



**Planning Commission
Regular Meeting
August 16, 2016
7:00 p.m.**

1. CALL MEETING TO ORDER
2. PLEDGE OF ALLEGIANCE
3. ROLL CALL
4. APPROVAL OF JULY 19, 2016 MINUTES
5. CORRESPONDENCE / BOARD REPORTS
6. APPROVAL OF AGENDA
7. Public Comment: Restricted to (3) minutes regarding issues not on this agenda
8. **New Business**
 - A. Master Plan Proposal: Interview preparation discussion
9. Old Business
10. Other Business
11. Extended Public Comment
12. ADJOURNMENT

CHARTER TOWNSHIP OF UNION
Planning Commission
Regular Meeting

A regular meeting of the Charter Township of Union Planning Commission was held on July 19, 2016 at the Township Hall.

Meeting was called to order at 7:02 p.m.

Roll Call

Present: LaBelle, Mielke, Robinette, Squattrito, Woerle, Zerbe

Excused: Fuller, McGuirk, Strachan

Others Present

Peter Gallinat, Township Planner & Jennifer Loveberry

Approval of Minutes

Mielke moved **Zerbe** supported the approval of the June 21, 2016 meeting minutes with corrections. **Vote: Ayes: 6 Nays: 0. Motion carried.**

Correspondence / Reports

Approval of Agenda

Robinette moved **LaBelle** supported approval of the agenda as presented. **Vote: Ayes: 6 Nays 0. Motion carried.**

Public Comment – No comments

New Business –

A. **SPR 2016-08: Messenger**
Location: S. Isabella

Tim Beebe, CMS & D presented SPR 2016-08: Site Plan Review, Messenger Medical Office, Location: S. Isabella. The proposed site plan is building a 9,856.69 sq. ft. medical office building. **Robinette** moved **Zerbe** supported approval of SPR 2016-08: Messenger site plan review with the following conditions of approval/review from all county and local units including Storm water management from the County Engineer, County Road Commission, Mt. Pleasant Fire Department, ICTC, Wellhead protection with Township Utilities. Additional conditions: sidewalks to be added on High and Isabella unless the parcel is parceled out prior to the certificate of occupancy; in the event a dumpster is ever required, the property owner is to add an enclosed dumpster that complies with section 12.2h of the Township's zoning ordinance. **Vote: Ayes: 6 Nays 0. Motion carried.**

B. **SPR 2016-09: Menards**
Location: 4615 Encore

Tyler Edwards, Real Estate Representative, 5101 Menard Drive Eau, Claire, WI

54703 presented SPR-09: Site Plan Review, Menards, Location: 4615 Encore. The proposed site plan encloses the warehouse. **Robinette** moved **Zerbe** supported approval of SPR 2016-09: Menards site plan review with the following conditions of approval/review from all county and local units including Storm water management from the County Engineer, County Road Commission, Mt. Pleasant Fire Department, ICTC, Wellhead protection with Township Utilities. Additional conditions: contingent on 40 ft set back met. **Vote: Ayes: 6 Nays 0. Motion carried.**

C. **SPR 2016-10: Lexington Ridge**

Location: 2700 E. Deerfield Rd.

Tim Lapham, 515 E. 5th, Clare, MI 48617 presented SPR 2016-10: Site Plan Review, Lexington Ridge. The proposed site plan is for Phase 1 and Phase 2 (future development) of additional apartment buildings. **Zerbe** moved **Woerle** supported approval of SPR 2016-10: Lexington Ridge site plan review with the following conditions of approval/review from all county and local units including Storm water management from the County Engineer, County Road Commission, Mt. Pleasant Fire Department, ICTC, Wellhead protection with Township Utilities. **Vote: Ayes: 6 Nays 0. Motion carried.**

D. **Master Plan Bids**

P. Gallinat presented the three bids received from the Master Plan RFP.

E. **Proposed Lighting Ordinance**

Mielke moved **LaBelle** supported to approve the Township Attorney's recommendation using the City of Mt. Pleasants lighting ordinance as a guide to write the Township's Lighting Ordinance making any changes or recommendations as needed. Provide a drafted copy from the Attorney to the Planning Commissioners for their review.

Old Business

Other Business

Extended Public Comment –open 9:05 p.m.

No comments.

Adjournment – Chairman Squattrito adjourned the meeting at 9:05 p.m.

APPROVED BY:

Alex Fuller - Secretary

(Recorded by Jennifer Loveberry)

RFP: Charter Township of Union

Type:

RFP

Organization

Charter Township of Union

Location

Union Township, Isabella County, Michigan

Issued:

June 6, 2016

Submittal Deadline:

July 6, 2016

Project Overview:

The Charter Township of Union is requesting a proposal from a qualified consultant to assist the Planning Commission in a 5 year review of the 2011 Master plan. The primary goal is to update the Future Land Use Map portion of the Master Plan. The board would be interested in any other updates that the consultant felt appropriate. Please detail those additional services in your proposal along with cost estimates.

The Charter Township of Union is located in Isabella County. The Township surrounds both the City of Mount Pleasant and Central Michigan University.

The official Township population was 12, 927 for the 2010 Census. In 2014 the township was named the fastest growing in the state of Michigan as stated in the December 2015 edition of "Around the State".

Background information can be gathered to the extent possible from the existing 2011 Charter Township of Master Plan.

Proposals: Submittal & Schedule

Submit proposal no later than July 6, 2016 in sealed envelopes clearly marked as indicated:

PROPOSAL PACKAGE
NAME OF PACKAGE
PROPOSAL TO UPDATE
2011 Master Plan 5 years
Charter Township of Union, Michigan

Proposals can be submitted to:

Twp Planner
Charter Township of Union
2010 S. Lincoln Rd
Mount Pleasant, MI 48858

Any questions concerning the Proposal(s) shall be directed to:

Peter Gallinat, Township Planner
(989) 772-4600 Ext. 241 - office

pgallinat@uniontownshipmi.com



Community Develop *mentality*

PARTNERING WITH COMMUNITIES SINCE 1992

Charter Township of Union Master Plan Update Proposal

July 6, 2016



July 6, 2016

Peter Gallinat, Township Planner
Charter Township of Union
2010 S. Lincoln Rd
Mount Pleasant, MI 48858

Dear Mr. Gallinat:

LSL Planning is pleased to submit this proposal to update the Charter Township of Union's Master Plan. We have an extensive history of creating and updating master plans for townships like yours. Much of our success has come from our ability to work with township staff, officials, the public, and agencies to create exciting, yet realistic recommendations and achievable tasks.

Understanding that this is an update, our team recognizes the hard work that went into the current plan and will look to build upon that effort. We anticipate the updated plan to be very graphic and easy to read so it can be quickly understood by a broad range of readers, from interested developers to residents of the township.

We put together a flexible work program to focus on updating the future land use section and refreshing your goals and implementation strategies. Our proposal outlines specifics, but here is a quick review of our experience and approach:

- **Streamlining Master Plans.** Our team specializes in updating lengthy master plans into concise documents. We find that the trend is shifting from long, 100+ page plans to succinct, focused, easy-to-read plans. Recent efforts in streamlining plans include Beverly Hills, Portage, Shelby Township, and Wixom. We will distill the most relevant and useful background information from your current plan and highlight the goals and future recommendations. The full analysis from your last plan will remain as an appendix summarizing existing conditions and survey results.
- **Implementation focused.** We want to make sure staff and officials use the plan regularly. The plan will be action-oriented with specific implementation tasks identified in an Action Plan that can serve as an annual "to-do" list for staff and officials.
- **Customized Approach.** We will work with you, your Board and Planning Commission to target the plan updates so the end result is exactly what the township wants and needs. We have provided several options for recommended updates so you can select those that best meet your needs.

We welcome the opportunity to discuss our approach and qualifications. Please do not hesitate to contact us if you have any questions or need additional information.

Sincerely,
LSL Planning, A SAFE built Company

A handwritten signature in black ink that reads "B. Borden".

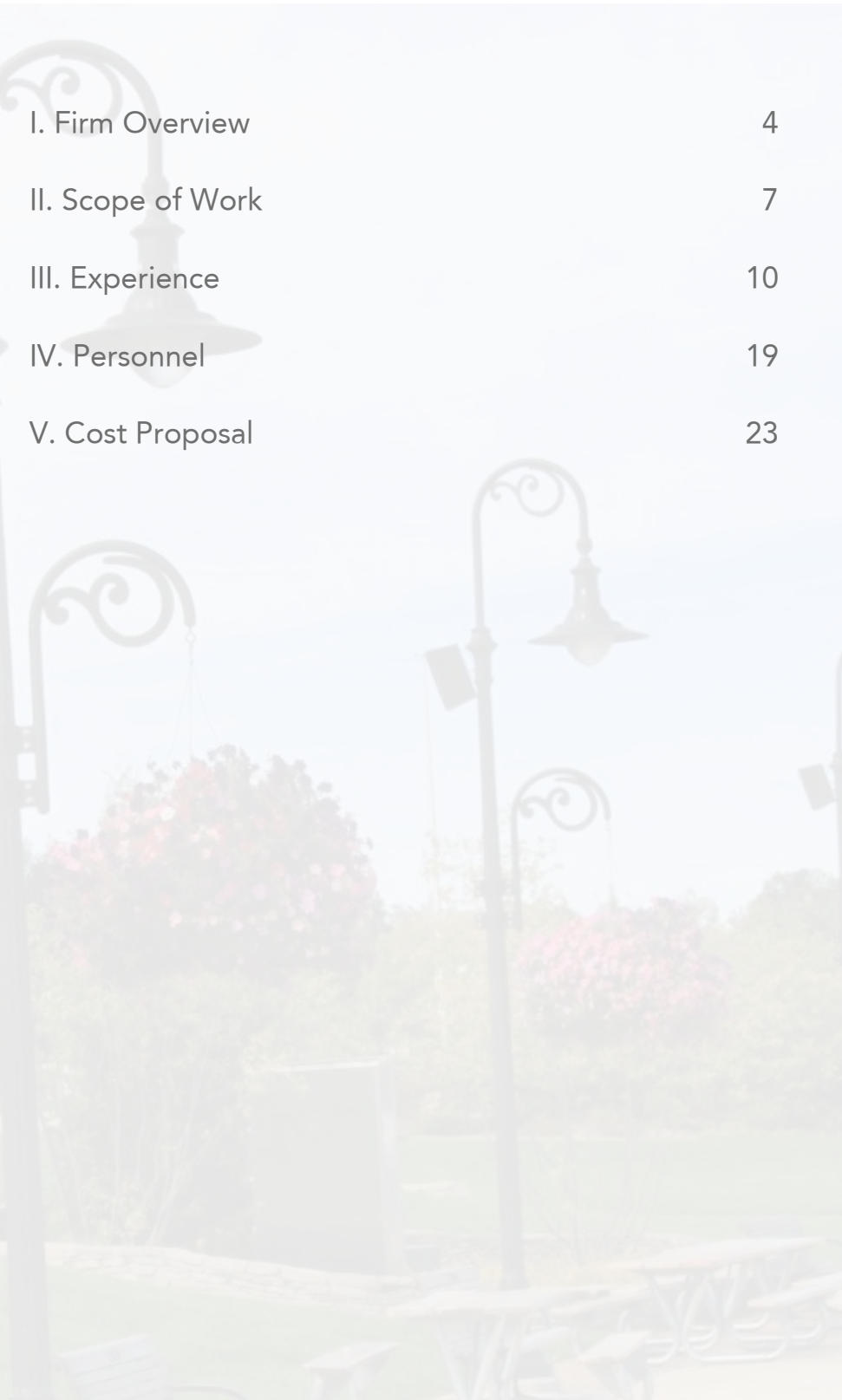
Brian Borden, AICP
Planning Manager
borden@lslplanning.com

A handwritten signature in black ink that reads "Kathleen Duffy".

Kathleen Duffy, AICP
Senior Planner
duffy@lslplanning.com

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I. Firm Overview

I. FIRM overview



Great Solutions. Great Communities.

COMMUNITY PLANNING | ZONING AND FORM-BASED CODES | TRANSPORTATION PLACEMAKING
PUBLIC INVOLVEMENT, VISIONING, AND CHARRETTES | ONGOING PLANNING SUPPORT

Elizabeth Garvin, Esq.

Planning Director

www.LSLPlanning.com

CORPORATE STATUS

LSL Planning is a SAFEbuilt company organized as an LLC in the State of Delaware.

Federal ID: 27-131473

LSL became a SAFEbuilt company in 2013.



FIRM BIO

Since 1996, LSL Planning has become well known and highly respected for innovation in community planning . . . and so much more. LSL takes pride in working side-by-side with community leaders throughout the entire planning and implementation process.

Before diving in we get to know the community— its history, culture, leaders and aspirations. Then we customize an approach, inspired by national best practices, to meet the unique needs of each community. Community engagement is a vital part of the process. We effectively apply a wide range of techniques to build consensus and enthusiasm.

No matter which of our services a community might need, we can also serve as ongoing advisors, a role we provide to over 50 municipalities.

I. FIRM overview



The LSL team has earned a reputation for advancing the science and art of community planning and is frequently asked to speak at regional, state and national conferences, webinars, seminars and workshops. Our team is comprised of community planners, urban designers, transportation and code specialists that guide communities to envision, improve and build their own unique sense of place. We provide:

- Customized best-practice plans that meet the unique needs and culture of each community.
- Experts in land use, comprehensive plans, district and corridor plans, multi-modal transportation planning, parking, downtown revitalization, review of development proposals, zoning and form-based codes.
- Leadership of public meetings and community engagement programs.

We measure success by the continued satisfaction of our many clients. Nearly 95% of our clients have engaged us for multiple projects, and several have been with us since the year we opened. Professional and personal service are always quoted as highlights when clients are asked why they work with LSL Planning.



METRO DETROIT

306 S. Washington Ave
Suite 400
Royal Oak, MI 48067
248.586.0505

GRAND RAPIDS

15 Ionia Avenue SW
Suite 450
Grand Rapids, MI 49503
616.336.7750

Colorado | Georgia | South Carolina | Michigan | Ohio | Illinois | Indiana



II. Scope of Work

II. SCOPE of work

The following scope of work is based on a preliminary review of your current Master Plan and an understanding that updates to the future land use map are requested. The tasks can be reduced or expanded based on the needs of the Township.

Kick Off

First we would have a coordination call with the township's project manager to review existing plans, data available, and overall process. We will also agree on the agenda for the kickoff day. The kickoff day would include an afternoon meeting with township staff, a tour of key focus areas, and an evening meeting with the planning commission.

At the planning commission meeting, we would review the current plan's goals and determine which are still priorities or need updating. In order to gauge changes for the future land use map, we will conduct a mapping exercise with commissioners. In our PET (Preserve, Enhance, Transform) mapping exercise, participants classify different parts of the township into three groups: 1) Identify the assets in the township to Preserve, 2) areas or features that need to be Enhanced so that they become assets, and 3) areas that need to be Transformed into a new or different use so that they can become assets.

Update Existing Conditions

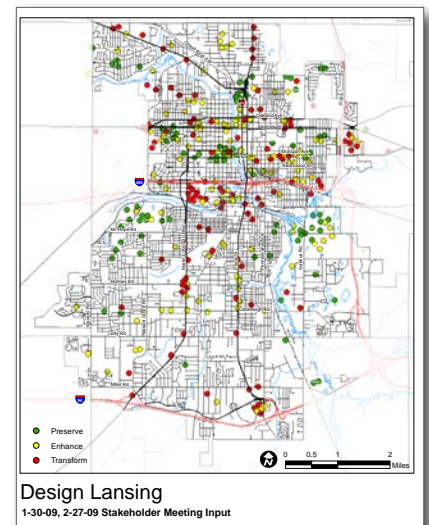
We propose refreshing the Census data in the plan by using the latest American Community Survey estimates. We would pull the most relevant, recent data into the revised plan and retain the full analysis in the appendix. In addition, we can update the references to other planning efforts and community groups in the current plan that may have changed in the last five years.

Future Land Use Update

The future land use plan is the cornerstone of the Master Plan. We anticipate taking the current land use plan and invigorating it with a stronger relation to the character of different neighborhood areas and districts in the township. Our process to update the future land use plan will consider several factors:

- Existing uses
- Current building and design form or site characteristics
- Availability and capacity of utilities and streets
- The current land use plan map and categories
- Input from the planning commission's PET exercise

We will prepare a preliminary draft future land use map. This map will highlight certain areas where there are choices in terms of land uses, their density and their design character. We will attend a planning commission meeting to review the draft map and solicit any changes.



Clusters of color-coded dots indicate what the participants wanted to preserve, enhance, or transform. Next steps are to determine the land use recommendations to achieve change.

Graphic, Concise Plan

Master plans need to meet the varying needs of different audiences:

- For the public and various groups in the township – an attractive plan that they will want to read, with a clear vision on where the township is heading and that they want to be part of its future
- For potential investors – awareness of what is planned, the rationale behind it, and incentives to develop or redevelop
- For township officials – a consensus-based policy document that allows current and future leaders to focus on implementation
- For state and county agencies and organizations - understanding of the plan's concepts and their role in working with the township to make it happen
- For township staff – the information needed to make recommendations in staff reports, support changes to ordinances and procedures, and to determine priorities and design expectations for capital projects

Meeting those varied needs in one document means this plan needs to be more concise than previous plans - get to the point, less analysis and more vision, highlighting goals with clear instructions on the steps to achieve them. Where more detail is needed, that could be provided through a separate technical appendix featuring the supporting data and survey input from your previous plan. In the end, you will have an exciting plan that beckons to be read, is graphically rich, and allows the reader to quickly understand the key opportunities.

Revised Implementation Plan

The implementation plan is critical. We pride ourselves on our usable action tables that give specific tasks for various township departments and community groups to have yearly checklists for implementation.

In addition to recommendations for capital investments to stimulate desired change, revisions to the township's zoning and other codes, we also look for opportunities for collaborative efforts with organizations, agencies, institutions and the private sector. We will evaluate what is still relevant from the current plan, actions that need to be added, and attend a planning commission meeting to review actions and establish priorities.

Draft Plan and Adoption

After compiling the revised goals, future land use, optional demographics, and implementation plan into a more concise, easy to read document, we will attend another planning commission meeting to work through any edits needed. Then we will make a set of revisions to prepare the plan for distribution. Following the 42-day review period, we will make any final edits and share the revised plan at a public hearing for planning commission adoption.

Throughout the process, if additional issues arise that need more focused plan updates, we can estimate a budget based on the scope of revisions, stakeholder meetings, or analysis needed. We want to make sure we are assisting you in revising the plan to meet the Township's needs so will be flexible to adjust the scope or fee as needed.

B. Community Resources
Natural Features
 The natural environment is an important element that continues to shape the physical development and quality of life in the city. The importance of protecting and preserving valuable natural resources has been a community-wide goal since the city was established. The various components of the natural environment (streams, lakes, open space, woodlands and wetlands) are elements that should be celebrated and preserved. In some cases, community resources are protected by laws on public lands or regulated by federal or state laws. Others can be conserved by directing development to a site that can best sustain the physical changes to the landscape while minimizing impacts to the most sensitive natural resources. The **Natural Features Map** identifies lands within the city where there are unique or otherwise important resources, or where human activities could adversely impact resources on adjacent lands.

Land Resources and Greenways
 Perhaps the most significant public land areas that have remained relatively undeveloped. Collectively, these areas are not only significant in size but also demonstrate a wide variety of natural habitats. Several kinds of grasslands, woodlands, and wetland environments are found. Such environmental diversification results in a wide array of environmental benefits including a number of rare plants and animals, wildlife including a number of game animals such as deer and turkey. These natural areas provide educational and recreational, aesthetic, and wildlife preservation benefits with minimal maintenance costs.

