaking and Seminars

Michigan Association of Planning, Spring Institute, May 2005

"The New Contract Zoning Legislation in Michigan" at Walsh College and Grand Valley State University
- June and August 2005

Patrick J. Sloan, AICP

Principal Planner



Professional Experience

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

ZONING: Provided ongoing planning and zoning advisory services, including site plan review. Based on the emergence of more efficient and effective zoning standards as a process of updating the zoning ordinance text and zoning map, drafted and directed more than 200 zoning ordinance amendments, which have been adopted.

CAPITAL IMPROVEMENT PLANNING: Prepared capital improvement plans, fiscal impact analyses, and public opinion, population, and housing surveys. Coordinated capital improvement planning activities. Prepared annual budgets to the governing body for the Planning Commission and ZBA.

ZONING ADMINISTRATION: Prepared and revised zoning ordinances, sign ordinances, and planned unit development regulations. Prepared detailed planned development agreements based on Planning Commission and developer input as well as zoning ordinance criteria. Inspected sites for compliance with approved agreement and plans.

LEGAL SUPPORT: Prepared court exhibits and required documentation for court cases involving code enforcement.

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

TRANSPORTATION: Prepared right-of-way ordinance. Managed long-range planning projects including, County gravel road capacity analysis and County airport planning. Inventoried and analyzed municipal street and sidewalk system to be used for the Capital Improvement Program.

GEOGRAPHIC INFORMATION SYSTEMS (GIS): Built and managed GIS mapping database for County. Created customized maps and managed municipal GIS systems for public safety, 1st responders and other public safety officials.

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

Education

Master in Urban Planning
University of Michigan

Bachelor of Arts, Political Science
University of Michigan

Memberships

American Institute of Certified Planners (AICP)

American Planning Association

Michigan Association of Planning

Christopher D. Khorey, AICP

Associate Planner



Professional Experience

ZONING: Prepares zoning ordinance and map amendments for a wide variety of communities; performs on-site administration of zoning ordinance in dense community with historic downtown.

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

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

COMMUNITY PLANNING: Performs all facets of community-wide master planning processes including data analysis, public participation, community visioning, and implementation strategy. Applies innovative master planning strategies for open space preservation, downtown redevelopment, historic preservation, and commercial corridor redevelopment. Integrates regional thinking into local community planning.

FACILITATION AND PUBLIC PARTICIPATION: Creates and executes public participation strategies to address key stakeholders and community members in a variety of projects, in both growing communities and older urban neighborhood. Prepares illustrative and descriptive materials for formal presentation at meetings with the public officials, community stakeholders, real estate investors, and the academic community. Played a coordinating role between two states, three municipalities, two Federal agencies, and various business interests and community organizations during the planning process for new waterfront park.

REDEVELOPMENT PLANNING AND MANAGEMENT: Develops neighborhood plans for CDBG/NSP target areas. Creates vision for housing improvements and increased density in dense urban neighborhoods. Assists in administration of HUD NSP funding.

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

NEIGHBORHOOD STABILIZATION AND LAND BANKING: Conducted analysis of land bank program in declining industrial city, investigating efficiency and effectiveness of program in reducing blight and spurring redevelopment.

TRANSPORTATION: Provided consulting assistance on safety and operations for transit agencies in several major metropolitan areas.

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

Education

Master of City and Regional Planning
University of Pennsylvania

Bachelor of Arts
University of Notre Dame

Memberships

American Institute of Certified Planners (AICP)

American Planning Association

Michigan Association of Planning

Honors

Award for Excellence in Student Publications
University of Pennsylvania

Publications

*"Smart Decline or False Hope? Evaluating
the Genesee County Land Bank
in Flint, Michigan."*

University of Pennsylvania, May, 2010

Carrie Wakulat

Senior Graphic Designer



Professional Experience

ART DIRECTOR: Created initial design and messaging concepts for a multitude of high profile municipal clients, capital campaigns and annual giving initiatives.

GRAPHIC DESIGN: Performed lead and collaborative roles for all aspects of print design projects including, branding, book layout, publication design, poster series, photo retouching, project management, proofreading, pre-press production and print management. Administered all production mock-ups with a superior level of craftsmanship and detail.

WEB DESIGN AND DEVELOPMENT: Planned the site architecture to successfully organize content under simplified navigation for 50+ page web sites. Designed web graphics for optimal screen display, and coded sites to perform on multiple platforms. Coded a variety of business and personal web sites with an emphasis on user experience and usability standards.

BRANDING AND SIGNS: Created corporate identities including high profile firms. Developed multiple concepts for cooperation in a range of styles. Branding included full range from logo to business cards to brochure, signs, billboards and vehicle branding.

FINE ARTIST: Created privately-commissioned portraits in pencil and charcoal. Created the 1st Annual (2000) Charlevoix Venetian Festival poster. The original oil pastel painting was auctioned and posters were reproduced. Appeared in the 42nd annual Charlevoix Waterfront Art Fair exhibiting and selling pen and watercolor original paintings of local street scenes and building sketches.

ILLUSTRATION: Adapted sketching style and successfully conveyed the clients' vision and produced graphic ideas quickly. Rendered highly detailed objects from fruit to buildings employing Adobe Illustrator.

IMAGE EDITING: Created, highly complex photographic and illustration images, editing with Photoshop and Adobe Illustrator. Managed elaborate projects including color correction and restoration of more than over 200 photos for Big Ten university commemorative book.

Education

Bachelor of Fine Arts in Graphic Design;
University of Michigan.

Web Coding, Internet Professional
Curriculum Courses;
Washtenaw Community College

Software Expertise

- Adobe Indesign
- Adobe Illustrator
- Adobe Photoshop
- HTML/CSS Coding
- Dreamweaver
- Microsoft Word
- Powerpoint

**A PROPOSAL TO PREPARE A SIGN ORDINANCE TO REGULATE
ELECTRONIC MESSAGE CENTER SIGNS FOR UNION CHARTER
TOWNSHIP**



**Submitted by
MainStreet Planning Company
July 9, 2013**





Sign Committee
Union Charter Township
2010 S. Lincoln Road
Mt. Pleasant, Michigan 48858

July 9, 2013

Dear Committee Members,

Please accept this proposal in response to your Request for Qualifications to retain a consultant to assist you in preparing regulations for Electronic Message Signs. MainStreet Planning Company has successfully guided a number of Michigan municipalities in addressing this issue as well as other concerns relating to the regulation of signs.


Timothy Johnson, PCP of MainStreet Planning Company, a registered Professional Community Planner in Michigan, who is a Mt. Pleasant native with 30 years of experience in preparing master plans and zoning ordinances, will serve as Project Manager. Mr. Johnson has prepared numerous sign ordinance amendments during his career along with preparing entire sign ordinances for many communities.

In preparing sign ordinance regulations it is important that any new rules are designed to balance the desires of the community to control aesthetics with the legitimate interests of businesses to promote themselves.

Our approach in preparing sign ordinance language is: to ensure that the proposed regulations are easy to understand and administer and that any two (or more) people reading the rule will agree on what it means; to predict the unintended consequences of the new rule; to determine the impact on existing uses and; to devise a format that is user friendly with illustrations to clarify the text.

We would welcome the opportunity to be your partners in this effort and look forward to presenting our qualifications to you in a personal interview.

Sincerely,


Timothy J. Johnson PCP
MainStreet Planning Company


Janis N. Johnson AICP
MainStreet Planning Company

Table of Contents

Firm Introduction

Project Understanding

Project Approach

Project Tasks

Project Management

Related Experience

Sample of Work

Personnel Resumes





MAINSTREET PLANNING COMPANY

www.mainstreetplanningco.com

2031 Celadon Drive NE

Grand Rapids, MI 49525

PH: 616-458-3449

❖ Company Background

MainStreet Planning Company was founded in March of 1993 with the philosophy of providing quality planning services at a competitive price to townships, cities and villages. We serve as Planner of Record for a number of communities as shown in the client list below. We provide attentive, cost conscious, and efficient planning services and our strengths are in assisting communities in defining community character and providing practical planning and zoning solutions to land use issues. The offices of MainStreet Planning Company are located at 2031 Celadon Drive NE in Grand Rapids Township, just northeast of the City of Grand Rapids. We have a full range of GIS mapping services available.

❖ MainStreet Planning Company Professional Staff and Areas of Expertise

Tim Johnson, PCP: Zoning ordinances, Master Plans, State of Michigan planning and zoning law, corridor planning, farmland preservation, sign ordinances, development review, training sessions; practical solutions to planning and zoning problems; 31 years as a professional planner. tjohnson@mainstreetplanningco.com

Janis Johnson, AICP: Development review; complex zoning questions; cluster (open space) residential development, village design, public participation; recreation planning; 24 years as a professional planner. jjohnson@mainstreetplanningco.com



Project Understanding

Union Charter Township desires to retain the services of a consultant to assist the Township in reviewing existing zoning ordinance regulations for Electronic Message Center (EMC) signs which are also called LED and changeable message signs, and developing zoning regulations for new EMC signs and a police power ordinance to regulate existing EMC signs. The consultant will assist the Planning Commission sign ordinance sub-committee which will be expanded to include representatives from the business community, Township Board and others as necessary.

With the use of electronic message signs rising in recent years by not only businesses but also churches, schools, hospitals and similar institutional uses, the current Township regulations for such signs do not adequately address such matters as brightness, frequency of sign message, area used for the electronic message, and video signs. All of these characteristics of EMC signs can be distracting to drivers and impact the character of a commercial corridor or a residential neighborhood if not properly regulated.

The Township Zoning Ordinance does not permit EMC signs in residential zones for such uses as schools and in fact the Ordinance prohibits in Section 11.6.E *"Illuminated flashing signs which flash, blink, fluctuate, or have chaser, or scintillating ability."*

Planning Commissioners on this sub-committee attended a seminar in 2012 on the Michigan Sign Guidebook presented by Mark Wyckoff which alerted them to other legal issues relating to sign regulations such as content neutrality and the importance of having a substitution clause which permits any commercial sign to be covered or replaced with a non-commercial message.

