

**Notice of an Electronically Conducted
Regular Meeting of the Charter Township of Union
Economic Development Authority**

Notice is hereby given that the Charter Township of Union Economic Development Authority will conduct their regularly scheduled September 15, 2020 meeting electronically at 4:30 p.m., consistent with direction from the Governor and state and county health officials to slow the spread of the COVID-19 virus.

The Township Hall remains closed to the public, so there will be no in-person public attendance in the Township Hall Board Room (2010 S. Lincoln Rd., Mt. Pleasant, MI 48858), although some Economic Development Authority members and Township staff may choose to participate from this location.

All interested persons may attend and participate. The public may participate in the meeting by computer and smart phone using the following link to the electronic meeting location:

<https://us02web.zoom.us/j/81144214764?pwd=MDlGM3pQZDN2U0NIYVZFmGIHMk5TUT09>

(Meeting ID: "811 4421 4764" Password enter "896944"). The moderator will open public access to the electronic meeting space at 4:20 p.m.

To participate via telephone conference call, please call (312) 626-6799. Enter "811 4421 4764" and the "#" sign at the "Meeting ID" prompt, and then enter "896944" at the "Password" prompt. Lastly, re-enter the "#" sign again at the "Participant ID" prompt to join the meeting.

The meeting agenda, packet of materials relating to the meeting, and instructions for connecting to the meeting electronically are available on the Township's website under "Minutes and Board Packets" at <http://www.uniontownshipmi.com/>.

Questions and comments will be received during the public comment sections of the meeting. For participants accessing via computer or smartphone to indicate a desire to address the Economic Development Authority, please use the "Raise Your Hand" button at the bottom center of the screen. To raise your hand for telephone dial-in participants, press "star" and then the number "nine" (*9). The Chair will call on you by the last three digits of your phone number to invite any comment, at which time you will be unmuted by the meeting moderator.

If there are a large number of participants, the Chair may choose to call on individuals by name or telephone number. Please speak clearly and provide your name and address before making your comments. Please note that the meeting moderator will control the muting and unmuting of participants during public comment.

Written comments to the Economic Development Authority may also be delivered to the drop box at the Township Hall. Comments received prior to 3:00 p.m. on 9/15/2020 will be read aloud to the Economic Development Authority.

Persons with disabilities needing assistance to participate should call the Township office at (989) 772-4600. Persons requiring speech or hearing assistance may contact the Township through the Michigan Relay Center at 711. A minimum of one (1) business day of advance notice will be necessary for accommodation.

**Instructions to Participate in an Electronically Conducted
Regular Meeting of the Charter Township of Union
Economic Development Authority**

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Raise Your Hand for Citizen Participation During the Public Comment Periods

Questions and comments will be received during the public comment sections of the meeting. For participants accessing via computer or smartphone to indicate a desire to address the Economic Development Authority, please **click on the "Raise Your Hand" icon** near the bottom of your screen.



Click "Lower Hand" to lower it if needed. The host will be notified that you've raised your hand. The Mute/Unmute function will be controlled by the meeting moderator.

To raise your hand for telephone dial-in participants, press "star" and then the number "nine" (*9).

The Chair will call on you by the last three digits of your phone number to invite any comment, at which time you will be unmuted by the meeting moderator.

Do I need to download the Zoom app to access the meeting? No. Use of the Zoom app is recommended for the best experience, but you will have options to "download & run Zoom" or "join from your browser" when you click on the link to join the meeting.

Can I Use Bluetooth Headset? Yes, as long as the Bluetooth device is compatible with the computer or mobile device that you are using.

Do I have to have a webcam to join on Zoom? While you are not required to have a webcam to join a Zoom Meeting, you will not be able to transmit video of yourself. You will continue to be able to listen and speak during public comment and view the webcam video of other participants.

Leaving the Meeting: Click the "Leave Meeting" link at the bottom right corner of the screen at any time to leave the meeting.



**Economic Development Authority Board (EDA)
Regular Electronic Meeting**
Instructions for access will be posted and available on the
website home page www.uniontownshipmi.com
Tuesday September 15, 2020
4:30 p.m.

AGENDA

1. CALL TO ORDER
2. ROLL CALL
3. APPROVAL OF AGENDA
4. APPROVAL OF REGULAR MEETING MINUTES AUGUST 18, 2020
5. PRESENTATIONS
6. PUBLIC COMMENT
7. REPORTS
 - A. Accounts Payable Approval – August
East DDA District #248 – **Check Register**
West DDA District #250 – **None**
 - B. August Financial Reports: Income / Expense Statement; Balance Sheet
East DDA District #248
West DDA District #250
 - C. Board Member Expiration Matrix
8. NEW BUSINESS
 - A. Review the statements of qualifications from consulting firms to prepare updated Development and Tax Increment Financing plans for the East and West DDA districts.
9. PENDING BUSINESS
10. DIRECTOR COMMENTS
11. ADJOURNMENT

Special informational meeting scheduled meeting September 22, 2020 at 4:30 p.m.

**Charter Township of Union
Economic Development Authority Board (EDA)
Regular – Electronic Board Meeting
Tuesday August 18, 2020**

MINUTES

A regular – electronic meeting of the Charter Township of Union Economic Development Authority was held on August 18, 2020 at 4:30 p.m. as a virtual meeting through the Zoom meeting platform.

Meeting was called to order at 4:30 p.m.

ROLL CALL

Present: Kequom, Zalud, Hunter, Bacon, Chowdhary, Barz, Figg, Coyne (late 5:15)

Excused: Johnson

Absent: Smith, Gunning

Others Present: Rodney Nanney – Community & Economic Development Director, Sherrie Teall – Finance Director, Amy Peak-Building Dept. Clerk

APPROVAL OF AGENDA

MOTION by **Figg** SUPPORTED by **Chowdhary** to APPROVE the agenda as presented. MOTION CARRIED 7-0.

APPROVAL OF MINUTES

MOTION by **Barz** SUPPORTED by **Chowdhary** to APPROVE minutes from the July 21, 2020 regular meeting as presented. MOTION CARRIED 7-0.

CORRESPONDENCE – None

PUBLIC COMMENT – None

REPORTS

ACCOUNTS PAYABLE/ FINANCIAL STATEMENTS

Finance Director Sherrie Teall reviewed the accounts payable for the East & West DDA.

MOTION by **Zalud** SUPPORTED by **Hunter** to APPROVE the East DDA payables 7/22/20 – 8/10/20 in the amount of \$10,394.81 as presented. MOTION CARRIED 7 – 0.

MOTION by **Zalud** SUPPORTED by **Barz** to APPROVE the West DDA payables 7/22/20 – 8/10/20 in the amount of \$5,300.00 as presented. MOTIN CARRIED 7 – 0.

Finance Director Teall reviewed financial reports.

Financial reports were RECEIVED AND FILED by Chairman Kequom.

NEW BUSINESS

- A. RFBA: Revise the 2020 Economic Development Authority meeting schedule to postpone and reschedule the August 25, 2020 EDA Informational Meeting required by Public Act 57 of 2018.**

Community & Economic Development Director - Rodney Nanney reviewed RFBA. Discussion held.

MOTION by Zalud **SUPPORT** by Figg to approve the RFBA to revise the 2020 Economic Development Authority meeting schedule to postpone and reschedule the August 25, 2020 EDA Informational Meeting to Tuesday, October 27, 2020 at 4:30 p.m. **7 – YES, 0 – NO, 4 – ABSENT. Motion CARRIED 7 – 0.**

- B. RFBA: To authorize the Community and Economic Development Director to prepare and distribute a request for consulting firms to submit their qualifications to assist the Economic Development Authority and staff with the process of preparing and adopting updated Development and Tax Increment Financing plans for the East and West Downtown Development Authority districts.**

Community & Economic Development Director - Rodney Nanney reviewed RFBA. Discussion held.

MOTION by Bacon **SUPPORT** by Chowdhary to approve to authorize the Community and Economic Development Director to prepare and distribute a request for consulting firms to submit their qualifications to assist the Economic Development Authority and staff with the process of preparing and adopting updated Development and Tax Increment Financing plans for the East and West Downtown Development Authority districts. **7 – YES, 0 – NO, 4 – ABSENT.**
MOTION CARRIED 7 – 0.

PENDING BUSINESS

A. RFBA: To approve list of planned economic development and public infrastructure improvement projects in the East DDA District for funding during the 2021 – 2024 fiscal years.

Community & Economic Development Director – Rodney Nanney reviewed RFBA. Discussion held.

MOTION by Zalud **SUPPORT** by Hunter to approve list of planned economic development and public infrastructure improvement projects in the East DDA District for funding during the 2021 – 2024 fiscal years as presented. **8 – YES, 0 – NO, 3 – ABSENT. MOTION CARRIED 8 – 0.**

B. RFBA: To approve list of planned economic development and public infrastructure improvement projects in the West DDA Districts for funding during the 2021 – 2024 fiscal years.

Community & Economic Development Director – Rodney Nanney reviewed RFBA. Discussion held.

MOTION by Zalud **SUPPORT** by Coyne to approve list of planned economic development and public infrastructure improvement projects in the East DDA District for funding during the 2021 – 2024 fiscal years as presented. **8 – YES, 0 – NO, 3 – ABSENT. MOTION CARRIED 8 – 0.**

GENERAL DISCUSSION:

COMMENTS:

- Figg acknowledged the work the Community and Economic Development Director has put into the planned economic development public infrastructure improvement program.
- Figg commented on expanding the WDDA.
- Zalud mentioned road improvements from Bridge North on Lincoln to High St. and to reach out to the highway department for a long-term outlook for M20 corridor.
- Hunter commented on BOT Goals and Commerce.
- Bacon commented he likes the Summerton project.
- Bacon commented on pedestrian traffic light at Pickard and Isabella. Will send Rodney an email to pass along to MDOT.
- Hunter, Bacon, Kequom commented on a good start on some projects.
- Zalud commented on Miss Dig

DIRECTOR COMMENTS:

- 127 interchange work / overpass lighting was removed by MDOT. The wall packs were in bad shape. MDOT to put conduit back up and Director Nanney mentioned that the EDA Board may want to think about new wall pack lighting for this location and would bring this to the September meeting. Discussion held.

MOTION by Zalud **SUPPORT** by Barz to authorize Community and Economic Development Director to negotiate with MDOT on the replacement of the 127 / M20 overpass light replacements for a total cost not to exceed \$6500. **8 – YES, 0 – NO, 3 – ABSENT. MOTION CARRIED 8 – 0.**

- Addressed concerns on water bills / history that was brought up at the July meeting.

Reminder of the next scheduled EDA meeting on September 15, 2020.

Meeting adjourned by Chairman Kequom at 5:58 p.m.

APPROVED BY

Chair Kequom

(Recorded by Amy Peak)

09/02/2020 02:37 PM
User: SHERRIE
DB: Union

CHECK REGISTER FOR CHARTER TOWNSHIP OF UNION
CHECK DATE FROM 08/19/2020 - 09/15/2020

Page: 1/1

Check Date	Bank	Check	Vendor	Vendor Name	Description	Amount
Bank 248 EDDA CHECKING						
08/19/2020	248	63 (E)	00146	CONSUMERS ENERGY PAYMENT CENTER	4900 E PICKARD	31.75
					5157 E PICKARD	30.69
					5157 E PICKARD	29.92
					2029 2ND ST	43.35
					5325 E PICKARD	26.60
					5770 E PICKARD	52.81
					5770 E PICKARD	29.26
					5771 E PICKARD	74.40
					5771 E PICKARD	29.66
					4592 E PICKARD	38.63
					4592 E PICKARD	29.66
					4675 E PICKARD	35.08
					4923 E PICKARD	36.26
					2027 FLORENCE	29.07
					1940 S ISABELLA	45.26
						<hr/> 562.40
09/15/2020	248	4168	00450	M M I	PARK BENCH/GROUND MAINTENANCE-JUL 2020	902.00
					PARK BENCH/GROUND MAINTENANCE-AUG 2020	450.00
						<hr/> 1,352.00
09/15/2020	248	4169	00530	PLEASANT THYME HERB FARM	WATER & WEED BASKETS ON PICKARD	2,717.00
09/15/2020	248	4170	00649	THIELEN TURF IRRIGATION, INC.	IRRIGATION REPAIRS-EDA PICKARD ST	168.60
					IRRIGATION REPAIRS-EDA PICKARD ST	1,477.70
						<hr/> 1,646.30

248 TOTALS:

Total of 4 Disbursements:

6,277.70

PERIOD ENDING 08/31/2020

		YTD BALANCE	2020		YTD BALANCE	
		08/31/2019	ORIGINAL	2020	08/31/2020	% BDGT
GL NUMBER	DESCRIPTION	NORMAL (ABNORMAL)	BUDGET	AMENDED BUDGET	NORMAL (ABNORMAL)	USED
Fund 248 - EAST DDA FUND						
Revenues						
Dept 000 - NONE						
248-000-402.000	CURRENT PROPERTY TAX	408,606.73	435,000.00	435,000.00	434,701.18	99.93
248-000-402.001	PROPERTY TAX REFUNDS-BOR MTT	0.00	(4,000.00)	(4,000.00)	0.00	0.00
248-000-402.100	PRIOR YEARS PROPERTY TAXES	0.00	(250.00)	(250.00)	0.00	0.00
248-000-420.000	DELQ PERSONAL PROPERTY CAPT	292.42	300.00	300.00	67.85	22.62
248-000-445.000	INTEREST ON TAXES	177.00	500.00	500.00	631.16	126.23
248-000-573.000	STATE AID REVENUE-LCSA	0.00	55,000.00	63,000.00	0.00	0.00
248-000-665.000	INTEREST EARNED	15,323.64	18,000.00	18,000.00	14,632.25	81.29
248-000-671.000	OTHER REVENUE	34.89	100.00	100.00	158.72	158.72
Total Dept 000 - NONE		424,434.68	504,650.00	512,650.00	450,191.16	87.82
TOTAL REVENUES		424,434.68	504,650.00	512,650.00	450,191.16	87.82
Expenditures						
Dept 000 - NONE						
248-000-801.000	PROFESSIONAL & CONTRACTUAL SERVICES	6,542.45	9,800.00	9,800.00	5,995.00	61.17
248-000-801.001	MAINT- BENCHES/TRASH RECEPTACLES	0.00	10,000.00	10,000.00	0.00	0.00
248-000-801.003	SIDEWALK SNOWPLOWING	8,700.00	10,000.00	10,000.00	3,700.00	37.00
248-000-801.004	RIGHT OF WAY LAWN CARE	10,680.00	16,500.00	19,000.00	6,012.00	31.64
248-000-801.005	IRRIGATION / LIGHTING REPAIRS	30,241.28	30,000.00	34,000.00	25,814.26	75.92
248-000-801.007	FLOWER / LANDSCAPE MAINTENANCE	13,705.00	18,500.00	21,000.00	10,005.00	47.64
248-000-801.015	STREET LIGHT BANNERS/CHRISTMAS	6,163.00	20,000.00	20,000.00	5,745.00	28.73
248-000-826.000	LEGAL FEES	0.00	500.00	500.00	0.00	0.00
248-000-880.000	COMMUNITY PROMOTION	8,170.00	0.00	5,000.00	5,000.00	100.00
248-000-900.000	PRINTING & PUBLISHING	0.00	250.00	250.00	0.00	0.00
248-000-917.000	WATER & SEWER CHARGES	3,033.15	14,200.00	15,000.00	1,979.20	13.19
248-000-920.000	ELECTRIC/NATURAL GAS	6,674.39	12,000.00	12,000.00	6,349.31	52.91
248-000-935.000	PROPERTY/LIABILITY INSURANCE	1,255.17	1,500.00	1,500.00	1,297.69	86.51
248-000-940.000	LEASE/RENT	550.00	700.00	700.00	0.00	0.00
248-000-955.000	MISC.	5.58	50.00	50.00	49.97	99.94
248-000-967.000	PROJECTS	44,479.25	0.00	0.00	0.00	0.00
Total Dept 000 - NONE		140,199.27	144,000.00	158,800.00	71,947.43	45.31
Dept 336 - FIRE DEPARTMENT						
248-336-830.000	PUBLIC SAFETY - FIRE PROTECTION	66,311.00	66,000.00	66,000.00	70,484.04	106.79
Total Dept 336 - FIRE DEPARTMENT		66,311.00	66,000.00	66,000.00	70,484.04	106.79
Dept 728 - ECONOMIC DEVELOPMENT						
248-728-967.300	SEWER SYSTEM PROJECTS	0.00	160,260.00	160,260.00	0.00	0.00
248-728-967.600	PARKS PROJECTS	0.00	107,000.00	107,000.00	0.00	0.00
Total Dept 728 - ECONOMIC DEVELOPMENT		0.00	267,260.00	267,260.00	0.00	0.00
TOTAL EXPENDITURES		206,510.27	477,260.00	492,060.00	142,431.47	28.95

Fund 248 - EAST DDA FUND:

003

REVENUE AND EXPENDITURE REPORT FOR CHARTER TOWNSHIP OF UNION

PERIOD ENDING 08/31/2020

GL NUMBER	DESCRIPTION	YTD BALANCE 08/31/2019		2020 ORIGINAL BUDGET		2020 AMENDED BUDGET		YTD BALANCE 08/31/2020		% BDGT USED
		NORMAL	(ABNORMAL)					NORMAL	(ABNORMAL)	
Fund 248 - EAST DDA FUND										
	TOTAL REVENUES		424,434.68		504,650.00		512,650.00		450,191.16	87.82
	TOTAL EXPENDITURES		206,510.27		477,260.00		492,060.00		142,431.47	28.95
	NET OF REVENUES & EXPENDITURES		217,924.41		27,390.00		20,590.00		307,759.69	1,494.70

PERIOD ENDING 08/31/2020

GL NUMBER	DESCRIPTION	YTD BALANCE	2020		YTD BALANCE	% BDGT USED
		08/31/2019	ORIGINAL	2020	08/31/2020	
		NORMAL (ABNORMAL)	BUDGET	AMENDED BUDGET	NORMAL (ABNORMAL)	
Fund 250 - WEST DDA FUND						
Revenues						
Dept 000 - NONE						
250-000-402.000	CURRENT PROPERTY TAX	304,611.31	320,000.00	320,000.00	322,342.57	100.73
250-000-402.001	PROPERTY TAX REFUNDS-BOR MTT	0.00	(4,000.00)	(4,000.00)	0.00	0.00
250-000-420.000	DELQ PERSONAL PROPERTY CAPT	1,538.94	200.00	200.00	405.44	202.72
250-000-445.000	INTEREST ON TAXES	284.23	250.00	250.00	108.19	43.28
250-000-665.000	INTEREST EARNED	14,470.05	14,000.00	14,000.00	12,097.22	86.41
Total Dept 000 - NONE		320,904.53	330,450.00	330,450.00	334,953.42	101.36
TOTAL REVENUES		320,904.53	330,450.00	330,450.00	334,953.42	101.36
Expenditures						
Dept 000 - NONE						
250-000-801.000	PROFESSIONAL & CONTRACTUAL SERVICES	3,167.50	4,200.00	4,200.00	3,167.50	75.42
250-000-880.000	COMMUNITY PROMOTION	0.00	0.00	5,000.00	5,000.00	100.00
250-000-967.400	STREET/ROAD PROJECTS	0.00	330,000.00	330,000.00	0.00	0.00
Total Dept 000 - NONE		3,167.50	334,200.00	339,200.00	8,167.50	2.41
Dept 336 - FIRE DEPARTMENT						
250-336-830.000	PUBLIC SAFETY - FIRE PROTECTION	49,152.00	49,000.00	49,000.00	52,067.68	106.26
Total Dept 336 - FIRE DEPARTMENT		49,152.00	49,000.00	49,000.00	52,067.68	106.26
Dept 728 - ECONOMIC DEVELOPMENT						
250-728-967.300	SEWER SYSTEM PROJECTS	0.00	0.00	73,600.00	73,533.91	99.91
250-728-967.500	SIDEWALK/PATHWAY PROJECTS	0.00	70,000.00	70,000.00	0.00	0.00
Total Dept 728 - ECONOMIC DEVELOPMENT		0.00	70,000.00	143,600.00	73,533.91	51.21
TOTAL EXPENDITURES		52,319.50	453,200.00	531,800.00	133,769.09	25.15
Fund 250 - WEST DDA FUND:						
TOTAL REVENUES		320,904.53	330,450.00	330,450.00	334,953.42	101.36
TOTAL EXPENDITURES		52,319.50	453,200.00	531,800.00	133,769.09	25.15
NET OF REVENUES & EXPENDITURES		268,585.03	(122,750.00)	(201,350.00)	201,184.33	99.92
TOTAL REVENUES - ALL FUNDS		745,339.21	835,100.00	843,100.00	785,144.58	93.13
TOTAL EXPENDITURES - ALL FUNDS		258,829.77	930,460.00	1,023,860.00	276,200.56	26.98
NET OF REVENUES & EXPENDITURES		486,509.44	(95,360.00)	(180,760.00)	508,944.02	281.56