Natural areas are primarily located in the southern half of the city. Located in the vicinity of Hampton and Sycamore are several areas under State ownership and are used for some recreation. The Portage South Central Greenway includes Bishop's Bay, the West Lake Nature Preserve, and the newly established Elison Nature Reserve, which include large and wooded wetland areas under city ownership that preserve unique natural resources. In the southern quadrant, Hanging Marsh, also owned by the City, provides additional natural resources. The City's South Central Greenway is a network of greenways that provide opportunities to protect natural resources and wetland areas and unique features.

Core Residential Character
 Three neighborhoods are generally located between the latter part of the street and the street. Blocks are defined by lots and streets, and have a distinct street network. The quality of housing and the maintenance of the neighborhood are important. Some neighborhoods are well-maintained. Neighborhoods in better condition are more likely to be stabilized and improved. It is important to maintain the character of the neighborhood. The quality of housing and the maintenance of the neighborhood are important.

Core Residential 1
 • Small lots
 • Single-story
 • Single-family
 • Single-story
 • Single-story

Core Residential 2
 • Small lots
 • Single-story
 • Single-family
 • Single-story
 • Single-story

Village Center-Mixed Use
 The Village Center Subarea Plan (included as an appendix to this master plan) identifies an area for mixed-use development. The area is bounded by the road from Thorton Mile Road north to Beverly Hills. The area is bounded by the road from Thorton Mile Road north to Beverly Hills. The area is bounded by the road from Thorton Mile Road north to Beverly Hills. The area is bounded by the road from Thorton Mile Road north to Beverly Hills.

Implementation Strategy

Implementation Strategy	Topic	Land Use Regulations	CIP	Partnerships	Short Term	Long Term	Ongoing
Work with organizations and advocacy groups such as bicycle users, seniors, and schools to develop Safe Routes to School Programs, identify priority needs for walking and bicycling.	complete streets	✓	✓	✓	✓	✓	✓
Adopt a Complete Streets policy/plan consistent with the MDOT program for continued nonmotorized transportation planning efforts to provide alternative modes of transportation to promote sustainability, ensure all modes are considered for MDOT projects, and provide consistency with the Natural Place to Move placemaking effort.	complete streets	✓	✓	✓	✓	✓	✓
Ensure transit-friendly features such as sidewalks to bus stops, pads or shelters in areas that are currently, or have the potential to be served by public transit.	complete streets	✓	✓	✓	✓	✓	✓
Encourage safe and efficient non-motorized circulation between public sidewalks and businesses, between businesses and also public sidewalks and residential neighborhoods during site plan review and City capital projects.	complete streets	✓	✓	✓	✓	✓	✓
Complete gaps in the sidewalk system and work towards a non-motorized system especially around parks and schools.	complete streets	✓	✓	✓	✓	✓	✓



III. Experience

III. EXPERIENCE



Redevelopment Ready Master Plan Update MOUNT CLEMENS, MI

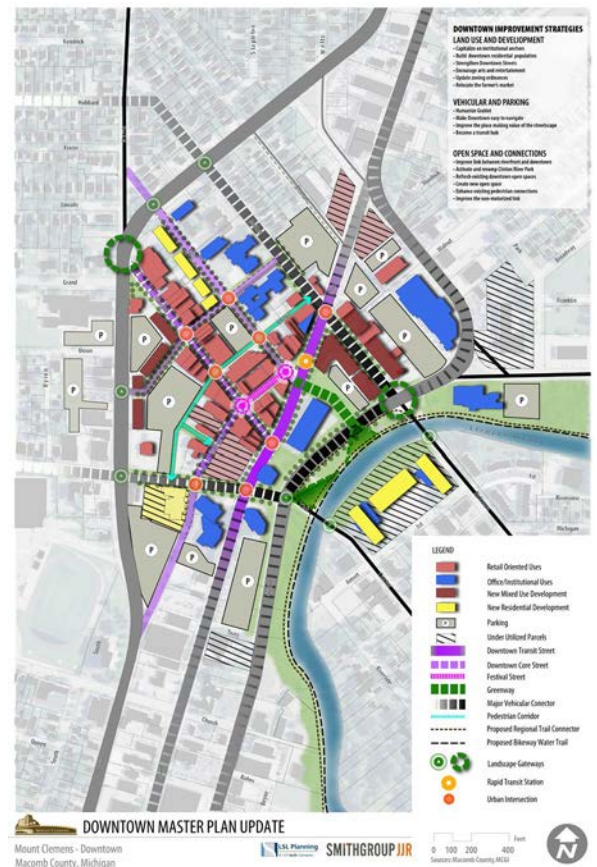
KEY ELEMENTS

- Redevelopment Strategy
- Economic Development
- Downtown Plan
- Implementation

CONTACT

Brian Tingley, Community Development Director
 586-469-6818 x901
 BTingley@cityofmountclemens.com

Embarking on the process to become Redevelopment Ready certified through the Michigan Economic Development Corporations RRC program, Mount Clemens sought assistance to strengthen their master plan's redevelopment recommendations. Targeted stakeholder engagement resulted in three additional chapters: economic development and marketing strategy, redevelopment strategy, and a downtown plan. A targeted action plan highlighted key physical improvements to downtown, enhanced and connected open space, redevelopment sites, rapid transit, and strategies for cooperation with Macomb County.



III. EXPERIENCE

Master Plan SHELBY TOWNSHIP, MI

KEY ELEMENTS

- Redevelopment
- Market Strategy
- Town Center
- Linking Land Use with Transportation
- Short-term Implementation

CONTACT

Glenn Wynn, Planning Director
586.803.2048
wynng@shelbytp.org



Shelby Township has been ahead of the game in township planning. Regular master plan updates have ensured the township developed efficiently and effectively. As Shelby Township nears build-out, they sought a new master plan that shifts focus from new development to redevelopment.

The 2016 plan is framed by a set of guiding principles that focus recommendations on key topics related to redevelopment: upgrade retail corridors, link land use with transportation, adapt industrial, sustain natural features and community facilities, and diversify housing. Grounded in a market study and specific site redevelopment analysis, the Shelby Master Plan provides targeted recommendations for its Town Center, corridor redevelopment, and non-motorized network.



Sprucing up Lakeside Boulevard's live/work units can enhance the walkability and retail feel of this urban corridor. Adding commercial-style glass doors, large first floor windows with displays, blade signs, awnings, and outdoor seating will help contribute to an enhanced pedestrian experience.



III. EXPERIENCE

Redevelopment Ready Communities Program MICHIGAN ECONOMIC DEVELOPMENT CORPORATION

KEY ELEMENTS

- Redevelopment Best Practices
- Code and process audits
- Marketing
- Training
- Economic Development Strategies
- Waterfront Planning

CONTACT

Michelle Parkkonen
Redevelopment Ready
Communities®
Michigan Economic Development
Corporation
300 N. Washington Square
Lansing, MI 48913
517.599.8796
parkkonenm@michigan.org

LSL Planning heads up a team that serves as advisors to the “Redevelopment Ready Community” program run by the Michigan Economic Development Corporation. This is a certification program where the MEDC audits the community’s plans, codes and procedures. The LSL team is then brought in to help fill the gaps in the community’s redevelopment program. Our role includes applying best practices to a variety of communities across the state:

- Refinements to area plans
- Amendments to zoning codes
- Preparation of site information packets to stimulate developer interest
- Delivery of training programs for staff and officials
- Conceptual design to transform streets into more vibrant places
- Upgrades to city websites

In addition, LSL Planning led a team to prepare the Waterfront Communities Best Practices and Training Program for MEDC. Adding a waterfront-specific set of guidelines was a new expansion of the existing best practices to fully outline the obstacles, benefits, and strategies for planning for redevelopment in Michigan’s many waterfront communities. LSL relied on its experience with waterfront community economic development to provide best practice case study examples.

CONNECTING DOWNTOWNS CASE STUDY – South Haven – Lessons Learned

- Give priority to removal of obsolete buildings and uses that act as a barrier to the waterfront
- Encourage the connection from the waterfront to the downtown - a great experience translates to improved commerce
- Be assertive and tap creative funding strategies (DDA/TIF/Private)
- Public Investment can encourage private development.
- Link your assets!!! In this case-Lake Michigan to downtown

III. EXPERIENCE

Master Plan MIDLAND, MI

KEY ELEMENTS

- Comprehensive Plan
- Public Involvement
- Public-Workshop-in-a-Box

CONTACT

John Lynch, Midland City Manager
989-837-3301

LSL led the publicly-driven comprehensive plan effort for Midland, Michigan; a city of 42,000 and home to the Dow Chemical and Dow Corning Companies. This was the city’s first full citywide plan in several decades. Therefore involvement by the city’s many committed stakeholders was the key component.

Traditional topical workshops and charrettes were supplemented by LSL’s “Public-Workshops-in-a-Box” that engaged nearly 500 residents in 58 sessions; most of whom said they would not have attended a typical public meeting. Volunteers borrowed the workshop “kit”, hosted meetings in homes, churches, or halls, and returned the results. One of many outcomes was siting for a new minor league baseball stadium.



Dow Diamond, a new minor league stadium, resulted from Midland’s comprehensive plan

III. EXPERIENCE

Master Plan CANNON TOWNSHIP, MI

KEY ELEMENTS

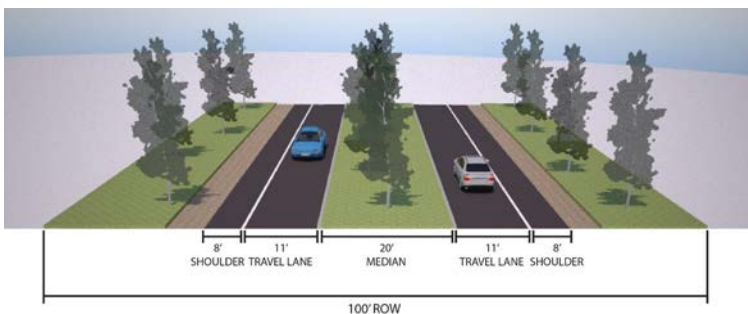
- Streetscape Improvements
- Urban Design
- Corridor Enhancements
- Catalytic Projects

CONTACT

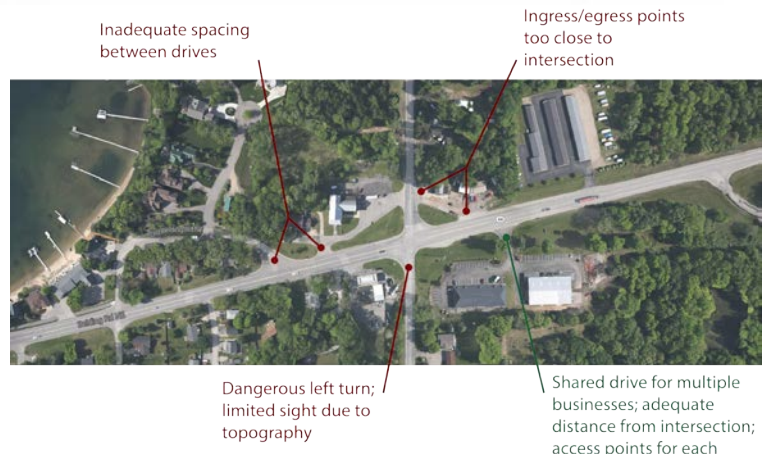
Steve Grimm, Township Supervisor
616.874.6966

Once a remote fringe community outside metropolitan Grand Rapids, Cannon Township’s many lakes afforded a seasonal retreat within a short distance from the city amidst a rural setting not unlike that found several hours away in northern Michigan. As the metro area population expanded, the lure of a rural living environment a short distance from Grand Rapids attracted a growing number of new residents. Subdivisions developed and the quaint seasonal cottages transformed or were completely replaced by year-round lakefront homes. Today’s Cannon Township is part of an expanding metro area, though it has managed to retain many of the natural and recreational qualities that first attracted a wave of new residents.

LSL was retained to update the township master plan. Specific attention was given to subareas within the township that exemplified unique qualities and characteristics, namely the Bostwick Lake Corridor, the historic Cannonsburg hamlet, and the continuing development of a village-style Planned Unit Development in the heart of the township. Additional key elements of the plan were enhancements to the non-motorized network, diversification of housing choices, and encouraging mixed-use development near major nodes.



BELDING ROAD - Alternative 2
Minimum 100' ROW



III. EXPERIENCE

Redevelopment Ready Master Plan Update

PLAINWELL, MI

KEY ELEMENTS

- Redevelopment Ready Communities®
- Public Involvement
- GIS Mapping
- Implementation Strategies

CONTACT

Denise Siegel, City of Plainwell
 Economic Development Director
 211 N. Main Street
 Plainwell, MI 49080
 269-685-6821
 dsiegel@plainwell.org

The City of Plainwell capitalized on opportunities to acquire vital tracts of land within city limits for redevelopment and economic development opportunities. These tracts, including the former Plainwell Paper Mill site, are situated in key locations in the heart of the downtown and along the Kalamazoo River. LSL assisted the city with their long-range planning efforts by documenting the opportunities for redevelopment, engaging the public through an open house and survey, graphically representing concept plans, and revising the city’s implementation strategy.

As a part of the update, LSL also provided a technical review of the existing master plan against the State Planning Enabling Act and the Redevelopment Ready Communities® (RRC) Best Practices. The goal of the review, and subsequent updates, was to create a more vibrant and sustainable community and to best position the city for the RRC certification process.



LEGEND

- COMMERCIAL
- RESIDENTIAL
- GOVERNMENT/INSTITUTIONAL
- OPEN SPACE
- Ⓟ PARKING

FORMER PLAINWELL PAPER MILL REDEVELOPMENT CONCEPT PLAN



2016 PLAINWELL MASTER PLAN
 FEBRUARY 2016



III. EXPERIENCE

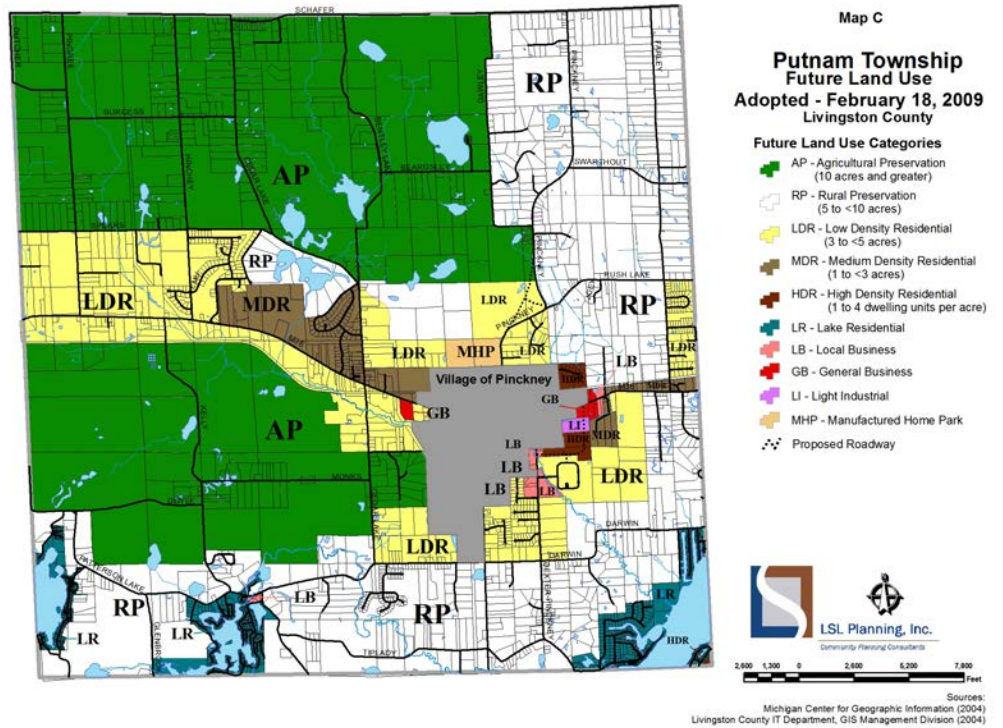
Master Plan PUTNAM TOWNSHIP, MI

KEY ELEMENTS

- Master Plan
- Rural Character
- Continuing Services

This rural community of 5,500 is located in Livingston County, one of the fastest growing counties in Michigan. Characterized by rolling terrain, mature wood lots, and dotted with lakes and wetlands, the township faces relentless development pressure from the Detroit metropolitan area.

To retain its natural character and remain a haven for its many horse farms, Putnam Township retained LSL to prepare a Master Plan that fully articulated the community's goals and highlighted its unique assets. The resulting Plan serves as a foundation for effective land use regulations, also prepared by LSL; designed to protect those prized qualities, while accommodating growth in appropriate locations. LSL continues as the Township's ongoing advisor for development review, ordinance writing and professional assistance.



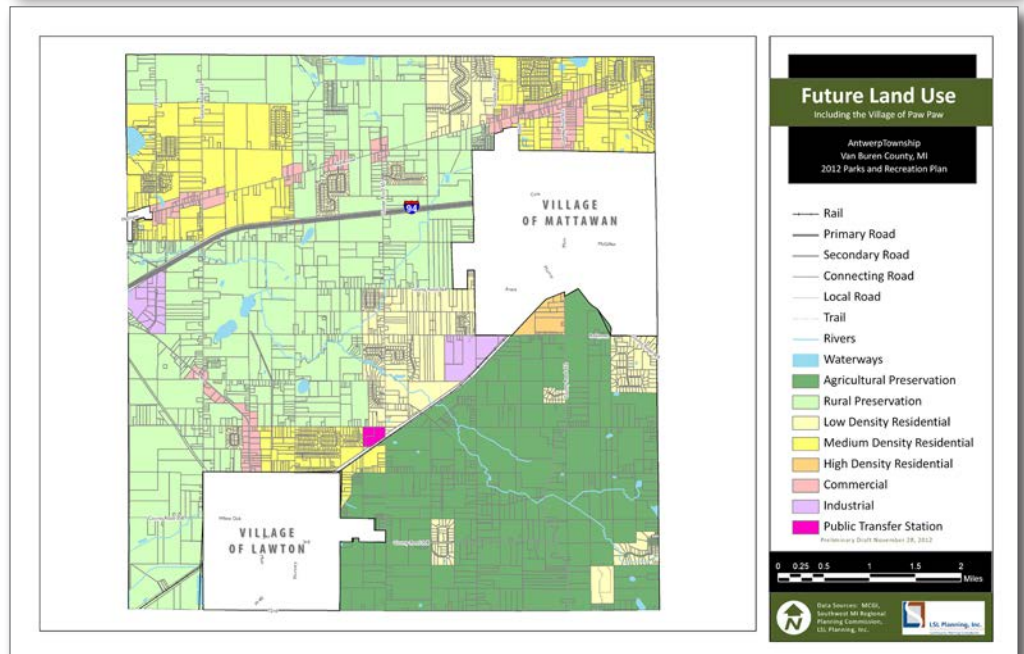
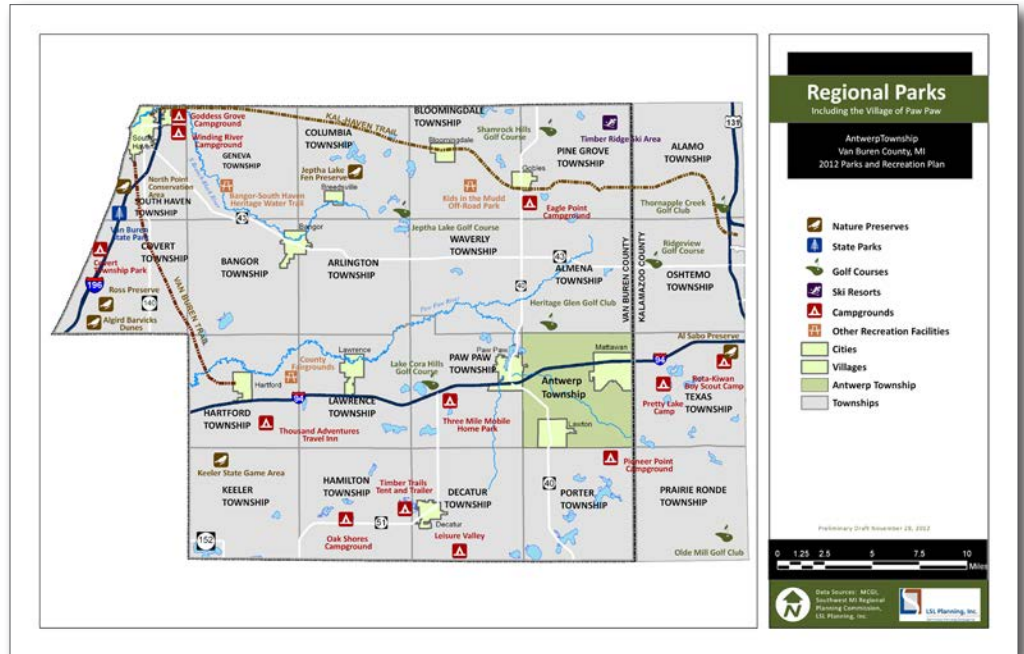
III. EXPERIENCE

Master Plan ANTWERP TOWNSHIP, MI

KEY ELEMENTS

- Community Survey
- Master Plan
- Corridor Planning
- Rural Preservation
- Continuing Services

Located in southwest Michigan’s wine country, Antwerp Township is anchored by the villages of Paw Paw, Mattawan, and Lawton. As the township’s planning consultant, LSL has provided a range of services over the years. In 2009 the newly crafted master plan was adopted. Directing commercial development and appropriate residential densities were major considerations of the plan, resulting in a vision of commercial nodes at key intersections rather than strip commercial development along Red Arrow Highway and M-40. Determining where rural preservation was possible and where it no longer was achievable was another outcome of the plan.