Project Approach

Project Manager Tim Johnson also attended the Sign Guide book presentation and has since assisted a number of municipalities in amending their sign regulations to address EMC signs as well as other sign issues identified in these update efforts. Based on this experience and our understanding of the items presented in the Township's Request for Qualifications, the approach of MainStreet Planning Company in assisting Union Township is to:

- Promote an understanding by Committee members of the varied technical issues relating to the regulation of EMC signs by taking a bus tour of the Township to view existing EMC signs followed by a slide presentation of various types of EMC signs and a



discussion to determine the likes and dis-likes of EMC signs and providing other information to help members determine appropriate brightness levels of EMC signs;

- Ensure that new sign regulations can be supported by the business community by involving business owners in the Committee process and by having the draft sign ordinance reviewed by the Economic Development Authority;
- Prepare regulations which balance the desires of the community to control aesthetics with the legitimate interests of businesses to promote themselves;
- Ensure that any new regulations are comprehensive, practical and legal;
- Provide a method, perhaps through a police power ordinance, to bring existing EMC signs into compliance with new zoning regulations ;
- Review the existing sign regulations for deficiencies, consistency and administrative difficulties and propose amendments to address these matters;
- Provide illustrations of various sign types and regulations and re-format the sign chapter to aid in sign ordinance administration;
- Provide regular summaries of proposed sign regulations and the rationale for such requirements to the Planning Commission of items approved by the Sign Committee so the Planning Commission will be fully informed and comfortable with the proposed amendments before holding its public hearing. Township Board members will also receive these summaries and;
- Provide proposed amendments to the Township attorney to ensure their legality.

The following section describes in detail how we intend to accomplish this.



Project Tasks

■ **Task 1 Formation of Sign Committee** (Month one)

This Committee will be assembled by Union Township and will include representatives from the Planning Commission, Township Board, the business community and others as deemed necessary by the Township.

■ **Task 2 Meeting Preparation** (Month one)

In advance of the first meeting of the Sign Committee MainStreet Planning will:

- Prepare a written analysis of the existing sign regulations to present to the Committee;
- Compile a list of sign variances requested and granted in the past 3-5 years as part of the analysis with the assistance of Township officials;
- Photograph a variety of EMC signs in and around the Township and prepare a visual preference survey for presentation to the Committee to determine desired EMC sign types;
- Mail relevant information to Committee for review prior to meeting.

■ **Task 3 Presentation to Committee** (Month one)

The first meeting of the Sign Committee will be devoted to its organization including selecting a chair and vice chair, setting up a meeting schedule and discussing the purpose of the Committee and its objectives. MainStreet Planning Company will assist in this organization as necessary. Following this MainStreet Planning will lead a round robin discussion to list the likes, dis-likes, concerns and issues regarding the current sign regulations.

We will also conduct a visual preference session using a slide presentation of the sign photographs from Task 1 with Committee members listing their preferences.

As an alternative to or in addition to the visual preference survey we suggest a Committee bus tour of the Township and portions of the City of Mt. Pleasant to view existing signs for on the spot discussion and evaluation.

■ **Task 4 Prepare & Analyze Committee Comments; Prepare List of Amendments** (Month 2)

Using the information provided by the Committee we will prepare a list of amendments needed to update the sign ordinance. Results of the visual preference survey or Committee tour will also be prepared. This information will be mailed to the Committee



in advance of the next meeting along with the initial chapter of the Sign Ordinance which sets forth the objectives of the sign regulations.



■ **Task 5 Second Meeting with Committee / Sign Ordinance Outline** (Month 2)

Information from Task 4 will be discussed and members will have the opportunity to express additional concerns and ideas on the preparation of the sign regulations. The result of this meeting will be an agreed upon list of amendments and chapter outline and sign illustrations.

■ **Task 6 Committee Work Sessions** (Months 3, 4, & 5)

MainStreet Planning will prepare draft sign regulations based on the results of Task 5 and review these with and revise them as directed by the Committee. We anticipate up to four meetings with the Sign Committee to prepare draft sign ordinance amendments. Drafts will be sent to members in advance of each meeting.

■ **Task 7 Keep Everyone Informed** (Months 2- end)

Following each Committee meeting we will prepare a summary of items that the Committee has agreed upon. These will be sent to the Planning Commission and Township Board as well as the Township Attorney and feedback will be encouraged. Results from the Committee can also be sent to groups or individuals who have a vested interest in the development of this ordinance. Progress reports and summaries can also be posted on the Township web site.

■ **Task 8 Present to Township Board & Planning Commission** (Month 6)

MainStreet Planning Company will present a draft sign ordinance to the Planning Commission and Township Board either in a joint session or at their regular meetings along with a summary of the major changes and comments from the Township Attorney. We would recommend that a similar presentation be made to the EDA, Chamber of Commerce or other business groups. This presentation can be made by the Zoning Administrator or Sign Committee Chair to reduce consultant cost although MainStreet is certainly available to do so at your request.



■ **Task 9** *Revise Ordinance / Set Public Hearing* (Month 7)

Based on the comments from Task 8 MainStreet Planning will make revisions to the draft ordinance and with the concurrence of the Planning Commission schedule a public hearing. We will assist the Township in publicizing a summary of the proposed ordinance.

■ **Task 10** *Public Hearing* (Month 8)

MainStreet Planning will present the draft sign ordinance at a Planning Commission public hearing. A summary of the draft ordinance will be prepared for distribution before and at the hearing and a copy linked to the Township web site.

■ **Task 11** *Revise Draft Ordinance/ Planning Commission Approval* (Month 9)

Following the hearing we will make revisions as directed by the Planning Commission so the ordinance can be recommended for approval to the Board.

■ **Task 12** *Adoption by the Township Board* (Month 9 or 10)

We will assist the Zoning Administrator in preparing the recommended sign ordinance for Township Board consideration and will present the sign ordinance amendments to the Board if so requested. Revisions required by the Board will be completed by MainStreet Planning Company. A summary of the final adopted ordinance will be prepared for publication.



Project Management

Project Management

Tim Johnson PCP of MainStreet Planning Company will serve as project manager, attending all meetings and the public hearing as well as preparing the actual ordinance language. Janis Johnson AICP will assist in preparing ordinance language.

Staff Assistance

Assistance from Union Township Staff will include providing information on sign variance requests, maps of the Township, mailing addresses for committee members and arranging for meeting times and venues. If a bus trip is selected Staff may be asked to arrange this with ITC.

Project Schedule

We propose to have a Draft Sign Ordinance prepared for review by the Planning Commission within six months of the startup assuming timely review by the Sign Committee. The actual adoption of the Ordinance will likely take approximately two to three months beyond that point

Products

The adopted sign ordinance will address the issues and concerns brought forth during the process. The ordinance will contain drawings, pictures or photographs as necessary to illustrate sign types and requirements. The adopted ordinance will be provided in electronic form to the Township.



Related Experience

MainStreet Planning Company has assisted a number of municipalities in updating their sign regulations to meet new sign technology such as electronic message centers, to comply with the legalities of sign regulation such as the regulation of political signs, to regulate temporary signs and to prepare entirely new sign ordinances. Following is a list of our most recent experience which is relevant to our proposal to assist Union Township.

■ **Wayland Township, Allegan County -2012**

Prepared a completely new sign ordinance to replace one that was well over 20 years old. Added over 40 new sign definitions and regulations for electronic message center signs to include dwell time, brightness and current EMC signs as well as off premise signs for farm products and portable signs.

Contact: Nellie Montague, Planning Commission Secretary

Phone: 269-672-5037

Email: bodyshop@wildblue.net

■ **Lowell Township, Kent County – 2012 and 2006**

Assisted Planning Commission in developing regulations for electronic message center signs. Added definitions and new requirements for billboards to address brightness, dwell time, movement of images, prohibition on a white background and conversion of existing static billboards to EMC's. In 2006 prepared new regulations to govern portable /temporary signs. Regulations addressed size of temporary sign, length of time a temporary sign may be displayed, whether banners, pennants, streamers, strings of lights, and balloons, should be allowed as temporary signs and lighting of temporary signs.

Contact: Dave Simmonds, Commission Chair

Phone: 616-956-8241

Email: dave.simmonds@farmersinsurance.com

■ **City of Hastings, Barry County – 2010**

Updated EMC sign regulations to add new definitions including definition of video display sign as well as dwell time, brightness, size and wall signs.

Contact: Jeff Mansfield, City Manager

Phone: 269-945-2468

Email: jmansfield@hastingsmi.org

■ **City of Greenville, Montcalm County – 2010**

Prepared new requirements for EMC signs. **To help Commissioners understand brightness of EMC signs MainStreet Planning arranged for a lighting demonstration from a billboard**



company at the Commission meeting. Also reviewed and updated regulations for portable signs, wall signs, window signs and signs for multi-tenant buildings.

Contact: Dave Ralph, Commission Chair

Phone: 616-754-8811

Email: jpsrockford@sbcglobal.net

■ **City of Ionia – 2008**

Working with a sign committee composed of planning commissioners, elected officials and business owners, MainStreet Planning Company prepared a completely new general law sign ordinance. Conducted a visual sign preference survey and bus tour of the City to help committee members understand existing sign characteristics of the community and determine regulations to avoid creating an abundance of non-conforming signs and new signs to be allowed. New regulations addressed EMC's, almost 50 new sign definitions, abandoned signs, permitting process, portable signs including balloon signs, political signs and sign rules for each zoning district and added multiple illustrations of sign types. New ordinance created a Sign Board of Appeals and MainStreet Planning Company conducted a training seminar to acquaint Board members with the new ordinance.