Fund 248 EAST DDA FUND

GL Number	Description	Balance
*** Assets ***		
248-000-001.000	CASH	3,492.14
248-000-002.000	SAVINGS	838,668.32
248-000-003.001	CERTIFICATE OF DEPOSIT	829,727.89
Total Assets		1,671,888.35
*** Liabilities ***		
248-000-202.000	ACCOUNTS PAYABLE	5,715.30
Total Liabilities		5,715.30
*** Fund Balance ***		
248-000-370.379	RESTRICTED FUND BALANCE	1,358,413.36
Total Fund Balance		1,358,413.36
Beginning Fund Balance		1,358,413.36
Net of Revenues VS Expenditures		307,759.69
Ending Fund Balance		1,666,173.05
Total Liabilities And Fund Balance		1,671,888.35

Fund 250 WEST DDA FUND

GL Number	Description	Balance
*** Assets ***		
250-000-001.000	CASH	1,285.64
250-000-002.000	SAVINGS	277,570.83
250-000-002.001	SHARES	53.70
250-000-003.001	CERTIFICATE OF DEPOSIT	943,456.41
250-000-056.000	INTEREST RECEIVABLE	14.70
Total Assets		1,222,381.28
*** Liabilities ***		
Total Liabilities		0.00
*** Fund Balance ***		
250-000-370.379	RESTRICTED FUND BALANCE	1,021,196.95
Total Fund Balance		1,021,196.95
Beginning Fund Balance		1,021,196.95
Net of Revenues VS Expenditures		201,184.33
Ending Fund Balance		1,222,381.28
Total Liabilities And Fund Balance		1,222,381.28

Board Expiration Dates

Planning Commission Board Members (9 Members) 3 year term			
#	F Name	L Name	Expiration Date
1-BOT Representative	Lisa	Cody	11/20/2020
2-Chair	Phil	Squattrito	2/15/2023
3-Vice Chair	Ryan	Buckley	2/15/2022
4-Secretary	Alex	Fuller	2/15/2023
5-Vice Secretary	Mike	Darin	2/15/2022
6	Stan	Shingles	2/15/2021
7	Denise	Webster	2/15/2020
8	James	Thering Jr.	2/15/2021
9	Doug	LaBelle II	2/15/2022
Zoning Board of Appeals Members (5 Members, 2 Alternates) 3 year term			
#	F Name	L Name	Expiration Date
1- PC Rep	Ryan	Buckley	2/18/2021
2 - Chair	Andy	Theisen	12/31/2022
3 - Vice Chair	Liz	Presnell	12/31/2022
4 - Secretary	Taylor	Sheahan-Stahl	12/31/2021
5 - Vice Secretary	Judy	Lannen	12/31/2022
Alt. #1	Brandon	LaBelle	12/31/2022
Alt. #2	Jim	Engler	2/15/2021
Board of Review (3 Members) 2 year term			
#	F Name	L Name	Expiration Date
1	Doug	LaBelle II	12/31/2020
2	James	Thering, Jr.	12/31/2020
3	Bryan	Neyer	12/31/2020
Alt #1	Randy	Golden	1/25/2021
Citizens Task Force on Sustainability (4 Members) 2 year term			
#	F Name	L Name	Expiration Date
1	Don	Long	12/31/2020
2	Mike	Lyon	12/31/2020
3	vacant seat		12/31/2018
4-BOT Representative	vacant seat		11/20/2020
Construction Board of Appeals (3 Members) 2 year term			
#	F Name	L Name	Expiration Date
1	Colin	Herron	12/31/2021
2	Richard	Jakubiec	12/31/2021
3	Andy	Theisen	12/31/2021
Hannah's Bark Park Advisory Board (2 Members from Township) 2 year term			
1	Mark	Stuhldreher	12/31/2020
2	John	Dinse	12/31/2021
Chippewa River District Library Board 4 year term			
1	Ruth	Helwig	12/31/2023
2	Lynn	Laskowsky	12/31/2021



Board Expiration Dates

EDA Board Members (11 Members) 4 year term			
#	F Name	L Name	Expiration Date
1-BOT Representative	Ben	Gunning	11/20/2020
2	Thomas	Kequom	4/14/2023
3	James	Zalud	4/14/2023
4	Richard	Barz	2/13/2021
5	Robert	Bacon	1/13/2023
6	Marty	Figg	6/22/2022
7	Sarvjit	Chowdhary	1/20/2022
8	Cheryl	Hunter	6/22/2023
9	Vance	Johnson	2/13/2021
10	Michael	Smith	2/13/2021
11	David	Coyne	3/26/2022
Mid Michigan Area Cable Consortium (2 Members)			
#	F Name	L Name	Expiration Date
1	Kim	Smith	12/31/2020
2	Vacant		
Cultural and Recreational Commission (1 seat from Township) 3 year term			
#	F Name	L Name	Expiration Date
1	Robert	Sommerville	12/31/2022
Sidewalks and Pathways Prioritization Committee (2 year term)			
#	F Name	L Name	Expiration Date
1 - BOT Representative	Kimberly	Rice	11/20/2020
2 - PC Representative	Denise	Webster	8/15/2020
3-Township Resident	Sherrie	Teall	8/15/2021
4 - Township Resident	Jeremy	MacDonald	10/17/2020
5 - Member at large	Connie	Bills	8/15/2021

REQUEST FOR EDA BOARD ACTION

To: Economic Development Authority Board	DATE: September 10, 2020
FROM: Rodney C. Nanney, AICP, Community and Economic Development Director	DATE FOR CONSIDERATION: 9/17/2020
ACTIONS REQUESTED: To evaluate the Statements of Qualifications received and to identify the finalists to invite to submit detailed cost proposals for updating the East and West DDA Development and Tax Increment Financing plans.	

Current Action ☒ Emergency ☐

Funds Budgeted: If Yes ☐ Account # ☐ No ☐ N/A ☒

Finance Approval ☐

BACKGROUND INFORMATION

The tax increment financing (TIF) plans for both the East and the West DDA Districts are set to expire on December 31, 2021. If updated Development and TIF plans are not adopted by the Board of Trustees before that date, authority for capture of tax revenues will end with the 2021 tax year. In response to the EDA Board's 8/18/2020 authorization, the Community and Economic Development Director distributed a request for qualifications to consulting firms with expertise in tax increment financing. Statements of Qualifications were received from the following firms:

- McGraw Morris P.C.
- Mission North/Smith Group
- CIB Planning
- Rowe Professional Services
- McKenna Associates/Main Street Planning

SCOPE OF ACTIVITY

Evaluation of consulting firm qualifications and identification of finalists to invite to submit detailed cost proposals to assist the Economic Development Authority and staff with the process of preparing and adopting updated DDA District Development and Tax Increment Financing plans.

MINIMUM QUALIFICATIONS

In the request for qualifications, respondents were asked to demonstrate their professional experience, technical expertise, and organizational capacity to:

1. Identify and use best practices to successfully prepare and update development plans and tax increment financing plans for local government clients in Michigan.
2. Write with clarity, brevity, and accuracy in a manner that satisfies applicable requirements of Public Act 57 of 2018 and can be easily understood by the lay person.
3. Prepare all required tax increment financing elements and evaluate the estimated

impacts of tax increment financing on all taxing jurisdictions for each DDA District.

4. Assist the EDA Board with evaluation of a potential expansion of the East DDA District.
5. Develop accurate cost estimates for development plan projects under consideration.
6. Use effective strategies to engage business owners, leadership of taxing jurisdictions, local officials, and other DDA stakeholders to obtain meaningful input into similar projects.
7. Plan for and meet deadlines for projects that have multiple steps and include significant opportunities for stakeholder participation.

The request for qualifications also noted that, “Preference will be given to consultants or consulting firms with robust tax increment financing expertise and experience working with township clients.”

EVALUATION

The following observations are based upon a staff review of the statements of qualifications received by the deadline:

1. All but one (1) of the respondents (McGraw Morris P.C.) fully demonstrated in their statements that they met the minimum requested qualifications.
2. Three (3) of the respondents noted in their statements that they have provided services to the Township in the past or include staff members that have previously worked on Township projects.
3. The statements from two (2) of the respondents (Rowe Professional Services and Mission North/Smith Group) focused predominantly on urban design and streetscape elements, which are not anticipated to be a major focus of this project.

It is the recommendation of staff that the EDA Board consider inviting a minimum of one (1) and a maximum of three (3) finalists to submit detailed cost proposals for this project, and that the following firms be included on the list of finalists:

- CIB Planning
- McKenna Associates/Main Street Planning

JUSTIFICATION

Adoption of updated Development and Tax Increment Financing plans for the East and West DDA Districts is necessary to allow the capture of property tax revenues to continue after 2021 and to support the completion of all projects and activities identified in the adopted Development Plans.

BOARD OF TRUSTEES GOALS ADDRESSED

Board of Trustees goals addressed by the current and planned EDA projects and activities under the adopted Development Plans for the East and West DDA districts (From Policy 1.0: Global End):

- 1. Community well-being and common good**

2. Prosperity through economic diversity, cultural diversity, and social diversity
3. Safety
4. Health
5. Natural Environment
6. Commerce

COSTS

NA

TIMETABLE

The Director will respond to each of the finalists identified by the EDA Board with invitations to prepare and submit a detailed cost proposal for this project in anticipation of review and action by the Economic Development Authority at a regular meeting in October or November.

ACTION REQUESTED

To authorize the Community and Economic Development Director to invite the following consulting firm(s) to submit a detailed cost proposal to assist the Community and Economic Development Director, Finance Director, and Economic Development Authority Board with the process of preparing and adopting updated Development and Tax Increment Financing plans for the East and West Downtown Development Authority districts:

Resolved by _____ Seconded by _____

Yes:

No:

Absent:

EDA Chair



September 9, 2020

Rodney Nanny, AICP
Community and Economic Development Director
Charter Township of Union
2010 South Lincoln Street
Mount Pleasant, MI 48858

RE: State of Qualifications for preparation of updates to the Development and Tax Increment Financing Plans for the East and West Downtown Development Authority Districts

Dear Mr. Nanny:

We are pleased to provide this Statement of Qualifications to the Charter Township of Union. The team we propose offers relevant expertise and a history of effectively assisting communities envision and realize their full potential. We look forward to helping Union Township plan the next chapter for its corridors.

Sincerely,

A handwritten signature in black ink, appearing to read "Rob Bacigalupi". The signature is stylized with a large, looped initial "R" and a trailing flourish.

Rob Bacigalupi, AICP

Statement of Qualifications

for: Charter Township of Union:
Preparation of updates to the
Development and Tax Increment
Financing Plans for the East and West
Downtown Development Authority
Districts

date: September 9, 2020

by: Mission North, LLC



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Introduction

To provide the Charter Township of Union the highest level of service, Mission North is proposing leading a team that includes Smith Group. Mission North brings years of best practice commercial district management and expertise in retail trends and economic development to bear for Union Township. Smith Group is known nationally for, among other things, innovative design and public engagement. The firm's planners, architects, landscape architects, and engineers include experts in corridor planning, zoning, and stormwater management. This collaboration puts a fully rounded team at Union Township's service.

History and Background

Mission North and Smith Group have worked together over the past year, successfully serving four Michigan communities, including the City of Mount Pleasant. Our firms are currently working on a downtown plan for the Marquette DDA. We look forward to bringing this teamwork to Union Township in its effort to update plans for its two Downtown Development Authority Districts.

Firm summaries for both Mission North and Smith Group are included on the following pages.

**About Mission North:**

Mission North, LLC, was formed in 2003 offering planning and economic development services to municipalities and downtown organizations. In late 2017, we set out to establish Mission North as a premier consultant for downtown organizations, cities, townships and those who develop in them. With a focus on placemaking, mobility expertise, and sustainable economics, Mission North is driven by a passion for places of quality and value.

Mission North is made up of Rob Bacigalupi, AICP and Leslie Sickterman, AICP, PCP, CNU-A. Rob specializes in economic development and transportation, whereas Leslie's expertise is in zoning, master planning, and recreation planning.

SMITHGROUP



FIRM OVERVIEW

SmithGroup is an award-winning, multi-national organization that employs research, data, advanced technologies, and design thinking to help clients solve their greatest challenges.

Working across a network of 15 offices internationally, our team of 1,300 experts is committed to excellence in strategy, design, and delivery—giving rise to new and innovative processes and methodologies that are redefining the way we work as teams. Our specialists—from architects and urban designers, landscape architects, civil and coastal engineers, and beyond—develop beautiful, sustainable, future-focused solutions for urban environments, streetscape corridors, diverse workplaces, mixed-use developments, transportation plans and parks and open spaces.

SmithGroup engages all of our diverse disciplines, along with a wide range of collaborative partners, to deliver impactful, community-building projects. Our work engages and respects where every project falls in the lived continuum of the community.

Successful and enduring urban design starts at the human scale. SmithGroup understands the need to put people first when we shape and adapt our communities. We emphasize social linkages and connections as the cornerstone of our design approach. We employ thoughtful design strategies that create new public gathering spaces and dynamic hubs of economic activity. We collaborate with local artists and artisans to authentically express what makes a place special. We put people first in our thinking about the future of urban mobility, and incorporate public health and wellness metrics into our data-informed process.

CONTACT

Kathleen Duffy, AICP

734.545.6096

kathleen.duffy@smithgroup.com

www.smithgroup.com

SIZE

15 offices, 1,300 employees

LOCATION

201 Depot St

2nd Floor

Ann Arbor, MI 48104

LONGEVITY

SmithGroup is the longest continually operating architecture + engineering firm in the United States. The firm was founded in 1853 by architect Sheldon Smith.

SERVICES

Architecture

Building Technology

Civil Engineering

Construction Administration

Electrical Engineering

Facility Economics

Interior Design

Landscape Design

Master Planning

Mechanical Engineering

Programming/Planning

Structural Engineering

Urban Design

Urban Planning

Related Experience

Rob Bacigalupi of Mission North has over 20 years' experience helping downtown organizations throughout Michigan and beyond. While at the Traverse City Downtown Development Authority, Rob led and wrote seven development and TIF plan amendments and one brand new plan. Rob understands the importance of buy-in by all groups in putting forth a new plan. A well-conceived DDA plan benefits residents and other taxing jurisdictions, as well as businesses and property owners in the district.

Kathleen Duffy of Smith Group has successfully helped over a dozen downtowns and corridors envision a better future. Kathleen and her colleagues at Smith Group "wrote the book" on public engagement during COVID-19, recently presenting a webinar on the subject for the Michigan Association of Planning. Two project profiles for Mission North and three for Smith Group are provided below.

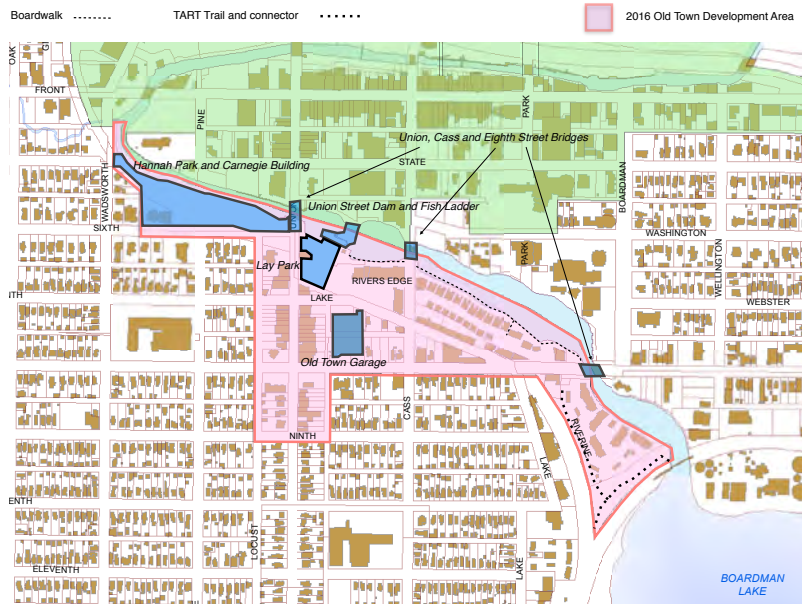
Project: Old Town Plan 2016

**While working at the Traverse City Downtown Development Authority*

Highlights:

- Worked with taxing authorities and other stakeholders on the replacement of an expiring development and TIF plan with a new 25-year plan.
- Engagement included neighborhood and merchant association meetings in addition to standard public meetings.
- Created video highlighting the success of the old plan and value of a new one.
- Utilized property tax visualizations prepared by Urban 3 to make the case for high-value development.

Exhibit 1 - Map of the Development Area w/Public Improvements



Contact:

- Marty Colburn, Traverse City City Manager:
office: (231) 922-4440
email: mcolburn@traversecitymi.gov



Project: Charter Township of Filer DDA Development Plan Update, 2019

Highlights:

- Gathered input from business community on needs in the DDA district.
- Facilitated strategic planning with the DDA Board to prioritize projects.
- Analyzed the property tax performance of the client community versus other communities in the county.
- The revised plan greatly broadened the usefulness of Filer Township's TIF revenue, including adding the ability to fund broadband and purchase key properties for redevelopment.