IV. Personnel

IV. PROJECT team

Brian Borden, AICP PLANNING MANAGER, LSL PLANNING



EXPERIENCE Since 1998

LSL EXPERIENCE Since 2003

EDUCATION
Masters Candidate in Urban Planning
Wayne State University
Bachelor of Arts, Albion College, 1996

PROFESSIONAL ASSOCIATIONS
American Institute of Certified Planners
American Planning Association

Michigan Chapter
American Planning Association

Since joining LSL in December of 2003, Brian has worked with many communities on an array of projects, including the development of master plans, zoning ordinances, and recreation plans. Additionally, Brian provides ongoing planning services for a number of communities including review of development proposals, office hours, and staffing boards and commissions.

Prior to joining LSL, Brian spent five-plus years in the Department of Community Development and Planning for the City of Monroe (MI) where he served as the primary planner for review of zoning applications.

Brian has used his combined public and private sector experiences as a platform to facilitate a variety of public involvement programs. Sessions such as LSL's Public-Workshop-in-a-Box™, public open houses/workshops, and focus group interviews have proven particularly successful for communities in development of their master plans and zoning ordinances.

Partial Listing of Experience

Ongoing Zoning Administration and Other Consultation Services

City of Bloomfield Hills (MI) Consultation Services | City of Grand Blanc (MI) Consultation Services | City of Monroe (MI) Consultation Services | Village of Beverly Hills (MI) Consultation Services | Brownstown Township (MI) Consultation Services | Genoa Township (MI) Consultation Services | Grosse Ile Township (MI) Consultation Services | Raisinville Township (MI) Consultation Services | Putnam Township (MI) Consultation Services | Village of Fowlerville (MI) Consultation Services

Comprehensive Plans

Ypsilanti Township (MI) Master Plan Update | City of Berkley (MI) Master Plan | City of Bloomfield Hills (MI) Master Plan | City of Taylor (MI) Master Plan | City of Monroe (MI) Master Plan | Village of Beverly Hills (MI) Master Plan | Village of Fowlerville (MI) Master Plan | Bloomfield Township (MI) Master Plan | Brownstown Township (MI) Master Plan | Genoa Township (MI) Master Plan | Rose Township (MI) Master Plan | Putnam Township (MI) Master Plan

Zoning Ordinances

City of Bloomfield Hills (MI) Zoning Ordinance | City of Grand Blanc (MI) Zoning Ordinance | Village of Beverly Hills (MI) Zoning Ordinance | Village of Fowlerville (MI) Zoning Ordinance | Brownstown Township (MI) Zoning Ordinance | Genoa Township (MI) Zoning Ordinance | Grosse Ile Township (MI) Zoning Ordinance | Raisinville Township (MI) Zoning Ordinance

Downtown Parking Plans

City of Berkley (MI) DDA Parking Study | City of Grand Blanc (MI) Downtown Parking Plan

Seminars and Presentations

Michigan Zoning Enabling Act | Site Design | Zoning Board of Appeals | Planning and Zoning Essentials

IV. PROJECT team

Kathleen Duffy, AICP SENIOR PLANNER, LSL PLANNING



EXPERIENCE Since 2006

LSL EXPERIENCE Since 2008

EDUCATION

Master of Urban and Regional Planning,
University of Illinois,
Urbana-Champaign, IL

B.S. in Architecture,
Minor in History of Art,
University of Michigan,
Ann Arbor, MI

National Charrette Institute Certificate,
2013

Form-Based Code Institute Certificate,
2013

ULI Larson Center for Leadership,
Class of 2014

AFFILIATIONS

American Institute of Certified Planners
(certified 2011)

APA-Michigan

Urban Land Institute

HONORS AND AWARDS

LSL Client Service Award 2010, 2011

Urban Land Institute (ULI) National
Gerald Hines Student Urban Design
Competition Team Proposal, Honorable
Mention, 2008

Department Excellence Award,
University of Illinois Department of
Urban and Regional Planning, 2008

Along with her master's degree in urban planning, Kathleen draws on her undergraduate background in architecture to provide both community planning and design services at LSL. Her experience in neighborhood planning, historic preservation, transit-oriented development, urban design, and public involvement provides a strong base for comprehensive plans, revitalization projects, and form-based codes.

A capable project manager, Kathleen leads the Michigan Economic Development Corporation's Redevelopment Ready Community technical assistance team, implementing planning best practices in communities across Michigan.

Partial Listing of Experience

Area Plans + Public Involvement/Charrettes

Shelby Twp (MI) Master Plan | Mount Clemens (MI) Redevelopment Master Plan Update | Rochester Hills (MI) Auburn Road Corridor Plan | Washtenaw County (MI) Platt Rd. and Golfside Charrettes | Charleston (WV) Comprehensive Plan | Peters Township (PA) Comprehensive Plan | Beverly Hills (MI) Master Plan Update | Grand Rapids (MI) WestSide Area Specific Plan | South Lyon (MI) Master Plan | Portage (MI) Master Plan Update | Genoa Twp (MI) Master Plan Update | Downtown Pontiac Livability Study (MI) | Ypsilanti Twp (MI) Master Plan Update | Cedar Springs (MI) Master Plan | Kalamazoo (MI) Master Plan | DeWitt (MI) Design Guidelines | Wayne (MI) Downtown Plan | Lansing (MI) Design Lansing Master Plan

Redevelopment and Community Development

MEDC Redevelopment Ready Communities Program Technical Assistance | Shelby Township (MI) Town Center Plan | Ypsilanti Township (MI) ReImagine Washtenaw Design Guidelines | MEDC Redevelopment Ready Communities Waterfront Best Practices | Birmingham (MI) Woodward Southern Gateway Plan | Beverly Hills (MI) Town Center Plan | Mundy Township (MI) Hill Road Corridor Plan | Evansville (IN) Jacobsville Neighborhood Plan | St. Clair (MI) Downtown Redevelopment Plan | Taylor (MI) Analysis of Impediments to Fair Housing | Taylor (MI) Neighborhood Stabilization Program 2 Grant Application | Jasper County (SC) Point South Interchange Area

Transit and Transportation Planning

Metro Detroit Regional Transit Authority Rapid Transit Corridor Plans | Macomb County (MI) Non-Motorized Plan | Richmond (IN) Complete Streets Plan | Woodward Avenue Corridor Transit-Oriented Development Study (MI) | Saginaw (MI) Transit Master Plan | CATA Lansing Area (MI) Michigan/Grand River Avenue BRT Feasibility Study | Southeast Michigan Council of Governments Gratiot Avenue Access Management Plan | Berkley (MI) Downtown Parking Study

Zoning Ordinances

Lansing (MI) Form-Based Code | Beverly Hills (MI) Form-Based Code | Ypsilanti Twp (MI) Zoning Ordinance Update | Genoa Twp (MI) Zoning Ordinance Update | Bluffton (SC) Unified Development Ordinance | Palmetto (GA) iZone | Farmington (MI) iZone | Romulus (MI) iZone | Grandville (MI) iZone | Taylor (MI) Interactive Zoning Ordinance

IV. PROJECT team

Maxwell Dillivan, AICP PROJECT PLANNER I, LSL PLANNING



Maxwell brings the latest skills and techniques in the field providing services in planning and design. His background includes geographic information systems (GIS), research and statistical analysis, motorized and non-motorized transportation planning, environmental planning, and urban design.

Maxwell assists on a diverse set of projects at LSL, ranging in size and scope. He has created plan documents for public and private clients including motorized and non-motorized transportation plans, sub-area studies, parks and recreation plans, master (comprehensive) plans, and zoning ordinances. Additionally, he also provides ongoing GIS database administration and mapping services for Mountain View, CO; Dacono, CO; Grattan Township, MI; and Byron Township, MI. Maxwell recently developed the 2015 Cannon Township (MI) Master Plan and the WestSide Area Specific Plan (Grand Rapids, MI), and is currently assisting on the Byron Township Master Plan (MI), Plainwell (MI) Master Plan, Fort Mill (SC) Unified Development Ordinance, and the Kennedale (TX) Zoning Ordinance.

Additionally, Max provides planning services in the form of mapping, graphic design, 3-D visualization, presentation design, project composition, site plan review, and ongoing zoning consultation.

EXPERIENCE Since 2009

LSL EXPERIENCE Since 2012

EDUCATION

Bachelor of Science, Geography
Grand Valley State University
Master of Urban & Regional
Planning
Ball State University

PROFESSIONAL ASSOCIATIONS

American Planning Association -
Michigan Chapter

AWARDS

Eric & Sandra Kelly
Capstone Writing Award
Ball State University

PUBLICATIONS

Co-author
"Transit Deserts: The Gap between
Supply and Demand"
Journal of Public Transportation
September 2013

Partial Listing of Experience

Area Plans

Plainwell (MI) Master Plan | Byron Township (MI) Master Plan | Pentwater Village (MI) Master Plan | Grand Rapids (MI) WestSide Area Specific Plan | Robinson Township Subarea Study | Cannon Township (MI) Master Plan | Plan Jasper County (SC) Comprehensive Plan | Portage (MI) Master Plan | Danby (MI) Master Plan | Otsego (MI) Master Plan | Hart (MI) Master Plan | Park Township (MI) Master Plan | Antwerp Township (MI) Master Plan | Steelcase, Inc. Campus Sub-Area Study (MI) | Madison (IN) Downtown Sustainability Plan | Huntington (IN) Comprehensive Plan | Griffith (IN) Comprehensive Plan

Transit and Transportation Planning

WisDOT Access Management Training | Streetcar Feasibility Study, Grand Rapids (MI) | Michigan Street Multi-Modal Corridor and TOD Plan, Grand Rapids (MI) | City of Muskegon (MI) Downtown Parking Study

Zoning Ordinances

Richmond Hill (GA) Unified Development Code | Wilmington (NC) Zoning Ordinance | Kennedale (TX) Zoning Ordinance | Fort Mill (SC) Unified Development Ordinance | Bargersville (IN) Zoning Ordinance | Yellow Springs (OH) iZone | Byron Township (MI) Zoning Ordinance | Kodiak Island Borough (AK) Development Code

Parks and Recreation Plans

Farmington (MI) 2016 Parks and Recreation Master Plan | Lapeer (MI) Parks and Recreation Master Plan | Antwerp Township (MI) 2012-2017 Parks and Recreation Plan | Algoma Township (MI) 2013-2018 Parks and Recreation Plan



V. Cost Proposal

V. COST proposal

The following budget reflects all the items described in our scope of work, which is a modest update to the current plan. Should the Township wish to add or delete tasks, we can negotiate a revised budget.

		Task Estimate
Kick Off		\$3,000
Staff	Kick Off call with staff	
	Review Background Information/kick off mtg prep	
	Tour with staff (same day as PC kick off)	
PC #1	Kick Off Meeting: Review Goals/PET Exercise	
Update Existing Conditions		\$3,000
	Update Demographics/create infographics	
	Update Community Groups/Plans in Progress	
Draft Plan		\$8,300
	FLU analysis	
PC #2	FLU work session	
	Update FLU map/descriptions	
	New plan Template/Outline	
PC #3	Implementation Plan work session	
	Draft Plan	
PC #4	Planning Commission Draft Meeting	
	Draft Plan Revisions	
	Distribute Plan for 42-day Agency Review	
Final Draft		\$1,000
	Final Revisions	
PC #5	Public Hearing	
Project Management		\$2,800
	Coordination with Township staff	
	Mapping Coordination w/Twp GIS	
	Printing expenses (estimated)	
	Other expenses including mileage, meals (5 trips estimated)	
	Contingency meeting or additional set of revisions	\$1,000
		\$19,100

Additional meetings may be added above the budgeted amount at a fee of \$600 per meeting

Charter Township of Union

Proposal to Update the 2011 Master Plan (5 Year Review)

Prepared by: **Spicer**
group

July 6, 2016



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Primary Contact Representative
Robert R. Eggers, AICP, Principal
robe@spicergroup.com
989-754-4717

Firm Background

Stronger.

Almost all successful projects can be attributed to strong project management. Our project managers understand that successful management of projects is a result of having a strong team that remains in constant communication with all stakeholders including the client, contractors, permitting officials and the community.

Safer.

We continually update our safety training, integrate safety into our designs, and actively practice key safety measures out in the field. Safety plays a key role in all our projects, from the day the design starts to the day ground is broken, all the way to project closeout.

Smarter.

Seven decades of service has helped us grow into a smarter firm. We look for creative solutions to difficult problems. We think outside the box. We realize that the smartest solution is an honest solution. Honesty and trust are key ingredients in all of our client relationships. We believe that remaining up front with our clients is one of the main reasons they keep coming back.

Spicer Group is a full-service consulting firm providing engineering, surveying and planning services to clients throughout Michigan. Since 1944, Spicer Group has grown from a one-man operation to a firm with more than 150 employees. We have satellite offices located in St. Johns, Dundee, Grand Rapids, Manistee and Lansing and our headquarters is located in downtown Saginaw. Our qualified staff provides assistance to municipal, county, state, federal, private, industrial, commercial and institutional clients.

Spicer Group is incorporated in the State of Michigan and provides a wide range of services to meet our clients' needs, that include:

- Community Planning
- Park Design
- Pathway and Trail Design
- Recreation Planning
- DDA Assistance
- Architectural Services
- Landscape Architectural Services
- Grant Writing/Fund Development
- Urban Design
- Web Site Development
- GIS/Data Management
- Mapping Services
- Construction Engineering
- Electrical Engineering
- Environmental Engineering
- Structural Engineering
- Survey Services
- Transportation Engineering
- Utility Services
- Water/Wastewater Engineering
- Watershed Management

Firm Background

Why choose Spicer Group?

We believe the Charter Township of Union deserves special attention. We realize that the Charter Township of Union is not just another town off 127 – it's a diverse community surrounding a major college. To be sure, the Charter Township of Union is uniquely situated in this part of the state, therefore, our desire is to update your Future Land Use Map with this perspective in mind.

Planning has been a strong component of our company for over 20 years. Our team provides master planning, zoning updates, and planning services on numerous projects and we are also a three-time American Planning Association (APA) award winner. Our corporate headquarters is close to the Charter Township of Union and we have successfully completed planning projects in your vicinity, such as the recent update to Mt. Pleasant's Master Plan. This gives us great knowledge and familiarity of your community.

Spicer Group always takes the time to tailor planning documents that are specific to the community's needs. Our Community Planners have completed and updated Master Plans and Future Land Use Maps for many different communities across Michigan, most recently for the City of Mt. Pleasant and Homer Township. We want to help the Charter Township of Union create a Future Land Use Map to reach its full potential as well.

We have great relationships with other lower Michigan communities such as Midland County, the City of Mt. Pleasant, Midland Township, and Homer Township. We specialize in working with small to medium-sized communities around Michigan. Spicer Group has also provided planning assistance to Midland County for the past 15 years, giving us a greater understanding of the pulse and beat of all the small communities within the County. We understand the issues your community faces, and we have acquired experience and knowledge needed to help you meet your goals.

Spicer's planners are engaged with current planning and zoning trends and practices. We are involved with the American Planning Association (APA) and the Michigan Association of Planning (MAP). We keep up-to-date through various training and certification requirements, and also do our part to be thought leaders in the planning profession by contributing and sharing our ideas in publications and at conferences. Listed below are some of our recent achievements and contributions to the planning profession.

Spicer Group Headquarters

230 S. Washington Ave.

Saginaw, MI 48607-1286

Phone: (989) 754-4717

Fax: (989) 754-4440

www.spicergroup.com

Firm Background

Awards

- Outstanding Small Town or Rural Plan: *Oscoda Township Bicycle and Non-Motorized Pathway Plan* from the American Planning Association: Small Town and Rural Planning Division in 2010.
- Outstanding Planning Initiative for a Small Town or Rural Area: *Oliver Township Wind Energy* from the American Planning Association: Small Town and Rural Planning Division in 2007.
- Outstanding Rural Planning Project: *Tobacco Township Land Use Plan* from the American Planning Association: Small Town and Rural Planning Division in 2000.

Presentations

- *Easy and Effective Ways to Share Your Data with Social Media and Other Online Tools.* Planning & Zoning Center at Michigan State University, 2014 Saginaw Bay Watershed Conference, Saginaw Valley State University, 6/12/2014.
- *Getting Good Data and Creating Cool Infographics: New Visuals for Your Planning Documents.* Michigan Association of Planning, 2013 Annual Conference, Kalamazoo, 10/4/2013.
- *Hacking the Public Presentation.* Michigan Association of Planning, 2012 Annual Conference, Traverse City, 10/18/2012.
- *Site Plan Review for Wind Farms – Case Study: Gratiot County.* Michigan Association of Planning, 2011 Annual Conference, Grand Rapids, 10/20/2011.
- *Planning for Wind Energy: Best Practices for Updating Your Planning Documents.* Webinar hosted by the Michigan Association of Planning, 1/22/2010.



Firm Background

Publications

- “Michigan Wind Energy Update and Future Perspectives for Planners,” Alan Bean, AICP. Michigan Planner, Vol. 17 No. 6, November/December 2013, pp. 6-9.
- “Oscoda Charter Township Bicycle and Non-Motorized Pathway Plan,” Alan Bean, AICP. Planning & Zoning News, Vol. 28 No. 11, Sept 2010, pp. 14-15.
- “Planning for Wind Energy in Michigan,” Alan Bean, AICP. Michigan Planner, Vol. 14 No. 3, March/April 2010, pp. 1-6.