Contact: Jason Eppler, City Manager

Phone: 616-527-4170

Email: JEppler@ci.ionia.mi.us



Sample Work by MainStreet Planning Company

PROPOSED AMENDMENTS FOR READER BOARD SIGNS, WINDOW SIGNS, DEFINITIONS & WALL SIGNS

*As Recommended by the Greenville Planning Commission
October 28, 2010*

CITY OF GREENVILLE ORDINANCE NO. __

AN ORDINANCE TO AMEND ORDINANCE NO. 150 BEING THE ZONING ORDINANCE OF THE CITY OF GREENVILLE BY ADDING AND AMENDING REGULATIONS FOR READER BOARD SIGNS, WINDOW SIGNS, WALL SIGNS AND SIGN DEFINITIONS IN CHAPTER 20, SIGNS.

THE CITY OF GREENVILLE ORDAINS:

SECTION 1 Section 20.04 GENERAL SIGN PROVISIONS is hereby **AMENDED** to change Section 20.04 G to read as follows:

Existing Language:

G. No sign shall employ any flashing, moving, oscillating, blinking, or variable intensity light, provided electronic message panel signs, including variable time-temperature signs, may be permitted subject to the following requirements: 1. Business Center signs having electronic message panels shall not change more than once every ten (10) seconds and shall not provide for other than instantaneous changes. Rolling or fade-in/ fade-out signs are prohibited. Messages may not advertise off-site locations, events or products, except as may otherwise be permitted by this Ordinance. (Amended 8/7/01)

Proposed Language:

G. All outside signs shall not have any flashing, blinking, scrolling, alternating, sequentially lighted, animated, rolling, shimmering, sparkling, bursting, dissolving, twinkling, fade-in/ fade-out, oscillating, moving text or moving images or simulated movement of text or images except for traditional barber pole signs.

SECTION 2 Section 20.04 **GENERAL SIGN PROVISIONS** is hereby **AMENDED** to change Section 20.04 K to read as follows

Existing Language:

K. All ground, wall, and freestanding signs may include reader boards.



Proposed Language:

K. All ground, wall, and freestanding signs may include reader boards as permitted by Section 20.07.E herein.

SECTION 3 Section 20.02 **SIGN DEFINITIONS** is hereby **AMENDED** to change Section 20.02R, which is the definition of “Reader Board” to read as follows

Existing Language:

R. **Reader Board:** A portion of a sign on which copy is changed manually.

Proposed Language

R. **Reader Board** means one of the following:

(1) Manual: A sign on which the letters or pictorials are changed manually or;

(2) Electronic Reader Board/ Digital Display Sign: A sign or portion thereof that displays electronic, pictorial or text information in which each alphanumeric character, graphic, or symbol is defined by a small number of matrix elements using different combinations of light emitting diodes (LED’s), fiber optics, light bulbs or other illumination devices within the display area. Such signs include computer programmable, microprocessor controlled electronic displays or;

(3) Multi-Vision Sign: Any sign composed in whole or in part of a series of vertical or horizontal slats or cylinders that are capable of being rotated at intervals so that partial rotation of the group of slats or cylinders produces a different image or images.

SECTION 4 Section 20.02 **SIGN DEFINITIONS** is hereby amended to **ADD** Sections 20.02 CC, DD, EE, FF and GG to read as follows

CC. Video Display Sign: A sign that changes its message or background in a manner or method of display characterized by motion or pictorial imagery of a television quality which may or may not include text and depicts action or a special effect to imitate movement, the presentation of pictorials or graphics displayed in a progression of frames which give the illusion of motion, including but not limited to the illusion of moving objects, moving patterns or bands of light, or expanding or contracting shapes. Video display signs include projected images or messages with these characteristics onto buildings or other objects.

DD. Nit: A unit of illuminative brightness equal to one candela (12.5 lumens or 1.16 foot candles) per square meter, measured perpendicular to the rays of the source.

SECTION 5 Section 20.07 **SIGNS PERMITTED IN ALL DISTRICTS**, is hereby amended to **ADD** Section 20.07.E, Requirements for Reader Boards.

E. All wall and freestanding signs in all zoning districts may include reader boards subject to the following regulations:

1. A reader board shall not consist of more than 50 percent of the allowable sign area except for signs which are 32 sq. ft. or less in area.



2. The dwell time, defined as the interval of change between each individual message, shall be at least 5 seconds and a change of message must be accomplished within one second or less. The dwell time shall not include the one second or less to change the message.
3. An electronic reader board sign shall not exceed a maximum illumination of 6500 nits (candelas per square meter) during daylight hours and a maximum illumination of 325 nits (candelas per square meter) between dusk to dawn as measured at the sign's face at maximum brightness.

However, even if such signs comply with the nit requirements above such signs shall not, in the opinion of the Zoning Administrator: be brighter than is necessary for clear and adequate visibility; be of such intensity or brilliance as to impair the vision of or be a distraction to a motor vehicle driver with average eye sight or to otherwise interfere with the driver's operation of a motor vehicle or; be of such intensity or brilliance that it interferes with the effectiveness of an official traffic sign, device, or signal.

Prior to the issuance of a sign permit for an electronic message board the applicant shall provide to the Zoning Administrator certification from the manufacturer of the sign that the illumination settings for the sign comply with the maximum illumination requirements of this Section 20.07 E.

4. An electronic reader board shall be equipped with a brightness control sensor that allows for the brightness to automatically adjust to the surrounding light conditions.
5. Electronic message board signs legally in existence upon the effective date of this Section 20.07 E shall be required to comply with the illumination and message display requirements of this Section within 60 days from the effective date of this Section.
6. Electronic reader board signs which do not face a public street or land zoned or used for residential purposes and when such signs are used for drive through restaurants, gas stations and similar establishments serving motorists then such signs are exempt from the requirements of this Section 20.07 E provided the electronic message area is eight inches or less in height.

SECTION 6 Section 20.07 **SIGNS PERMITTED IN ALL DISTRICTS**, is hereby amended to **ADD** Section 20.07.F, Requirements for **Window Signs** to read as follows:

1. A window sign may consist of illuminated letters including neon lights.
2. An electronic reader board is allowed as a window sign and may utilize continuous scrolling letters but a window sign shall otherwise comply with the requirements for electronic reader boards as set forth in Section 20.07.E and 20.04.G herein. Any flashing or strobe type lights within a building or structure which are visible from the exterior of the building or structure are prohibited.

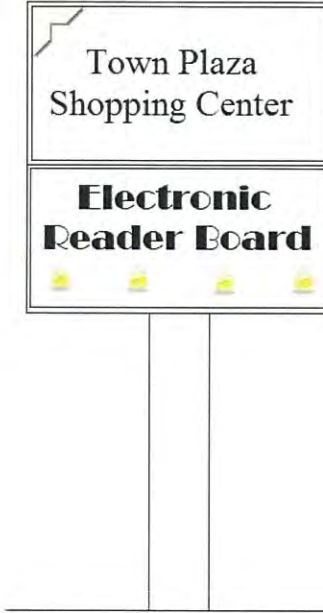


Figure 3 – Reader Board Sign

For complete regulations see section: 8(b)

Max Reader Board Size:

- If total sign area is 50 sq. ft. or less, not more than 75% of sign
- If total sign area is more than 50 sq. ft., not more than 50% of sign



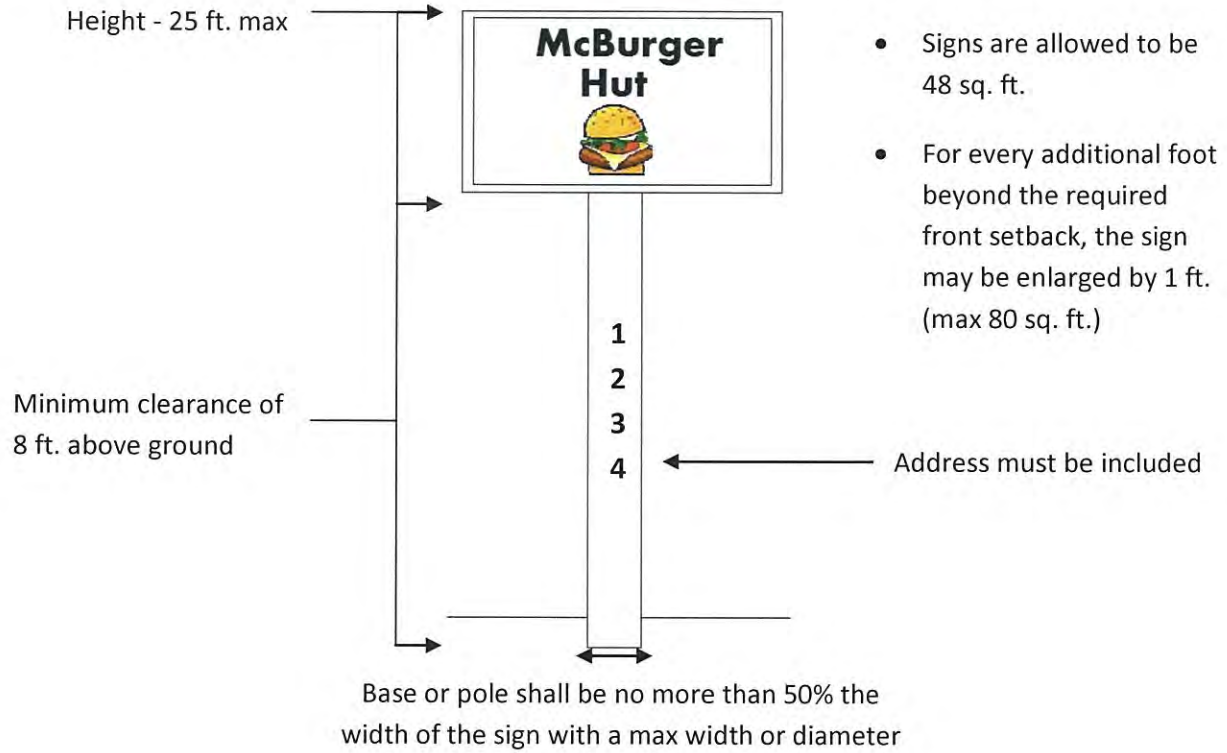
No scrolling, animated, or flashing text

Copy shall not change faster than every 4 seconds



Figure 4 – Freestanding Sign

For complete regulations see section: 14(c)





TIMOTHY J. JOHNSON, PCP
tjohnson@mainstreetplanningco.com

**PROFESSIONAL
EXPERIENCE:**

Public Sector

Community Planning: Directed preparation of township, city and village Master Plans throughout Michigan; preparation of corridor plans, sign ordinances, open space preservation plans and recreation plans; provide on-going planning and zoning consultation services for a number of Michigan communities; capital improvement plans; site development review and training sessions for planning commissions and board of zoning appeals.