Contact:

- Tamara Buswinka, AICP, DDA Director:
phone: (231) 723-3138
email: L44Planners@gmail.com

Exhibit E - Contemplated Improvements

Map	Category	Description ¹	Estimated Completion ²
A	Gateway Signs	Place two gateway signs on US-31 at both ends of core commercial district, and two on Merkey Road at east and west side of district.	2019
B	Improve Aesthetics Along 28th Street	Facade improvements and streetscapes along 28th Street.	2020
C	Public Water Supply Improvements	Install certain public water supply system improvements, including a possible, additional added water tower and related equipment, so as to improve the Township water supply system as located within the District and elsewhere in the Township.	2021
C	Western Park Project	Mixed-use development with workforce housing, retail township park including a wetland, village green and new town hall.	2021
D	East US-31 Pedestrian Improvements	Establish walks from neighborhood to US-31, eliminate curb cuts along US-31, add sidewalks along east side of US-31, establish mid-block crosswalk with new linear park just north of the Bungalow, and create strong pedestrian crossings on US-31 at 12th Street, Merkey Road/28th Street, and Red Apple Road.	2022
E	US-31 Access Drive and Walkway	Shared access system serving businesses on the West side of US-31 between Red Apple Road and the Days Inn Manistee.	2023
F	Snowmobile Connector	Roadway crossings and dedicated way connecting Manistee Lake/Stronach with staging behind the Days Inn.	2026
G	School Pond Park and Connecting Greenways	Public open space along north boundary of DDA District, with passive recreation, green corridor with pedestrian path connecting Grand Avenue and US-31 at School Pond Park, and green path between Kosciusko Street, US 31 and School Pond Park.	2027



Project: Charlevoix Parking Study, 2018

Highlights:

- Commuter and visitor surveys with 77 and 236 respondents respectively helped frame parking issues in downtown Charlevoix.
- Conducted business stakeholder meeting to supplement surveys and collected data.
- Worked with Downtown Development Authority and City Council on appropriate parking strategies to accommodate downtown's growth in the context of new trends in mobility.
- Charlevoix has already acted on recommendations including modernizing parking meters and implementing a mobile pay option.



Contact:

- Mark Heydlauff, City Manager:
phone: (231) 547-3270
email: markh@charlevoixmi.gov



DOWNTOWN STREETSCAPE REDEVELOPMENT



COMPLETION DATE
2018

LOCATION
Midland, Michigan

CLIENT CONTACT
Selina Tisdale
Director of Community Affairs
City of Midland, Michigan
989.837.3304
stisdale@midland-mi.org

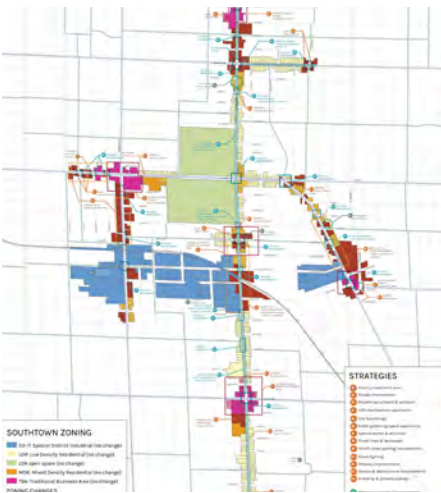
To preserve its iconic downtown heritage as a quintessential gathering place for the community, the City of Midland needed to address the current design of its downtown streetscapes and sidewalks, which were quickly becoming dated and limited pedestrian accessibility.

In partnership with DLZ Corporation under an aggressive design schedule, our team evaluated design solutions to completely re-imagine seven blocks of the City's streetscapes to enhance non-motorized activity within the downtown core. Through multiple transportation nodes and improved street practices, these street projects provided increased and safer pedestrian usage, promoted bicycle activity, and created flexible public open space for informal social interaction.

Extensive public and stakeholder engagement shaped the fundamental nature of our design process. We led multiple workshops, open houses, and stakeholder meetings to understand the community's needs and subsequently develop design concepts for the downtown streets that accommodate them. These concepts included a curbsless festival-style streetscape with widened sidewalks, minimized parallel parking spaces, planter beds, rain gardens, bike facilities, civic plazas, and more flexible seating for outdoor dining and community events.

With a keen focus on programming, activating open spaces and heavily branding the vibrant downtown lifestyle, our design for an enhanced streetscape system played an integral role in the City's larger effort to attract more residents and retain a younger, more diverse workforce.

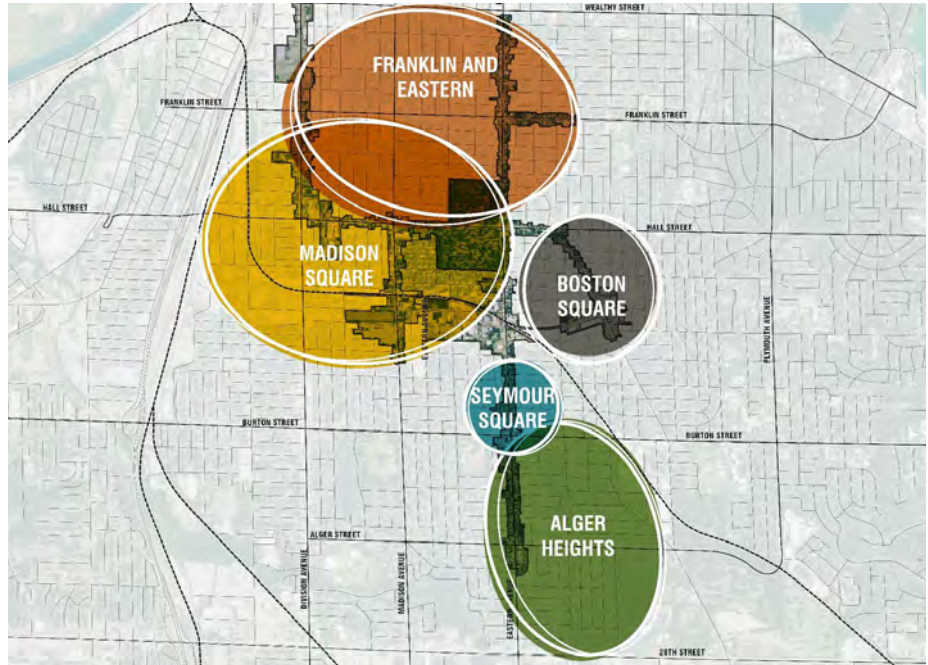
SOUTHTOWN CORRIDOR IMPROVEMENT DISTRICT AREA SPECIFIC PLAN



COMPLETION DATE
2018

LOCATION
Grand Rapids, Michigan

CLIENT CONTACT
Reggie Pell
City of Grand Rapids, Michigan
616-456-3431
rpell@grand-rapids.mi.us



The Area Specific Plan for the Southtown Corridor Improvement District is a transformative opportunity for the community to express their long-term vision, build health and resilience, energize programs, and proactively shape their environment. The planning effort aims to support the business districts of the Southtown CID in a way that strengthens and expands cultural and neighborhood assets and brings vitality to the District. Both the Plan development process and resulting implementation will be based on community voice and ownership of outcomes with an equitable approach to decision-making and long-term community action.

STREETSCAPE PLANNING + DESIGN

COMPLETION DATE Various (Multiple Projects)	LOCATION Ann Arbor, Michigan	CLIENT CONTACT Susan Pollay, Executive Director Ann Arbor Downtown Development Authority 734.994.6697 spollay@a2dda.org
--	---------------------------------	--

DOWNTOWN PLAN

The Plan recommended policy objectives and plan concepts to guide public and private development decision-making in the downtown area; and addressed a broad range of issues concerning downtown’s future: from land use priorities and parking management objectives to more detailed design guidelines for enhancing downtown’s pedestrian orientation and identity as a place.

CONNECTING WILLIAM STREET

SmithGroup explored building development and streetscape scenarios for William Street, spearheading the analytical evaluation of the properties and the streetscape environment, generate and evaluate alternative development concepts in coordination with a market analyst and knit the streetscape environment together through a sequence of open spaces. The process successfully yielded a preferred urban design concept that reflected the values and desires of the greater Ann Arbor community while also providing a clear direction for future development and urban connectivity.



DOWNTOWN STREET DESIGN MANUAL

The manual is a comprehensive set of standards to govern the design and construction of public and private projects impacting the street right-of-way in a manner that will enhance the streets’ urban design quality and function. The planning represented an unprecedented level of cross-agency and stakeholder coordination for the City. While many of the voices at the table had competing demands, the planning process provided an opportunity for different agencies and stakeholders to collaborate around best practices and developed a tool to make informed decisions that meet the needs of multi-modal transportation systems.

THE TREELINE: ALLEN CREEK GREENWAY URBAN TRAIL

Development of a comprehensive master plan for the Allen Creek Greenway with a goal of connecting users to the county-wide Border-to-Border trail along the Huron River. The 3-mile trail master plan focuses on the user experience, land use and economics, hydrology and infrastructure, mobility and transportation, as well as implementation and management.



VAN AKEN DISTRICT CONNECTION PLAN



COMPLETION DATE
2016

LOCATION
Shaker Heights, Ohio

CLIENT CONTACT
Joyce Braverman
Planning Director
City of Shaker Heights
216.491.1432
joyce.braverman@shakeronline.com

The Van Aken District study area encompasses land in all quadrants of the Warrensville Center Road/Van Aken Boulevard/Chagrin Boulevard intersection. This project's goal was to strengthen the district's image, strengthen surrounding neighborhoods, increase demand for housing and spur additional office/commercial construction. The TLCI-funded Van Aken District Connections Plan identified and evaluated pedestrian and bicycle connections and amenities within the district along with context-sensitive infrastructure initiatives and complete street strategies that support surrounding development and reshape this urban space. Rather than think about this project as a plan, we viewed the product as a Pattern Book—a kit of parts that can serve as a reference for any and all future development in this district. This Pattern Book was prepared based on extensive engagement across a range of community residents, professionals, builders, developers and architects allowing all participants to understand, embrace, and build from a shared vision and character.

*This project was funded, in part, through **Transportation for Livable Communities Initiative (TLCI)** grants with matching funding from local sponsors.*

Personnel

Rob Bacigalupi, AICP of Mission North, will serve as the project lead, manage process and compliance with P.A. 57 of 2018, and facilitate stakeholder input. Kathleen Duffy, AICP of Smith Group, will oversee public engagement, design, and mapping. Individual profiles are provided on the following pages.



Rob Bacigalupi, AICP

Principal

Rob has helped build one of the premier downtowns in the Midwest through placemaking, economic development, and marketing - As Executive Director of the Traverse City Downtown Development Authority, Rob led a talented team that supported one of the strongest downtown brands in the Midwest. At Mission North Rob has helped downtowns in Michigan and Ontario with economic development plans, strategic planning, zoning and transportation.

Mission North

- Conducted market studies for two communities as part of an effort to market properties, 2020
- Kalamazoo Downtown Parking & Mobility Study management strategies, 2019
- MEDC Redevelopment Ready Communities (RRC) Pre-Development Services for Battle Creek, Alpena & Petoskey, 2019
- Assisted the Bay Area Transportation Authority identify sites for a new headquarters, 2019
- Updated Filer Township DDA Development Plan, 2019
- Emmet County Master Plan, public engagement, 2019
- Greenwood Township Zoning Ordinance, 2019
- Downtown Charlevoix Parking Study, 2018
- Advised private client on parking options, 2018
- Report to Windsor, Canada City Council on the value of street-level retail in a parking garage, 2015

Traverse City Downtown Development Authority

- Oversaw Traverse City Transportation Demand Management study, 2017
- Managed business retention and attraction efforts for Downtown Traverse City, 2000-2017
- Authored a new development and TIF plan for the Old Town district, Traverse City, 2016
- Developed downtown housing strategy for Traverse City, 2016
- Oversaw downtown market study update, Traverse City, 2016

Certifications and Training

- Member, American Institute of Certified Planners
- Urban Retail: Essential Planning, Design and Management Practices, Harvard University, 2018

Education

- MS Real Estate and Construction Management, University of Denver
- BS Urban Planning, Michigan State University

Community Service

- Bay Area Transportation Authority, 2000-2017 (served a term as Chair)
- Governor's Complete Streets Advisory Council (Michigan), 2014-2016
- Michigan Downtown Association, 2000-2005 (served a term as Chair)

KATHLEEN DUFFY

AICP



Kathleen specializes in urban design and planning and public involvement. She has a wide variety of planning experience ranging from small villages to capital cities, from rural townships to urban centers. Her creative problem solving, unique design skills and big picture thinking allow her to effectively and efficiently implement public engagement strategies that are inclusive and ultimately results in an implementable plan. Kathleen led the Union Township Master Plan, working closely with Peter Gallinat and the Planning Commission prior to joining SmithGroup in 2018. She looks forward to assisting the Township and EDA with building off the recommendations in the master plan to fully realize your development vision.

- Union Township Master Plan, Union Township, Michigan*
- Relmagine Washtenaw Corridor Design Charrettes, Ann Arbor & Ypsilanti, Michigan
- Grand River Corridor Lansing Area Transportation Alternatives and Form-Based Zoning, Lansing, Michigan
- Grand Rapids Southtown Corridor Improvement District Area plan, Grand Rapids, Michigan
- Woodward Avenue Transportation Alternatives and Transit-Oriented Zoning Strategy, Metro Detroit, Michigan
- Southern Gateway Corridor Plan, Birmingham, Michigan*
- Auburn Road Corridor Plan, Rochester Hills, Michigan*
- Shelby Township Town Center and DDA Corridor Strategy, Shelby Twp, MI*
- Wyandotte Comprehensive Plan and Zoning Ordinance, Wyandotte, Michigan
- Las Vegas Master Plan, Las Vegas, Nevada
- Mundy Township Corridor Improvement Authority Plan, Mundy Twp, MI*
- Mount Clemens Master Plan Update and Zoning Ordinance, Mount Clemens, Michigan
- Michigan Economic Development Corporation Redevelopment Ready Communities Program, Various Locations, Michigan

EDUCATION

Master of Urban and Regional Planning,
University of Illinois, 2008

Bachelor of Science in Architecture with
a Minor in Art History,
University of Michigan, 2006

Urban Land Institute Larson Center for
Leadership, Class of 2014

REGISTRATIONS

American Institute of Certified Planners

PROFESSIONAL AFFILIATIONS

American Planning Association

Urban Land Institute

Form-Based Code Institute

National Charrette Institute

References

Mission North References

<p>Tamara Buswinka Filer Twp. DDA Director 2505 Filer City Road Manistee, MI 49660 (989) 714-4417 l44planners@gmail.com</p>	<p>Marty Colburn City Manager City of Traverse City 400 Boardman Avenue Traverse City, MI 49684 (231) 922-2050 mcolburn@traversecitymi.gov</p>
<p>Debi Croucher Executive Director Downtown Windsor Business Improvement Association 419 Pelissier St. Windsor, ON N9A 4L2 (519) 252-5723 debi@downtownwindsor.ca</p>	<p>Gary Howe Former Mayor Pro-Tem City of Traverse City 400 Boardman Avenue Traverse City, MI 49684 (231) 883-5121 garylhowe@gamil.com</p>
<p>Jacob Kain City Planner City of Mount Pleasant 320 W. Broadway Street Mount Pleasant, MI 48858 (989) 779-5346 jkain@mt-pleasant.org</p>	<p>Adam Poll Executive Director/CEO Alpena Area Chamber of Commerce 235 West Chisholm Street Alpena, MI 49707 (989) 354-4181 apoll@alpenachamber.com</p>

Insurance

Mission North and Smith Group both carry appropriate professional liability insurance and will be able to provide proof as part of a detailed proposal if invited.

Rates

Mission North would charge an hourly rate dependent upon services provided as follows:

Project management, etc. \$130
Tax projection, mapping \$90

Kathleen Duffy of **Smith Group** charges an hourly rate is \$140.

QUALIFICATIONS FOR:

**ECONOMIC DEVELOPMENT AUTHORITY
DEVELOPMENT AND TIF PLANS UPDATES**

Submitted to: **CHARTER TOWNSHIP OF UNION**

SEPTEMBER 9, 2020



540 S. Saginaw Street, Suite 200
Flint, MI 48502
810.341.7500

www.rowepsc.com





Qualifications for:

**Charter Township of Union Economic Development
Authority
Development and TIF Plans Updates**

Presented to:

Charter Township of Union

- I. Cover Letter**
- II. Firm Background**
- III. Related Experience**
- IV. Personnel**
- V. References**
- VI. Insurance / Rate Schedule**
- VII. Additional Information**

ROWE



ROWE PROFESSIONAL SERVICES COMPANY

Large Firm Resources. Personal Attention.sm

September 9, 2020

Rodney Nanney, AICP, Community and Economic Development Director
Charter Township of Union
2010 South Lincoln Road
Mount Pleasant, MI 48858

RE: Charter Township of Union Economic Development Authority
Development and TIF Plans Updates

Dear Mr. Nanney:

ROWE Professional Services Company appreciates the opportunity to present this proposal to assist the Economic Development Authority with updating its development and tax increment financing (TIF) plans.

The project team we have assembled will be managed by Planner Caitlyn Habben who has worked with several communities to update, expand, or rewrite their development and TIF plans. Caitlyn strives to collaborate and provide comprehensive and easy to understand plans. With the combination of the two districts in the township, it is important to highlight different and unique attributes while maintaining a combined district with a common vision. We understand stakeholder involvement is important to the township and offer a variety of public engagement strategies available in person or online.

The project team also includes Senior Planner J. Douglas Piggott, AICP, and Planner Corey Christensen to assist in review of relevant portions of the development and TIF plans. Our team has the time available and the expertise to complete the work outlined in the attached proposal. As necessary, ROWE will utilize staff members from other divisions, such as engineering and survey, to provide necessary support.

ROWE worked with the Charter Township of Union Planning Commission to update their zoning ordinance in 2014 and currently works on various engineering projects. The offer enclosed is firm for a 90-day period after opening. ROWE's proposal builds on the township's past and current planning/engineering efforts. If you have any questions, please contact us at (810) 341-7500.

Sincerely,
ROWE Professional Services Company

Caitlyn L. Habben
Project Manager / Planner

Leanne H. Panduren, PE
CEO and President / Principal in Charge



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 200 professionals in Michigan and South Carolina strives for 100 percent client satisfaction. Specialties include:

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

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

Lapeer
128 N. Saginaw Street
Lapeer, MI 48446
Ph. (810) 664-9411
Fax (810) 664-3451

Mt. Pleasant
127 S. Main Street
Mt. Pleasant, MI 48858
Ph. (989) 772-2138
Fax (989) 773-7757

Farmington Hills
27280 Haggerty Road
Suite C-2
Farmington Hills, MI 48331
Ph. (248) 675-1096
Fax (800) 974-1704

Kentwood
4345 44th Street SE
Suite A
Kentwood, MI 49512
Ph. (616) 272-7125
Fax (800) 974-1704

Grayling
2342 Industrial Street
Suite A
Grayling, MI 49738
Ph. (989) 348-4036
Fax (989) 348-5416

Myrtle Beach, SC
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

Beyond Technical Excellence

You expect technical expertise and broad experience from a capable consulting firm. At ROWE, we go one step further. We combine expertise and experience with dedication to unsurpassed personal service. Our commitment to personal service focuses on:

- Building and maintaining long-standing client relationships and treating clients as partners in developing and improving the communities in which we work and live.
- Being available to our clients at a moment's notice, to give project advice, answer questions, or address concerns.
- Educating and informing our clients of the latest technology, trends, and regulations.
- Working in our communities for the good of our communities.

Project Approach and Personnel

After more than five decades of service, our satisfied clients include large and small municipalities, corporations, private individuals, and governmental bodies alike. Our approach is simple: we listen to our clients. We then tailor project teams to meet the specifics of each job. Our clients can rely on their project manager for the technical skills, experience and education necessary to successfully complete the job on time, within budget, and to their satisfaction.