Professional Staff

We have put together an exceptional team of experienced professionals that are prepared to work together to provide planning consulting services for the Master Plan Update for the Charter Township of Union. Our team includes award-winning planners who have successfully updated and created Master Plans for many communities across Michigan. Each team member has experience leading public meetings and gathering community input for a variety of projects.



Robert R. Eggers, AICP – Principal in Charge

As a senior planner and head of the planning department, Mr. Eggers has over 20 years of experience managing projects ranging from master planning, park design, recreation planning, grant funding assistance, zoning ordinances, DDA plans, streetscapes, site plan reviews and amendments, and housing studies. Mr. Eggers assists a number of municipal, township, and county clients. He has presented at MAP and MRPA numerous times, has participated in national presentations, has received three National Awards from the American Planning Association for Outstanding Rural Planning, a MRPA Award for Landscape

Design for the Saginaw Valley Rail Trail, and has received recognition from the HUD for Design Excellence. He is certified with MDOT for Access Management and has managed numerous recreation plans and resulting grants totaling over \$15 million. His planning expertise will ensure the success of this project and make sure that the City of Vassar is satisfied with the results.



Alan R. Bean, AICP – Project Planner

Mr. Bean has a bachelor's degree in natural resources and a master's degree in planning from the University of Michigan. He has served as project manager and lead planner on a variety of complex planning projects that bring together a wide variety of diverse stakeholders, including dozens of Master Plans for communities across Michigan. Mr. Bean's strength is his use of mapping, digital renderings, and online tools such as Google Earth, Facebook, and various blogs. These tools help during community input and they help clients visualize concepts and data for their projects. By using various methods to encourage

community participation, he helps clients understand the wishes and desires of citizens in order to establish broad-based support for proposed initiatives. When conducting meetings, such as presentations with local committees, he is thorough and organized, with a strong grasp of the particular needs of the client and the project. He is MDOT pre-qualified for Access Management. Mr. Bean is a member of the International Association of Public Participation (IAP2) and he values public engagement strategies that are effective and inclusive.

Experience

In recent years, Spicer Group has completed numerous planning documents for communities similar to yours. A few of the communities we have completed planning documents for include the following:

- **Midland Township**
- **Homer Township**
- **Dundee Master Plan**
- **Mt. Pleasant Master Plan**
- **City of Saginaw**
- **Saginaw Charter Township**
- **City of Midland**
- **Parks and Recreation**
- **Kochville Township**
- **Hampton Township**
- **Sebewaing Township**
- **Beaver Township**
- **Wise Township**
- **City of Bronson**
- **Carrollton Township**
- **City of Coleman**
- **Ingersoll Township**
- **Tobacco Township**
- **Mt. Haley Township**
- **Verona Township**
- **City of Sandusky**
- **Village of Capac**
- **Village of Akron**
- **Montrose Township**
- **City of Davison**
- **City of St. Louis**
- **Village of Breckenridge**
- **Spaulding Township**
- **Village of Elkton**
- **Village of Breckenridge**
- **Alabaster Township**
- **Oliver Township**

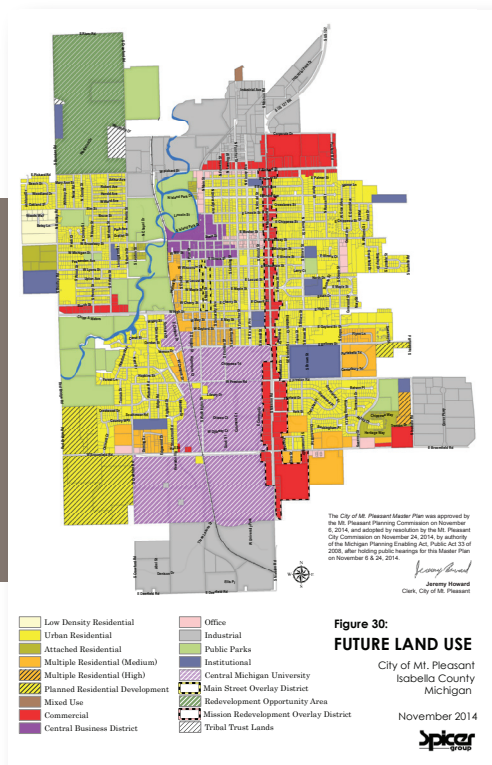


Mount Pleasant Master Plan

The City of Mt. Pleasant required a focused update to its Master Plan, which was last adopted in 2006. The updated Master Plan was started late 2012 and was developed by Spicer Group to incorporate a number of key features. New population, housing, and employment data from the 2010 Census, including comparative analyses, was provided as part of the Community Information section.

A redevelopment plan for Mission Street was included and appropriately integrated into the Goals & Implementation section. Other major updates included the development of priorities for the Downtown area, a new land use vision for the Mt. Pleasant Center property, and new goals and action items that address non-motorized transportation in the City.

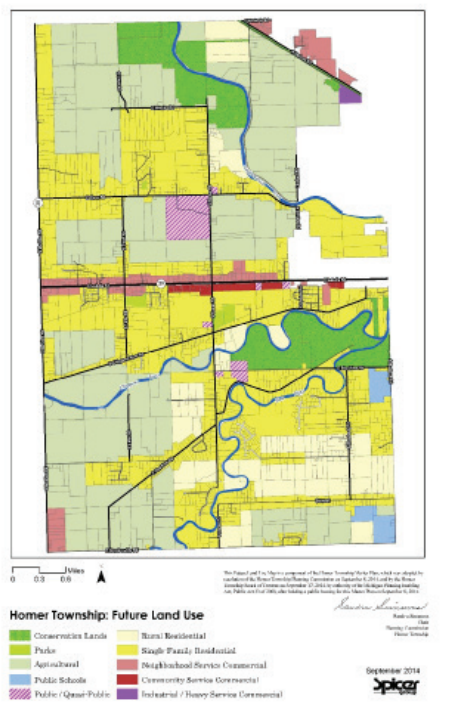
Along the way, significant input from the community has been gathered and shared with the Planning Commission and City leaders. The diversity of Mt. Pleasant – inclusive of the Saginaw Chippewa Indian Tribe, Central Michigan University, and other groups – necessitated an innovative public input process that incorporated various outreach methods. Efforts included an online survey, a social media campaign, a City-wide open house, and individualized “Meeting in a Box” input sessions with 10 of the City’s community organizations and agencies.



Client Contact
William Mrdeza
Director of Community Services
320 West Broadway
Mt. Pleasant, MI 48858
Email: wmrdeza@mt-pleasant.org
Phone: (989) 779-5311

Homer Township Master Plan

Spicer Group worked with Homer Township in 2013-2014 to adopt a new Master Plan. Homer Township had last completed a Master Plan in 1997. Realizing much had changed since that time, the Township sought extensive analysis from Spicer Group in delineating current existing land uses, gathering up-to-date demographics and analyzing important environmental features such as the three major rivers which transverse the community. Extensive public input was gathered for this Plan via an online community input survey, for which links were placed on the Township's webpage and Facebook page, and via a public input open house held on June 18th, 2013. Information about the community was regularly posted to the Township's Facebook page during the duration of the project, and the Facebook page also served as a way to gather further public comments on the planning process. The Planning Commission developed new goals and objectives for the Township based on new background information and community input. A future land use map and zoning plan were concurrently developed, which helped guide the Township toward simplifying their commercial future land use designations and zoning districts, and helped to ensure a balance of residential, agricultural, and conservation lands to maintain the character of the Township. An action program at the end of the Plan served as a means for the Township to achieve realistic and meaningful goals in the future. The final hearing and adoption of the Plan occurred in September 2014.



Client Contact
Sandra Simmons, Planning
Commission Chairperson
Homer Township
522 North Homer Road,
Midland, MI 48640
(989) 631-4399
sandrasimmons403@att.net

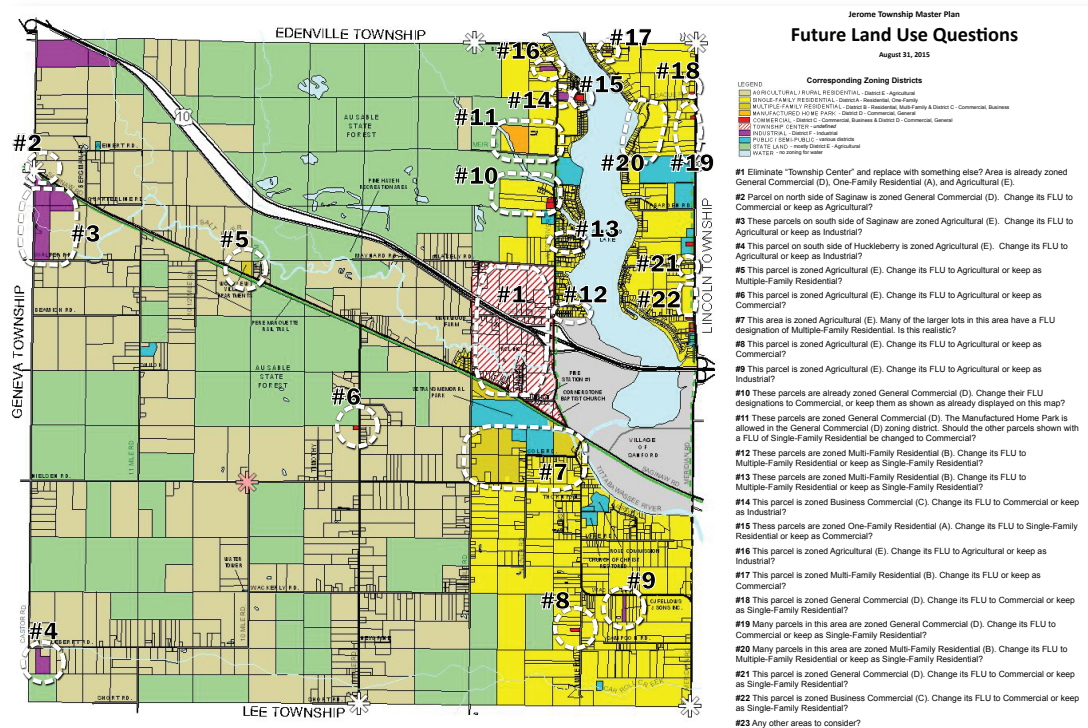
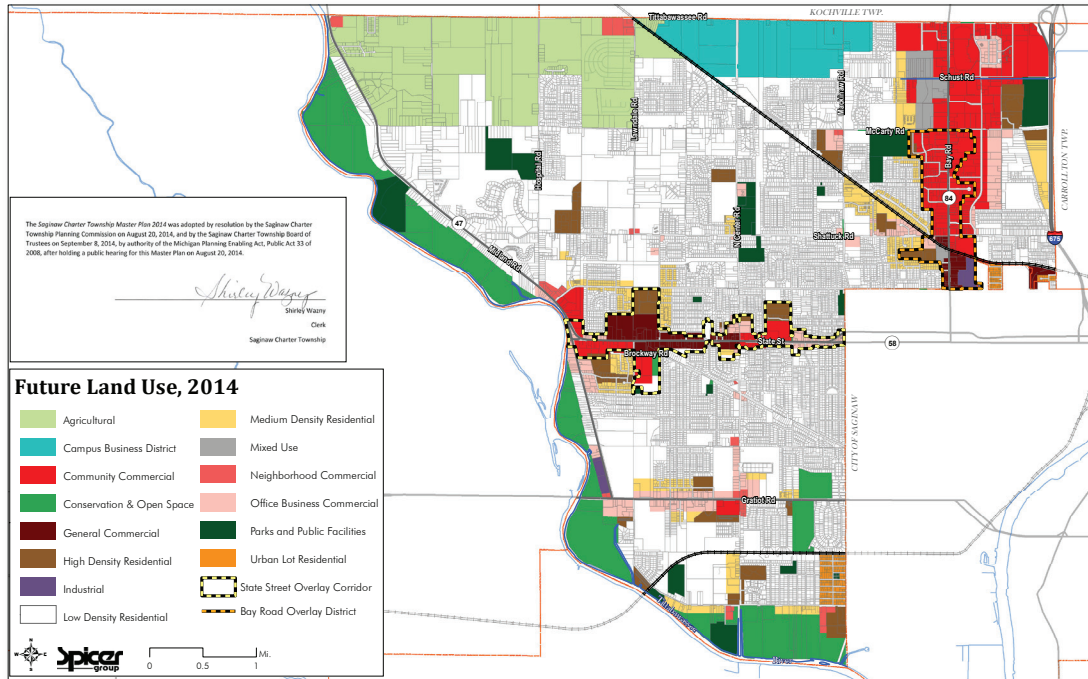
Midland Township Master Plan

Spicer Group worked with Midland Township to complete a combined Master Plan and Recreation Plan in 2014. Midland Township had never completed a Recreation Plan and combining it with the Master Plan streamlined the process and was more cost-effective than completing separate plans. The background portion of the plan provided demographic information, natural features description and maps, and public infrastructure description and maps. Public input was gathered via an online survey during the summer of 2014. The public was notified of the survey on the Township's web site and via a township newsletter mailing. A link was placed on the Bullock Creek Schools web site and postcards were distributed at the Creek Grill, a popular local gathering spot in the Township. All notifications included a QR code so the survey could be taken via mobile device. Based upon the background information and community input, the Planning Commission developed goals and objectives for the Township. The future land use map was developed along with a zoning plan, which helps translate the future land use into specific zoning designations. The plan concluded with an implementation plan to guide the township's planning efforts in the future. After completing the mandatory public review process, the final public hearing and adoption for the plan will take place in early February 2015.



Client Contact
Mark Radosa, Planning
Commission Chairperson
Midland Township
1030 S. Poseyville Road
Midland MI 48640
(989) 835-8866
radosa@aol.com

Samples:

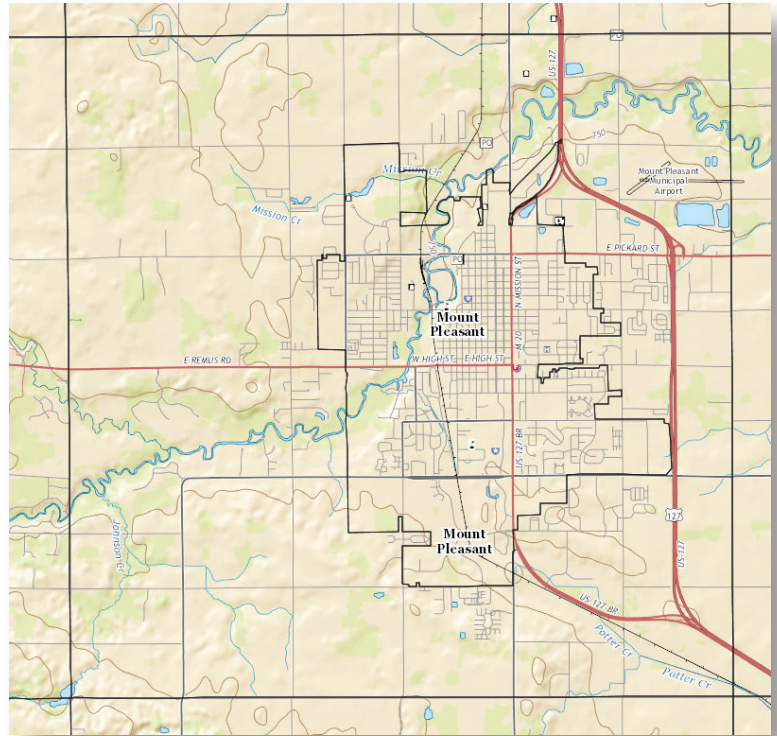


Spicer Group understands the Charter Township of Union would like to update its Future Land Use map. The Township has grown at a rapid pace over the past 15 years, and now, five years after the adoption of the 2011 Master Plan, it is time to review and update the Future Land Use map to reflect anticipated trends. Such a project is very familiar to Spicer Group, and at a minimum, involves the following steps:

1. Begin the Master Plan update notification process by submitting letters to neighboring jurisdictions, the County, and other entities, as required by the Michigan Planning Enabling Act (PA 33 of 2008). Note, the revised Future Land Use map will be considered an amendment to the Master Plan. As such, notification procedures and the required public hearing must comply with the requirements of the Michigan Planning Enabling Act. Spicer Group will assist the Township through this process.
2. Spicer will meet with Township staff to have a general discussion about how the Master Plan and the Future Land Use map has been working for the Charter Township of Union and how well it relates to the Zoning Map. At this meeting, Spicer Group will also receive from the Charter Township of Union, any current GIS parcel data of the Township, including any input from recent community engagement activities.
3. Meet with the Planning Commission to review the current Future Land Use map to learn about issues and other concerns.
4. Based on the comments from the Planning Commission and staff, Spicer Group will analyze the current Future Land Use map, mark it up, and develop a list of questions in preparation of a work session with Planning Commission.
5. The second meeting with the Planning Commission will be work session to review the Future Land Use map and to determine which areas need to be updated. Some topics of discussion that are anticipated include:
 - a. Recent rezonings
 - b. Recent development
 - c. Anticipated development
 - d. Recent input from the community
 - e. Availability of water and sewer
 - f. Tribal lands and development
 - g. Location of DDA boundaries
 - h. Consideration of the Zoning Plan as described in Chapter 10 of the current Master Plan
 - i. Consideration of other plans, e.g. non-motorized transportation, etc
 - j. Consideration of the Township's relationship to the City of Mt. Pleasant and to Central Michigan University

Work Plan

6. After the work session with the Planning Commission, Spicer Group will update the Future Land Use map.
7. At a third meeting with the Planning Commission, Spicer Group will present the updated Future Land Use map. Spicer Group anticipates additional discussion with the Planning Commission on this version of the map.
8. Next, Spicer Group will finalize the Future Land Use map and prepare it for a final meeting with the Planning Commission. Because this version of the Future Land Use map is intended to be the final version before it goes to public hearing, this fourth meeting should be a joint meeting with the Planning Commission, the Board of Trustees, the Economic Development Authority, and other relevant entities in order to establish buy-in on proposed changes. At this fourth meeting, the Planning Commission should set the date for the public hearing, as required by the Michigan Planning Enabling Act.
9. Prior to the public hearing, the Board of Trustees has to approve the draft of the revised Future Land Use map. After Board approval, Spicer will submit the map to the neighboring jurisdictions, the County, and other entities. This must take place 63 days prior to the public hearing. In addition, Spicer Group will assist with the required public notice that must be posted and published at least 15 days before the public hearing.
10. Spicer Group will attend the Public Hearing and assist with the overall adoption process, as required by the Michigan Planning Enabling Act.
11. After adoption of the Future Land Use map by the Planning Commission, Spicer Group will transmit fifteen (15) color 11" x 17" hard copies, as well as digital versions, of the map to the Charter Township of Union. Spicer Group will also deliver a color 24" x 36" version of the Future Land Use map.



Our lump sum, not-to-exceed contract price for developing an updated Future Land Use map for the Charter Township of Union as described in the eleven tasks under Work Plan, which includes four meetings with the Planning Commission, one meeting with Township staff, assistance with Michigan Planning Enabling Act compliance, attendance at the Public Hearing, and associated deliverable, shall be: **\$7,500**.

Optional Meeting Add-On – The cost for additional meetings with the Planning Commission shall be: **\$900** per meeting.

Optional Zoning Plan Add-On – The cost for updating the Zoning Plan narrative, as described in Chapter 10 of the current Master Plan, shall be: **\$1,200**.

PROPOSAL

CHARTER TOWNSHIP OF UNION, MICHIGAN

FIVE-YEAR REVIEW OF 2011 MASTER PLAN

JULY 6, 2016

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 6, 2016

Peter Gallinat, Township Planner
Charter Township of Union
2010 S. Lincoln Road
Mount Pleasant, MI 48858

RE: Five-Year Review of 2011 Master Plan

Dear Mr. Gallinat:

ROWE Professional Services Company appreciates the opportunity to present this proposal to provide services for the above-referenced project. Over our 54-year history, ROWE has worked with a broad range of municipalities with characteristics similar to the Charter Township of Union. This experience will help us serve you effectively and efficiently.