Ordinance and Regulations: Preparation of zoning and subdivision and site condominium ordinances, developed ordinances to meet specific community needs such as wind energy systems, planned unit development, cluster housing, sign regulation; land divisions, flood plain, private roads, soil removal and fill, bed and breakfasts, and regulation of vendors; Zoning Administrator Delta Township (Eaton County) and City of Kentwood.

Farmland/Open Space Preservation: Awarded 1990 MAP Honor Award for assisting Alpine Township, Kent County in preparing a master plan and zoning ordinance to preserve Township's unique farmland; co-authored Open Space Preservation Plan for Cannon Township, Kent County.

Awarded Grand Valley Metro Council 2001 Blue Print Award for work with Alpine Township to develop a Transfer Development Rights program.



Training Sessions/Presentations: Michigan Association of Planning Seminars on Basic Planning Commissioner Training, Site Plan Review and Zoning Board of Appeals; presenter at annual MAP Conference on non-conforming uses, farmland preservation access control, capital improvements planning, subdivision regulations, special land uses and planned unit developments; conduct training sessions for planning commissions as part of Master Plan preparation.

Expert Testimony: Retained as expert witness in a number of zoning and land use lawsuits.

Corridor Planning: 2002 10 Mile Road Corridor Plan for Plainfield Township, Algoma Township and City of Rockford in Kent County which included public open house, future land use plan & access management overlay zone regulations. 2002 completed MDOT Access Management Workshop. 1998 East Beltline Corridor Plan for City of Grand Rapids, Plainfield Township & Grand Rapids Township.

Private Sector

Meijer: Represented Meijer in obtaining approval for new stores in Hampton Township (Bay City) and City of Charlotte. Presented project to Planning Commissioners and citizen groups; assisted Meijer engineers in developing site plan; obtained variances for signs and prepared development agreement for future road construction and negotiated option agreements with land owner. Obtained sign variances and permit for outdoor display for existing store in Portage.

DeVries Builders: Provided written rationale for rezoning and subdivision approval in Plainfield Township.

Mid-Michigan Homes: Represented developer for a mobile home park in City of Kentwood; researched impacts of project on local schools, roads and City services; designed alternative layout for single family subdivision for comparison.



Clark Retirement Community: Project manager for team of design, professionals (architect, engineer, landscape architect and wetland expert) seeking approval of retirement housing in City of Kentwood; presented project to Planning Commission and neighborhood groups; coordinated design of project and submission materials.

EDUCATION:

Masters in City Planning, Georgia Institute of Technology, 1977

B.S. Business Administration, Aquinas College, 1974

PROFESSIONAL MEMBERSHIPS:

Professional Community Planner State of Michigan (PCP)
Michigan Association of Planning

SPECIFIC EXPERIENCE:

President, MainStreet Planning Company, 1993 - present
WW Engineering & Science, Grand Rapids, MI 1988 - 1993
City of Kentwood, Planning Director 1985 - 1988
Delta Charter Township, Lansing MI, Senior Planner 1979-1985
City of Grand Rapids, Neighborhood Organizer 1977-1978
West Michigan Regional Planning Commission 1974 - 1975





JANIS NORMAN JOHNSON, AICP

jjohnson@mainstreetplanningco.com

**PROFESSIONAL
EXPERIENCE:**

Community Planning: Master Land Use Plans throughout Michigan; facilitator for public workshops and information sessions; design for creating sense of community; population projections; build-out analysis; mapping; recommendations for changes to zoning ordinance.

Village Center/New Urbanism: Prepared Village Planned Unit Development zoning ordinance to regulate the development of a 37 acre mixed use project. The ordinance contained standards for neo-traditional neighborhoods and standards to require the commercial portion of the project to function as a traditional downtown with village squares. Developed design manual to accompany ordinance.

Recreation Plans: Preparation of county, township, and city recreation plans; compliance with Department of Natural Resource requirements; complete inventory and analysis of recreational facilities; grant writing.

Farmland and Open Space Preservation: Natural/cultural features ranking system; public workshops and surveys; design methods for site planning; planning commission workshops for best design practices; analysis of alternative methods for



preservation; zoning ordinance amendments to reflect preservation of farmland and open space.

Ordinances and Regulations: Minor Land Divisions; Open Space Cluster Housing; Private Roads; Lighting Ordinances; Subdivision Design Standards; Farmland Preservation; Commercial Planned Unit Developments; Village Districts; Commercial Corridor Standards; Tree Preservation.

Strategic Plans: Action-oriented process for accomplishing community goals; public workshops and strategy sessions; economic and community development.

Corridor Plans: Land use analysis along major and minor commercial corridors; access management; landscaping; signs.

EDUCATION:

Regional Land Use Planning, Environmental Emphasis, B.S. With Honors, Grand Valley State University, 1975

Education and Communication Arts, Aquinas College, 1980

PROFESSIONAL AFFILIATION:

American Institute of Certified Planners (AICP)
American Planning Association
Michigan Association of Planning

PUBLICATIONS:

Michigan Planner Magazine

EMPLOYMENT:

MainStreet Planning Company: 1993 – present
WW Engineering and Science, Grand Rapids MI: 1988-1992

Lansing Community College: 1980-1985
Michiana Area Council of Governments (MACOG): South Bend, IN 1975-1976



Instructor: Grand Valley State University, Geography Department, 2006-2007, 2010-2011, and 2012

SPEAKER:

Michigan Association of Planning annual conference- 2006, 2011; **Career Counseling Roundtable:** Michigan Association of Planning Student Conference, 2011



CLARION



QUALIFICATIONS FOR

July 9, 2013

UNION TOWNSHIP SIGN REGULATIONS

CLARION ASSOCIATES

Clarion Associates
621 Broadway, Suite 2250
Denver, Colorado 80293
Phone 303.830.2890
Fax 303.860.1809

Planning and Zoning
Growth Management
Real Estate Consulting
Market Analysis
Appraisal

(VIA FEDERAL EXPRESS)

July 9, 2013

Mr. William Woodruff
2010 S. Lincoln Rd.
Mt. Pleasant, MI 48858

RE: Union Township Sign Regulations

Dear Mr. Woodruff:

Clarion Associates is pleased to submit this proposal to prepare exceptionally user-friendly, well-organized, and graphically rich sign regulations for Union Township

Clarion Associates is a nationally recognized land-use consulting firm with extensive experience in preparing zoning ordinances, design standards, and development review procedures for communities of all sizes and types across the country. Since our founding in 1992, Clarion has assisted over 130 communities in the U.S. and Canada (including Detroit, Kalamazoo, and Ann Arbor, Michigan) to implement efficient, attractive, effective, and understandable land use regulations to achieve their planning goals. Many of these assignments have included updating and revising sign codes to address EMCs, on-site digital signs, and temporary signs, and to ensure that the resulting codes fully comply with First Amendment and Due Process Requirements. Recent clients for our sign regulation drafting expertise include Philadelphia; Pittsburgh; Fort Wayne/Allen County, Indiana; and Thornton, Colorado.

Clarion Director Donald Elliott, an attorney, FAICP planner, and author of land use law reference books, will serve as the day-to-day project manager for this effort. He will be ably assisted by Clarion Associate Chad Meadows (a planner with extensive graphics and mapping experience).

We are excited about working with you on this important project. Please do not hesitate to contact us if you have questions or comments, or if you need additional information to evaluate this proposal.

Sincerely,



Don Elliott, FAICP
Director

CONTENTS

1. QUALIFICATIONS & EXPERIENCE.....	1
Firm Overview	1
Comparable Projects	2
2. PERSONNEL QUALIFICATIONS.....	6
3. CAPACITY OF CLARION ASSOCIATES	8
4. CLARION ASSOCIATES REPUTATION	9

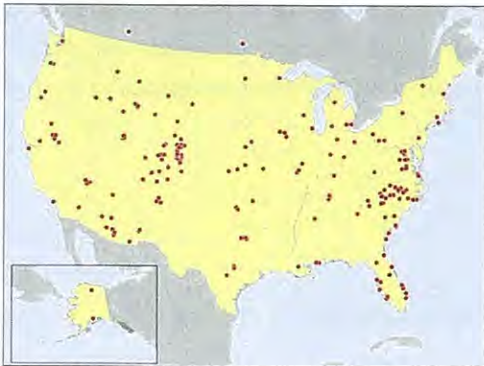
1. QUALIFICATIONS & EXPERIENCE

Firm Overview

Firm Profile

Clarion Associates is a national land-use consulting firm with offices in Denver and Fort Collins, Colorado; Chapel Hill, North Carolina; Suntree, Florida; and affiliate offices in Chicago, Philadelphia, and Cincinnati. Our unusual combination of talents in land use and urban planning, design, land use law, and real estate economics allows us to develop creative solutions to difficult land use and design questions. Clarion is particularly known for its expertise in land use and plan implementation, and we have worked with over 130 communities to update signage and development codes. Clarion Associates has represented both private and public sector clients on a variety of land-use planning and zoning matters. Its principals have written plans and drafted ordinances, regulations and design standards throughout the United States. Since its founding in 1992, the firm has developed expertise in a broad range of planning areas, including:

- Community, regional, and neighborhood planning;
- Downtown and suburban zoning systems;
- Design standards and development regulations;
- Sign Regulations;
- Historic preservation;
- Development financing;
- Downtown plans and strategies;
- Growth management strategies for cities and regions;
- Sustainable community planning and development codes;
- Citizen participation strategies; and
- Implementation strategies.