Our Specific Capabilities

Planning

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

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

Civil Engineering

Our 50 licensed professional engineers are experienced in design and construction engineering for:

- Bridges
- Roads
- Water Systems
- Traffic Engineering
- Sewer Systems
- Pumping Stations
- Parks & Recreation Facilities
- Land Development
- Signal Design
- Demolition
- Wastewater Treatment
- Parking Lots

Surveying

Fifteen licensed professional surveyors and 16 field crews use state-of-the-art equipment to provide:

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

Landscape Architecture

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

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

Aerial Photography/Mapping

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

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

* ROWE employs three FAA-licensed DRONE pilots.



Quality Assurance and Control Ensures Accuracy

Effective quality assurance and control is key throughout the duration of the project. This is the final gate our projects pass through before reaching the home stretch – presentation to the client. We know how important it is to be accurate and we take the responsibility seriously.

We carefully review and check each project at key milestones to ensure it meets our exacting standards. Projects are inspected and scrutinized by qualified personnel not directly involved with the project. We make sure our work is complete and accurate before submission to our client.

Our corporate resume continually grows as we meet the new challenges and opportunities that new projects present.

Identify Effective Grant Opportunities

Grant funding makes many projects possible that would otherwise be out of reach. We work to find appropriate grants and help clients through the tedious and often bewildering application, approval, and administrative process.

Summary

ROWE Professional Services Company is enthusiastic about working with you to achieve your goals. In business for more than 58 years, we have built a strong foundation from which our knowledge and experience has grown. We use the current technology you find in large firms but remain small enough to deliver the personal service that is our trademark.

Firm Background

- 1962: Rowe Engineering, Inc. is founded by Dave Rowe, PE, PS, PCP, in Flushing, MI (five employees).
- 1995: Ruddell Engineering in Mt. Pleasant is purchased (six employees). An office opens in downtown Flint, MI (three employees). ROWE becomes an MDOT-prequalified consultant.
- 1997: New corporate headquarters built in Mundy Township, MI; Flushing and Corunna offices' employees merge there (85 employees). Vice President John Matonich, PS, becomes president. Name of firm is changed to "Rowe Incorporated," to stress that ROWE is a full-service consulting firm.
- 1998: Caro and Lapeer offices merge in new, larger Lapeer office (24 employees).
- 2006: Deputy Director of Engineering Rick Freeman, PE, is named a principal. ROWE purchases Myers Land Survey Company of Grayling, MI.
- 2007: Carolina Aerial Surveys, LLC, a Myrtle Beach, South Carolina surveying firm, is purchased.
- 2009: Name of firm is changed to "ROWE Professional Services Company" to reflect our comprehensive services. ROWE corporate headquarters moves to a refurbished historic four-story building in Downtown Flint.
- 2010: Associates Leanne Panduren, PE, and Jack Wheatley, PE, are named principals.
- 2012: ROWE celebrates 50-year anniversary.
- 2013: ROWE opens office in Farmington Hills, MI.
- 2016: President Leanne Panduren, PE, becomes Chief Executive Officer.
- 2018: Vice President Rick Freeman, PE, is named ROWE's Director of Engineering. Director of Surveying Jonathan Rick, PS, CFedS, is named a principal.
- 2019: Construction Services Division Manager Jeremy Lynn, PE, is named a principal. Kentwood office opened in September.

ROWE Professional Services Company is solely owned by ROWE employees.



Relevant Experience

ROWE has extensive experience helping municipal clients with their planning needs. This often requires close coordination with staff and elected officials to gain a clear understanding of the community's vision. Public engagement is also a critical piece of the process to ensure the plan truly represents the unique qualities of the community and will be supported for success.

Below is a list of recent, relevant experience for projects that ROWE has completed for other townships.

GRAND BLANC DDA TIF AND DEV PLAN, Grand Blanc Charter Township, MI

Assisted the township staff in developing a Downtown Development Authority. ROWE assisted in drafting the Establishment of the DDA Ordinance. ROWE prepared a development and tax increment financing plans for the recently established DDA. As part of this project, a Citizen Development Area Council was developed. This project was completed in 2019.

Contact: Dennis Liimatta, Township Superintendent, 5371 South Saginaw Street PO Box 1833 Grand Blanc, MI 48480; 810-424-2682; liimatta@twp.grand-blanc.mi.us

Project Manager: Doug J. Piggott AICP

Planner: Caitlyn Habben

Copy of the plan on their website: [https://www.twp.grand-blanc.mi.us/about/downtown_district_authority_\(dda\)/dda_plan.php](https://www.twp.grand-blanc.mi.us/about/downtown_district_authority_(dda)/dda_plan.php)

FLINT TOWNSHIP DDA AND CORRIDOR IMPROVEMENT AUTHORITIES (CIAs) Flint Charter Township, MI

Assisted township staff with establishing a new DDA and two new CIAs, then drafting and adoption of development and TIF plans for all three under a tight six-month time frame. Worked with staff to establish boundaries that met the requirements of both laws. Created GIS maps documenting existing and future land use as well as zoning and infrastructure. Assisted staff with drafting development and TIF plans for all three entities. Also participated in a "town meeting" to gather recommendations about development plan priorities and presented plans at public hearing. ROWE also assisted with training of DDA and CIA boards. This project was completed in 2018.

Contact: Tracey Tucker, Economic Development Director / Building Administrator; 1490 S. Dye Road Flint, MI 48532 (810) 600-3211; ttucker@flinttownship.org

Project Manager: Doug J. Piggott AICP

Graduate Planner: Caitlyn Habben

Copy of the plans on their website: <https://www.flinttownship.org/Home/ShowDocument?id=1574>
<https://www.flinttownship.org/Home/ShowDocument?id=1572>
<https://www.flinttownship.org/Home/ShowDocument?id=1570>

DDA DEVELOPMENT and TAX INCREMENT FINANCING PLAN UPDATE, Birch Run Township, MI

Assisted the township staff in updating the DDA Development and TIF Plan. At the beginning of the project ROWE discussed with the township and evaluated if they wanted to expand the DDA district. Ultimately, they did not expand the district, but continued to update their 1996 plan. ROWE worked with the DDA board to update development plan required information including an existing land use inventory. ROWE updated the TIF plan to show the updated anticipate revenue and all taxing jurisdictions. This project was completed in 2017.

Contact: Brady Totten, DDA Chairperson / Township Trustee, 8425 Main Street PO Box 152 Birch Run, MI 48415, (989) 624-9773; bradytotten@birchruntp.com

Project Manager: Doug J. Piggott AICP

Graduate Planner: Caitlyn Habben

Copy of the Plan on their website: <http://www.birchruntp.com/downtown-development-authority>



Business Development Authority (BDA) Expansion, Mt. Morris Township MI

Assisted the township in creating a BDA (similar to a downtown development authority, but including only businesses) to help increase business and prevent blight. ROWE conducted most of the data collection and used online resources to stimulate public participation. ROWE staff was responsible for facilitating the process of establishing the BDA as well as creating and presenting all maps and documents to the township board. Township staff, newly elected BDA members, along with ROWE helped form the plan's goals and objectives as well as establish boundaries for the district. The BDA, which was established in May of 2015, has already started to implement improvements to the corridor. This project was completed in 2015.

Planners assisted the township with an expansion of the boundaries to the BDA. The BDA was established with the goal to help increase business and prevent blight along four miles of Pierson Road. More than 30 properties were added to the district and its tax increment financing plan was revised. A surveyor revised the legal description of the DDA boundary. This project was completed in 2016

Contact: Larry Green, Supervisor; 5447 Bicentennial Drive, Mt. Morris, MI 48458; (810) 785-9138;
lgreen@mtmorristwp.org

QA/QC: Doug J. Piggott AICP

Graduate Planner: Caitlyn Habben



Project Team

Our team will consist of the ROWE staff members listed below. The team will complete the projects as directed by the project manager. Resumes for the key personnel follow this section.

Caitlyn L. Habben

Project Manager



Caitlyn has worked on variety of development and tax increment financing (TIF) plan updates and has been the project manager for several master plan updates, zoning ordinance updates, and as needed planning and zoning services. Caitlyn will be the primary contact who will work directly with the EDA and attend meetings.

J. Douglas Piggott, AICP

Quality Assurance/Quality Control (QA/QC)



Doug has 40 years of experience in the planning profession. He will perform quality review of all portions of the project and serve as a resource to the project team.

Corey V. Christensen

Planner



Corey will assist the team as needed for public engagement events and in preparing and performing peer reviews of documents as they are developed.

Leanne H. Panduren, PE

Principal in Charge



Leanne will be the Principal in Charge of this project ensuring adequate staffing is allocated and QA/QC procedures are followed.

Caitlyn joined ROWE's Planning Department in the Spring of 2016. Responsibilities include assisting cities, villages, townships, and counties in preparing land use / master plan, zoning ordinances and maps, downtown development and tax increment financing plans, tax mapping, site plan and rezoning request review, zoning board of appeals training, parks and recreation planning, and zoning administrator services. Can use Geographic Information Systems (GIS) and CAD software.

Education

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

Continuing Education/Certifications

- Redevelopment Ready Community Certification (RRC) (Michigan Economic Development Corporation [MEDC], 2018)
- Zoning Administrator Certification (Michigan State University Extension, 2017)
- Citizen Planner Certification (Michigan State University Extension, 2016)

Affiliations

- American Planning Association

ROWE Community Education Series Presentations

- Traffic Impact Studies and What to do if it not in the Book (July 2020)
- Shipping Containers and Planning Commission Best Practices (October 2019)
- The Lansing Impact and Site Plan Review (April 2019)
- Ordinance Enforcement Horror Stories (October 2018)
- Promoting Economic Development and Addressing Issues Related to Subdivision/Condominium Development (October 2017)
- Solar Energy Planning/Zoning and Smart Growth (April 2017)
- Public Engagement and Conducting Public Hearings (October 2016)

Relevant Project Experience

DDA Plans and Tax Increment Financing Plans and Reports

- Mt. Morris DDA Plan and TIF Plan Update
- Birch Run Township DDA Plan and TIF Plan Update
- Flint Township DDA Plan and TIF Plan
- Flint Township Bristol Road CIA and TIF Plan
- Flint Township Beecher Road CIA and TIF Plan
- Grand Blanc Township DDA & TIF Plan

Land Use \ Master Plan Development/Updates

- Cities of Auburn, Burton, Clio, Coleman, Corunna, Lapeer, Stanton, and Zilwaukee, MI
- Villages of Almont, Holly, Metamora and Millington, MI
- Townships of Albee, Almont, Flint, Indianfields, Kenockee, Oregon, Perry and Vienna, MI

Planning and Zoning Review/Administration Services

- Cities of Gladwin and Lapeer, MI
- Villages of Holly and Almont, MI
- Townships of Almont, Attica, Caledonia, Dryden, Flushing, Imlay, Kenockee, Lapeer, Mundy, North Branch, and Taymouth, MI



Zoning Ordinances and/or Zoning Maps

- Almont Township, MI
- Kenockee Township, MI
- Taymouth Township, MI

Social Media Services

Services include creating or utilizing existing Facebook pages, posting project status updates, developing online surveys, utilizing social media to promote public-input events, and monitoring social media used for public input. These services were provided for the following communities/ purposes.

- City of Burton, MI: Master Plan Update
- City of Zilwaukee, MI: Master Plan Update

Parks and Recreation Plan Development/Updates

- Joint Dryden Township, Village of Dryden, and Dryden Community Schools
- City of Coleman

City of Auburn, MI

- *Master Plan:* Assisted the city in updating master plan information, including an existing land use inventory, reviewed RRC best practices for the community, reviewed the goals and objectives, future land use, zoning plan, and implementation plan. During the development of the master plan, the city did a master plan open house to get input from residents. We also assisted the city in updating their zoning ordinance based on changes proposed in the master plan. The zoning ordinance update mainly consisted of changes to the zoning district regulations (2017).

City of Lapeer, MI

- *Zoning Administrator:* Assisting the city with completing the duties, tasks, and responsibilities of the zoning administrator. This includes completing site plan reviews; special land use reviews; rezoning analyses; variance, appeals, and interpretations reviews for the City of Lapeer Zoning Board of Appeals; and zoning permit reviews. It also includes completing zoning enforcement, site inspections for final site plan implementation, and attending all of the City of Lapeer Planning Commission and Zoning Board of Appeals meetings (ongoing).

Flint Township, MI

- *Downtown Development Authority (DDA) / Corridor Improvement Authorities (CIA):* Assisted the township staff in establishing a new DDA and two new CIAs under a very tight six-month time frame. Worked with staff in establishing boundaries that met the requirements of both laws. Created GIS maps documenting existing and future land use as well as zoning and infrastructure. Assisted staff in drafting development and tax increment financing (TIF) plans for all three entities (2017).

Mt. Morris Township, MI

- *Business Development Authority (BDA) Expansion:* Planner assisting the township with an expansion of the boundaries to the BDA ROWE had helped it develop in 2015 under the authority of the Downtown Development Authority Act. The BDA was established with the goal to help increase business and prevent blight along four miles of Pierson Road. More than 30 properties were added to the district and its tax increment financing plan was revised (2017).

Doug has 40 years of experience in the planning profession. He joined ROWE in 1990 and was soon named an associate (company shareholder). 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)

Continuing Education

- Redevelopment Ready Community Certification (RRC) (Michigan Economic Development Corporation [MEDC], 2018)
- Placemaking, Train the Trainer, Modules 1-6 (Michigan Municipal League / MiPlace Partnership, 2013)
- Charrette Systems Training (National Charrette Institute, 2012)
- Form Base Code Seminar (Michigan Municipal League; 2009)
- Zoning Administration Certification Program (Michigan State University; 2009)

Affiliations

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

Relevant Project Experience

DDA Plans and Tax Increment Financing Plans and Reports

- Cities of Durand and Roseville, MI
- Villages of Bancroft, Byron, New Lothrop, Millington, and Vernon, MI
- Townships of Birch Run, Flint, Grand Blanc, Mt. Morris, and Perry Townships, MI

Land Use \ Master Plans

- Cities of Auburn, Burton, Caro, Clio, Coleman, Corunna, Lapeer, Mackinaw City, Mt. Morris, Stanton, St. Johns, and Zilwaukee, MI
- Villages of Bancroft, Birch Run, Byron, Chesaning, Elsie, Gaines, Lennon, Mayville, Metamora, Millington, North Branch, Otisville, Reese, and Vernon, MI
- Townships of Albee, Almer, Antrim, Argentine, Bennington, Birch Run, Burns, Caledonia, Chesaning, Dryden, Fenton, Flint, Flushing, Grant, Hayes, Indianfields, Kenockee, Lynn, Metamora, Oneida, Owosso, Perry, Pinconning, Richfield, Tuscola, Venice, and Woodhull, MI

Parks and Recreation Plans

- Cities of Corunna, Flushing, 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

Planning and Zoning Review/Administration Services

- Cities of Clio, Flushing and Mt. Morris, MI
- Villages of Birch Run, Chesaning, Holly, Metamora, and Vernon, MI



- Townships of Argentine, Caledonia, Dryden, Fenton, Flint, Genesee, and Metamora, MI
- Shiawassee County, MI

Zoning Ordinance Updates and Amendments

- Cities of Big Rapids, Caro, Clio, Coleman, Flint, Flushing, Lapeer, Mt. Morris, Perry, St. Louis, and St. Johns, MI
- Villages of Almer, Almont, Bancroft, Birch Run, Byron, Chesaning, Dryden, Elsie, Gaines, Lake Isabella, Mayville, Millington, North Branch, Otisville, Reese, Sparta, and Vernon, MI
- Townships of Almer, Almont, Bridgeport, Caledonia, Clayton, Fenton, Flint, Flushing, Forest, Grant, Indianfields, Lynn, Metamora, Mundy, North Branch, Owosso, Richfield, Taymouth, Tuscola, and Vassar, MI

Site Plan Review Services

- Cities of Caro, Clio, Flint, Flushing, Gladwin, Lapeer, and Mt. Morris, MI
- Villages of Almont, Bancroft, Birch Run, Chesaning, Holly, Metamora, and Otisville, MI
- Townships of Almont, Argentine, Birch Run, Caledonia, Clayton, Dryden, Fenton, Lapeer, Metamora, Mundy, and North Branch, MI
- Shiawassee County

City of Auburn, MI

- *Master Plan Update:* Assisted the city planning commission in the development of an update to their 2010 master plan. The project concentrated on creating an action plan for implementation to provide a clear road map for future steps. A focus of the plan was to identify a new vision for the Midland Road commercial corridor. The plan proposed development of a mixed-use district along the corridor with the development of design standards to ensure future development has a cohesive feel (2016).

City of Coleman, MI

- *Master Plan/ Recreation Plan/ Zoning Ordinance:* Assisting the city in updating the city master plan, the parks and recreation plan, and zoning ordinance (2019).
- *Master Plan Five-Year Review:* Assisted city planning commission in conducting the five-year review of the city master plan (2010).

City of Gladwin, MI

- *Planning and Zoning Reviews:* Assisted city zoning administrator, planning commission, and ZBA in review of zoning requests. Assisted planning commission in a comprehensive review of the city zoning ordinance (ongoing).

Village of Bancroft, MI

- *Downtown Development Authority (DDA):* Assisted the village DDA with drafting development and tax increment financing plans for a recently established DDA (2019).

Union Charter Township, 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).



Corey V. Christensen

Planner

Corey joined ROWE's Planning Department in February 2019, with three years of experience gained from working as the zoning coordinator at the City of Flint and the code enforcement officer in Dexter Township. He is certified as a zoning administrator through the MSU Planning and Zoning Center.

Education

B.S., Geography and Planning (Grand Valley State University, 2014)

Continuing Education/Certifications

- Zoning Administrator Certification (Michigan State University Planning & Zoning Center)

Affiliations

- American Planning Association
- Michigan Association of Planning - Emerging Planning Professionals

ROWE Community Education Series Presentations

- Traffic Impact Studies and What to do if it not in the Book (July 2020)
- Shipping Containers and Planning Commission Best Practices (October 2019)

Relevant Project Experience

DDA Plans and Tax Increment Financial Plans and Reports

- City of New Lothrop TIF and DDA Development Plans
- Grand Blanc Township TIF and DDA Development Plans

Land Use / Master Plan Development/Updates

- Townships of Elba, Hadley, Lapeer, Mt. Morris, Oregon and Sage, MI
- City of Flushing, MI
- Villages of Holly, and Vernon, MI

Planning and Zoning Review/Administration Services

- Townships of Caledonia, Kenosha, Mundy, and Lapeer, MI
- Cities of Caro, Clio, Flushing, and Mt. Morris, MI
- Village of Holly, MI

Zoning Ordinance Updates and Amendments

- Townships of Birch Run and Dryden, MI

Following is Experience with Other Firms

City of Flint, MI (2016-2019)

- Reviewed applications for rezoning, change-of-use permits, conditional use permits, and variances.
- Managed the planning commission, zoning board of appeals, and historic district commission by coordinating with applicants, organizing the agenda, preparing written and oral reports, and recording meeting minutes.
- Conducted site plan reviews and administratively approved fence, accessory structure, and signage permits.
- Coordinated the licensing of medical marijuana provisioning centers.
- Enforced the zoning ordinance by issuing zoning violation notices and fines.
- Assisted in the hiring and training of zoning staff.