The project team we have assembled will be managed by Senior Planner J. Douglas Piggott, AICP, who has 30+ years of experience with community planning and has worked with 34 communities to complete master plans. Our team also includes staff with experience in public engagement activities if you chose our public engagement option.

Our understanding of the project is that Union Township wants to undertake the five-year review of the Township Master Plan, but in addition, the township wants to amend the Master Plan, which would include, at a minimum, revising the Future Land Use Map. Our proposal outlines a five-year review process and includes work on the Future Land Use Map and any revisions in the Goals and Objectives section of the plan brought up during the review. Our proposal also includes assistance with the review and adoption process and preparation of an updated plan. We have also included three optional items we would recommend the township consider as part of this project as requested in your RFP.

The offer enclosed is a firm offer for a 90-day period from the date of opening, noted on this cover letter. If you have any questions, please feel free to contact either of us at (989) 772-2138.

Sincerely,

ROWE Professional Services Company


J. Douglas Piggott, AICP, PCP
Senior Planner
(Contact Representative)



Leanne H. Panduren, PE
CEO / President
(authority to contractually bind the company)

Engineering | Surveying | Aerial Photography/Mapping | Landscape Architecture | Planning

Mt. Pleasant: 127 S. Main Street • Mt. Pleasant, MI 48858 • O (989) 772-2138 • F (989) 773-7757

With Offices In: Flint, MI (Corporate) • Lapeer, MI • Farmington Hills, MI • Grayling, MI • Tri-Cities, MI • Myrtle Beach, SC

www.rowepsc.com



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Proposal for:

Five-Year Review of the 2011 Master Plan

Presented to:

Charter Township of Union, Michigan

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 - a. Zoning Plan / Implementation Plan
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Submitted by:
ROWE PROFESSIONAL
SERVICES COMPANY

July 6, 2016



Qualifications

Introduction

ROWE Professional Services Company (a Michigan corporation) is a professional engineering consulting firm, with large-firm resources, broad expertise, *and* the personal service and attention you deserve. Our staff of more than 140 professionals in Michigan and South Carolina strives for 100 percent client satisfaction. Specialties include:

PLANNING ■ LANDSCAPE ARCHITECTURE
ENGINEERING ■ SURVEYING ■ AERIAL PHOTOGRAPHY/MAPPING

Office Locations

Corporate

The ROWE Building
540 S. Saginaw Street
Suite 200
Flint, MI 48502
Ph. (810) 341-7500
Fax (810) 341-7573
www.rowepsc.com

Branches

MT. PLEASANT
127 S. Main Street
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Ph. (989) 772-2138
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FARMINGTON HILLS
27260 Haggerty Road
Suite A-7
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LAPEER
128 N. Saginaw Street
Lapeer, MI 48446
Ph. (810) 664-9411
Fax: (810) 664-3451

LANSING
1000 S. Washington Avenue
Suite 104
Lansing, MI 48901
Ph. (800) 837-9131
Fax (800) 974-1704

TRI-CITIES
419 N. Madison Avenue
Bay City, MI 48708
Ph./Fax (989) 894-4001

GRAYLING
403 Huron Street
Grayling, MI 49738
Ph. (989) 348-4036
Fax (989) 348-5416

MYRTLE BEACH
511 Broadway Street
Myrtle Beach, SC 29577
Ph. (843) 444-1020
Fax: (843) 448-3936

Aerial Division

AIR-LAND SURVEYS
540 S. Saginaw Street
Suite 200
Flint, MI 48502
Ph. (810) 762-6800
Fax: (810) 762-6801
www.airlandsurveys.com

ROWE has prepared master plans for 41 communities (cities, villages, townships, and counties) over the past 25 years. If updates / rewrites of plans are included, the total is 49 plans.



Our Specific Capabilities

Planning

Our licensed planner, certified by the American Institute of Certified Planners (AICP), and planning staff work closely with community representatives to provide:

- Master/Land Use Plans
- Strategic Plans
- Feasibility Studies
- Parks & Recreation Plans
- Zoning Ordinances
- Capital Improvement Programs
- Downtown Development Plans
- Urban Design
- Neighborhood Plans
- Tax Increment Finance Plans

Landscape Architecture

Respect for natural resources enhances every facet of our designs, with creativity and imagination the only rules. Our licensed, professional landscape architect and staff provide design services including:

- Streetscapes
- Recreation Areas
- Planting Plans
- Parks
- Walkways and Trails
- Site Enhancements
- Historic Landscapes
- Waterfronts
- Campus Planning
- Transportation Corridors
- Residential Development
- Sensitive Environments

Civil Engineering

Our 35 licensed professional engineers are experienced in design and construction engineering for:

- Bridges
- Demolition
- Storm Water Management
- Roads
- Parking Lots
- Sewer Systems
- Parks & Recreation Facilities
- Water Systems
- Wastewater Treatment
- Land Development
- Utility Rates
- Pumping Stations
- Grants and Project Financing
- Traffic Signals
- Transportation Planning

Surveying

Twelve licensed professional surveyors and 10 field crews use state-of-the-art equipment to provide:

- Topographic Mapping
- Retracement
- ALTA
- Right-of-Way
- Government Corners
- Cadastral / Boundary
- Construction Staking
- Control
- Remonumentation
- Aerial Control

Aerial Photography/Mapping

Using a variety of airborne sensors and cameras we can provide:

- Vertical & Oblique Photography
- DTM-DEM Surface Modeling
- Digital Orthophotography
- Photo Reproductions
- Volumetrics
- GIS Base-Mapping
- Analytical Aerial Triangulation
- Airport Surface Analysis



Key Personnel



**Project Manager /
Senior Planner**
J. Douglas Piggott, AICP

Doug will be the township's contract representative and principal point of contact. He will

lead communications with township staff, provide direction to other team members, and attend all necessary meetings.

Doug has more than 30 years of experience as a professional planner, the last 25 years with ROWE. He has been responsible for the preparation or update of more than 35 master, land use, and neighborhood redevelopment plans during his career. As a member of the Michigan Association of Planning's Planning Law Committee he participated in the drafting of the current Michigan Planning Enabling Act.



Principal in Charge & QA/QC
Leanne Panduren, PE

Leanne will be responsible for ensuring the project team has the staff and resources necessary to successfully complete the project.

She will also provide support for infrastructure issues and perform QA/QC reviews for this project.

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, principal in 2010, president in 2014, and chief executive officer in 2016.



Landscape Architect
Douglas Schultz, PLA

Doug will provide support for issues related to parks and recreation planning, natural features, and urban design.

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.



Project Planner
Scott Kree

Scott will perform a majority of the research for the project on material not already provided by township staff. He will attend some of the

planning commission meetings and will assist with facilitating the public forums.

Scott has 14 years of experience working on a wide range of projects, including land use and neighborhood redevelopment plans.



Graduate Planner
Caitlyn McGoldrick

Caitlyn will assist Doug and Scott with research and preparation of materials. She may also assist with the public-

participation components of the work.

Caitlyn has previous municipal planning experience and recently joined ROWE after earning her degree in urban and regional planning.



J. DOUGLAS PIGGOTT, AICP

Project Manager / Senior 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

- Placemaking, Train the Trainer, Modules 1-6 (Michigan Municipal League / MiPlace Partnership, 2013)
- Charette Systems Training (National Charette Institute, 2012)
- Form Base Code Seminar (Michigan Municipal League; 2009)

Affiliations

- MAPA/MiSP/MAP Planning Law Committee (1992-Present)
- Michigan Chapter of the American Planning Association, Executive Committee (1994-2000)
- City of Corunna Planning Commission (1992-2003)
- MAPA/MSPO Joint Conference Committee (1996-1998)
- MiSP/MAP Fellows of AICP Nominating Committee (2000-20011)

Relevant Project Experience

Charter Township of Union, MI

- *Sign Ordinance Update*: Worked with the planning commission on an update of the sign provisions of the township's zoning ordinance. The project included an inventory of all signs, including the coordinate location and photo of each sign, a technical analysis of the current sign regulations, a visual preference survey to identify preferred characteristics of signs, a comparison of township and City of Mt. Pleasant regulations, and a regulation sign "open house" (2014).

Master Plans

- Cities of Burton, Caro, Lapeer, Corunna, and St. Johns, MI
- Villages of Bancroft, Birch Run, Chesaning, Elsie, Gaines, Mayville, Metamora, Millington, Otisville, Reese, and Vernon, MI
- Townships of Almer, Antrim, Argentine, Bennington, Birch Run, Burns, Caledonia, Chesaning, Dryden, Fenton, Flushing, Grant, Indianfields, Owosso, Perry, Pinconning, Richfield, Tuscola, and Woodhull, MI

DDA Plans and Tax Increment Financing Plans and Reports

- City of Durand, MI
- Villages of New Lothrop, Millington, and Vernon, MI
- Perry Township, MI



J. DOUGLAS PIGGOTT, AICP *continued*

Neighborhood / Downtown Plans

- Smith Village (City of Flint, MI)
- Downtown Redevelopment Plan (City of Niles, MI)
- Bay Area Housing Neighborhood Preservation Plan (City of Bay City, MI)

Site Plan Review Services

- Cities of Caro, Clio, Flint, Flushing, and Mt. Morris, MI
- Villages of Chesaning, Holly, Metamora, and Otisville, MI
- Townships of Argentine, Caledonia, Clayton, Dryden, and Fenton, MI
- Shiawassee County

Parks and Recreation Plans

- Cities of Corunna, Dearborn Heights, Lincoln Park, Omer, Ovid, Perry, and Swartz Creek, MI
- Villages of Armada, Dryden, New Lothrop, Sparta, and Vernon, MI
- Townships of Dryden, Fenton, Flushing, Grand Blanc, Hayes, Mills, and Woodhull, MI
- Counties of Genesee, Shiawassee, and Tuscola, MI

Geographic Information Systems Mapping

- City of Niles, MI
- Charter Township of Fenton, MI

Michigan Association of Planning Annual Conference Presentations

- National Flood Insurance Program (2011)
- Procedural Manuals (2009)
- The Five-Year Plan Review (2008)
- Michigan's Right to Farm Act (2007)

ROWE Community Education Series Presentations

- Placemaking (October 2013)
- Food and Your Community (April 2013)
- Current Planning and Zoning Issues (October 2011)
- Understanding the New Census (April 2011)

- Planning and Zoning Issues Related to the National Flood Insurance Program and Map (October 2010)
- The Master Plan and the Five Year Review (October 2008)
- The Michigan Planning Enabling Act and Amendments to the Michigan Zoning Enabling Act (April 2008)
- Smart Growth and Smart Growth Readiness Assessment Tool (April 2007)

City of Lapeer, MI

- *Master Plan Update:* Worked with the City of Lapeer, LSL Planning, and Anderson Economic Group (AEG) to update the city's master plan. The plan concentrated on 10 focus areas identified by the city, including redevelopment of the residential neighborhoods in the community and development of recently annexed areas. The plan included recommendations for development of a mixed-used zone surrounding the downtown and policies to address affordable housing (2008).

Village of Mackinaw City, MI

- *Master Plan Update:* Worked with the Village of Mackinaw City Planning Commission with the completion of their master plan update. Conducted a public-input session to review the master plan goals and their consistency with Smart Growth tenets. Summarized and incorporated the recommendations of previous plans dealing with recreation and infrastructure. Mapped existing and future land uses. Prepared an update to the future land use plan and prepared a zoning plan and implementation plan. Assisted the village in the public review and adoption of the plan (2009).

Village of Millington, MI

- *Master Plan Update:* Assisted the planning commission in updating the village master plan, including updating census and existing land use information. Prepared a zoning plan to be added to the document as required by PA33 of 2008 and expanded the implementation plan (2012).



LEANNE H. PANDUREN, PE **Principal in Charge and QA/QC**

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, principal in 2010, president in 2014, and chief executive officer in 2016. Her career focus has been assisting municipal clients address their infrastructure issues.

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

- Richfield Township, MI Zoning Board of Appeals, Member
- National Society of Professional Engineers
 - President, Educational Foundation, 2013-present
 - Treasurer, 2009-13
- Michigan Society of Professional Engineers, State Level:
 - President, 2003-2004
 - Chair, Legislative & Government Affairs Committee, 2012-present
- Lapeer Family Literacy Center
 - Board of Directors, 2001-2015
 - Board President 2004-2015
- Genesee Shiawassee Thumbworks Workforce Investment Development
 - Board Member 2008-2015; 2016-present
- National Institute for Certification of Engineering Technologists
 - Board of Directors, 2011-present
 - Chair, 2016-2017
- National Engineers Week Foundation
 - Treasurer, 2010-present

Relevant Project Experience

General Engineering Services

- City of Davison, MI: 2003-present
- City of Vassar, MI: 2000-present
- Village of Metamora, MI: 2000-present
- Village of Ortonville, MI: 2002-present

Village of Metamora, MI

- *Master Plan*: Provided QA/QC review in preparation of village master plan.

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 Davison, MI

- *Capital Improvement Plan (CIP) Assistance*: Facilitated and coordinated the CIP process for the city in preparing their first six-year plan. Also provided assistance with annual renewal and update (2012-2013).



DOUGLAS R. SCHULTZ, PLA **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)

Continuing Education

- AASHTO Bicycle Facility Design Training, MDOT (2009)
- Graduate of Community Leadership Program for Flint and Genesee County

Registration

Licensed Landscape Architect:

Michigan: 2009 (no. 1190)

Wisconsin: 2009 (no. 602-14)

Registered Landscape Architect:

Michigan: 1994

South Carolina: 2007 (no. 1020)

Certification

- MDEQ Certified Storm Water Management – Construction Site: 2006 (no. c-01653)

Affiliations

- American Society of Landscape Architects Safe Routes to School Coalition
- MDOT Context Sensitive Design, Aesthetics Subcommittee
- Michigan Downtown Association
- Flint Watershed Coalition Board Member

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)

Presentations

- “*Complete Streets*” University of Michigan – Flint, 2011

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, branding program, and signage at US-27 interchange (2005-2011).
- *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).

Five-Year Community Recreation Plans

- City of Battle Creek, 2003
- City of Dearborn Heights, 2013
- City of Flint, 2007
- Grand Blanc Charter Township, City of Grand Blanc, Grand Blanc Schools, 2012
- Genesee County Parks and Recreation Commission, 2004, 2009, 2013

Non-motorized Transportation Projects

- Michigan Department of Transportation Charter Township of Fenton, Southern Links Trailway (Columbiaville, Otter Lake, & Millington) Thompson Road Corridor Study (2008)
- City of Flint, MI/Michigan Department of Transportation, Kettering Gateway Enhancement (2010)
- Chippewa Nature Center, Midland, Trailway (2005)



SCOTT E. KREE

Planner

Scott joined ROWE in January 2015 with 14 years' experience as an urban planner / architectural designer with another Michigan firm. Responsibilities include assisting cities, villages, townships, and counties in preparing land use plans; zoning ordinances and maps; downtown development and tax increment financing plans; design and rendering; 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 and Regional Planning (Eastern Michigan University, 2011)

Continuing Education

- Charrette Systems Training (National Charrette Institute, 2015)
- Form-Based Codes Training (Form-Based Codes Institute, 2015)

Affiliations

- Flint & Genesee Chamber of Commerce Young Professionals (Member)
- The Greening of Detroit (Member/Volunteer)
- Detroit Riverfront Conservancy (Volunteer)
- Livingston County United Way (Contributor)

Relevant Project Experience

Master Plan Updates

- Cities of Corunna and Stanton, MI
- Village of Holly, MI

Zoning Ordinances and/or CAD-Drafted Zoning Maps

- Townships of Almont and North Branch, MI
- Villages of Almont and Holly, MI

Ongoing Planning and Zoning Services

- Townships of Almont, Caledonia, Dryden, Metamora, and North Branch, MI
- City of Lapeer
- Villages of Almont and Holly, MI

City of Roseville Downtown Development Authority, MI

- *Development and TIF Plans:* Assisted the city in the development and adoption of the Development and Tax Increment Financing (TIF) Plans for the DDA (2016).

Mt. Morris Charter Township Business Development Authority, MI

- *Development and TIF Plans:* Assisted the township in the establishment of the BDA and adoption of the Development and Tax Increment Financing (TIF) Plans (2015).

Sanilac County, MI

- *Planning Review Service:* Provided review services to the planning commission (2015).



SCOTT E. KREE *continued*

Following is Experience with Other Firms

City of Farmington Hills, MI

- *Meadowbrook Heights Park and Development Study*: Located bus stops, community center, nearby parks, and other attractions to create a mixed-use design that would entice growth of the property and surrounding area. Designed/ rendered park walking path system along nearby natural features and the proposed site for city's use (2014).

City of Brighton, MI

- *Veteran's Memorial*: Produced minor design work details and construction documents (2013).
- *Parking Lots*: Created designs and construction documents and reviewed submittals for numerous city parking lots (2008-2013).
- *Walkability Master Plan*: Investigated and documented existing conditions. Proposed walking paths and connections. Integrated earlier designs into a master plan and presented findings to members of the city (2011).

Brighton Downtown Development Authority, MI

- *Mill Pond Master Plan*: Created overall design and modified the existing layout of the Community Center Plaza. Rendered plans and gave a presentation to the city and community. Researched materials and created cost estimation (2011).
- *Façade Renovation Program Study*: Developed criteria in which to inventory selected buildings. Investigated and created a photo documentation of buildings that fit criteria. Created map of city and color code system for district and buildings. Created presentation for the city (2011).
- *East Grand River Master Plan*: Applied materials palette to comply with and/or complement existing features. Produced all sketches of proposed design solutions and/or proposed development opportunities. Proposed designs and uses indicating existing key areas of interest that need improvement and presented to members of the city (2010).

Lindhout Associates Architects AIA PC, Brighton, MI

Urban Planner / Architectural Designer (May 2001 – December 2014)

- Instrumental in many designs for public and private sites of varying scale and scope.
- Involved with numerous DDA projects and master planning.
- Presented proposed projects and design schemes to private clients, design committees, and to the public/community.
- Managed and sub-managed projects from design through completion.
- Created studies and reports to help municipalities obtain funds through federal and state programs.
- Designed improvements for wayfinding and urban/suburban walkability.
- Advised clients in interior renovation and exterior modification with use of materials, colors, and the overall design of the space.
- Produced relevant architectural designs and concepts that have been used, built, and have become important parts of finished projects.
- Conducted reviews and calculations for strict exterior materials regulations on several projects.
- Knowledgeable of the local zoning, building, fire, energy, and ADA codes that pertained to each individual project.
- Experienced in the understanding of bidding, permits and construction drawings.
- Organized and produced construction documents, project specifications, and handled all client correspondence for various small projects.



CAITLYN McGOLDRICK

Graduate Planner

Caitlyn joined ROWE's Planning Department in the Spring of 2016 with experience she gained from a planning internship at Ypsilanti Township and assisting the City of Auburn Hills' Water and Sewer Department in the summer of 2015.

Education

A.S., Urban and Regional Planning (Eastern Michigan University, 2016)

Affiliations

American Planning Association

Relevant Project Experience

Land Use \ Master Plan Development/Updates

- Cities of Burton, Clio, Corunna, Lapeer, and Stanton MI
- Villages of Metamora and Millington, MI
- Townships of Albee, Flint, Kenockee, and Perry, MI

DDA Plans and Tax Increment Financing Plans and Reports

- City of Roseville, MI

Planning and Zoning Review/Administration Services

- Cities of Flint and Lapeer, MI
- Village of Holly, MI
- Townships of Almont, Lapeer, Metamora, Mundy, and Owosso, MI

Zoning Ordinances and/or CAD Drafted Zoning Maps

- Village of Millington, MI

City of Burton, MI

- *Master Plan:* Coordinated public engagement activities, including establishment of a project Facebook page and work on stakeholder interviews and online survey. Conducted research on census, land use, and natural features (2016).