"Of all the consulting firms that I have worked with in the past 25 years in both the private and public sectors, Clarion is ranked at the top of my list. I highly recommend them to any entity seeking the most professional, knowledgeable, comprehensive, and innovative solutions to local/regional planning and development regulation needs."

Salt Lake City Mayor Ralph Becker

Comparable Projects

Philadelphia, Pennsylvania

New Sign Code



Between 2008 and 2011 Clarion Associates served as the lead consultant (with eight subconsultants) to draft a New Zoning Code for the City of Philadelphia. Following the unanimous approval of the New Zoning Code by the Philadelphia City Council in December 2011, Clarion Associates worked with the city's Sign Working Group to develop revised sign regulations for the city. Key issues involved updating the city's "cap-and-replace" system for off-premises signs, developing a sign credit transfer program for removal of obsolete billboards, setting new lighting intensity and image timing standards for digital signs, addressing the conversion of static to digital sign faces, developing a transferrable sign credit program for use when off-premises signs are removed, simplifying the city's many specialized commercial corridor sign controls, regulating first and second floor commercial window signage, updating temporary signage regulations, and adding graphics to illustrate sign types and measurements.

Contact Information

Natalie Shieh
Assistant Director, Zoning Code Commission
Philadelphia City Planning Commission

Natalie.shieh@phila.gov

Pittsburgh, Pennsylvania

Electronic Sign Regulations



Clarion Associates, in association with Clanton Associates, was retained by the City of Pittsburgh to review draft electronic sign regulations which had generated a good deal of controversy. During Task One, Clarion and Clanton produced a detailed memo regarding current trends and best practices across the United State regarding electronic sign regulations. This included a review of provisions recommended by the sign industry. The memo focused on issues such as sign location, motion, brightness, size, and control/enforcement and surveyed recent developments in cities such as Seattle, Denver, and Minneapolis. As part of this initial task, Clarion/Clanton also conducted a field review of existing electronic/non-electronic signs, measuring and assessing brightness with city staff. Clarion Associates then prepared an in-depth review of the draft sign regulations and recommended extensive revisions. After conducting public meetings and extensive interviews with stakeholders including sign companies, Clarion drafted new regulations that are currently under consideration by the city planning commission and city council.

Contact Information

Daniel Sentz
Senior Planner & Project Manager
City of Pittsburgh

Dan.sentz@city.pittsburgh.pa.us

Fort Wayne/Allen County, Indiana Legislative Streamlining Project



With a population of 250,000, Fort Wayne is the second largest city in Indiana, and surrounding Allen County is the largest geographic county in the state. In 2011, the city and county initiated a joint program to make Fort Wayne “the best place to start and grow a business.” Clarion Associates was retained to perform several key elements of that initiative – helping to streamline and integrate the county zoning, subdivision, signage, and other development ordinances. One major project component was entirely new (and aligned) sign codes for the city and county, including new digital on-site and off-site sign controls, new temporary sign regulations consistent with recent First Amendment “time, place, and manner” decisions, controls for new types of signs (blade signs, banners, marquees, projected images, murals, etc.) and revised size, height, and location requirements for almost all types of signs.

Contact Information

Kim Bowman
Department of Planning Services
Fort Wayne, Indiana

Kimbowman@allencounty.us

Thornton, Colorado Sign Code Review

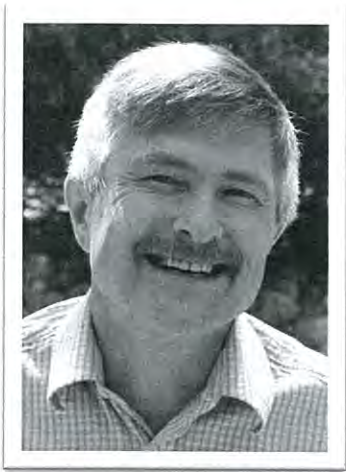


Thornton is a fast-growing residential suburb located on the I-25 corridor north of Denver. The city experienced extremely high levels of entry home development through the 1980s and 1990s. In 2011, staff prepared draft revisions to the city's sign code designed to address new types of signage and to ensure that the code was not unreasonably restricting business advertising. Clarion Associates was retained to review the draft the sign code, identify any First Amendment or Due Process concerns, and suggest revisions based on best current practices in other cities. In addition, Clarion researched Thornton's ability to regulate "twirlers" (individuals spinning hand-held arrow signs) on both private and public property through the sign code and recommended sign code language to address the impacts of that type of signage.

Contact Information

Margaret Emerich
City Attorney
Thornton, Colorado

Margaret.emerich@cityofthornton.net



2. PERSONNEL QUALIFICATIONS

Donald L. Elliott, FAICP

Clarion Associates

Don Elliott is a Director with Clarion Associates, a national consulting firm with offices in Denver, Fort Collins, and Chapel Hill; and affiliate offices in Chicago, Philadelphia, and Cincinnati. Mr. Elliott's practice focuses on international land and urban development issues, land planning and zoning, and growth management. Prior to joining Clarion, Mr. Elliott was Project Director for the Denver Planning and Community Development Office and was responsible for the Gateway Project and the Downtown Zoning Project. He has also advised numerous local governments in Russia on land use issues, served as Democracy and Governance Advisor for USAID in Uganda, and completed research projects on planning and slum upgrading issues in India. He is the author of A Better Way to Zone (Island Press, 2008).

EDUCATION

*Harvard J.F.K. School of Government
Master of City and Regional Planning*

*Harvard Law School
Juris Doctor, Cum Laude*

*Yale University
Bachelor of Science, Summa Cum Laude*

*Harvard/MIT Joint Center for Urban
Studies
Nathaniel Rogg Fellowship*

PROFESSIONAL ASSOCIATIONS

*American Planning Association
President of Colorado Chapter (1992-1994)
Winner, Outstanding Chapter Project Award
Chairman of National Planning and Law
Division (1997-2000)
Winner, Division Achievement Award, 1999
Amicus Curiae Committee (1995-1999)
National/State Policy Coordinating
Committee (1991-1995)
International Division (1991-)*

*Fellow, American Institute of Certified
Planners (FAICP)*

*Member of American, Colorado, and
Denver Bar Associations*

Representative Major Projects

- Consultancy on land use regulatory reform for Indonesian local governments
- Evaluation of Slum Upgrading Projects in India
- Management of Decentralization and Parliamentary Strengthening Programs for USAID
- Design of Land Privatization System for Russian Local Governments
- Review of Master Plan for Delhi, India
- Philadelphia, Pennsylvania | New Zoning Code
- Detroit, Michigan | Zoning Code Revision
- Winnipeg, Canada | Zoning By-Law Revision

Professional History

- Democracy and Governance Advisor, USAID, Kampala, Uganda
- Real Estate Attorney, Planning and Development Collaborative, Washington, D.C., and St. Petersburg, Russia
- Director of Downtown Zoning and Gateway Projects, City and County of Denver
- Assistant Director of Airport Gateway Development Office, City and County of Denver
- Real Estate Attorney and Associate, Davis, Graham & Stubbs, Denver, Colorado

Chad Meadows, AICP

Clarion Associates

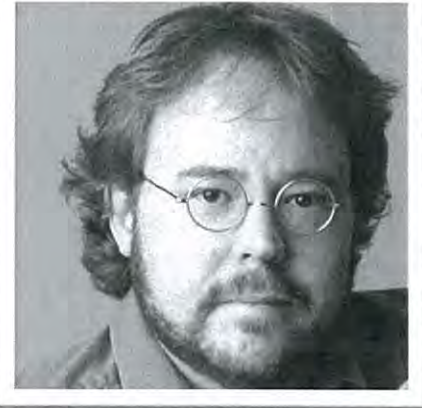
Chad Meadows is an Associate with Clarion Associates. He is a planner with more than ten years of experience in land use issues, and works primarily in the areas of planning, zoning, and growth management. Mr. Meadows has been responsible for conducting complex projects as a public sector planner and for public sector clients. He has also worked in the private sector on telecommunications projects. Prior to joining Clarion Associates, he oversaw the Land Development Ordinance Update in Cary, North Carolina, and worked on growth management issues in the Florida Keys.

Representative Major Projects

- Design Standards: Henrico County, VA; Mooresville, NC; Franklin, TN
- Development Codes: Rock Hill, SC; Herndon, VA; Alachua, FL; Henrico County, VA; Portsmouth, VA; Mooresville, NC; Franklin, TN; Falls Church, VA; Folly Beach, SC
- Growth Strategies: Hillsborough, NC; Miami Beach, FL
- Cary, North Carolina, Land Development Ordinance Update oversight
- Negotiated with citizens, developers and public agency representatives to reach consensus on development proposals, Knightdale, North Carolina
- Monroe County, Florida, community planning efforts on ten islands
- Prepared the 1990-2015 Population Estimates and Forecasts Report, Monroe County, Florida
- Managed collocation of wireless equipment on existing towers nationwide and assisted local jurisdictions in revising ordinances for cellular facilities nationwide

Professional History

- Associate, Clarion Associates, Chapel Hill, North Carolina, 2003 - present
- Senior Planner, Town of Cary, North Carolina, 2001-2003
- Planner II, Town of Knightdale, North Carolina, 2000-2001
- Senior Comprehensive Planner, Monroe County Growth Management, Florida Keys, 1998-2000
- Project Manager, Koll Telecommunication Services, Philadelphia, Pennsylvania, 1995-1998
- Graduate Researcher, Institute of Portland Metropolitan Studies, Portland, Oregon, 1993-1995



EDUCATION

Master of Urban and Regional Planning, Portland State University, Portland, Oregon

Bachelor of Arts, Geography, University of North Carolina, Greensboro, North Carolina

PUBLICATIONS

North End Transition Area Study Concept Plan, Oregon City Press, April 1995

Spatial Variation in Tourism, An Industrial View. Geographical Bulletin, May 1993

PROFESSIONAL ASSOCIATIONS

Member, American Institute of Certified Planners

Member, American Planning Association

CIVIC INVOLVEMENT

Chair, Raleigh Appearance Commission, Raleigh, North Carolina

Chair, Avent West Neighborhood Plan Task Force, Raleigh, North Carolina

3. CAPACITY OF CLARION ASSOCIATES

"The quality of the work is first rate, especially given the intricacies and complexities that exist within our Code. Clarion not only delivers on time, but provides constant communication so we are aware of the progress of the project."