In addition to the contacts/ references provided in the Related Experience section, we offer the following references:

Client	Contact Person / Title	Street Address / Phone Number / Email	Services Provided
City of Beaverton	Heath Kaplan City Manager	128 Saginaw Street PO Box 477 Beaverton, MI 48612 (989) 435-9343 hkaplan@beavertonmi.org	<ul style="list-style-type: none"> Comprehensive update of the zoning ordinance – <i>In progress</i> Update parks and recreation plan – <i>Completed in 2018</i>
City of Gladwin	Bernadette Weaver Zoning Administrator	1000 West Cedar Avenue Gladwin, MI 48624 (989) 426-9231, Ext. 15 assessor@gladwin.org	Provide as needed planning and zoning services including site plan review, sign review, rezoning, text amendment, and special land use analysis - <i>Ongoing</i>
City of Lapeer	Dale Kerbyson City Manager	476 Liberty Park Lapeer, MI 48446 (810) 664-5231 dkerbyson@ci.lapeer.mi.us	<ul style="list-style-type: none"> Provide as needed planning and zoning services as the Zoning Administrator. Provide staff support to the Planning Commission and Zoning Board of Appeals. Hold regular office hours at City Hall - <i>Ongoing</i> Updating the master plan – Minor amendment, but focuses on connecting more with the DDA - <i>Ongoing</i>
City of Coleman	Tammy Goffnett City Clerk	201 E. Railway Street Coleman, MI 48618 (989) 465-6961 office@cityofcoleman.org	Master plan update, zoning ordinance update, and parks and recreation plan update – <i>Completed in 2019</i>
Village of Lakeview	Don Wood Village Manager	315 S. Lincoln Avenue Lakeview, MI 48850 (989) 352-6322 manager@villageoflakeview.org	<ul style="list-style-type: none"> Conduct a comprehensive update to the zoning ordinance – <i>Ongoing</i> Update the master plan – <i>Completed 2020</i> Update parks and recreation plan and update zoning map and boundary map for the DDA – <i>Completed in 2019</i>
City of Auburn	Lee Kilbourne Mayor	113 E. Elm Street Auburn, MI 48611 (989) 492-0533 mayorkilbourn@auburnmi.org	<ul style="list-style-type: none"> Master plan and zoning ordinance update – <i>Completed in 2017</i> Provide as needed planning and zoning services misc. questions and rezoning analysis - <i>Ongoing</i>



Insurance Requirements

If selected to prepare a detailed proposal, ROWE will provide proof of the required professional liability insurance necessary for this project.

Rate Schedule

Category	Billing Rate Range
Professional Planner.....	\$110-120
Graduate Planner	\$90
Professional Engineer.....	\$120-145
Graduate Engineer	\$105-110
Professional Surveyor.....	\$120-145
Graduate Surveyor	\$90-95
Professional Landscape Architect	\$130-140
Graduate Landscape Architect	\$100-110
Support & Clerical.....	\$60
Principal / Department Head	\$165-170

Confidential Information: This information may be provided to clients or prospective clients for background information. Recipients are asked to keep this information **CONFIDENTIAL** and not distribute to other firms, entities, or persons without explicit approval from ROWE.

- * The above rates are valid through May 2021. ROWE adjusts billing rates every April. The new rates will be forwarded to our clients at that time.
- ** Reimbursable expenses, such as travel, meals, equipment, and reproduction are included in the above rates.



What We Can Do

With the 2010 merger of the East DDA and West DDA into the Economic Development Authority (EDA), ROWE would like to provide one document to show the shared vision for the combined EDA comprehensively. These two districts will still be highlighted separately in the plan due to their unique differences such as different base years for the TIF Plan. ROWE has experience working with communities to explore the advantages and disadvantages of expanding DDA districts as previously mentioned in the Mt. Morris Township related experience.

ROWE has worked to be flexible and diligent during the COVID-19 pandemic. ROWE currently works with its clients virtually and in person. We keep in constant communication and provide material at least one week before meetings to ensure there is adequate time to review the material being presented. We can accommodate additional time if needed. We provide flexible options for submitting materials. For a variety of clients, we email or mail hard copies of the information directly to staff / members. We are comfortable using the township's current platform Zoom to conduct virtual meetings. ROWE staff will continue to follow best practices to slow the spread of COVID-19.

ROWE has the ability to create concept designs of desired changes. These designs are helpful in showing the transformation of a streetscape, building façade, or public space.

ROMEO MAIN STREET MASTER PLAN

PRECEDENT IMAGERY



Ornamental Mast Arms



Information Kiosk



Painted Bike Lanes



Reverse Angle Parking



Streetscape Treatments



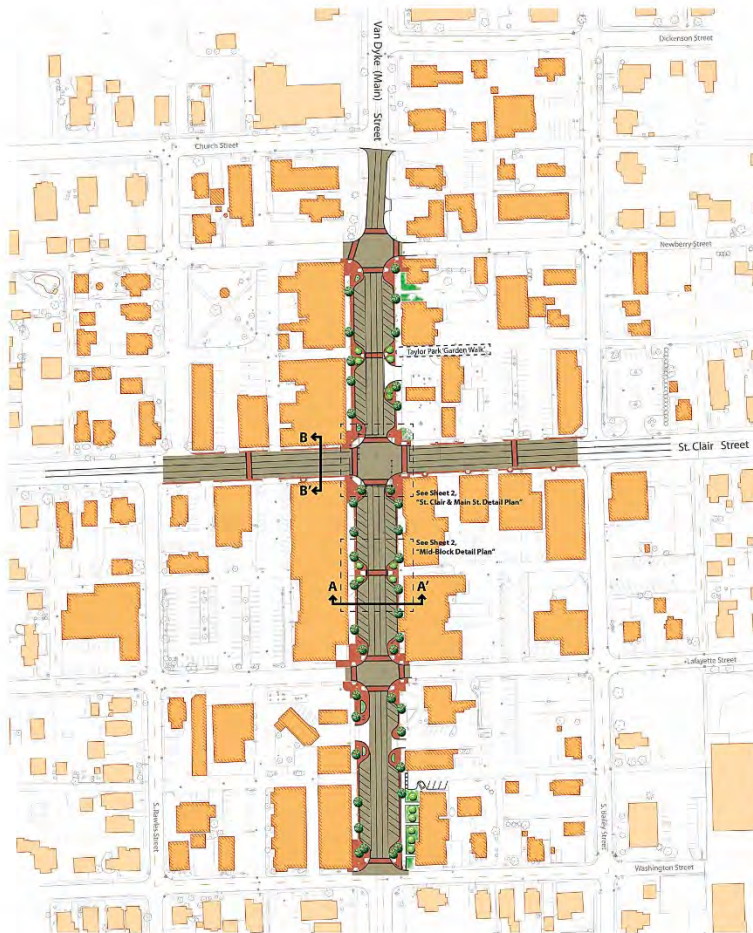
Bicycle & Traffic Bollards



Bicycle & Traffic Bollards



Bicycle & Traffic Bollards



DESIGN ELEMENTS

On-Street Parking
- 69 Angle Parking Bays*
10' wide x 18' deep
33 east side
36 west side

Traffic Lanes
- 10' Driving Lanes
- No Right Turn Only Lane
- Remove Driveway @
200 N. Main
- 5' Bike Lane
Continues past Main
Street to Romeo High
School
- 4 Mast-Arms w/ Video
Detection
2 Support Poles

Streetscape Elements
- Ped-Activated Crossings
Count-Down Signals
- Mid-Block Crossings
2 @ Main Street
2 @ St. Clair Street
Decorative Pavement
Adv. Signage
- Implement 'Taylor Park'
Garden Walk Concept
- Raised Planting Bed @
Mid-block Crossings
New Ornamental Trees
- Existing Pattern w/ New
Paving Materials
Store Existing Brick for
Reuse. Use Existing
Tree Grates.
- Maintain Existing
Lighting

*Note: The potential
of using reverse-angle
parking is being studied.
The direction of angled
parking will not alter the
streetscape infrastructure
as shown.

RCMC still reviewing
elimination of northbound
turn lane @ St. Clair Street.



Village of Romeo DDA Streetscape Project

1 of 2



Economic Development Authority
100 N. Main Street, Suite 100
Romeo, MI 48065
www.romeo.org



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Proposed Main Street – Elevation A-A'

Mid-Block Detail Plan

Proposed St. Clair Street – Elevation B-B'

St. Clair & Main St. Detail Plan

Village of Romeo DDA Streetscape Project

Involving Stakeholders

Stakeholders have a fundamental role when helping to develop and implement a vision for the community. It is important to gain consensus to excite and instill ownership of the plan to increase the likelihood it will be implemented. Due to the many partnerships associated with the EDA, ROWE would like to encourage the use of some type of public engagement for the area. A few types of public engagement possible for this project include:

Public Engagement	Advantages	Disadvantages
Stakeholder Interviews Conduct a series of one-on-one meetings or phone interviews (half-hour each/maximum of 10) with developers, property owners, and residents within the community.	<ul style="list-style-type: none"> Detailed feedback Allows for a one on one conversation about the community Allow for follow-up questions 	Relatively low proportion of the community's population involved
Focus Group Interviews Conduct a series of group meetings (1 hour each/3-7 people per group/maximum of 7 groups). The focus groups can include groups with a variety of age groups that shop or otherwise visit the Township that might not otherwise participate (high school students, college age, young working people, seniors, etc.) as well as other groups, such as local business organizations and neighborhood associations.	<ul style="list-style-type: none"> Detailed feedback Ability of participants to build on one another's ideas More members are included than the stakeholder interviews Allow for follow-up questions 	Small groups are sometimes dominated by one or two people
Community Visioning Meeting Citizens attend a meeting and break into small groups to brainstorm on community issues and their vision of the community's future.	<ul style="list-style-type: none"> Very detailed feedback Ability of participants to build on one another's ideas 	<ul style="list-style-type: none"> Relatively low participation rate Small groups are sometimes dominated by one or two people
Open House After preliminary plan alternatives are prepared for the development plan, the public attends a meeting featuring multiple stations where alternatives are presented in an "open house" atmosphere. Participants come and go as they please and investigate the stations that most interest them.	<ul style="list-style-type: none"> Detailed feedback Participants have opportunity for one-on-one discussions with planning commissioners Improved participation over interviews 	<ul style="list-style-type: none"> Somewhat low participation rate Requires greater up-front preparation than interviews
Social Media Facebook, Twitter, and similar social media sites are online sites allowing the tracking of comments during the entire planning process and also provide a portal for reporting out the status of the planning process to the public.	<ul style="list-style-type: none"> Available at resident's convenience 	<ul style="list-style-type: none"> This tool is more effective with more online tools such as online survey and community remarks May exclude residents without access to the internet or uncomfortable with technology



ROWE

540 S. Saginaw Street, Suite 200
Flint, MI 48502
810.341.7500

www.rowepsc.com



MCKENNA

QUALIFICATIONS TO PREPARE

East and West Downtowns TIF and Development Plan Updates

CHARTER TOWNSHIP OF UNION, ISABELLA COUNTY, MICHIGAN

SEPTEMBER 9, 2020

Communities for real life.



East and West Downtowns TIF and Development Plan Updates

CHARTER TOWNSHIP OF UNION, ISABELLA COUNTY, MICHIGAN

SEPTEMBER 9, 2020

Prepared by:

MCKENNA

124 East Fulton Street, Suite 6B
Grand Rapids, Michigan 49503

O (248) 596-0929

F (248) 596-0930

E info@mcka.com

MCKA.COM

With our Partners:

MAINSTREET PLANNING

MCKENNA

Communities for real life.

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MCKENNA

September 9, 2020

Mr. Rodney Nanney, AICP
Community and Economic Development Director
Charter Township of Union
2010 S. Lincoln Road
Mt. Pleasant, MI 48858

Subject: Proposed Services to Update East and West Downtown Development and TIF Plans

Dear Mr. Nanney,

As requested, along with our partners at MainStreet Planning, we have prepared the attached qualifications to demonstrate our ability to assist the Charter Township of Union with updates to its two Development and TIF Plans (for the East and West Downtowns). The TIF and Development Plans have not been updated for some time, and the projects identified in it are largely complete, but the ongoing mission of the DDA to support and stimulate economic reinvestment is far from over.

Our team of DDA professionals is immediately available to assist you with the TIF and Development Plan update, meeting all statutory requirements, notices and requirements, and in addition, help foster community support that is vital for success in the business community. We have assembled planners with expertise in downtown planning, economic development, market analysis, site design, transportation, infrastructure and public engagement.

Additionally, having worked with the Township recently on the Zoning Ordinance update, as well as in the neighboring City of Mt. Pleasant on their recent Master Plan update, our team is ready to hit the ground running. We understand the opportunities available to the Township, as well as the challenges in making them a reality—and we have the knowledge and experience in leveraging TIF funds to make those opportunities into reality.

We are excited at the prospect of working with the Township again, and look forward to hearing from you. Please call me at 248-596-0920 if I can answer any questions.

Respectfully submitted,

McKENNA

John Jackson, AICP
President

HEADQUARTERS
235 East Main Street
Suite 105
Northville, Michigan 48167

○ 248.596.0920
F 248.596.0930
MCKA.COM

Communities for real life.

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History and Background - McKenna



McKenna's downtown Northville, Michigan headquarters. Our work spaces reflect McKenna's commitment to our people, our communities, sustainable design, and the rich technology heritage of the Midwest.

McKenna's team of talented planning, design and building professionals help municipal leaders develop and maintain communities for real life. From street festivals, neighborhood parks, and storefronts, to parking spots, coffee shops, and farmers' markets, we want your community to thrive. McKenna provides planning, zoning, building, landscape architecture, community and economic development, and urban design assistance to cities, villages, townships, counties, and regional agencies, as well as select private clients, based on skilled and effective public engagement. Our success can be measured by the built improvements to hundreds of McKenna client communities, and by our 42-year record of client satisfaction and on-time, on-budget delivery.

McKenna currently provides project services to more than 85 communities and private land investors in the Midwest. Anticipating and responding to change is a major distinction of McKenna's practice. Our innovation and depth of experience is a resource for public and private decision-makers; we are a corporation of 20-plus planners, building code experts, urban designers, and landscape architects formed under the laws of Michigan on May 2, 1978.

HEADQUARTERS

235 East Main Street
Suite 105
Northville, MI 48167
O 248.596.0920
F 248.596.0930

DETROIT

1938 Franklin Street
Suite 203
Detroit, MI 48207
O 313.888.9882
F 248.596.0930

GRAND RAPIDS

124 East Fulton Street
6th Floor, Suite B
Grand Rapids, MI 49503
O 248.596.0920
F 248.596.0930

KALAMAZOO

151 South Rose Street
Suite 190
Kalamazoo, MI 49007
O 269.382.4443
F 248.596.0930



MCKA.COM | INFO@MCKA.COM

MainStreet Planning Company Corporate Background

MainStreet Planning Company

www.mainstreetplanningco.com

1600 East Beltline NE, Suite 212

Grand Rapids, MI 49525

PH: 616-649-3846



MainStreet Planning Company was founded in March of 1993 with the philosophy of providing quality planning services at a competitive price to townships, cities, villages, and counties. We serve as Planner of Record for a number of communities, and have provided service for special projects for many municipalities. We provide attentive, cost conscious, and efficient planning services. Our strengths are in assisting communities in defining community character and providing practical and legally defensible planning and zoning solutions to land use issues.

The offices of MainStreet Planning Company are located at 1600 East Beltline NE, Suite 212, in Grand Rapids, with convenient access to the entire west and central Michigan area.

Approach to Planning—Key Concepts

- Understanding the Role of the Consultant
- Thorough Preparation of Materials for the Planning Commission
- Preparation of Analysis of Applications to the Zoning Board of Appeals
- Timely Response to Phone Calls and Emails
- Trusted Relationship with the Zoning Administrator
- Representative of the Community
- You Decide—Our goal is to make sure that you have all the information you need to make a sound decision.
- On-Going Training



MCKENNA



Related Experience and References

Communities for real life.



Communities for real life.

What we did:

DESIGN

Urban Design

PLANNING

Transportation Planning
Corridor Planning
Public Engagement

Realize Cedar: Urban Design Framework

DELHI CHARTER TOWNSHIP,
INGHAM COUNTY, MICHIGAN

REFERENCE

Ms. Tracy L.C. Miller
Township Manager
Delhi Charter Township
2074 Aurelius Road
Holt, MI 48842
(517) 694-8281

McKenna worked with Delhi Charter Township on the award-winning Realize Cedar initiative to guide the design of a new downtown. The project included an innovative pop-up outreach events to reach residents where they were—local basketball games, riding the trails, shopping at the farmer's market, visiting the library, or watching music at Veterans' Memorial Park. Other outreach included digital display kiosks, online surveying and forums, local business presentations, and focus groups.

The project, which considered a roadway reconfiguration to reduce the number of lanes and create better biking, walking, and streetscape amenities, incorporated best practices for roadway operations and safety analysis. The transportation analysis followed the Federal Highway Administration process for the evaluation of Road Diets.

Ultimately, Realize Cedar is about facilitating the latent need for new housing and businesses. The Township now has a design framework to facilitate and evaluate new development at several key sites. The Urban Design Framework includes identity themes, materials standards, and signing guidelines for the entire corridor from Willoughby Road on the north and College Road on the south.





Communities for real life.

What we did:

PLANNING

Economic Development
Downtown Planning

Downtown Plan and Market Analysis

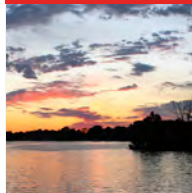
CHARTER TOWNSHIP OF VAN BUREN,
WAYNE COUNTY, MICHIGAN

REFERENCE

Susan Ireland
Executive Director
Van Buren DDA
10151 Belleville Road
Van Buren Township, MI 48111
(734) 699-8941

The Van Buren Township Downtown Development Authority wished to take a more active role in promoting economic development in its district. The Township's DDA is primarily typical commercial strip development, encompassing both sides of the Belleville Road corridor. The DDA recognized that a change of focus might be necessary to optimize development opportunities, so it retained McKenna professionals to prepare a comprehensive market analysis—examining commercial, industrial, office, residential, and entertainment potentials.

McKenna worked with both the DDA and the Planning Commission to translate the market findings and recommendations into an updated master plan for the corridor area. The market analysis identified potential demand for new retail, industrial (outside the immediate corridor area), senior housing and full service restaurants, and allocates land for those uses. The Plan was adopted by the Township Planning Commission as an amendment to the Master Plan. Using the data collected and following the plan's recommendations, the DDA is actively recruiting businesses to transform the district to meet the challenges and needs of future populations.





Communities for real life.

What we did:

PLANNING

Tax Increment Financing
Downtown Planning

DDA/TIF Plan

CITY OF WAYNE, MICHIGAN

REFERENCE

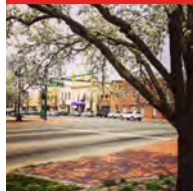
Lori Gouin
Community Development and
Planning Director
City of Wayne
3355 Wayne Road
Wayne, MI 48184
(734) 722-2204

The City of Wayne, Michigan is a premier Western Wayne County community with unique natural, cultural, commercial, industrial and residential characteristics. Wayne's Downtown District in particular is filled with beautiful traditional characteristics, but its DDA Plan had not been updated in more than 20 years and was not in compliance with the latest Act. 57 of 2018 requirements.

City leadership recognized a need to update its DDA's Development and TIF Plans to effectively aid redevelopment and maintain a relevant project list and action plan under state statute. In addition to meeting the requirements of the state statute, McKenna ensured the incorporation of important elements from the 2010 Wayne Downtown Plan.