Following is Experience with Other Firms

Ypsilanti Township, MI

- Reviewed permit applications
- Reviewed site plans
- Created zoning ordinance to visual aids
- Created a Target Market Analyze evaluation of a township-owned property



Detailed Work Plan / Schedule

Project Scope

ROWE understands the township's intent with this project is to meet the Michigan Planning Enabling Acts requirements for a five-year review of the Township Master Plan. In addition, the township planning commission is already aware of changes to the future land use map, so the project will also include amendments to the current plan.

The township has asked that the consultant identify any other updates to the plan they would recommend be included in this project.

Five-Year Review

The current master plan does not provide a process or outline for the five-year review, so we have proposed an outline below. The outline is based on the assumption the five-year review is intended to evaluate the extent to which the community has developed as projected by the plan, the extent to which the planning commission still supports the current plans goals and objectives, and the plan's effectiveness over the past five years in achieving its goals and objectives. Our proposed three-step process for the review is as follows:

- Has the township developed in the manner projected by the plan? If not, why?
 - To address this issue, ROWE will sit down with township staff and identify changes in land use and infrastructure that have occurred since the plan was adopted.
 - To the extent that changes have not occurred as expected, ROWE will evaluate potential causes.
- Are the goals and objectives still appropriate for the community?
 - ROWE will review the plan's goals and objectives with the planning commission.
 - As an optional element, ROWE proposes an optional Goals and Objectives Review

Meeting to provide the public with an opportunity to provide input on the plan's goals and objectives.

- How effective have the plan's implementation tasks been in achieving the plan goals and objectives?
 - ROWE staff will review the plan's implementation tasks in Table 10.1 and determine which of the items have been implemented and their impact, if any, on the plan's goals and objectives.
 - ROWE staff will review appropriate changes to the tasks listed in Table 10.1.

Future Land Use Map

As requested in the RFP, ROWE will sit down with the planning commission and staff to identify necessary changes to the Future Land Use Map. ROWE will update the Future Land Use Map in ArcView GIS using the township's existing GIS maps.

Public Review and Adoption

ROWE will assist with the review and adoption process of the plan amendments. ROWE will:

- Prepare a report identifying all of the changes recommended by the planning commission as well as prepare the amended sections of the plan
- Submit the draft plan amendments, following planning commission approval, to the township board for approval to begin the public hearing process and attend the township board meeting to answer questions
- Prepare draft copies of the plan amendments and a public hearing notice and submit to the surrounding jurisdictions and Isabella County as required under the MPEA
- Provide a copy of notice to the township clerk for publication



Detailed Work Plan / Schedule

- Provide plan amendment summary, as well as a digital copy of the plan amendments, for posting on the township web site
- Attend the planning commission public hearing to present the plan amendments, answer questions, and make any revisions as directed by the planning commission
- Present the plan to the township board if the township board assumes the optional authority to give final approval of the plan amendments. If the board requires changes to the plan, it would require resubmission to the planning commission. *Because approval by the township board is at the board's option, and it is unknown if it will be required, any presentation or additional revisions are beyond the scope of this proposal and would be billed at a time and materials rate.*
- Prepare copies, once adopted, of the adopted plan and notices of adoption for submission to surrounding jurisdictions and Isabella County as required under the MPEA
- Provide digital copies of the complete plan with the additions inserted in pdf and MS Word format. The revised Future Land Use Map will be prepared in ArcView shape file and pdf formats. Also provide 25 bound paper copies of the plan, one unbound copy for reproduction purposes, and a large format color copy of the Future Land Use Map.

Optional Elements

Below are three optional elements we would recommend that be included in the Five-Year Review Master Plan amendment.

1. *Goals and Objectives Review Meeting:* To acquire public input on the existing plan's goals and objectives, ROWE proposes a meeting, modeled in part by a town meeting and in part by a visioning meeting. The participants would be asked first to participate in a visioning exercise to identify the characteristics of a Union Township of the future. Then the current plan's goals and objectives would be reviewed and the public asked to evaluate them in relation to the vision of the township they had just formulated.
2. *Future Land Use Plans/Zoning Plan:* The current plan identifies future land use classifications but the details on where and under what circumstances each land use is appropriate are minimal. In addition, the future land use classifications as described in the Future Land Use Plans and as listed in the Zoning Plan are not the same. ROWE is proposing the Future Land Use Plans section be updated to provide greater direction on the appropriate locational criteria for each land use classification. In addition, the list of future land use categories in the Future Land Use Plans section and as listed in the Zoning Plan should be made consistent.
3. *Implementation Plan:* Revisions to Table 10.1 based on our analysis of that table are included as part of our base work plan. However, ROWE is proposing three additional improvements to the implementation plan
 - a. Work with the planning commission to select specific tasks from Table 10.1 to be included in a three-year work plan for the planning commission to "kick-start" plan implementation
 - b. Prepare a five-year plan review outline to establish both the procedures and the standards for five-year reviews of the plan
 - c. Prepare a technical analysis of the Township Zoning Ordinance to identify potential additional amendments to the ordinance that is based on issues, such as best planning practice, internal inconsistencies in the ordinance, and recent changes in state or federal law effecting the zoning ordinance.



Detailed Work Plan / Schedule

Meeting Schedule

ROWE proposes a project schedule that results in a set of draft plan amendments within eight months. We propose the following meetings.

- A kick-off meeting with the staff followed by a meeting with the planning commission to review issues related to the project including the project schedule and discussion of key focus areas
- Two meetings with the planning commission to review reports and analysis as outlined above
- The optional Goals and Objectives Review Meeting
- A meeting with the planning commission to approve the draft plan amendments for a public hearing
- The township board meeting to approve initiation of the public hearing process
- The planning commission public hearing
- The optional township board meeting for final approval of the master plan if the board decides to assume that authority

CHEDULE	MONTHS								
	1	2	3	4	5	6	7	8	9
Kick-off Meeting	X								
Prepare Five-Year Review Analysis									
Present Analysis		X		X					
<i>Goals and Objectives Review Meeting (Optional)</i>			O						
Prepare Future Land Use Map Update									
Planning Commission Approval of Plan Draft for Public Hearing					X				
Township Board Approval of Plan Draft for Public Hearing						X			
Mail Plan to Jurisdictions / Public Comment Period									
Planning Commission Public Hearing/Adoption								O	
<i>Adoption by Township Board (Optional)</i>								O	
Submission of Approved Plan									

X = Planning Commission OR Township Board Meetings

O = Public Input or Public Hearing Meetings



Fee Schedule

Hours and Costs*

WORK ITEMS	Senior Planner	Planner	Graduate Planner	QA/QC	Clerical	Sub- Total*	Meetings
Kick-off Meeting	6					\$630	1
Prepare Five-Year Review Analysis	4	2	30		2	\$3,266	
Present Analysis	8					\$840	2
Prepare Future Land Use Map Update			2			\$170	
Planning Commission Approval of Plan Draft for Public Hearing	4	2	2			\$590	1
Township Board Approval of Plan Draft for public hearing	3			2		\$595	1
Mail Plan to Jurisdictions / Public Comment Period	1		2		2	\$381	
Planning Commission Public Hearing / Adoption	4		2			\$590	1
Adoption by Township Board**							
Submission of Approved Plan	1		8		2	\$891	
TOTALS	31	2	46	2	6	\$7,953	6
Optional Elements							
Optional Goals and Objectives Review Meeting	8	8	20		2	\$3,406	1
Future Land Use Plans/Zoning Plan	2	8	10		2	\$1,356	
Implementation Plan	8		6		2	\$1,456	

* Cost includes all document preparation, printing, binding, postage, and mileage.

** If the township board assumes final authority for approval of the plan, any presentation to the board and revisions to the plan directed by them would be billed as an extra cost based on time and materials.

Chapter 13 Zoning Plan

Introduction

Section 33 (2) (d) of the Michigan Planning Enabling Act (PA 33 of 2008) requires the Master Plan for local units of government that have an adopted zoning ordinance to include a “zoning plan”. The purpose of the zoning plan is to “explain how the land use categories on the future land use map relate to the districts on the zoning map”. This zoning plan will focus on that correlation between the proposed future land use classifications and current or proposed zoning districts. Issues related to the other aspects of the zoning ordinance will be addressed in the zoning ordinance section of the implementation plan.

Overview of Future Land Use/Zoning District Changes

Below is a table that lists the future land use classifications. The first column lists the area use classification; the second column, Current Zoning, is listed for each classification; and, the third column identifies any recommended changes. Following the table is a narrative providing more detail on each of the recommendations.

Table 13-1 Future Land Use/Zoning Comparison Table

Future Land Use Classification	Current Zoning	Recommendation
Residential Protection Area	R1 Residential District R2 Residential District R3 Residential District R4 Residential District	Establish the Residential Protection Boundary on the Future Land Use Map.
Lakefront Residential	R1 Residential District	The Lakefront Residential Future Land Use Classification will correspond to the R1 Residential Zoning District.
Residential – Large Lot	R2 Residential District	The Residential – Large Lot Future Land Use Classification will correspond to the R2 Residential Zoning District.
Residential – Neighborhood	R3 Residential District	The Residential – Neighborhood Future Land Use Classification will correspond to the R3 Residential Zoning District.
Residential - Buffer	R4 Residential District	The Residential Neighborhood Buffer Future Land Use Classification will correspond to the R-4 Residential Zoning District.
Residential – Multi-family	RM Residential District	The Residential – Multi-family Future Land Use Classification will correspond to the RM Residential Zoning District.

Future Land Use Classification	Current Zoning	Recommendation
Residential – Open Space/Clustering/Agriculture	AG Agricultural District	Residential – Open Space/Clustering/Agriculture Future Land Use Classification will correspond to a new Open Space/Agriculture Zoning District which will take the place of the existing Agriculture Zoning District.
Mixed Commercial Residential	BC Business Central District	The Mixed Commercial Residential Future Land Use Classification will correspond to a new Mixed Commercial Residential Zoning District. The area designated on the Future Land Use Plan will be rezoned to this new district.
General Commercial	BC Business Central District B1 Business District	Combine the two zoning districts into one and rezone those areas designated on the Future Land Use Plan as General Commercial.
Commercial – Tourism Lodging	B2 Waterfront Business District B1 Business District	The Commercial – Tourism Lodging Future Land Use Classification will correspond to the Waterfront Business Zoning District. Those areas zoned B1 shall be rezoned to B2 if requested by the owner.
Commercial – Downtown Tourism	B3 General Commercial District B4 Historic Business District	The Commercial – Downtown Tourism Future Land Use Classification will correspond to the B3 General Commercial Zoning District and the B4 Historic Business Zoning District.
Lakefront Commercial Viewshed Protection	B2 Waterfront Business District MC Marina Commercial District	An overlay district boundary will be established following the boundaries outlined on the Future Land Use Map regulating building height and placement.
Natural Resources Protection	CR Conservation Recreation District MRS Manufacturing Research Signage District MR Manufacturing Research District	The Natural Resources Protection Future Land Use Classification will correspond to the CR Conservation Recreation Zoning District. The CR district uses should be reviewed.

Future Land Use Classification	Current Zoning	Recommendation
Commercial – Mixed Office/Tourism Service	B1 Business District	Create a Commercial – Mixed Office/Tourism Service Zoning District to correspond with the Commercial – Mixed Office/Tourism Service Future Land Use Classification and zone the area designated on the future land use plan.
Institutional/Business Incubation	M Municipal District MRS Manufacturing Research Signage District R2 Residential District	The city should rezone any particular property to a zoning district appropriate for the use being proposed.
Public/Recreation/Municipal Use	AG Agricultural R1 Residential District R2 Residential District R3 Residential District MC Marina Commercial District	Public and recreational uses are allowed in most zoning districts. A separate zoning district is not being proposed.
High Tech Research/Very Light Industry	MR Manufacturing Research District	Create a High Tech Research/Very Light Industry Zoning District to correspond with the High Tech Research/Very Light Industry Future Land Use Classification and zone the area designated on the future land use plan. Review uses permitted in district, including sexually oriented businesses.
	RMH Mobile Home Park District	The zoning district exists in the text of the zoning ordinance but is not shown on the zoning map. Review permitting mobile homes as a special use in the RM District.

Future Land Use Classifications/Zoning – Detailed Recommendations

1 Residential Protection Area

The purpose of this area is to draw a “line in the sand” with regards to residential areas adjacent to commercial uses. The area is currently zoned R-1 through R-4. The plan proposes that no new zoning district be established but that the line as shown on the Future Land Use Map serve as an objective boundary and that the plans recommendation is that no non-residential zoning be allowed within the area designated.

2 Lakefront Residential

The plan proposes that the Lakefront Residential Future Land Use Classification correspond to the current R1 Residential Zoning District. Any areas designated Lakefront Residential would be appropriate for zoning to R1 and all of the land so designated at the time of the plans adoption is in fact zoned R1.

The plan calls for modification of the home occupation provisions to prohibit those uses that create off-site impacts such as noise, odors or customer traffic beyond normal residential levels. The plan also calls for modifications to the dimensional requirements in the district to increase setbacks from the lake shore and regulate the type of vegetation allowed along the lake.

3 Residential – Large Lot

The plan proposes that the Residential – Large Lot Future Land Use Classification correspond to the R2 Residential Zoning District. Any areas designated Residential – Large Lot would be appropriate for rezoning to R2. The plan recommends that the lots currently zoned R3 but planned for R2 be rezoned to the R2 district following adoption of this plan to ensure that the parcels not be split into lots smaller than allowed in R2.

The plan recommends that provisions be included that encourage open space development as the preferred method of future improvement in the area.

4 Residential – Neighborhood

The plan proposes that the Residential – Neighborhood Land Use Classification correspond to the R3 Residential Zoning District. Any areas designated Residential – Large Lot would not be appropriate for rezoning to R3.

5 Residential – Buffer

Neighborhood Future Land Use Classification corresponds to the R4 Residential Zoning District. This district is designed to protect the residential character of the core R2 and R3 Districts and should remain R4.

The plan calls for modification of the home occupation provisions to prohibit those uses that create off-site impacts such as noise, odors or customer traffic beyond normal residential levels. All of the Residential – Neighborhood Land Use Classification is within the Residential Protection Zone. Single and two-family dwellings exist in these areas and should be encouraged, and churches and other smaller, neighborhood scale institutional uses allowed.

6 Residential – Multi-family

The plan proposes that the Residential – Multi-family Use Classification correspond to the current RM Residential Zoning District. The two parcels designated Residential – Large Lot are currently zoned RM. The third multi-family development is currently zoned R-3, but is covered by a PUD development approval.

The area is intended for multi-family residential development including senior housing and seasonal rentals. The placement of mobile homes by special use shall be reviewed.

7 Residential – Open Space/Clustering/Agriculture

The plan proposes that the Residential – Open Space/Clustering/Agriculture Land Use Classification correspond to the current AG Agricultural Zoning District. Most of the area designated Residential – Open Space/Clustering/Agriculture Land Use is already zoned AG. The area currently zoned R-3 is proposed to remain zoned as such until a property owner in that area request rezoning to AG.

The area is intended for clustered residential development with natural open space as well as agricultural uses, niche businesses, bed and breakfasts, equestrian farm, and similar agriculture-oriented commercial activity. The zoning ordinance does not currently allow for cluster development. It may also be appropriate to provide specifically for seasonal tourism related activities such as hay rides or corn mazes.

8 Mixed Commercial Residential

The plan proposes that the Mixed Commercial Residential Land Use Classification correspond to a proposed MCR Mixed Commercial Residential Zoning District. The plan proposes that the areas designated Mixed Commercial Residential should be rezoned to the new MCR zoning district in order to effectively implement the mixed use zoning concept.

To be consistent with the future land use plan, the new district should permit a range of commercial uses appropriate for this area including small retail, small office space, as well as single and two family dwellings but exclude hotel/motel use. Ferry boat parking should be allowed on vacant lots or lots with an existing non-residential use.

9 General Commercial

The plan proposes that the General Commercial Land Use Classification correspond to a new B1 Business Zoning District which would be a combination of the existing B-1 and BC Zoning Districts. The area currently zoned BC that is not part of the proposed MCR district would be rezoned to B1.

The existing B1 and BC districts are very similar. The primary difference is that B-C allows some recreational uses, boat storage and open air businesses while the B-1 district allows car washes and health spas. These differences can be accommodated in a single district by making these uses SUP's and incorporating locational criteria into the uses design standards so they are not located in inappropriate portions of the district. Single family detached residential uses should be eliminated from the district in compliance with the future land use plan. Height limitations should be incorporated into the district regulations. Design standards to ensure proper aesthetics, greenspace, landscaping, and pedestrian access should also be reviewed for possible modifications. The Plan also recommends the review of open air business requirements in this District.

10 Commercial – Tourism Lodging

The plan proposes that the Commercial – Tourism Lodging Land Use Classification correspond to the existing B2 Waterfront Business Zoning District. The area currently zoned B1 that is part of the Commercial – Tourism Lodging Land Use Classification would be appropriate to be rezoned to B2 at the request of the property owner.

The plan recommends the development of “form-based code” regulations in this district as a means of creating pedestrian scaled environments along the sidewalk and allowing buildings to reach their maximum height gradually away from the right of way. Building

height and placement for parcels along the lake should be regulated per the Lakefront Commercial Viewshed Protection sub-area.

11 Commercial – Downtown Tourism

The plan proposes that the Commercial – Downtown Tourism Land Use Classification correspond to both the existing B3 General Commercial Zoning District and the B4 Historic Business Zoning District. That portion of the area designated Commercial – Downtown Tourism that is appropriate for B-4 zoning is outlined in the future land use plan. The Plan recommends the review of language for form based codes to establish facade standards in the district. The Plan also recommends the review of customer service parking ratios in the district.

The B-3 and B-4 districts appear to generally correspond with the intent of the Commercial – Downtown Tourism Land Use Classification.

12 Lakefront Commercial Viewshed Protection

The plan proposes that the Lakefront Commercial Viewshed Protection Land Use Classification correspond to a proposed LVP Lakefront Viewshed Protection Overlay Zoning District. The overlay district would apply height and setback requirements in order to protect the view of the lake, as well as greenspace and landscaping requirements.

13 Natural Resources Protection

The plan proposes that the Natural Resources Protection Land Use Classification correspond to the CR Conservation Recreation District and that the uses allowed in the current MRS Manufacturing Research Signage District and the MR Manufacturing Research District that are appropriate be added to the CR district, those zoning districts be stricken and the property currently zoned MRS or MR be rezoned to CR or HT/VLIM.

14 Commercial – Mixed Office/Tourism Service

The plan proposes that the Commercial – Mixed Office/Tourism Service Land Use Classification correspond to a proposed CMOT Commercial – Mixed Office/Tourism Service Zoning District. The plan proposes that the areas designated Commercial – Mixed Office/Tourism Service should be rezoned to the new CMOT zoning district in order to effectively implement the mixed use zoning concept.

The new zoning district should allow tourism and office businesses, including but not limited to hotels, restaurant, retail and office space, multi-family apartment on the second floor of a retail building; with single family residences and related uses.

15 Institutional/Business Incubation

The plan does not propose any particular zoning classification for the property in the Institutional/Business Incubation Land Use Classification. This land use classification consists of land that the Village owns that it may wish to develop or sell for development for a range of potential uses. Once a specific use is proposed for a site, the Village should propose the appropriate rezoning and follow the process in the same manner as any other property owner.