Kelly Dickson,

Code Reform Project Manager

Bainbridge Island, WA

Clarion Associates 15 professional staff include planners, landscape architects, graphic artists and attorneys with extensive experience in First Amendment and Due Process issues involved in sign regulation. We have completed sign code projects for over 30 communities throughout the United States – ranging from complete new codes, research on new and unusual types of signage – or reorganization and illustration of sign regulations to make them more graphically rich and easy to understand.

Because of the legal expertise of Don Elliott and other Clarion staff, we generally do not need to add local attorneys to our sign regulation teams. Instead, we work closely with Township, County, and City Attorneys to ensure that we understand the nuances of state and local controls, concerns, laws, and politics, and to ensure that those who would be called on to defend the sign regulations are completely comfortable with their content.

In addition to regular meetings or conference calls with the Township's designated project manager, our preliminary estimate is that assistance will be required from the following Township Departments:

- Planning/Zoning leadership (28-48 hours consultation)
- Township attorney (8-16 hours of consultation)
- Zoning/Sign enforcement staff (8-16 hours of consultation)

Project manager Don Elliott and Chad Meadows will be able to devote up to 20% of their time (each) to the drafting of Union Township's revised sign regulations if Clarion Associates is selected for this project.

Because of our small size, Clarion Associates is able to assign Directors and senior personnel to each sign code project – personnel with not only the technical expertise to complete the job but the management expertise to get it done on time and on budget. As a result, our firm has an extensive track record of successful project completion (over 95% of our regulations are adopted) and on-time project performance.

We urge you to contact any of the individuals or references listed in this proposal to confirm our proven abilities to provide exceptional consulting services on time and on budget for each of our clients.

4. CLARION ASSOCIATES REPUTATION

Clarion Associates has an enviable reputation for successful project completion and very satisfied clients. The requested references are provided below:

- Natalie Shieh, Assistant Director, Philadelphia Zoning Code Commission – Natalie.shieh@phila.gov – 215-683-4652
- Daniel Sentz, Senior Planner and Project Manager, City of Pittsburgh – Dan.sentz@city.pittsburgh.pa.us – 412-255-2200
- Kim Bowman, Director, Allen County Department of Planning Services – Kimb Bowman@allencounty.us – 260-449-7678
- Margaret Emerich, Thornton City Attorney – Margaret.emerich@cityofthornton.net – 303-538-7210
- Cindy Petkac, Duluth Planning Director – cpetkac@duluthmn.gov – 218-730-5331
- Tammara Tracy – Rezone Indy Project Manager – ttracy@indy.gov – 317-327-7834

Representative quotes from our clients regarding the quality of our services are set forth below.

“Their initiative was exemplary. I don’t recall ever having to remind them to delivery to us something we had asked for.” “Whenever we ran into an issue or roadblock, Clarion would come up with an approach to deal with it.”

Rory Bolger, Project Manager, New Detroit Zoning Code

“Clarion’s presentations at all levels were well delivered and received with enthusiasm. They bring to the table a wealth of experience from across the nation on best practices coupled with innovative and creative approaches to meet local/regional needs. Clarion always met our agreed upon deadlines for deliverables and have been responsive to our changing needs and directions.”

Patricia Gomez, Sustainability Program Manager, City of Miami

“We have found Clarion staff to be highly responsive to our needs. This is especially important given the fast pace of our work and the exceedingly high expectations demanded by our community, Town Council, and Staff. Additionally, they produce top-notch materials, relate well to all players involved (including elected officials) and offer a national perspective on innovative planning and regulatory techniques.”

Jeffrey Ulma, Planning Director, Town of Cary, North Carolina

STATEMENT OF QUALIFICATIONS

CHARTER TOWNSHIP OF UNION

PLANNING CONSULTANT FOR SIGN REGULATIONS

JULY 9, 2013

Large Firm Resources. Personal Attention.



ROWE PROFESSIONAL
SERVICES COMPANY

127 S. Main Street
Mt. Pleasant, MI 48858
989.772.2138
www.rowepsc.com



ROWE PROFESSIONAL SERVICES COMPANY

*Large Firm Resources. Personal Attention.*sm

July 9, 2013

Union Charter Township Sign Committee
2010 S. Lincoln Road
Mt. Pleasant, MI 48858

RE: Planning Consultant for Sign Regulations

ROWE Professional Services Company appreciates the opportunity to submit this statement of qualifications to provide assistance with the township's efforts to update the sign provisions of the zoning ordinance. Our in-depth experience with sign regulations and zoning ordinance administration, and our office's close proximity to the project area, will be assets to this project.

ROWE has extensive experience in the development of zoning ordinances and sign ordinances, with 30 years of experience working with Michigan counties, townships, villages, and cities on planning and zoning issues. Our staff has assisted 29 municipalities with rewriting or amending their zoning ordinances, most of which involved updating sign provisions, and have also worked on revisions to five stand-alone sign ordinances. In addition, I've had the opportunity to participate as reviewer in the development of the Michigan Sign Guidebook for Scenic Michigan released in 2012, and have conducted two ROWE Community Education Seminars on addressing digital signs in local ordinances.

Thank you again for the opportunity to submit this statement of qualifications. We look forward to discussing it with you. Please feel free to contact me at (989) 772-2138 if you have any questions.

Sincerely,

ROWE Professional Services Company

J. Douglas Piggott, AICP, PCP
Planner / Project Manager



Table of Contents

Statement of Qualifications for:

Planning Consultant for Sign Regulations

Presented to:

Charter Township of Union

- I. **Project Approach**
- II. **Related Experience**
- III. **Personnel Qualifications**
- IV. **Capacity of Firm**
- V. **Reputation**
 - Case Histories
 - References



Submitted by:
ROWE PROFESSIONAL
SERVICES COMPANY

July 9, 2013



Project Approach

ROWE's proposed project approach assumes that while the primary concern of the township is with regulation of Electronic Message Center signs, that the project is also intended to address any other identifiable issues with the current ordinance, particularly with regards to administration and enforcement. Through its decision to have the selected consultant work with a subcommittee that will include citizens as well as staff, planning commission members, and township board members, the township has demonstrated a commitment to open up the planning process which will help ensure the resulting regulations take into account the concerns of a range of stakeholders in the community.

Sign Inventory

ROWE proposes to conduct a sign inventory to determine the current type, size (approximate), and location of signs in the township's commercial areas. The inventory would be conducted using staff from ROWE's Mt Pleasant office. The data would be recorded into a report classifying existing signs based on zoning, use, and street type.

Technical Analysis

ROWE staff will prepare a technical analysis of potential issues based on:

- The data from the sign inventory
- A review of the current sign regulations
- A review of surrounding jurisdiction sign regulations
- A review of master plan recommendations regarding signage

- Preliminary comments regarding current signage regulations from city staff and the sub committee

ROWE will review the technical analysis with the sign subcommittee to identify key issues that need to be addressed and will provide a recommendation on format. The issue of whether the sign regulations should remain in the zoning ordinance or be adopted as a separate police powers ordinance will also be reviewed. ROWE will present the recommendations of the sign subcommittee to the planning commission for a determination of the issues to be addressed in the update.

Draft Ordinance Language

ROWE will draft ordinance language based on the direction provided by the planning commission and present it to the sign subcommittee for comments. The drafting process will concentrate on keeping regulations as clear and simple as possible with the use of tables and illustrations wherever appropriate. Draft language will be presented to the planning commission along with the advisory committee comments and will be revised based on planning commission suggestions.

Public Review Process

If the revised sign provisions are intended to remain part of the zoning ordinance, the planning commission will be responsible for conducting the public hearing on the proposed regulations. If the decision is made to adopt the sign regulations as a stand-alone ordinance, the township board should hold a public hearing on the ordinance before adoption. In either case, ROWE will attend the



Project Approach

public hearing to answer any questions regarding the proposed changes.

Final Product

ROWE will provide the city with one photo-ready copy of the ordinance as well as a digital copy in both MS Word and .pdf formats.

Schedule for Completion

ROWE anticipates the project will take eight months and include three meetings with the sign subcommittee, four meetings with the planning commission, and one public hearing.

Steps	Month							
	1	2	3	4	5	6	7	8
Kick-off meeting with planning commission / sign subcommittee	█							
Sign inventory	█							
Initial meeting with advisory committee		█						
Preparation of technical analysis		█	█					
Review of technical analysis with sign subcommittee				█				
Review of advisory committee recommendations with planning commission				█				
Draft ordinance language					█			
Review draft language with sign subcommittee						█		
Review draft language with planning commission						█		
Preparation of public hearing draft							█	
Public hearing								█
Adoption								█
Final product								█



Related Experience

ROWE has been involved in the development of sign regulations; both as part of zoning ordinances and as stand-alone ordinances since 1990. In addition, ROWE has provided zoning administration services to several communities and has used this practical experience with the “real-life” impact of regulations on property owners and the community to develop ordinances that are easier to enforce and to understand.

ROWE has completed projects involving zoning ordinances for the following communities.

- Forest Township
- Richfield Township
- Village of Bancroft
- Village of Chesaning
- Village of Otisville

ROWE has completed projects involving creation of stand-alone sign ordinances for the following communities.