When it came time to update the Downtown Development Authority's Tax Increment Financing Plan, Wayne knew it needed to address these challenges head-on. McKenna created a future oriented plan that envisioned investments in infrastructure, planning for autonomous vehicles, business assistance and becoming a certified Michigan Main Street Community.

The final result was a living document that the City of Wayne can actively use to guide redevelopment and new investments.





Communities for real life.

What we did:

DESIGN

Urban Design
Streetscapes and Crossings

PLANNING

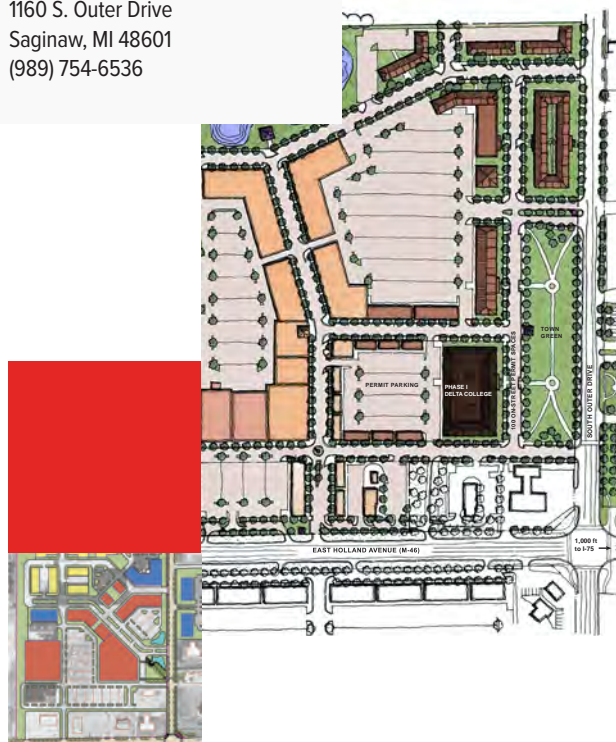
Corridor Study
Economic Development
Public Engagement

Town Center Redevelopment Strategic Plan, Implementation Program and Urban Design

BUENA VISTA CHARTER TOWNSHIP,
SAGINAW COUNTY, MICHIGAN

REFERENCE

Hon. Dr. Christina Dillard
Supervisor
Buena Vista Charter Township
1160 S. Outer Drive
Saginaw, MI 48601
(989) 754-6536



While managing a socially and economically diverse community, Buena Vista Charter Township (Saginaw County) officials recognized the need to create a downtown strategy focused on a key redevelopment site—the former Ft. Saginaw Mall. This vacant 380,000 sq. ft. blighted enclosed mall was located within a half-mile of the busy I-75 / M-46 interchange and sits upon approximately 34 acres of land in the Township’s Town Center area.

A strategy was established when McKenna planners prepared the “Downtown Marketing and Strategic Plan,” which included a redevelopment action plan and provided implementation tools for the Township—in partnership with local and regional community, civic, and governmental organizations—to reestablish the downtown area as a thriving commercial and civic district. The plan was tested at multiple International Council of Shopping Centers’ annual conference, where the development community validated the Township’s approach.

In order to move forward with the complex redevelopment program, McKenna planners realized the need for the update of the Township’s Master Plan and DDA Development Plan and TIF Plan. Together with the “Downtown Marketing and Strategic Plan” those plans enabled the DDA to acquire the property using eminent domain.

As part of the holistic redevelopment program, McKenna professionals have assisted the Township in navigating through the brownfield process, securing \$1.8M in brownfield tax credits, and winning nearly \$1M (and counting) in redevelopment grants from the State and Federal governments for demolition of the blighted mall, streetscape design / construction and infrastructure development.

Ultimately, these comprehensive planning processes led to the development of a community-supported urban design program and sit redevelopment plan that elevates the quality of place in this key area.



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Communities for real life.

What we did:

PLANNING

Tax Increment Financing
Economic Development

Local Development Finance Authority Plan

CITY OF BANGOR, MICHIGAN

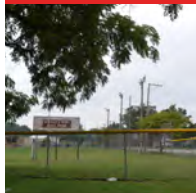
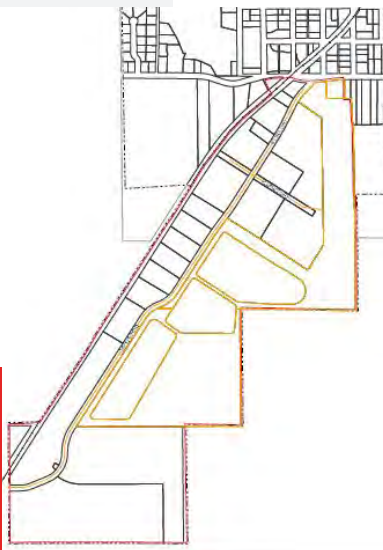
REFERENCE

Regina Hoover
Former City Manager
City of Bangor
257 W. Monroe Street
Bangor, MI 49013
(269) 427-5831

The City of Bangor's industrial park, on the south side of the City, had stagnated. Empty lots and crumbling infrastructure dotted the landscape, and the City's Economic Development Corporation (EDC), tasked with marketing and developing the industrial park, had no dedicated revenue stream.

But then the City opted-in to marijuana land uses, and everything changed. Almost overnight, development interest in the industrial park skyrocketed. However, the infrastructure was still antiquated and the EDC still had no money to upgrade it.

McKenna helped the EDC create a Local Development Finance Authority; a type of Tax Increment Financing District that created a dedicated revenue stream based on the rapidly rising property values. With the TIF in place, the EDC was ready to invest, attract businesses and start capturing the incremental gains for future infrastructure projects.





Communities for real life.

What we did:

PLANNING

Tax Increment Financing
Downtown Planning
Economic Development

DDA/TIF Plan

CITY OF BANGOR, MICHIGAN

REFERENCE

Regina Hoover
Former City Manager
City of Bangor
257 W. Monroe Street
Bangor, MI 49013
(269) 427-5831

Downtown Bangor has historic charm and a deep history with the railroad industry. But it is also faced with the challenges of many downtowns—aging buildings and infrastructure, landlord disinvestment, and the need for economic development and placemaking.

When it came time to update the Downtown Development Authority's Tax Increment Financing Plan, Bangor knew it needed to address these challenges head-on. McKenna created a plan that envisioned investments in infrastructure, particularly improvements for pedestrians, the streetscape, and the availability of downtown parking, and in unique placemaking ideas. The final result was a plan that wasn't just renewed, it was reimagined and re-invigorated.





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Communities for real life.

What we did:

PLANNING

Master Planning
Parks and Recreation Planning
DDA/TIF Plan Placemaking

Plan 203Oaks

VILLAGE OF THREE OAKS, MICHIGAN

REFERENCE

Hon. Dave Grosse
Village President
21 N. Elm Street
Three Oaks, MI 49128
(269) 756-9221

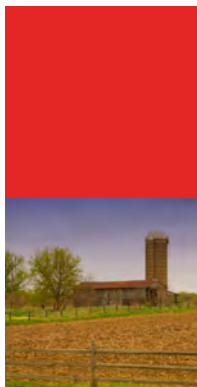
The Village of Three Oaks, near the beaches of Berrien County, had a planning challenge—how to balance the needs of its permanent residents with those of its summer and weekend residents.

The small town was popular with vacationers from larger cities, who rented homes in the Village to serve as a “home base” for beach vacations along Lake Michigan in the summer months. But in the cold winter months, permanent residents complained of empty homes dotting their neighborhoods and businesses that closed for months at a time.

The Village took an aggressive approach to meeting the needs of its residents while remaining a tourist destination. It hired McKenna to put together a combined Land Use, DDA, and Recreation Plan, which came to be known as Plan 203Oaks.

Plan 203Oaks envisioned a vibrant community 365 days a year, with diverse housing options, an expanded business district, and improved park amenities. Because the plan met MDNR requirements for grant funding and outlined a capital improvements strategy based on DDA TIF capture, the Village was able to hit the ground running with implementation.

Today, Plan 203Oaks serves as the Village’s guiding vision as it re-makes itself into a community that serves everyone who lives, works, and plays there, no matter how long they stay.



Master Plan

CITY OF MT. PLEASANT, MICHIGAN

REFERENCE

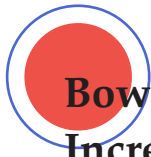
Jacob Kain
City Planner
City of Mt. Pleasant
320 W. Broadway
Mt. Pleasant, MI 48858
(989) 779-5346

Located in Mid-Michigan within Isabella County, Mt. Pleasant features a traditional downtown, various business corridor, historic neighborhoods, and a rich park system, connected along the Chippewa River. The City is also home to Central Michigan University, Mid-Michigan Community College and two of the region's most heralded health and hospital centers.

Recognizing a shared vision for the future was critical to the success of Mt. Pleasant's needed Master Plan, the City partnered with McKenna to bring the community together through meaningful public engagement and to facilitate the development of a robust and action-oriented Connected Master Plan.

Following a week-long charrette and various public engagement activities, McKenna developed recommendations for the City's land use and transportation system and its interface with the design of public spaces, which includes an analysis of street and intersection typologies and innovative mobility strategies. The Plan is designed to link Mt. Pleasant's most important parks, commercial districts, and employers, and establish easy to navigate connections for people to drive, take public transit, walk, and bike in their neighborhoods and around the City.





Bowne Township Downtown Development Plan and Tax Increment Financing Plan; 2008 & 2017; Planner of Record

PROJECT DESCRIPTION: The DDA in Bowne Township includes the unincorporated settlement of Alto, which retains a village character in the midst of a rural and suburban township. MainStreet Planning Company assisted the Township DDA in all steps required for amendment and adoption of the restated Development Plan and Tax Increment Financing Plan. We assisted in assembling the Development Area Citizens' Council, and in identifying Goals and Policy Recommendations during joint meetings with the DDA Board of Directors. We assisted the Township in identifying costs associated with all anticipated improvements, as well as identifying funding sources for all projects in addition to revenues generated by the TIFA.

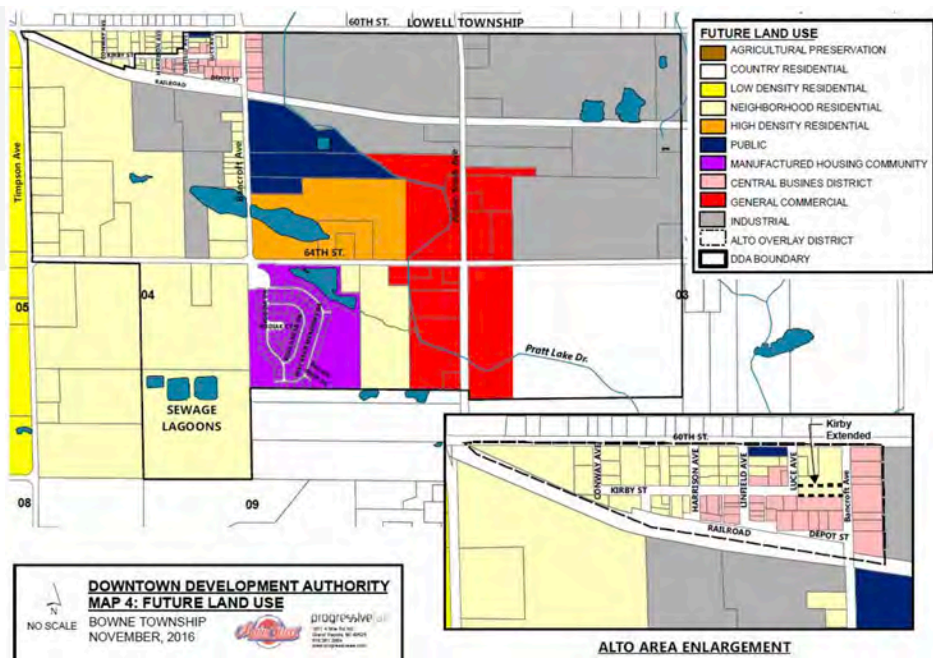
MainStreet Planning prepared completely updated tables for projected revenues by taxing jurisdiction through the year 2021. We assisted with all required public hearing notices and plan adoption steps.

MainStreet Planning created updated maps of the DDA Development area boundaries, including existing land use, zoning, and future land use.

SERVICES PROVIDED: Leadership organization; facilitation of process; identification of goals and policies; data analysis; lawful public notification; mapping.

REFERENCE

Hon. Sandra Kowalczak
Township Clerk
12366 92nd Street SE
Alto, MI 49302
(616) 868-6846



MCKENNA



Personnel

Communities for real life.

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Personnel



In this section, we highlight our team's organization philosophies, strengths and skills. Members of our team are industry leaders in organizing an efficient and effective public process leading to compelling and comprehensive plans with a strong implementation focus.

Our professionals embrace:

- Highly effective public processes.
- Involvement of stakeholders in planning that affects them.
- Information rich decision making.
- Context-sensitive design solutions.
- Active living and active transportation.
- Walkability, bicycling facilities, greenways, trails, complete streets.
- Environmental preservation.
- Livable communities.
- Placemaking.
- Economic sustainability
- Making technological information accessible to decision makers.

Our Union Township team will customize our approach to the DDA/TIF Plans to reflect the local economy, environment and politics—indeed, our approach to downtown development is sensitive to history, size, scale, population, demographics and diversity of culture and place.



PROJECT MANAGER/TIF PLANNING SPECIALIST

Christopher Khorey, AICP, West Michigan Manager, McKenna

PUBLIC ENGAGEMENT SPECIALIST

Laura Haw, AICP, Senior Principal Planner, McKenna

ECONOMIC DEVELOPMENT SPECIALISTS

Sarah Traxler, AICP, Executive Vice President, McKenna

Tim Johnson, PCP, Principal, MainStreet Planning

Jan Johnson, AICP, Principal, MainStreet Planning

TRANSPORTATION AND INFRASTRUCTURE SPECIALIST

Paul Lippens, AICP, Vice President, McKenna



Christopher D. Khorey, AICP

SENIOR PRINCIPAL PLANNER
WEST MICHIGAN MANAGER

EDUCATION

Master of City and Regional Planning
University of Pennsylvania

Bachelor of Arts
University of Notre Dame

HONORS

Award for Excellence in Student Publications
University of Pennsylvania

MEMBERSHIPS

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

PROFESSIONAL EXPERIENCE

Community Planning, Master Plans

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

Market Analysis

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

Zoning

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

Redevelopment Planning and Management

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

Facilitation and Public Engagement

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



Laura Haw, AICP, NCI

SENIOR PRINCIPAL PLANNER

EDUCATION

Master of Urban Planning

Physical Planning and Design
Taubman College, University of Michigan

Bachelor of Arts (with honors)

International Development
Michigan State University

Bachelor of Arts (with honors)

Political Science / Pre-Law
Michigan State University

PROFESSIONAL EXPERIENCE

Master Planning and Downtown Development Authority (DDA) Planning

Preparation of master plans, sub-area plans, and corridor plans including data collection, documentation and analysis of existing conditions, character planning, goals and objectives, and recommendations / strategic matrices for future project prioritization, phasing, and implementation processes. Additional focus on downtown districts, feasibility analysis, catalytic impact assessment, and ease of development opportunities. Project highlights:

- Master Plans (Village of Vicksburg, Village of Franklin, City of Eastpointe, Charter Township of Plymouth)
- Downtown Development Authority/TIFA Plans (City of Bangor, Village of Vicksburg, Charter Township of Plymouth Township, Village of Lake Orion, and City of Wayne)
- The Upper Westside Neighborhood Plan, City of Detroit

Public Engagement

Organization and the facilitation of various public engagement functions, including community-wide public workshops, charrettes, focus groups, steering committees, and open houses to inform and capture the visions and ideas of stakeholders. Additional capabilities in organizing and managing online public engagement platforms, including social media.

Lean Zoning / Ordinance and Regulatory Review

Prepared complete zoning ordinances, overlay districts, form-based standards, and comprehensive text and map amendments for cities, villages, and townships in Michigan. Experience in streamlining and re-structuring Zoning Ordinances to reduce red-tape, add clarity, and ensure quality building form. Preparation of amendments to address new development trends include elderly housing and accessory dwelling units, urban agriculture, non-traditional historic districts, and planned unit developments.

Parks and Recreation / Open Space Planning

Expertise in creating parks and recreation master plans, per MDNR requirements, including facilities assessment, natural features inventory, deficiencies analysis, and action plan programming. Experience in Phase II of Parks and Recreation master planning with MDNR grant applications.

MEMBERSHIPS

American Institute of Certified Planners
American Planning Association
Michigan Association of Planning

CERTIFICATIONS

National Charrette Institute

Charrette Systems and Management and Facilitation



Sarah Traxler, AICP, NCI

VICE PRESIDENT

EDUCATION

Master of Urban Planning
Taubman College
University of Michigan

Bachelor of Arts (with honors)
Sociology
University of California at Santa Cruz

HONORS

Excellence Award for Implementation of the “Downtown Marketing and Strategic Plan”
Buena Vista Charter Township, Michigan Association of Planning.

Outstanding Student Project Award for “New Directions for Vehicle City: a Framework for Brownfield Reuse”
Michigan Association of Planning.

Raoul K. Wallenberg Scholarship Recipient
University of Michigan, Taubman College of Architecture and Urban Planning.

PROFESSIONAL EXPERIENCE

Comprehensive and Master Planning

Managed numerous master and comprehensive planning efforts for diverse Midwestern communities, including thoughtful public engagement, sustainable future land use analyses, corridor re-imagining, and housing typologies and planning, all with a focus on effective and easy-to-administer implementation strategies. Managed and prepared parks and recreation plans for diverse communities, focusing on the future of play, inclusive / universal design, and equity planning for the provision of parks and recreation in a contextualized manner.

Redevelopment Planning and Management

Managed urban and suburban redevelopment projects including project planning, land acquisition, relocation, citizen participation, budgeting and finance, grantsmanship, public improvements, site design, zoning, strategic planning, land disposition, and scheduling. Successfully functions as project manager for municipality acquiring vacant, blighted 380,000 sq. ft. shopping mall using eminent domain. Prepared a brownfield reuse strategy for a Brownfield Redevelopment Authority. Created an inventory of probable brownfields; crafted reuse goals; developed criteria to target areas where brownfield redevelopment could best fulfill reuse goals; and created frameworks for reuse in areas with the highest redevelopment potential. Reuse strategy recipient of a state planning award.

Zoning

Prepared complete zoning ordinances, overlay districts, form-based standards, and comprehensive text and map amendments for cities, villages, and townships in Michigan. Advised legislative bodies, Planning Commissions, and Zoning Boards of Appeals on land use regulation and proposed development and redevelopment in a number of communities of various sizes and character. Provided on-site administration of zoning and other land use and building regulations for a community of 25,000.

Real Estate Development

Created redevelopment strategies for single and multiple sites in Michigan communities. Tasks included performing economic and political/social feasibility studies, researching and developing appropriate use concepts for the site, and guiding the design process to complement the surrounding areas.

Neighborhood Planning

Managed and prepared Neighborhood Plans for Michigan and Indiana communities. Plan elements include housing and commercial market analyses, placemaking strategies, capital improvement prioritization, funding recommendations and implementation matrices.

Community Development

Managed annual Community Development Block Grant programs for three inner-ring suburbs (two entitlement communities and one Urban County program sub-recipient). Responsibilities included preparation of annual Action Plans, Environmental Review Records (ERRs), Consolidated Action Plan Evaluation Reports (CAPERs), applications to County for funding, and administration of projects, including Housing Rehabilitation. Administered Neighborhood Stabilization Program with \$1.65 M budget, including preparation of ERR, program and policy design, managing other consultants and project implementation.