16 Public/Recreation/Municipal Use

The plan does not propose any particular zoning classification for the property in the Public/Recreation Land Use Classification. Most public and recreational uses are allowed in most zoning districts and a separate zoning district is not necessary.

17 High Tech Research/Very Light Industry

The plan proposes that the High Tech Research/Very Light Industry Land Use Classification correspond to a proposed HT/VLIM High Tech Research/Very Light Industry Zoning District. The plan proposes that the areas designated High Tech Research/Very Light Industry should be rezoned to the new HT/VLIM zoning district.

The new zoning district should allow uses involving high tech research and other industrial uses with low impact on air quality and noise. Design standards should require well screened, solid fence enclosures for business and any outdoor testing facilities or similar outdoor uses. The district should be reviewed for development of sexually oriented businesses.

Chapter 14 Implementation and Plan Adoption

Zoning/Other Ordinances

The zoning plan in the previous section identified the changes in the number and character of zoning districts in the Village Zoning Ordinance recommended to implement the plan. Below are changes to other portions of the zoning text recommended based on the goals and objectives of this plan. The items below should serve as the beginning of a check list of ordinance updates to be performed as part of the plan's implementation.

Site Plan

In order to implement plan policies, the following revisions to the standards for approval of a site plan shall be incorporated into Section 4-117 E of the zoning ordinance:

- ▶ Require evaluation of the traffic impact of future large projects
- ▶ Require the project preserves open space where appropriate to preserve natural features including wetlands, floodplains and scenic views
- ▶ Require development plans be consistent with the Village's long range utility plans
- ▶ Require that existing utility infrastructure be capable of meeting the demands of the proposed development
- ▶ Require that a proposed development respects the scale and pedestrian orientation of the Village
- ▶ Require that the proposed development minimize the disruption of natural site topography and drainage
- ▶ Require that proposed developments connect to the existing pedestrian and trail network where appropriate
- ▶ Require development of a fire plan for a development

Parking

1. The existing parking standards shall be reviewed to determine proper parking ratios for districts and development uses including residential development within commercial areas, recognizing the availability of existing on-street parking and shared parking.
2. Potential incentives to encourage use of shared parking for new uses and redevelopment of existing sites shall be evaluated for incorporation into the zoning ordinance (Sec 4-109 D)

Planned Unit Development (PUD)

1. Revise Section 23-102 of the zoning ordinance to allow residential development as part of commercial Planned Unit Developments (PUDs) and evaluate potential incentives for mixed residential/commercial uses

Development Standards

1. Review standards for employee dormitories/housing (Sec 23-130) of the zoning ordinance
2. Develop architectural design standards for residential and non-residential uses or revise the standards for Planned Unit Developments (PUDs) in the ordinance to apply to other uses. The standards should reflect the Village's small town character, that is consistent with the style, bulk and setback of existing buildings, that promotes the use of quality materials and promotes the community's character as a pristine waterfront community and applies to new development and redevelopment projects
3. Establish setbacks from natural features including wetlands

4. Develop incentives for the preservation of open space
5. Develop development bonuses as a strategy to encourage commercial uses with a lower lease rate threshold for housing
6. Evaluate the development of form based codes to protect and enhance existing commercial areas.
7. Evaluate the screening requirements of Section 4-113 B to determine the extent to which they can be extended to require adequate buffering of non-residential uses in residential areas and their adequacy in providing buffering of, or transition between, commercial and industrial areas and residential neighborhoods

Conduct a general review of zoning requirements to assure uniform quality of development/redevelopment and promote an efficient and streamlined review process.

Continue to integrate ferry service facilities into the commercial shoreline development.

Zoning District Standards

1. Evaluate zoning district requirements to determine if changes are necessary to promote appropriate infill of vacant areas within residential neighborhoods
2. Evaluate the screening requirements of Section 4-113 B and 4-114 to determine the extent to which they can be extended to require adequate buffering of non-residential uses in residential areas, their adequacy in providing buffering of, or transition between, commercial and industrial areas and residential neighborhoods and their ability to shield incompatible uses from the Village's main thoroughfares and adjacent land uses
3. Review the uses allowed in districts intended principally for single-family residential use and identify uses permitted that are inconsistent with the district intent and other uses that are not currently permitted that should be considered.
4. Identify districts that allow single-family uses, but which are appropriate for a mixture of uses in that supports economic vitality
5. Review setback and height standards to determine that standards reflect and protect the character of neighborhoods
6. Consider overlay zone or other approaches to limiting density of development permitted with environmentally sensitive areas
7. Review uses allowed in commercial districts to ensure that auto oriented businesses are limited to commercial districts near I-75.
8. Review design standards for downtown commercial districts to ensure that business are close to the sidewalk to support the standards of a "Walkable Community".
9. Review the requirements in industrial districts and evaluate the use of setbacks that vary based on the uses off-site impacts.
10. Review regulations concerning sexually oriented business and district locations.
11. Consider establishing regulations concerning medical marihuana related to land use and districts.
12. Review existing zoning standards to determine the tools available to encourage improvement and redevelopment of existing commercial areas within the Village.
13. Establish regulations to permit development of private property while protecting important viewsheds of the water front and other identified areas

Administration

1. Establish formal process to submit proposed rezonings, site plans and other appropriate review for comments by nearby governmental units

2. Provide for opportunities for informal discussions by developers and stakeholders during development review through a citizen participation ordinance

Amendment

1. Consider potential for groundwater contamination as part of rezoning decisions

Special Use Permit (SUP)

1. Consider potential for groundwater contamination as part of special use decisions

Landscaping

1. Review the standards in Section 4-114 and incorporate landscape standards that encourage the use of vegetation that compliments existing natural areas

Other Ordinances

1. Incorporate incentives for open space and viewshed preservation into subdivision control requirements

Capital Improvement Planning

The Michigan Planning Enabling Act requires a municipality that has adopted a Master Plan to develop and adopt a six year capital improvement plan (CIP) and to update the plan every year. Below are items taken from this plan's goals and objectives that serve as the basis for the CIP.

Parks and Recreation

1. Ensure adequate barrier-free access to all parks
2. Improve non-motorized connections to the parks
3. Establish dog-friendly parks
4. Expand family-oriented youth and senior citizen activities and amenities to the parks and recreation system
5. Identify and protect open space and natural features in existing parks
6. Identify open space and natural feature for possible incorporation into the park system
7. Enhance facilities and aesthetics of existing parks
8. Continue investment in sidewalk, trailway, and streetscape improvements that enhance the pedestrian and bicycle experience.

Water and Sewer

1. Loop existing water mains to improve pressure and water quality
2. Develop long range plans for extension of water and sewer into unserved areas and integrate into the Village Capital Improvement Plan
3. Identify future funding options, including future economic development projects, for expansion of water and sewer facilities
4. Coordinate future capital improvement planning to provide necessary infrastructure to future industrial sites.

Transportation

1. Continue to implement the Village's Hike and Bike plan and integrate complete street concepts into transportation projects
2. Incorporate pedestrian infrastructure that links residential areas with the downtown, parks and adjacent neighborhoods

3. Develop a comprehensive “way finding” signage program to direct motorists, pedestrians, cyclists, and snowmobilers to major areas of interest within the Village
4. Continue the development and maintenance of streetscape corridors within the Village that improve landscaping, provide community art opportunities, provide places for people to sit and enjoy the community and meet with visitors and neighbors
5. Continue landscape and signage improvements that improve the appearance of community gateways; discuss with Michigan Department of Transportation (MDOT) the ability to complete landscaping improvements along I-75 Exit points
6. Coordinate planning for unified parking walkways signage and streetscape design and location

Other Policies

Below are policies that may translate into actions other than ordinance writing or development of the Capital Improvement Plan (CIP).

Transportation

1. Plan for future expansion with adequate right-of-way and setbacks
2. Establish access management standards to maintain street capacity and minimize traffic conflicts
3. Maintain street inventory and asset management program

Housing

1. Maintain proper code enforcement and continual review of property maintenance codes to address issues as they arise
2. Provide funding for improvements to homes through involvement in federal and state housing rehabilitation programs

Intergovernmental Cooperation

1. Identify opportunities for sharing community services with adjacent municipalities, the county, state and non-profit organizations.
2. Actively participate in review of master plans of adjacent municipalities and the county
3. Promote joint training with adjacent municipalities and the county on issues such as growth management and resource protection
4. Cooperate with adjacent municipalities to review development requirements and capital improvement plans and eliminate unnecessary conflicts or differences in requirements

Public Involvement

1. Provide opportunities for stakeholders and developers to collaborate in development of master plan updates
2. Promote public participation in the preparation and review of Village plans
3. Educate the public on the plan development process to encourage participation

Sense of Place

1. Continue to support the concepts outlined in the Village’s Hike and Bike Plan to provide biking and walking opportunities within the Village and surrounding areas; complete research and development of complete street concepts within plans
2. Continue partnerships with nonprofit community organizations to plan, promote, and implement community events and festivals
3. Promote opportunities for volunteerism within the community

4. Provide appropriate locations for semi-public facilities such as churches and civic organizations to support civic life in the Village
5. Identify areas of the Village to determine historic importance
6. Support private efforts at preservation of historical structures and sites
7. Evaluate public improvements for their impact on adjacent historical areas
8. Evaluate regulations to develop form based codes or other regulations to maintain community character

Environmental and Viewshed Protection

1. Identify sensitive environmental areas and viewsheds and target them for public purchase or establishment of private conservation easements
2. Educate landowners on techniques for reducing nutrient run-off and erosion from everyday activities
3. Educate landowners on appropriate landscaping in areas adjacent to the lakeshore and other environmentally sensitive areas
4. Provide opportunities for future developments to connect natural features to the Village’s “green infrastructure” through a Village greenway
5. Establish and communicate clear guidelines for beach cleaning so that they are enjoyable and protect the natural features as required by environmental laws.
6. Continue to integrate Arbor Day celebrations into enhancement of trees plantings within the Village parks
7. Protect and maintain the urban forest

Economic Development

1. Rezone and market Village owned property for complementary industrial and business park development.
2. Prepare plans for development and funding of site improvements through Community Development Block Grant (CDBG) provisions.
3. Leverage the Village quality of life to attract industries and businesses.
4. Pursue the recruitment of industry and businesses that complement the Village’s existing visitor economy and protect the Village’s character and sense of place.
5. Identify potential industrial sites and zone them for industrial uses

Strategic Plan

Although a Master Plan is intended to take a long range look at the changes that might occur in a community; this long range view can often interfere with attempts to identify short term actions to implement the plan. A strategic plan is a short range, action oriented plan. Below is a brief strategic plan that identifies actions to be taken over the next 3 years to implement the plan. The action is described, the time range it is intended to take to complete the task and the person or organization that will be responsible for the activity are identified.

Table 14-1 Strategic Plan Actions

Action	Responsible Person/ Organization	Timeframe for completion
Update Zoning Ordinance	Planning Commission	Start within 6 months of plan adoption, complete within 2 years
a. Site Plan Review Standards (Fire Plan)	Planning Commission	Immediate
b. Open Air Business Special Use Requirements	Planning Commission	3 months

Action	Responsible Person/ Organization	Timeframe for completion
c. B-4 Customer Service Floor area	Planning Commission	3 months
d. Sexually Oriented Business Regulations	Planning Commission	6 months
e. Medical Marihuana	Planning Commission	6 months
f. Continue with Zoning Ordinance review of remaining sections for possible amendments	Planning Commission	6 months to 2 years
Annual Review Capital Improvement Plan	Planning Commission	Yearly Review
Annual Review Master Plan for Possible Changes in Conditions or Policy	Planning Commission	Yearly Review

Master Plan Maintenance

A master plan is not a static document. It must continuously be maintained and updated if it is to remain valid. This plan calls for the Planning Commission to review it regularly, at least a minimum of every five years for an in depth review, as required by the Michigan Planning Enabling Act. Below are recommendations on key indicators that the Village of Mackinaw City Planning Commission can use to determine the need for a plan update.

Changes in Current and Projected Conditions

The master plan is based on certain assumptions concerning the growth of the Village. These assumptions are contained primarily in the plan’s database and future land use plan. It is important for the Village to regularly monitor these assumptions to determine if they are still valid. If they become invalid, the planning commission must determine what the changes in circumstances mean for the plan goals and policies.

1) Household Growth

The master plan is based on an assumed growth in households in the community contained in Chapter 2 of this plan. Growth occurring faster than projected may mean that expansion of supporting infrastructure may need to be accelerated and rezoning of land assumed to be developed outside the plan’s time period may need to be considered for re-evaluation. Growth occurring at a slower rate may call for slowing of infrastructure investment or consideration of reclassification of land originally proposed for residential development. Household growth can be tracked by looking at building and demolition permits to identify changes in total dwelling units, and looking at utility connections and disconnections to estimate vacancy rates.

2) Housing and Tenure Mix

Tenure Mix refers to the financial arrangement under which someone has the right to live in a housing unit either as an owner-occupied unit or tenant.

The master plan makes assumptions on the changes in housing and tenure mix. In fact, one of the goals of the plan is to promote an increase in the mix of housing types. If the change in housing mix is not meeting the goals of the plan, a change in policies may be needed to address the issue, depending on the reason for the difference. If housing type varies significantly from what was assumed, it may require changes in the future land use plan to provide an adequate supply of land to meet the difference in demand. Housing mix can be tracked by review of building permit data.

3) Housing Cost

Changes in housing cost in comparison with household income impacts housing affordability. Measuring changes in housing costs is tricky because it is not directly tied to changes in housing values and rents. It is also impacted by turnover rates for owner-occupied dwellings (not every property owner buys a new house every year) and other housing costs, such as energy, utilities, and insurance. The census provides a good consistent measure of the change in housing costs, but because it is only conducted once every ten years, new data may not be available when the five-year review comes around. In those cases, the Village can get a rough measure by comparing changes in property values provided by assessing and changes in rents based on a random sample of rental units. An increase in the housing affordability gap may justify consideration in changes to future land use plans or other housing policies to increase the supply of affordable housing, particularly if the gap is increasing at a rate greater than the county or state as a whole.

4) Adjacent Planning and Zoning

Changes in the Master Plans or zoning maps of Wawatam and Mackinaw Township should be reviewed to consider their impact on the Village's plan. Particular attention should be given to changes that increase the intensity of land uses adjacent to the Village. The Michigan Planning Enabling Act requires the township and the county to notify the Village whenever it is proposing to adopt changes to their plans. The Michigan Zoning Enabling Act does not contain similar coordination requirements, but as discussed above, the Village could enter into arrangements with Wawatam and Mackinaw Township to notify it of proposed rezonings within "500" feet of the Village boundary in return for the reciprocal notification by the Village.

5) Transportation

Changes in the traffic flow on the major streets in the Village could have significant impact, due to the limited number of alternatives to get from point "A" to point "B." The Village should continue to monitor traffic counts and accident rates at key intersections to identify potential congestion points.

6) Utilities

The master plan identifies portions of the Village that are not served by municipal water and sewer, but does not explicitly anticipate expansion to those areas. Any expansion of that service area could affect the proposed development of those areas. The Planning Commission should be kept abreast of the status of utility improvement plans.

Reviewing the Master Plan Goals and Policies

A master plan is based both on the facts that describe the conditions in a community and the municipality's vision of the future. That vision is outlined in the community's goals. For example, the current breakdown of various housing types is a fact. The plan's goals identify whether the community views that current ratio as a positive fact they want to see continue or as a condition they want to change. Community attitudes can change over time, which means that goals may change in time even though the facts have not.

The master plan's objectives describe how a community is proposing to reach its identified goals. Effective policies can also help a community reach the master plan's goals.

As part of review of a master plan, the Planning Commission should look at their plan's goals and objectives and ask the following:

1. Is there a need to modify the goals and/or objectives of the plan based on changes in conditions in the community?
2. Have there been changes in community attitude that require the plan goals to be reviewed?
3. Have the current plans policies been or not been effective in reaching the stated goals?
4. Incorporating Plan Review into Rezoning Request Review

Although a comprehensive review of the master plan is recommended every few years, many problems with a master plan will become obvious during consideration of a rezoning. It is important to incorporate review and amendment of the master plan as part of the planning commission's consideration of such requests. This is covered in more detail in the subsection on using the master plan for zoning reviews.

Five Year Review

Under the terms of the Michigan Planning Enabling Act, the Village Planning Commission must review the master plan at least every five years to determine if there is a need to update it. The procedures outlined above can be followed at that time to meet that requirement. The findings and determination should be recorded in the minutes and through a resolution attached to the appendix of the plan.

The review should be a formal process if the Village intends it to serve as compliance with the requirements of Section 45 (2) of the Michigan Planning Enabling Act. This means there should be a record of the factors outlined above (or others the Village might use) that were reviewed and the basis upon which the Planning Commission determined an update was or was not necessary. The findings should be set out in a resolution adopted by the Planning Commission.

It is recommended that the Planning Commission conduct a less formal review annually, based on those issues that have risen through use of the plan in making zoning decisions.

Using the Master Plan for Zoning Ordinance Amendment Review

In considering a rezoning request or a proposed text amendment, the primary question to ask is; "Does this zoning amendment conform to our master plan?" Subsidiary questions follow: "Was there an error in the plan that affects the appropriateness of the proposed amendment?;" "Have there been relevant changes in conditions since the plan was approved that affect the appropriateness of the proposed amendment?;" and "Have there been changes in the community's attitude that impacts the goals and objectives of the plan and affect the appropriateness of the proposed amendment?." Answering these questions should answer the question whether or not a zoning amendment is appropriate and that should frame the reason within the context of the plan.

This method of analyzing a request rests on the assumption that a request that complies with a valid plan should be approved and that one that does not comply with a valid plan should not be approved (the principal exception to this rule would be text amendments intended to improve administration of the ordinance). Further, it assumes that the three circumstances that would invalidate a plan are:

- an oversight in the plan;
- a change in condition that invalidates the assumptions that the plan was built on;
- or a change in the goals and objectives that the community set for itself.

Consistency with the Master Plan

The issue of consistency with the Master Plan can vary based on the master plan concerned. For the purposes of this plan, consistency with the Master Plan in the case of a rezoning means it is consistent with most of the relevant goals and polices, as well as the Future Land Use Map. In the case of a proposed text amendment, consistency means it is consistent with most of the relevant goals and polices.

Oversight

An oversight in a master plan can be an assumption made based on incorrect data, an area on a future land use map that is incorrectly labeled, or other factors, that if known at the time of the master plan adoption, would have been corrected.

Changes in Conditions

A plan is based on the assumption that certain conditions will exist during the planning period. If those conditions change, then goals, objectives, and land use decisions that made sense when the plan was adopted will no longer be valid and a zoning amendment that was not appropriate before may be appropriate now.

Change in Policy

In the end, a master plan is based on the planning commission's vision of what is the best future for their municipality. When that vision changes, the master plan should change. When a zoning issue results in a change in vision, a decision can be made that is contrary to the current master plan as long as that changed vision is explicitly incorporated into the master plan.

Additional Considerations Related to Text Amendments

Changes to the text of a zoning ordinance should be evaluated not only on the standards outlined above, but on other possible criteria that may not have any impact on the goals and objectives of the Master Plan. These "plan neutral" changes are appropriate when:

1. The text change is necessary to clarify a provision of the ordinance
2. The text change is necessary to correct a mistake in the ordinance
3. The text change is necessary to improve administration of the ordinance or to better serve the community
4. The text change is necessary to address a provision that is determined to be inconsistent with state or federal law

Two points should be made. First of all, the factors for consideration (oversight, change in condition, or change in goals or policy) can work in reverse; making a proposal that otherwise seems appropriate, inappropriate. Secondly, these factors should not be used to create excuses for justifying a decision to violate the master plan, or to change it so often that it loses its meaning.