- City of Mt. Morris
- City of St. Johns
- Village of Birch Run

ROWE has also worked with communities on specific revisions to existing sign ordinances and sign provisions in existing zoning ordinances. These communities include:

- Caledonia Charter Township
- Fenton Charter Township

ROWE staff conducts semi-annual Community Education Seminars (CES) on planning, zoning, and community development issues. These seminars are free to the public and generally attract planning commissioners, zoning administrators, township board and village/city council members, and municipal staff from around the Genesee, Saginaw, Lapeer, and Shiawassee County area. Two of the sessions have focused in part on various strategies for addressing digital signs, including issues of sign size, brightness, color, and frequency of message transition.

ROWE Planner Douglas Piggott, AICP, PCP, served on an advisory committee providing input into the preparation of a sign regulation manual in 2011. This manual, authored by Mark Wyckoff from the Planning and Zoning Center, and Brian Connolly, a U of M law student, was released as the Michigan Sign Guidebook for Scenic Michigan in 2012 and is the most comprehensive analysis of sign regulations in Michigan available.



Personnel Qualifications

ROWE will utilize the following staff members to provide sign regulation consulting services. Our team has successfully completed numerous similar projects for communities similar to the Charter Township of Union, as illustrated on the resumes following this page.



J. Douglas Piggott, AICP, PCP

Project Manager

Doug has more than 30 years of experience in the planning profession, including 23 years at ROWE. Doug regularly provides zoning review and administration services to 16 Michigan communities. His analytical and research skills will be an asset to the township as he identifies and recommends the appropriate alternative sign standards for the township to consider. He has good communications skills, which are important to effectively gather stakeholder input and report to the planning commission and township board. Doug will manage the project team and ensure tasks are completed on time.



Steven J. Clark

Client Manager

Steve has lent his 13 years of civil engineering experience to several site plan design projects in and around the City of Mt. Pleasant. He is familiar with the area, having completed projects for Central Michigan University (CMU), the Saginaw Chippewa Indian Tribe, Mt. Pleasant Public Schools, Isabella County Road Commission, and McLaren-Central Michigan. He will be a resource to Doug throughout the project and assist with public participation.



Leanne H. Panduren, PE

Principal in Charge

Leanne has been an engineer at ROWE for 19 years and manages the firm's municipal division. Her experience with various municipalities throughout the state makes her a perfect fit for this project. Leanne will regularly monitor project progress and schedules, and will ensure all of ROWE's QA/QC processes are followed.



Douglas R. Schultz, LLA

Landscape Architect

Doug has been a landscape architect for 22 years, the last 13 with ROWE. He has been a leader in transportation enhancement and way-finding efforts throughout mid-Michigan. His role in the project will be to provide design recommendations with regards to signage requirements and assist with presentations to the township.



J. DOUGLAS PIGGOTT, AICP, PCP

Project Manager / Planner

Doug has more than 30 years of experience in the planning profession. He joined ROWE in 1990 and was soon named an associate (owner). Responsibilities include assisting cities, villages, townships, and counties in preparing land use plans; zoning ordinances and maps; downtown development and tax increment financing plans; house numbering projects; tax mapping; site plan and rezoning request review; zoning board of appeals training; parks and recreation planning; grant writing and administration; and water and sewer rate studies.

Education

B.S., Urban Planning (Michigan State University, 1980)

Registration

Professional Community Planner
Michigan: 1993 (no.2501000623)

American Institute of Certified Planners
Michigan: 1991

Continuing Education

- Form Base Code Seminar (Michigan Municipal League; 2009)
- Zoning Administration Certification Program (Michigan State University; 2009)

Affiliations

- Michigan Chapter of the American Planning Association, Executive Committee (1994-2000)
- MAPA/MiSP/MAP Planning Law Committee (1992-2009)
- City of Corunna Planning Commission (1992-2003)
- MAPA/MSPO Joint Conference Committee (1996-1998)
- MiSP/MAP Fellows of AICP Nominating Committee (2000-2009)

Relevant Project Experience

Sign Ordinances

- Cities of Big Rapids, Mt. Morris and St Johns, MI
- Village of Chesaning

Zoning Ordinances and/or CAD Drafted Zoning Maps

- Cities of Big Rapids, Caro, Clio, Coleman, Flint, Flushing, Mt. Morris, Perry, St. Louis, and St. Johns, MI
- Villages of Birch Run, Byron, Chesaning, Elsie, Gaines, Lake Isabella, Mayville, Otisville, Reese, Sparta, and Vernon, MI
- Townships of Almer, Caledonia, Clayton, Fenton, Flushing, Forest, Grant, Indianfields, Owosso, Richfield, Tuscola, and Vassar, MI

Planning and Zoning Review/Administration Services

- Cities of Clio, Flushing and Mt. Morris, MI
- Villages of Birch Run, Chesaning, Holly, Metamora, and Vernon, MI
- Townships of Argentine, Caledonia, Dryden, Fenton, Flint, Genesee, and Metamora, MI
- Shiawassee County, MI

ROWE Community Education Series Presentations

- New Technology and Community Enhancement (LED Lighting, Pervious Surfaces, Sustainable Stormwater Trends, Digital Signs) (October 2012)
- Zoning Issues in a Changing World (Wind Energy, Digital Signs, Medical Marijuana and Adaptive Reuse) (April 2009)



STEVEN M. CLARK

Client Manager / Project Administrator

Steve joined ROWE in November 2000 as a CAD technician. He was promoted to engineering technician II in 2003, to designer in 2007, to senior engineering technician in 2012, and to project administrator in 2013. Steve designs projects, manages project teams, and administers construction projects for municipal clients, county, state, and land developers.

Education

B.S., Earth Science and Sociology (Central Michigan University, 1999)

Affiliations

- Lake Isabella Property Owners Association, Board of Directors (Representative Plat #3; Vice President; Chairman Lake Committee)
- American Public Works Association
- Lakeview Chamber of Commerce, Lakeview, MI
- Tri-County Contractors Association, Chairman

Client Comments

- *"Your company staff are [sic] competent professionals. The City of Beaverton is very satisfied with the service provided. A special note of thanks to...Steve Clark...always there to assist the city and go above and beyond."* 2008, Kerry Posey, City of Beaverton (Water Main Improvements).
- *"Steve has been a great asset to the Village of Lakeview. We look forward to a good working relationship in the future."* 2008, Ed Winter, Village of Lakeview (4th Street Reconstruction).
- *"...council members acknowledged their appreciation to Steve Clark, of his dedication, determination and initiative with regards to the city's water main project...Steve went above and beyond not because he was asked, but because the tasks needed to be addressed."* 2007, Kerry Posey, City of Beaverton (Water Main Construction).

Relevant Project Experience

Union Charter Township, MI

- *Bluegrass and Isabella Road Sidewalk:* Engineering technician for topographic survey, design engineering, permitting, and construction engineering for the construction of approximately 8,500 linear feet of 8-foot-wide concrete sidewalk along Bluegrass and Isabella Roads. Project was coordinated with the Isabella County Road Commission and township (2012).

Union Township Downtown Development Authority, Mt, Pleasant, MI

- *M-20 Corridor Landscape Improvements (Phase II):* Design and construction engineering of landscape improvements, including stamped and colored concrete seating areas, along with replacement of lighting in corridor (2001).

Central Michigan University, Mt. Pleasant, MI

- *Washington and Franklin Streets Pavement Markings:* Designer and construction observer for the replacement and installation of pavement markings and permanent sign installations along Franklin and Washington Streets on CMU's campus. This "Complete Streets" concept project included the addition of bike lanes and pedestrian crossings in accordance with the university's pedestrian mobility planning (\$4K fee; 2010).



LEANNE H. PANDUREN, PE

Principal in Charge / Civil Utilities Division Manager

Leanne joined ROWE as an assistant project engineer in 1994. She was promoted to project manager and named an associate (owner) in 2000, named Civil Utilities Division manager in 2006, and principal in 2010. Responsibilities include overseeing various municipal projects, as well as coordinating all staff in the Civil Utilities Division.

Education

B.S., Civil Engineering (Michigan Technological University, 1993)

Registration

Professional Engineer

Michigan: 1999 (No. 45081)

South Carolina: 2008 (No. 26691)

Continuing Education

- Graduate of Community Leadership Program for Flint and Genesee County

Affiliations

- National Society of Professional Engineers
 - Treasurer, 2009-13
 - Member, Fellows Assembly, 2009
 - Chair, Political Action Committee, 2007-10
- Michigan Society of Professional Engineers, State Level:
 - President (2003-04)
 - Chair, Annual Conference & Nominating Committees (2004-05)
 - “Young Engineer of the Year,” 2002
 - Chair, Legislative Steering & Government Affairs Comm., 2001-03
 - Board of Directors, 2000-05
 - Executive Committee, 2002-05
 - Professional Award, 2001
- Lapeer Family Literacy Center
 - Board of Directors, 2001-present
 - Auction Committee Chair, 2003-present
 - Board President 2004-present
- Thumbworks Workforce Investment Development
 - Board Member 2008-13

Client Comments

- “We have enjoyed working with Leanne...can't wait for construction to begin.” 2007, Tina Sauve, Village of Metamora (Downtown Streetscape)

Relevant Project Experience

Bay Area Housing Development Corporation, Bay City, MI

- *Neighborhood Revitalization Plan* (Named 2008 *Outstanding Planning Project*, Michigan Association of Planning): QA/QC review and division oversight for analyzing a declining downtown Bay City neighborhood with approximately 400 housing units dating to pre-1940. Generated implementation strategy and developed performance measurement system, utilizing Department of Housing and Urban Development guidelines (2006).

City of St. Clair, MI

- *As-Needed Engineering & Landscape Architecture Services*: Project manager assisting DDA with various projects, including conceptual trail planning, wayfinding sign placement, and an enhancement grant application (2008-09).

Clayton Township, MI

- *Township Engineer*: Completed various plan reviews for proposed developments. Work closely with Planning Commission and Zoning Administrator. Assisted township planner in preparing corridor studies (1996-present).