M. Paul Lippens, AICP, NCI

DIRECTOR OF TRANSPORTATION AND URBAN DESIGN

EDUCATION

Master of Urban Planning
Taubman College
University of Michigan

Bachelor of Arts
Hampshire College

HONORS

Award for Excellence in Transportation Planning for "Realize Cedar: Urban Design Framework"
Delhi Charter Township (Ingham County), MI, Michigan Association of Planning

Award for Excellence in Transportation Planning for "Bike/Walk Livonia: A Future Transportation Plan"
City of Livonia, MI, Michigan Association of Planning

Implementation Award, 2013
Illinois American Planning Association

Best Practices Award, 2012
Illinois American Planning Association

PROFESSIONAL EXPERIENCE

Urban Design

Led the Indianapolis East 10th Street Urban Design and Gateway Plan to improve the pedestrian environment and promote walkable access and crossing areas. The plan defines parking and parking management for businesses and residences, as well as the creation of bicycle facilities. Plan recommends improved bus shelters and bus pull-offs and intersection traffic management and improved vehicular traffic flow. Developed design alternatives for balanced multimodal transportation, and corridor/district placemaking, as well as destination functions; district identity elements; and public open space with design recommendations, construction budgets and implementation strategies.

Complete Streets Policy and Implementation

Award winning author of the Complete Streets, Complete Networks Design Manual, which combines the physical planning of infrastructure with an institutional understanding of project management, funding and prioritization. The manual provides guidance on the implementation of complete streets policy and presents a structure for evaluating street design, mode prioritization, network optimization and placemaking. Also coauthored the Complete Streets Chicago: Design Guide - Chicago's, Complete Streets v2.0.

Bicycle and Pedestrian Plans and Safety

Led award winning bicycle and pedestrian planning in Livonia, Delhi Township, Frenchtown Township, and Paw Paw (Michigan) Evanston, Midlothian, Palos Heights and Winfield (Illinois) and Lowell (Indiana), as well as sub regional bike plans in Chicago suburbs. Studied sidewalk gaps, and recommended bike lanes, sharrows, trails, and protected bikeways. Improved crossing safety and intersection design for people walking, biking, and taking transit. Made network recommendations which considered traffic vehicular volume, roadway configuration, MMLOS, destinations, delay, directness, and public perception.

Trail Planning and Access Studies

Lead planner and designer for the Fort Wayne Downtown/South Central Area Connectivity Plan. Planned a network of non-motorized transportation options to support neighborhood residential development, equity, and accessibility to regional amenities. The network is highlighted by an urban greenway linear park loop. A greenway extends the current Rivergreenway system as an armature linking neighborhoods with shared recreational, cultural and commercial resources. Additionally, led design and access studies on the Des Plaines River Trail, the Illinois Prairie Path, and Chicago's world famous Lakefront Trail.

Multi-Modal Transportation System Planning and Design

Led multi-modal planning projects in Indianapolis and Carmel, Indiana, which initiated transportation systems to integrate bicycle, pedestrian and transit modes in a network of streets that form typology-specific corridors. Designed system to encourage development of a place-based transportation, principally pulling land use analysis, housing and neighborhood planning, economic development potential, and green infrastructure into the plan to assure a comprehensive approach to add value to residents.

TIMOTHY J. JOHNSON, PCP

EDUCATION

Masters in City Planning,
Georgia Institute of Technology,
1977

BS, Business Administration,
Aquinas College, 1974

Tim has been providing practical and innovative planning and zoning advice to Michigan communities and businesses for more than 30 years.

In 1993, Tim founded MainStreet Planning Company offering quality planning services to townships, cities, and villages, many of which he has served for more than 20 years. He specializes in revising zoning ordinances to promote development consistent with community goals and in guiding planning commissions to make informed and effective land use decisions.

SPECIAL TRAINING

Form Based Code Training

Tim expertly provides Master Plans, Form Based Codes, sign regulations, site design, public presentations, State of Michigan planning and zoning law, corridor planning, farmland preservation, development review, training sessions; and practical solutions to planning and zoning problems.

REGISTRATION

Professional Community
Planner, State of Michigan

Over the years as a Community Planner, Tim has directed preparation of township, city and village Master Plans throughout Michigan. His work involves preparation of corridor plans, sign ordinances, open space preservation plans and recreation plans. He has provided ongoing planning and zoning consultation services for several Michigan communities. His work includes capital improvement plans as well as site development review and training sessions for planning commissions and board of zoning appeals.

PROFESSIONAL AFFILIATIONS

Michigan Association of
Planning

Tim has prepared zoning and subdivision and site condominium ordinances, developed ordinances to meet specific community needs such as wind energy systems, planned unit development, cluster housing, sign regulation; land divisions, flood plain, private roads, soil removal and fill, bed and breakfasts, and regulation of vendors.

AWARDS

- Grand Valley Metro Council 2001 Blue Print Award for work with Alpine Township to develop a Transfer Development Rights program
- 1990 MAP Honor Award for assisting Alpine Township, Kent County in preparing a master plan and zoning ordinance to preserve township's unique farmland

Representative Project Experience

- Allendale Township, Ottawa County, MI. Project Manager and Planner of Record for Planning Commission. Site plan reviews, special land use reviews, rezoning reviews, zoning ordinance amendments, pre-application conferences for development projects, preparation for and attendance at the first Tuesday of the month Planning Commission meeting. Prepare updated Master Plan in 2012.
- Wayland Township, Allegan County, MI. Project Manager and Planner of Record. Site plan reviews, special land use reviews, rezoning reviews, zoning ordinance amendments, zoning board of appeals reports, consultations with Township Zoning Administrator preparation for and attendance at Planning Commission meetings as requested by Township, and other planning review services for Wayland.
- Lowell Township, Kent County, MI. Project Manager and Planner of Record. Site plan reviews, special land use reviews, rezoning reviews, zoning ordinance amendments, pre-application conferences.
- City of Hastings, MI. Project Manager and Planner of Record. Attend regular Planning Commission meetings and consultations with City Staff. Site plan reviews, special land use reviews, rezoning reviews, and other planning review services for City of Hastings.
- City of Greenville, MI. Project Manager and Planner of Record. Site plan reviews, special land use reviews, rezoning reviews, zoning ordinance amendments, zoning board of appeals reports, preparation for and attendance at two monthly Planning Commission meetings, and other planning review services for the City of Greenville.

JANIS NORMAN JOHNSON, AICP

EDUCATION

BS Regional Land Use Planning, Environmental Emphasis, Grand Valley State University, 1975

SPECIAL TRAINING

Charrette Management and Facilitation Certificate, National Charette Institute, 2013

REGISTRATION

American Institute of Certified Planners, American Planning Association

PROFESSIONAL AFFILIATIONS

- Michigan Association of Planning
- American Institute of Certified Planners
- American Planning Association

PRESENTATIONS

- Career Counseling Roundtable, Michigan Association of Association of Planning Student Conference, 2011, 2017
- Michigan Association of Planning annual conference, 2006

INSTRUCTOR

- Grand Valley State University, Geography Department, 2006-2007; 2010-2011; and 2012
- Michigan Association of Planning, 2011, 2016

Jan Johnson has been advising Michigan communities on planning and zoning needs for more than 27 years. She is skilled in facilitating effective and creative community input, creating Master Land Use plans, developing parks and recreation plans. Jan follows an action-oriented process for accomplishing community goals and meeting regulatory agency requirements. She is also experienced in development of zoning ordinances and guiding planning commissions to make informed land use decisions.

Her strengths include site plan reviews, special land use reviews, rezoning reviews, zoning ordinance amendments, zoning board of appeals reports, consultations with the Zoning Administrator and with applicants, and preparation for and attendance at Planning Commission meetings. Jan is planner of record for several communities.

Representative Project Experience

- City of Ionia, Ionia County, MI. Planner of Record. Site plan reviews, special land use review, rezonings, zoning ordinance amendments, zoning board of appeals reports, consultations with City Manager; attendance at regular Planning Commission meetings and other meetings as requested.
- City of Ionia Recreation Plan and Steele Street Sub-area Plan, Ionia County, MI. Project Manager/Senior Planner. Prepared Five-year update to the City of Ionia Recreation Plan; citizen survey to coordinate with the Master Plan Five-year update; development of graphics to illustrate coordination of future land use with recreational facilities; Complete Streets Analysis; place-making to complement the historic downtown; proposed new Farmers' Market location. Development review for regular Planning Commission meetings.
- City of Greenville Master Plan with Sub-area Plan; Recreation Plan, Montcalm County, MI. Senior Planner/ Project Manager. Prepared Five-year update to the Master Plan; community visioning workshop; prepared subarea plan employing place-making principles to complement the historic downtown; recreational, commercial, and community facilities along the Flat River; strong pedestrian/ bicycle linkages; Complete Streets Analysis. Developed Low Impact Development Ordinance.
- City of South Haven Master Plan. Prepared five-year update to Master Plan; community survey, neighborhood workshops, design charrette; walking tour and issues identification with Downtown Development Authority; issues identification with Local Development Finance Authority; sub-area plan concept development; Complete Streets Analysis; complete update to maps, community facilities, and demographics.
- Dorr Township Recreation Plan and Master Plan, Allegan County, Updates to township Recreation Plan to ensure funding eligibility with State Department of Natural Resources; community workshop to provide vision for Master Plan; updates to land use and township demographics for several Master Plan updates.
- Martin Township, Allegan County, MI. Planner of Record. Attend meetings of the Planning Commission as requested; preparation of township Master Plan and subsequent Five-year review and updates; design of newurbanist area of Township adjacent to the Village of Martin.
- Gaines Charter Township 84th Street and Kalamazoo Avenue Sub-Area Plan, Kent County, MI. Senior Planner responsible for data analysis; design of community input including web-based tools; hands-on workshop to envision a desired future along a corridor influenced by a major retail development; Complete Streets Analysis; preparation of maps and graphics; development of preferred future land use scenarios.

Rate Schedule



PROFESSIONAL FEE SCHEDULE FOR HOURLY RATED SERVICES

PROFESSIONAL CLASSIFICATION	RATE PER HOUR*
President	\$150
Executive or Senior Vice President	\$140
Vice President	\$135
Director	\$125
Senior Principal or Manager	\$120
Principal	\$115
Senior	\$100
Associate	\$90
GIS Specialist	\$85
Assistant	\$85
Intern	\$75
Administrative Assistant	\$75

* Rates include the following overhead: Accounting, Advertising and Promotion, Books, Publications and Maps, Business Entertainment, Charitable Contributions, Computers, Furniture and Fixtures, Graphics Supplies and General Insurance, Interest, Legal, Licenses, Meals, Memberships and Subscriptions, Office Equipment, Office Space and Parking, Office Supplies, Postage (Except Overnight), Professional Dues, Software, Taxes and Telephone.

These rates do not include photography, outside reproduction, document or materials purchases, which are invoiced additionally. Rates also do not include reimbursable costs for travel, courier, overnight mail, etc. Mileage will be invoiced at the Federal mileage rate.

These hourly rates are valid through December 31, 2021, after which they may change per classification by a percentage equal to the increase in the Consumer Price Index for the prior 12 months per U.S. Department of Labor, Bureau of Labor Statistics.

MCKENNA



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Communities for real life.



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

1/27/2020

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IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER McNish Group, Inc. 26622 Woodward Ave. Ste 200 Royal Oak MI 48067		CONTACT NAME: certs@mcnish.com PHONE (A/C, No, Ext): 248-544-4800 FAX (A/C, No): 248-544-4801 E-MAIL ADDRESS: certs@mcnish.com	
		INSURER(S) AFFORDING COVERAGE	
		INSURER A: The Hartford	
		INSURER B:	
		INSURER C:	
		INSURER D:	
		INSURER E:	
		INSURER F:	

INSURED
McKenna Associates, Inc.
235 E Main St, Ste.105
Northville MI 48167-2499

MCKEASS-02

COVERAGES**CERTIFICATE NUMBER:** 1765993468**REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			35SBARU2022	1/1/2020	1/1/2021	EACH OCCURRENCE \$2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$300,000 MED EXP (Any one person) \$10,000 PERSONAL & ADV INJURY \$2,000,000 GENERAL AGGREGATE \$4,000,000 PRODUCTS - COMP/OP AGG \$4,000,000 \$
A	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY			35SBARU2022	1/1/2020	1/1/2021	COMBINED SINGLE LIMIT (Ea accident) \$2,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$10,000			35SBARU2022	1/1/2020	1/1/2021	EACH OCCURRENCE \$1,000,000 AGGREGATE \$1,000,000 \$
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N <input type="checkbox"/>	N/A	35WEC PN2013	1/1/2020	1/1/2021	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$1,000,000 E.L. DISEASE - EA EMPLOYEE \$1,000,000 E.L. DISEASE - POLICY LIMIT \$1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER**CANCELLATION**

Information Only

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
11/21/2019

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IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Professional Concepts Insurance Agency, Inc. 1127 South Old US Highway 23 Brighton MI 48114-9861		CONTACT NAME: certs@pciaonline.com PHONE (A/C, No, Ext): (800)969-4041 FAX (A/C, No): (800)969-4081 E-MAIL ADDRESS: certs@pciaonline.com	
INSURED McKenna Associates, Inc 235 East Main Street Suite 105 Northville MI 48167		INSURER(S) AFFORDING COVERAGE INSURER A: AXA XL INSURER B: INSURER C: INSURER D: INSURER E: INSURER F:	
		NAIC # 37885	

COVERAGES**CERTIFICATE NUMBER:** 19-20**REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
	COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:						EACH OCCURRENCE	\$
							DAMAGE TO RENTED PREMISES (Ea occurrence)	\$
							MED EXP (Any one person)	\$
							PERSONAL & ADV INJURY	\$
							GENERAL AGGREGATE	\$
							PRODUCTS - COMP/OP AGG	\$
								\$
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> NON-OWNED AUTOS						COMBINED SINGLE LIMIT (Ea accident)	\$
							BODILY INJURY (Per person)	\$
							BODILY INJURY (Per accident)	\$
							PROPERTY DAMAGE (Per accident)	\$
								\$
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input type="checkbox"/> RETENTION \$						EACH OCCURRENCE	\$
							AGGREGATE	\$
								\$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below Y/N <input type="checkbox"/> N/A						PER STATUTE	OTH-ER
							E.L. EACH ACCIDENT	\$
							E.L. DISEASE - EA EMPLOYEE	\$
							E.L. DISEASE - POLICY LIMIT	\$
A	Professional Liability			DPR9933220	10/1/2019	10/1/2020	Each Claim	1,000,000
							Aggregate	2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER**CANCELLATION**

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Union Township Economic Development Authority

Qualifications for the Updates to the Development and
Tax Increment Financing Plans for the East and West
Downtown Development Authority Districts

September 9, 2020

Mr. Rodney Nanney, AICP
Community and Economic Development Director, Union Township
2010 S. Lincoln Rd.
Mt. Pleasant, MI 48858

**Subject: Qualifications for Development & Tax Increment Financing Plans for the East and West
Downtown Development Authority Districts in Union Township**

Dear Mr. Nanney:

It is with much excitement that Community Image Builders (CIB Planning) submits this set of qualifications to update the Development and Tax Increment Financing Plans for the East and West Downtown Development Authority Districts in Union Township. We are considered experts in development implementation, so updating Downtown Development and Tax Increment Financing Plans is a natural extension of that work. TIF financing is one of the more powerful tools a community has at its disposal, yet few know how to do so in the most effective manner. Knowing this, CIB has been at the forefront of creative tax increment financing strategies and helped communities gain the interest of developer and investors. To do so, however, the TIF Plan must be written in a specific fashion to allow the DDA to capture future project-specific increment.

Once again, we are focused more on seeing development results and the plan update is one part of that effort. In addition to the plans we have updated over the past few years, we are in the process of updating DDA/TIF Plans for the cities of Farmington, Laingsburg and Wixom; the Village of Lexington; and creating Corridor Improvement Authorities (CIA) in the City of Portage. We are also working on a number of redevelopment efforts in Michigan communities including the cities of Farmington, Fenton, Wixom, Portage, and Fowlerville, as well as the Townships of Shelby and Meridian. For example, we have been retained by the City of Farmington to implement redevelopment of the former Maxfield Training site, which is both contaminated and functionally obsolete.

We look forward to discussing our qualifications with you in more detail and if you have any questions, please contact me directly at 810-335-3800.

Sincerely,



Carmine P. Avantini, AICP
President, CIB Planning

About Community Image Builders (CIB Planning)

CIB Planning provides exceptional planning and development services to small- and medium-sized communities throughout Michigan, and we are also active in the fields of economic development, economic development marketing, regional coordination, downtown development, ongoing DDA & CIA assistance, housing implementation, redevelopment financing, and project implementation. The planning professionals at CIB began their careers in the public sector and continue to work with local governments on a daily basis. This connection helps ensure that the plans, ordinances, and recommendations we make are both visionary and practical.

Moreover, we pride ourselves on a firm that can not only provide day-to-day solutions to planning and development issues, but also bring a level of leadership that will build community consensus on key topics. This is evidenced by the long-term relationships that we have with client communities; the longest being over 26 years.

At CIB, we have experts with experience at every angle of community improvement. We combine community planning and stakeholder engagement with economic development and tie in marketing, branding, implementation and redevelopment financing strategies, building tools for communities to transform their vision into reality while being a collaborative and trustworthy partner in every step.

CIB frequently teams with other consultants in order to provide a wide range of talents and expertise.

Firm Information

Community Image Builders (CIB)
Carmine P. Avantini, AICP, President
17195 Silver Parkway, #309
Fenton, Michigan 48430
avantini@cibplanning.com
(810) 335-3800

CIB was formed in 2012 and is a Subchapter S Corporation organized in the State of Michigan, Federal ID# 45-5419410.

CIB is an innovative planning and development consulting firm managed by Carmine Avantini, one of the founding partners of LSL Planning, and Justin Sprague, formerly with the Flint & Genesee Chamber of Commerce. With a staff of five professionals, the firm has over 75 years of experience providing innovative planning and development solutions to communities in Michigan and the eastern United States.



HOUSING & ECONOMIC DEVELOPMENT STRATEGIES



COMMUNITY BRANDING



STAKEHOLDER ENGAGEMENT & FACILITATION



PROJECT IMPLEMENTATION



MARKETING STRATEGIES



MASTER PLANNING & DDA PLANNING



CORPORATE LOCATION SUPPORT



PLANNING & ZONING



TAX INCREMENT FINANCING ASSISTANCE

Principal Team Members



Carmine P. Avantini, AICP, is the President of CIB Planning and was previously a founding partner with LSL Planning. For over 37 years, Carmine has provided innovative solutions to community planning, housing, zoning, and development challenges.

Carmine specializes in community planning, zoning, public involvement, economic development, downtown planning, small town development, site redevelopment, housing, and project implementation. He works with a wide range of municipalities to find creative solutions to challenging development issues and sees them through to implementation; recognizing that projects are not truly completed until construction is finished.



Justin Sprague serves as Vice President at CIB Planning and is responsible for traditional planning and zoning services, economic development support services and private sector development services including site selection, incentive negotiations, and navigating the municipal development process.