The following figures illustrate the decision tree for reviewing a proposed rezoning or text amendment using this approach.

Figure 14-1 Decision Tree for Planning Commission Review of a Proposed Text Amendment

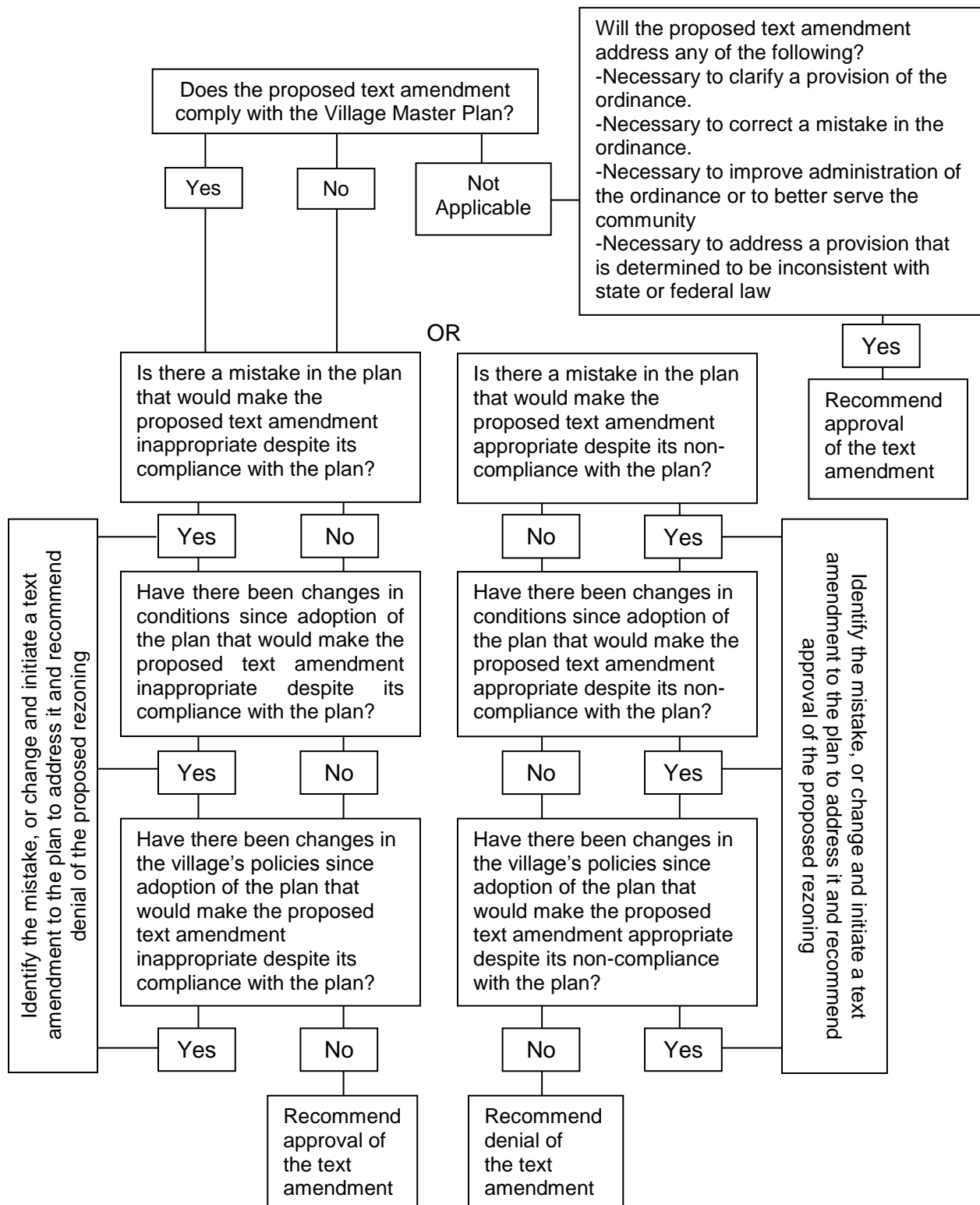
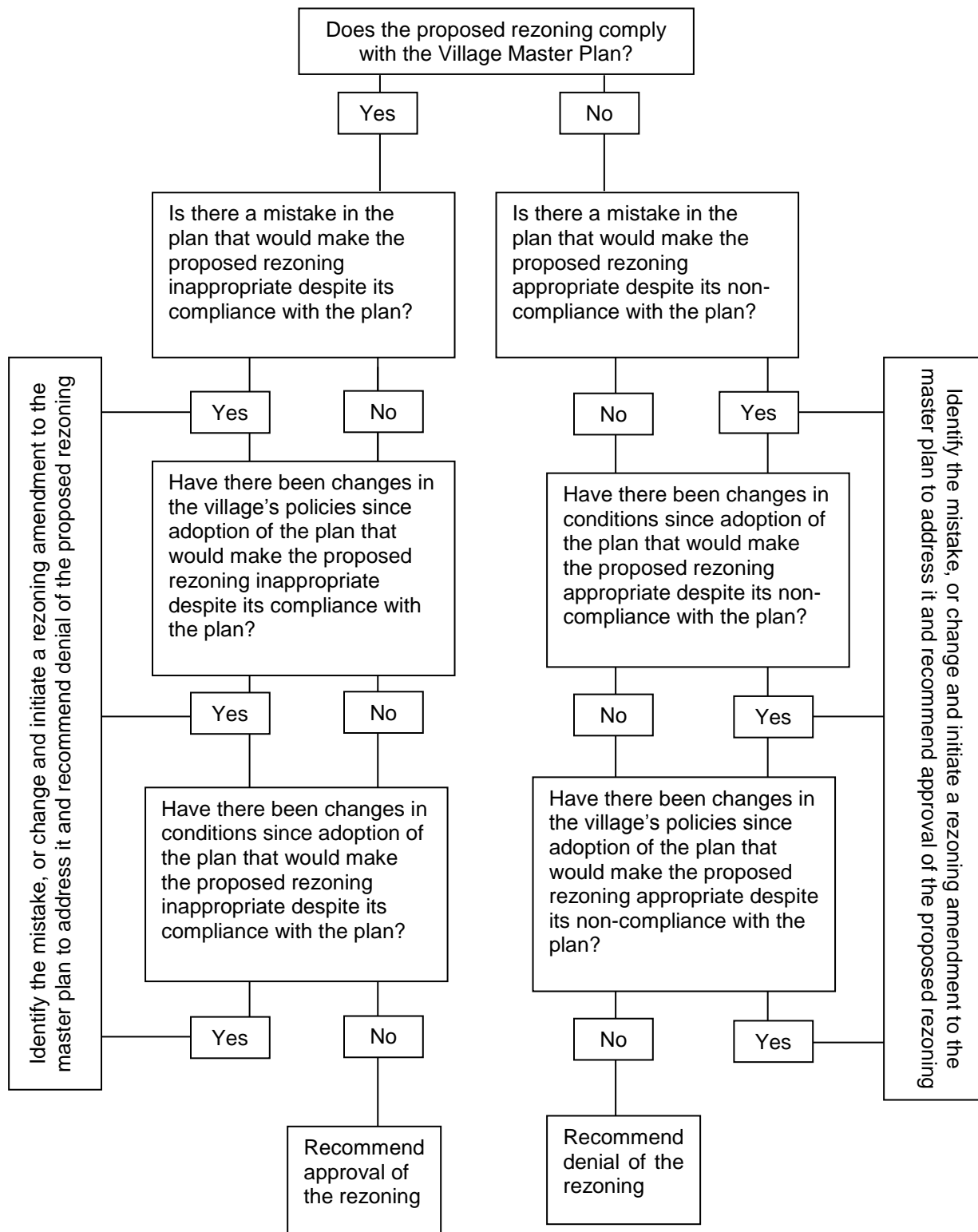


Figure 14-2 Decision Tree for Planning Commission Review of a Proposed Rezoning



Chapter 3: Future Land Use Plan

As stated earlier, the Township adopted an amended future land use plan during 2002. This current planning effort builds on the past and looks to the expected future. Promotion of open space, preservation of rural character in the western edge of the township, transformation of the commercial core into a more urban, walkable space, redevelopment of blighted areas and higher expectations regarding quality of new development are the hallmarks of this present effort. Key considerations in revising the land use categories and applying them to the map were:

- a. Promote open space/green areas
- b. Encourage convenience
- c. Address blighted areas
- d. Encourage simplicity in classifications (limit number)
- e. Flexibility of regulations
- f. Address public comments from open house

Future Land Use Categories

The categories put forth in this plan are similar to those utilized in past planning efforts, but provide more detail and a closer correlation between these categories and existing or proposed zoning districts. The intent is to prevent any unnecessary discontinuity with current zoning and other land development regulations while effectively implementing the plan goals and objectives.

Agricultural/Rural Residential

The Agricultural/Rural Residential land use category is new. It would be implemented by adding an AG district to the zoning ordinance. The zoning district would require a minimum of one acre lots, but would provide for a greater density than one unit per acre for development that created permanent open space as part of their design. Existing agricultural uses would be recognized as legal non-conforming uses that can be re-established if discontinued but agricultural activities would not be identified as permitted uses due to the potential right-to-farm implications.

On the revised Future Land Use Map an area consisting primarily of residential, farm and vacant land one acre and larger in size on the western border of the township would be appropriate for classification as Agricultural/Rural Residential.

Low Density Single Family Residential Use

The Low Density Residential Single Family classification corresponds with the R-1A and R-1B zoning districts. These two districts are similar, with each allowing the same uses, primarily single family residences on individual lots, the primary difference being a minimum lot area of 20,000 sq ft in R-1A and 15,000 sq ft for R-1B.

On the current Future Land Use Map the Low Density Residential classification includes land currently developed to densities consistent with the R-1A and R1B zoning districts, vacant land adjacent to the existing low density residential development not otherwise designated.

Residential Cluster Overlay

Many of the larger parcels in the Agricultural/Rural Residential and Low Density Single Family Residential categories are designated with the Residential Cluster Overlay. This is to identify parcels where cluster development is encouraged to promote the preservation of open space.

Medium Density Single Family Residential

The Medium Density Single Family Residential classification corresponds with the R-1C zoning district, which allows single family residences on 10,500 sq ft lots.

On the current Future Land Use Map the Medium Density Residential classification includes areas that consist of relatively large tracts of land on county primary roads adjacent to existing or planned Low Density Residential areas.

High Density Single Family Residential

The High Density Single Family Residential classification corresponds with the R-1D zoning district, which allows single family residences on 7,200 sq ft lots.

On the Future Land Use Map, the High Density Residential classification represents existing single family residential neighborhoods where density corresponds with the R-1D zoning district. The classification is available for spot infill developments to promote affordable housing and address difficult to develop sites. This area would also allow for increase flexibility in the range of home occupations allowed.

Multi Family Residential

The Multi Family Residential classification would correspond with the RM-1 zoning district and would be intended to provide locations within the township for multi-family development.

On the Future Land Use Map, the Multi Family Residential category represents existing multi family developments as well as locations for future sites. New development should occur on or near primary roads and adjacent to exiting of planned commercial development. Location central to emergency service sites is appropriate. Locations on the western fringe of the township should be discouraged.

Mobile Home Park

The Mobile Home Park classification corresponds with the RMH zoning district, which allows principally mobile home parks.

On the current Future Land Use Map the Mobile Home Park classification includes existing mobile home parks and land adjacent to those parks for future expansion.

Office

The Office classification corresponds with the O-1 zoning district, which allows offices, banks, personal service establishments such as barber shops and hairdressers, restaurants, hospitals and similar uses.

On the current Future Land Use Map the use includes an office corridor along Linden Road from Calkins Road south to Lennon Road, and as infill to buffer residences from I-75.

Commercial

The Commercial classification corresponds with the C-1, C-2 and C-3 zoning districts. The three districts vary in the range of services allowed. The C-1 allows the uses permitted in the O-1 district along with most general retail establishments. The C-2 district allows these uses as well as more intense uses such as drive thru restaurants and those with outdoor display needs such as car dealerships. The C-3 district allows all of the uses permitted in the C-2 and other uses involving outdoor display or substantial parking such as equipment rental, pool sales and theatres.

On the Future Land Use Map the use the commercial uses are shown along the exiting commercial corridors on Linden, Corunna and Miller Roads outside the Town Center area, as well as areas along Bristol and Maple Roads. The appropriateness of C-1 versus C-2 and C-3 zoning is dependent on the surrounding land use. C-1 is appropriate where a node of one or two commercial parcels is surrounded by residential uses. C-2 is appropriate as part of larger commercial areas. C-3 is appropriate for areas adjacent to interstate interchanges.

Town Center

The Town Center land use category is a new category to allow for mixed use within the district with residential development on second floors and behind commercial and office uses. Bonuses for civic improvements such as art or public plazas would be available provided the improvements conformed to the overall concept for the center. Pedestrian linkages throughout the development would be a priority. The category would be implemented by adding the TC district to the zoning ordinance. The zoning district would establish form base requirements to force on-going redevelopment within the area to move closer to the street, and screen parking areas.

On the Future Land Use Map, the Town Center classification is located in the center of the Township with Linden, Corunna and Miller Road as the primary axis of development.

Industrial Use

The Industrial category corresponds with the IND zoning district, which allows for a range of manufacturing, warehousing and similar uses. It also includes areas zoned AD Airpark District. This district is intended to provide an area for uses that can take advantage of the needs of Bishop Airport's commercial and industrial customers. Uses allowed include airport cargo facilities, airplane maintenance facilities, warehouses and offices.

On the current Future Land Use Map the use the industrial uses are adjacent to the airport and expressway. Much of the area shown is occupied by existing industrial uses. There is land indicated for industrial expansion adjacent or nearby to the existing uses, but in some cases they are small residential lots that would be difficult to combine for a reasonably sized industrial parcel and or to develop on a lot by lot basis with land use conflicts with adjacent residences.

Office and Research Overlay

The Office and Research Overlay classification corresponds with the proposed Office and Research Overlay zoning district. This district would overlay some of the areas planned for industrial development and identifies areas where the range of uses would be restricted to research work, office uses and other limited industrial activities.

Public

The Public classification has no corresponding zoning classification. Land in this classification is zoned based on the intensity and impact of the use.

On the Future Land Use Map the use the public uses shown represent existing public uses or vacant land that is publicly owned.

CHARTER TOWNSHIP OF FLINT FUTURE LAND USE MAP

- AGRICULTURE/RURAL RESIDENTIAL
- LOW DENSITY SINGLE FAMILY RESIDENTIAL
- MEDIUM DENSITY SINGLE FAMILY RESIDENTIAL
- HIGH DENSITY SINGLE FAMILY RESIDENTIAL
- MULTI-FAMILY RESIDENTIAL
- MOBILE HOME PARK
- OFFICE
- COMMERCIAL
- TOWN CENTER - MIXED USE
- INDUSTRIAL
- PUBLIC
- CLUSTER OVERLAY
- OFFICE AND RESEARCH OVERLAY
- RAIL TRAIL

MAP 3-1

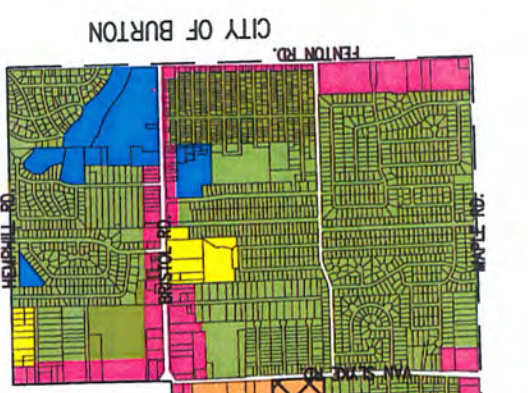
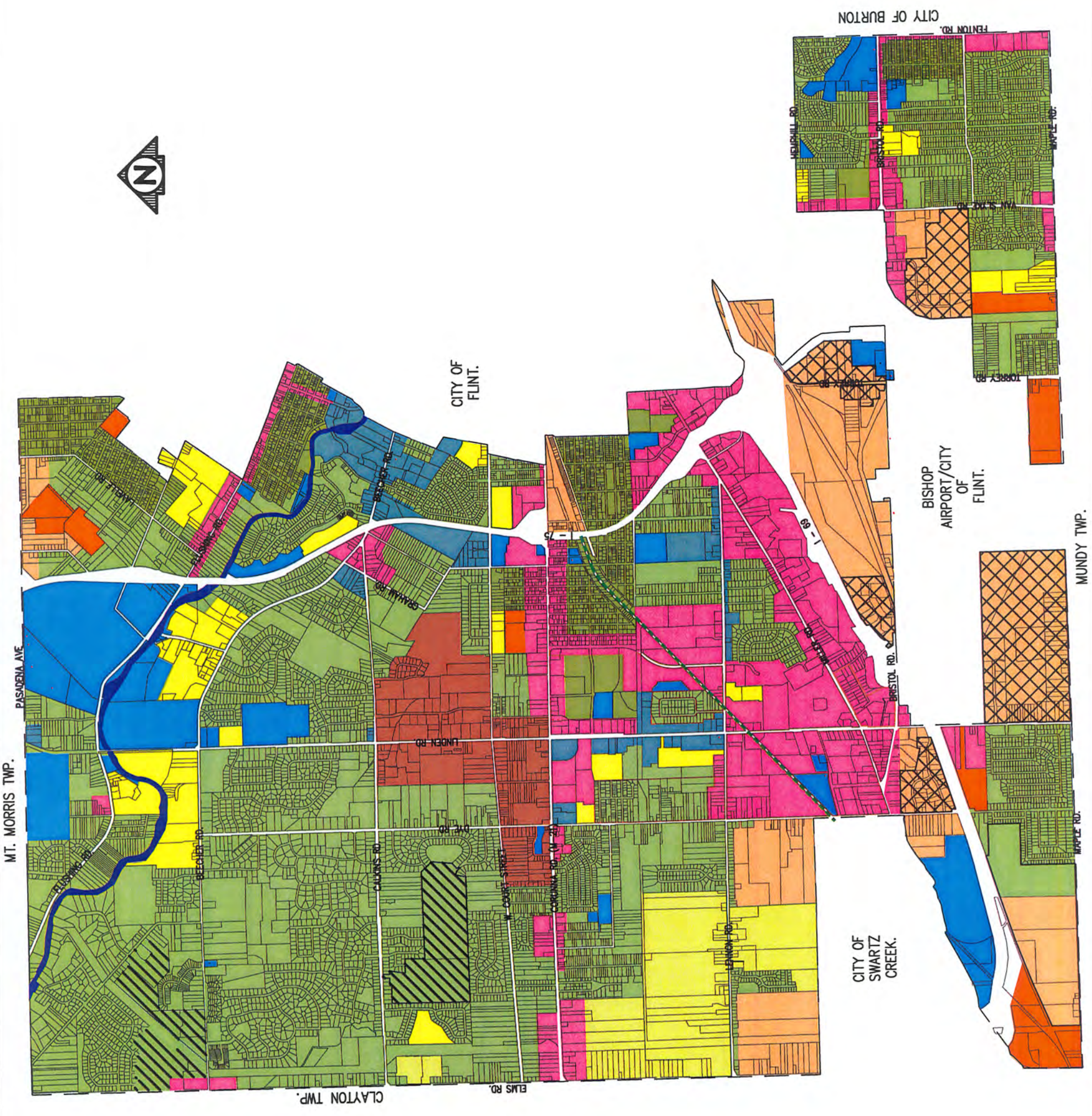


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Map 3-1