DOUGLAS R. SCHULTZ, LLA

Landscape Architect / Director of Landscape Architecture

Doug joined ROWE in 2000, after nine years as a landscape architect with a Lansing-area multi-disciplined firm. As director of ROWE's landscape architecture department, Doug assists clients corporate-wide with quality of life issues on all projects, from concept to completion. He was named an associate (owner) in 2003.

Education

B.L.A., Landscape Architecture (Michigan State University, 1991)

Registration

Licensed Landscape Architect:

Michigan: 2009 (no. 1190)

Wisconsin: 2009 (no. 602-14)

Registered Landscape Architect:

Michigan: 1994

South Carolina: 2007 (no. 1020)

Affiliations

- American Society of Landscape Architects
Safe Routes to School Coalition
- MDOT Context Sensitive Design, Aesthetics Subcommittee

Awards

- *Michigan Society of Landscape Architects:* Merit Award, Design (2004); Merit Award, Research & Communication (2002); Design Award, Creativity & Presentation, Commercial & Industrial Category (2000)
- *ASCE:* Quality of Life Award (2009)
- *"Building Healthy Environments"* Michigan Public Health Institute, 2010

Client Comments

- *"We are extremely pleased and grateful for the awesome work ROWE, in particular Doug, was able to accomplish in such a time crunch. Not only was Doug a content expert, he really 'drove the bus' and was able to help us submit the grant on time! He rocks!"* 2013, Steve Wolbert, Diplomat Specialty Pharmacy (honored by *Inc.* magazine as one of the nation's fastest-growing companies for the fourth consecutive year) (MDNR Grant Applications)

Relevant Project Experience

Union Township DDA, Mt. Pleasant, MI

- *M-20/US-27 Gateway (Phase II):* Developed concept and design documents for enhancement of existing bridge abutments, including façade and landscape improvements, and signage (2005).
- *M-20 Corridor Landscape Improvements (Phase I):* Streetscape improvements for more than two miles of road corridor. Included assistance with creating entry signage concepts and planting 320 trees (2001).

City of St. Clair DDA, MI

- *Gateway Signage Study:* Developed various themed sign designs in line with branding images for the district. A sequence of gateway and wayfinding messaging was identified along with key locations and destinations. Preliminary details, phasing, and cost estimates were provided (2008).

Michigan Department of Transportation, various locations, MI

- *I-94 Welcome Sign and Landscaping (Port Huron):* Concept design and construction documents for aesthetic treatment along I-94 corridor, welcoming incoming traffic from Canada. Project included design issues related to traffic speed, including viewing angles, sense of scale, roadside maintenance, and safety (\$170K construction; 2002).



Capacity of Firm

This project will be manned by staff from our corporate Flint office and our City of Mt. Pleasant office as outlined in the “Personnel Qualifications” section. The staff all has capacity to provide support for this project.

Required support from the township staff is estimated to include:

- Providing a single point of contact for ROWE staff
- Providing the names and contact information for all members of the planning commission, signs sub-committee, and township board
- Providing the location and mailings for required meetings
- Providing a digital copy of the current sign provisions
- Providing copies of meeting minutes and relevant reports that identify issues related to the current sign provisions
- Publish all required notices for hearings and adoption of the ordinance amendments (ROWE staff will prepare the notices.)



Reputation

SIGN ORDINANCE, Birch Run, MI

Client: Village of Birch Run
Completed: 2002

Project Manager: Douglas Piggott, AICP, PCP

Worked with the village planning commission to adopt a new zoning ordinance, and sign ordinance. The sign regulations focused on improving readability by including graphics and data in tables. Another key issue was addressing the need for the regulations to be as “content neutral” as possible..

ZONING ADMINISTRATION/SIGN ORDINANCE, Fenton Township, MI

Client: Fenton Township
Completed: Ongoing

Project Manager: Douglas Piggott, AICP, PCP

ROWE has served as the Township zoning administrator since 2004. As part of that work, ROWE staff assists in the enforcement of the Township Sign Ordinance. After several years of experience with the ordinance, ROWE began working with the Township staff to revise the ordinance to address a range of issues. These included regulation of digital signs, inflatable signs, political signs and billboards; addressing inconsistencies between the sign and zoning ordinance requirements; establishing standards for approval of variances, providing an appeals process and streamlining administration. ROWE staff continues to work with the Township staff in fine tuning the ordinance as issues arise.

AS-NEEDED LANDSCAPE ARCHITECTURE SERVICES, St. Clair, MI

Client: City of St. Clair DDA
Completed: 2007-2012

Project Manager: Douglas Schultz, LLA

Currently under contract to provide as-needed services for five years, including landscape architecture and engineering support for park planning and design. Teamed with PM Blough, Inc.

- *Gateway Signage Study:* Developed various themed sign designs in line with branding images for the district. A sequence of gateway and way finding messaging was identified along with key locations and destinations to improve pedestrian and vehicular traffic flow. Preliminary details, phasing, and cost estimates were provided.

COMMUNITY EDUCATION SEMINAR

Completed: Spring 2011

Presenter: Douglas Piggott, AICP, PCP

As part of its outreach to clients, ROWE conducts semi-annual presentations on planning and zoning issues. The topic of the Spring 2009 presentation was “New Zoning Issues” which included “Digital Signs.” The presentation addressed issues, including prohibition vs. regulation of these types of signs, size of the display area and lettering, sign location, color, and intensity of lighting as frequency and transition of message change.



Reputation

ZONING ORDINANCE, Bancroft, MI

Client: Village of Bancroft
Completed: 2011

Project Manager: Douglas Piggott, AICP, PCP

Worked with the village planning commission to adopt a new zoning ordinance, land division ordinance, and lot split ordinance. The district regulations and sign provisions were developed after extensive inventory of existing conditions to ensure that regulations did not create unintended nonconformities while addressing problems recognized by the community as a whole.

ZONING ORDINANCE, Lapeer, MI

Client: City of Lapeer
Completed: 2010

Project Manager: Douglas Piggott, AICP, PCP

Worked with the City of Lapeer and LSL Planning, to update the city’s zoning ordinance. The update focused on implementation of the recently updated master plan and redesign of the ordinance format to make it easier to read and understand. The work included incorporation of graphs and tables into the ordinance. Areas of significant refinement included sign regulations and development of overlay zoning districts for the downtown and along M-24 to address access management.

References

Client/Contact Name	Address / Phone Number	Projects Completed
Charter Township of Fenton Valerie McDonald, Planning Commission Coordinator	12060 Mantawauka Drive Fenton, MI 48430 (810) 629-1537	<ul style="list-style-type: none"> • Township Zoning Administrator • Revisions to Township Sign Ordinance
Charter Township of Caledonia Joseph DeCaire, Supervisor	135 N. State Road Owosso, MI 48867 (989) 743-5300	<ul style="list-style-type: none"> • Township Zoning Administrator • Revisions to Township Sign Ordinance
City of Vassar Brad Barrett, Manager	287 E. Huron Avenue Vassar, MI 48768 (989) 823-8517	<ul style="list-style-type: none"> • Revisions to Township Sign Ordinance
Village of Chesaning Lisa Hitchcock	1100 W Broad Street Chesaning, MI 48616 (989) 845-3800	<ul style="list-style-type: none"> • Village Zoning Administrator • Revisions to Village Zoning Ordinance (including signs)
Forest Township Mark Martin, Trustee	130 E Main Street Otisville, MI 48463	<ul style="list-style-type: none"> • Revisions to Township Zoning Ordinance (including signs)

ADD THE FOLLOWING

3.23.E Dwelling, Boarding means a Rooming Dwelling without a common cooking facility for tenants, but where meals are provided by the proprietor of the Boarding Dwelling.

13.2.I.19 Rooming Dwelling, Single Unit. See Section 30.4.AE

14.2.F.5 Rooming Dwelling, Single Unit. See Section 30.4.AE

15.2.E.5 Rooming Dwelling, One or Two Unit. See Section 30.4.AE

16.2.E.5 Rooming Dwelling, One or Two Unit. See Section 30.4.AE

30.4.AE Rooming Dwellings. Rooming Dwellings for up to five occupants, regardless of familial status, or a single family plus two additional occupants maybe permitted by Special Use. The two additional occupants may be related or unrelated to each other. Applications for a rooming dwelling are reviewed by the planning commission and approved by the township board after a public hearing and site plan review by the planning commission. The planning commission may recommend, and the board approve, occupancies of up to four unrelated persons where conditions do not warrant five occupants. The following conditions shall be met:

A) Parking: 4 parking spaces per unit shall be provided and arraigned such that no space is blocked by another vehicle, or otherwise require a vehicle to be moved to use the parking space. Additional parking spaces beyond 4 per unit may be created which require a vehicle to be moved to utilize the parking space. Parking spaces shall be constructed of gravel, asphalt, concrete or other durable hard surface and connected by similar hard surfaces to the driveway or entrance to the property. Where a garage is provided and counted as a parking space, it shall remain available for parking at all times. More than one parking area may be utilized to fulfill these requirements.

B) Bedrooms and bathrooms: A minimum of 4 bedrooms per unit of at least 70 SF shall be provided. When approved for five occupants, each unit so approved shall provide a minimum of one bathroom (toilet and bathing) and a half bathroom (toilet only).

C) Open Spaces: No Rooming Dwelling shall be constructed or converted on a lot with less than the required lot area.

D) Common Entrance(s): All occupants of a rooming dwelling shall enter or exit the structure through one or more common entrances. Any arraignment of entrances which creates a separate or exclusive living area, with or without sanitary or cooking facilities, shall be deemed to be an additional unit. One Unit Rooming Dwellings located in an R2 zoning district may convert the structure to a two unit Rooming Dwelling after an approved Special Use Permit for a Two Unit Rooming Dwelling has been issued.

E) Revocation of Special Use Permit. The following may cause the Special Use to be revoked after a Show Cause Hearing by the Planning Commission; failure to maintain the conditions placed on the special use contained in the approval, or failure to comply with the Union Township Rental Housing Code. The residence maybe occupied by no more than one single family per unit if the special use is revoked.