He was previously the Director of Business Development at the Flint & Genesee Chamber of Commerce, where he was responsible for business attraction/retention efforts, large site redevelopment, and municipal collaboration projects. While at the Chamber, Justin teamed with CIB Planning to successfully prepare Accelerate, a seven-county regional economic development plan that combined a Federal EDA CEDS Plan and State Regional Prosperity Plan into one seamless initiative.

Our Approach

Unlocking Market-Driven Financing Opportunities

At present, the CIB Planning team has completed and is in the process of working with dozens of DDA's across the state. Our most notable success lies in forging, developing and nurturing Public-Private sector relationships to accomplish the shared goals of redevelopment and affordable housing for communities throughout the state. The tools that CIB Planning has created has allowed cities, towns and villages to achieve results that were otherwise impossible prior to their involvement. By understanding how to unlock market-driven opportunities for communities to leverage their assets with tax increment financing, CIB has enabled Shelby Township, Meridian Township, the City of Grand Blanc, and currently the City of Farmington to provide local financing support in a way that was unattainable just two years prior. ([Read Developer scraps \\$15 million plan for downtown Okemos, May 2017.](#))

CIB Planning updated the Meridian Township Downtown Development Authority (DDA) Plan to facilitate [financing of the Village of Okemos mixed-use project](#) that included new residential, commercial and retail spaces. Located at the heart of the community, the redevelopment area has significant underground contamination that makes clean-up for individual sites impossible. The cost of remediation for the entire area exceeds \$9 million and even with a first phase private investment of \$100 million, the project was not financially feasible due to the costs of contamination and related infrastructure improvements. CIB Planning worked with the Township to update the DDA Plan and include innovative techniques to use tax increment financing to incentivize the projects. CIB also assisted with efforts to gain support from the various taxing jurisdictions and assemble agreements to keep them from “opting out.” The plan was referred to by the Executive Director of one taxing organization as the “gold standard” for DDA Plan updates and the associated financing plan.





Relevant Experience

MERIDIAN TOWNSHIP



Photo credit: Meridian Township

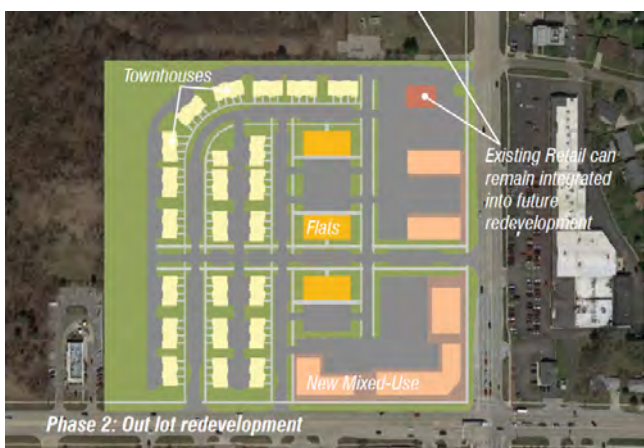
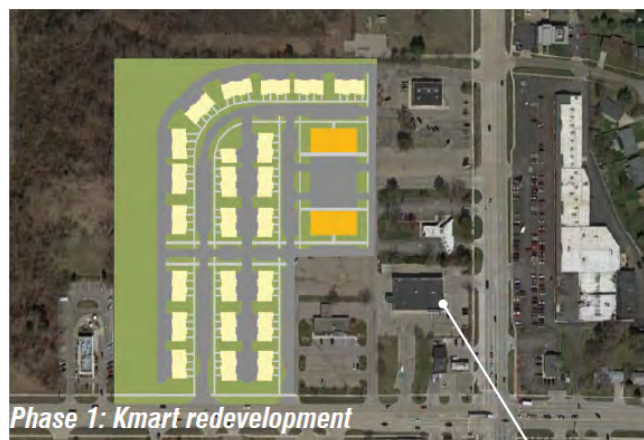
As part of a comprehensive redevelopment implementation team, CIB Planning updated the Meridian Township Downtown Development Authority (DDA) Plan to facilitate financing of the Village of Okemos mixed-use project. Located at the heart of the community, the redevelopment area has significant underground contamination that makes clean-up for individual sites impossible. The cost of remediation for the entire area exceeds \$9 million and even with a first phase private investment of \$100 million, the project is not financially feasible with the cost of contamination and related infrastructure improvements.

CIB Planning worked with the Township to update the DDA Plan and include innovative techniques to use tax increment financing to incentivize the projects. CIB also assisted with efforts to gain support from the various taxing jurisdictions and assemble agreements to keep them from “opting out.”

The plan was referred to by the Director of one taxing jurisdiction as the “gold standard” for DDA Plan updates and the associated financing plan. The MEDC Redevelopment Communities Program (RRC) followed up with additional grant funding for the effort. This funding allowed CIB Planning to prepare a project evaluation and funding implementation program that will not only serve the Township but also serve as a model for other communities.



SHELBY TOWNSHIP DDA

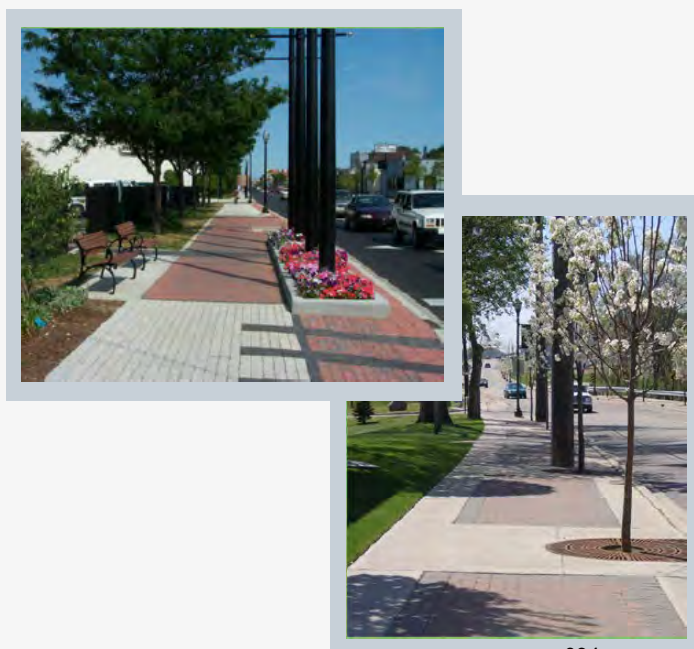


Shelby Township established its Downtown Development Authority (DDA) Plan just before the Recession and shortly thereafter, the taxable base value for the DDA District dropped below the original amount and no new increment was being captured. Instead, the DDA Board had to borrow money from the general fund to support minimal activities.

CIB Planning was retained by the DDA to update the Plan and re-set the base taxable value. Recognizing an opportunity to provide for more creative use of tax increment, we created a program that would allow future tax capture to be committed to specific projects. Similar to how the Brownfield program operates, CIB Planning was able to create a rebate-type program that would close the “gap” in project financing and allow projects to move forward.

CIB Planning has successfully used a similar approach in other communities and provided a powerful tool to incentivize projects that would not be feasible without such assistance.

CIB Planning facilitated meetings with city officials, analyzed existing financing programs, identified potential tax incentive programs, and developed a gap-closing tax increment financing program for the township and its stakeholders.

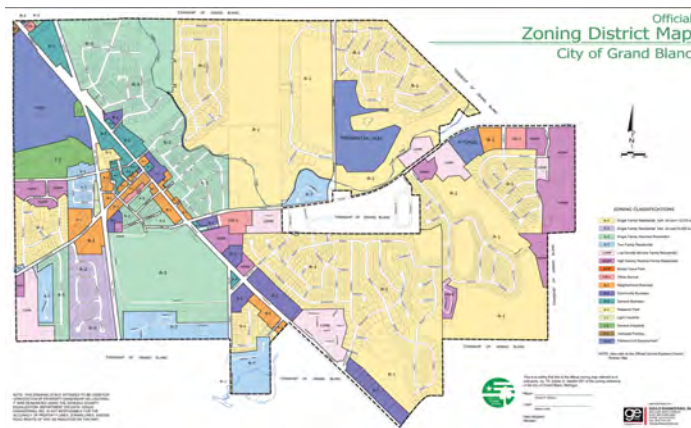


CITY OF GRAND BLANC



CIB Planning was retained by the City of Grand Blanc in 2019 to update its Downtown Development Authority (DDA) Plan, allowing the community to re-set the taxable base value and provide positive tax increment capture.

As with many communities, the taxable base value for the DDA District had dropped below the original amount and virtually no new increment was being captured. Without this update, the City would have to wait an additional eight years before positive tax capture could be realized.



CIB Planning also incorporated innovative tax capture techniques in the plan, similar to what it had created in other communities.

CIB Planning facilitated meetings with city officials, analyzed existing financing programs, identified potential tax incentive programs, and developed a gap-closing tax increment financing program for the City and its stakeholders.



Photo credit: newhomesource.com



CITY OF ROMULUS




CIB Planning worked with the City of Romulus to update their Master Plan and DDA plan, and was selected by the MEDC to assist them through the Redevelopment Ready Community Certification (RRC) process in 2019. The CIB team built an economic development and economic development marketing plan for the community.


Romulus has a massive economic advantage due to its location as the home of Detroit Metro Airport, the crossroads of I-94 and I-275, major rail and less than a 30 minute drive to Ann Arbor, Detroit and Canada. CIB Planning worked with the City's steering committee to identify the City's assets and developed strategies to leverage and market them to developers, site selectors, investors, regional partners, and media.



The DDA Plan that CIB Planning developed in collaboration with the City included innovative techniques to use tax increment financing to incentivize the projects. Additionally, the CIB team was contracted to prepare Request for Proposals (RFPs) for the City to attract developers who met the standards that the City established.



Why Romulus?



#Homeofopportunity

Romulus is the home of opportunity. We have the best of both worlds—we have a historical downtown, and we can retreat to our rural spaces quickly. Plus, our location is prime. Detroit Metro Airport is right here, we're at the crossroads of I-275 and I-94 where we can hop on the expressway and be in Ann Arbor, Detroit and Canada in 25 minutes. We pride ourselves on our diversity in culture, land and opportunity. Our schools are great, our taxes are less than our neighboring towns, our community is close-knit and inclusive, and our neighborhoods are safe. We truly are a city full of wonderful people and opportunities everywhere.

GRAND BLANC TOWNSHIP DDA



CIB was selected to build a comprehensive branding and marketing strategy for the Grand Blanc Township Downtown Development Authority (DDA) in the fall of 2019. The CIB Marketing team worked with the DDA to identify community assets and opportunities. The CIB team built a comprehensive economic development marketing and branding strategy to attract area investment. Specific target audiences were outlined and key messages were crafted, and detailed marketing tactics that promote the community and attract new business have been put into motion. The delivery of the plan included a full graphics package complete with a township logo and multi-media branding and advertising collateral.

CIB Marketing performed a full economic analysis of the township, led and facilitated DDA meetings with a SWOT analysis session, crafted a full economic development marketing and branding strategy, presented a variety of graphics concepts, refined options, and presented a final marketing and branding strategy with a full graphics package to the committee. The work spanned the timeframe from late August to mid-November 2019.





WIXOM VILLAGE CENTER AREA

CIB Planning is the lead planning firm for the new Wixom downtown called the Village Center Area (VCA). Wixom, a rapidly growing Detroit suburb, lacked a traditional downtown and a sense of place in the area around City Hall and the Community Center.

CIB Planning led the public involvement effort to build consensus on the desired character and layout of the VCA and translated that into design guidelines and an overall development concept plan. The result is a downtown with traditional character including a mix of retail, office, government, and residential uses.

CIB Planning managed the downtown development, public involvement, tax increment financing, design guidelines, public improvements, intergovernmental cooperation, and project implementation for the Wixom Village Center Area.



The background of the page is an aerial photograph of a city street grid. A large, semi-transparent blue diagonal shape covers the lower-left portion of the page. Overlaid on this blue area are faint, light-blue architectural sketches of buildings and streets. The text 'Resumes, References & Rates' is centered in white on the blue background.

Resumes, References & Rates

Carmine P. Avantini, AICP



For over 37 years, Carmine has provided innovative solutions to community planning, housing, zoning, and development challenges.

Carmine specializes in community planning, zoning, public involvement, economic development, downtown planning, small town development, site redevelopment, housing, and project implementation. He works with a wide range of municipalities to find creative solutions to challenging development issues and sees them through to implementation; recognizing that projects are not truly completed until construction is finished.

Carmine is also active in the preparation and implementation of several redevelopment strategies and projects including the Wixom Village Center Area (VCA); the Downtown Fenton Redevelopment Plan including removal of the pedestrian mall and re-opening of the street; the Maxfield Training Center (MTC) redevelopment project in Downtown Farmington; the Pointe South Redevelopment plan in Jasper County, South Carolina; and redevelopment of the former Ford Wixom Assembly Plant into a mixed-use commercial, industrial, office and R&D center.

Prior to starting CIB, Carmine was a co-founder of LSL Planning, the Director of Planning and Community Development for Utica, NY, Executive Director of the Herkimer County, NY, Development Corporation and City Planner for Rome, NY. He also worked as a Project Manager with CRM Commercial Properties where he was responsible for the redevelopment of two different former industrial complexes into mixed-use facilities.

Implementation & Redevelopment

- City of Farmington (MI) DDA Plan
- City of St. Clair (MI) Riverview Plaza Revitalization Plan
- City of Wayne (MI) Downtown Redevelopment Plan and Master Plan
- City of Fenton (MI) Downtown Plan, Implementation & Façade Improvement Program Update
- City of Westland (MI) Central City Parkway Plan
- City of Wixom (MI) DDA Plan & VCA Design Guidelines
- City of Grand Blanc (MI) DDA Plan & Redevelopment Implementation
- City of Novi (MI) Fox Run Senior Housing Community PUD (Private)
- City of Novi (MI) Adell Mixed Use Site Rezoning (Private)
- City of Wixom (MI) Ford Plant Site Redevelopment
- City of Taylor (MI) NSP Implementation
- City of Wixom LDFA Plan Update
- Northwest Georgia & Southeast Tennessee Regional Sustainability Grant Project
- Grosse Ile (MI) DDA Plan & Business Park Redevelopment Plan Jasper County (SC) Point South Redevelopment Plan
- Meridian Township (MI) DDA Plan Update & Village of Shelby Funding Strategy

- MEDC Redevelopment Ready Communities Technical Assistance
- City of Luna Pier (MI) Economic Development Strategy
- Shelby Township (MI) DDA Plan Update & Project Implementation

Community Planning

- Accelerate Regional Prosperity & CEDS Plan
- City of Farmington (MI) Master Plan
- City of Fenton (MI) Master Plan, Zoning Ordinance & Ongoing Services
- City of Swartz Creek (MI) Master Plan & Ongoing Services
- City of Lapeer (MI) Master Plan, Zoning Ordinance
- City of Wixom (MI) Master Plan, Zoning Ordinance, Vision 2020 Plan & Ongoing Services
- City of Imlay City (MI) Master Plan & Ongoing Services
- City of Cedar Springs (MI) Master Plan, Ongoing Services & Image Building Program
- City of South Lyon (MI) Master Plan, Zoning Ordinance & Ongoing Services
- City of Owosso (MI) Master Plan
- Delhi Township (MI) Cost of Community Services Study
- Mundy Township (MI) Corridor Improvement Authority Plan
- Rogers City (MI) Downtown Plan & Public Involvement
- Shelby Township (MI) Master Plan Update
- Village of Spring Lake (MI) Special Zoning Projects
- Village of Lexington (MI) Master Plan

Education

Bachelors in Political Science, with Honors, University of Buffalo

Masters in Community Planning, High Honors, University of Cincinnati

Professional Associations

- American Institute of Certified Planners (AICP)
- Michigan Association of Planning, Board of Directors
- American Planning Association
- National Charrette Institute (NCI)
- Form Based Code Institute (FBCI)
- Fenton Education Foundation, Board of Directors



Justin Sprague

For over 17 years, Justin has provided innovative solutions to planning and community development challenges.

Justin Sprague serves as Vice President for CIB, where he is responsible for municipal planning and zoning, economic development, corporate incentives and location support, downtown development, corridor improvement and regional economic development planning.

Prior to joining CIB, Justin was Director of Business Development at the Flint & Genesee Chamber of Commerce where he was responsible for business attraction projects throughout Flint & Genesee County, business retention, brownfield redevelopment, downtown investment projects and municipal collaboration projects focused around economic development.

Economic Development Experience

- I-69 Thumb Region (MI) "Accelerate" Economic Development
- Strategy & Prosperity Plan Buick City Redevelopment (Flint, MI) Genesee County Freight Forecast, 2012 (Genesee County, MI) Genesee County Industrial Building Demand Analysis (2015) Shiawassee County Industrial Property Inventory and Analysis (2005)
- Economic Development Strategy (City of Laingsburg) Region 6 Housing Implementation Strategy (2018) Economic Development Strategies (Swartz Creek, Laingsburg, Grand Blanc, Romulus, Flint Township, Hart)
- Vienna Township Economic Development Strategy
- Grand Blanc Township Economic Development Strategy

Planning and Zoning

- City of Owosso, Ongoing Planning & Zoning Services
- Village of Fowlerville, Ongoing Planning & Zoning Services
- Imagine Flint, City of Flint Master Plan (team member)
- City of Caro, Master Plan and Zoning Ordinance
- Village of Bancroft, Master Plan and Zoning Ordinance
- Village of Dryden, Master Plan
- City of Lapeer, Master Plan
- Caledonia Township (Shiawassee County) Master Plan, Zoning Ordinance and zoning support services
- City of Flint DDA, Buckham Alley Placemaking Plan and River Bank Park Phase I
- City of Flint, Chevrolet Avenue Bridge Place Making and Context Sensitive Design
- City of Flint, ongoing planning and zoning support services
- City of Clio, Master Plan, Zoning Ordinance and zoning support services

- City of Bay City, Uptown at Rivers Edge Development Concept Bay Area Housing, Neighborhood Preservation Plan (MAP Award Winner, 2009)
- City of Mt. Pleasant, Parking Study Pinconning Township, Master Plan
- City of Coleman, Master Plan City of Chesaning, Master Plan and Zoning Ordinance

Corporate Incentive Projects

- Miller Industries Corporate HQ (Fenton Township)
- Creative Foam Corporation (Fenton and Mundy Township)
- Enihcam (Fenton Township)
- Crust, A Baking Company (Fenton)
- Laird Technologies (Grand Blanc Township)
- SpenTech USA (Flint)
- Horizon Group (Fenton)
- SignArama (Flint Township)
- Lodgco (Mundy Township)
- Lear Corporation (Flint)

Education

Bachelors in Resource Planning, University of Michigan—Flint

Professional Associations

- Michigan Association of Planning
- American Planning Association

References

We invite you to contact our current and past clients to learn more about their experience with DDA Plan preparation as well as other creative and innovative projects, including implementation.

Glenn Wynn, Former Planning Director, Shelby Township
586-726-7243
glenn.r.wynn@gmail.com

Chris Buck, Former Economic Development Director, Meridian Township
Martin Commercial Properties
517-528-4770
chris.buck@martincommercial.com

Wendy Jean-Buhrer, City Manager, City of Grand Blanc
(810) 694-1118
citymanager@cityofgrandblanc.com

David Murphy, City Manager, City of Farmington
248-474-5500 ext 2221
dmurphy@farmgov.com

Steve Brown, City Manager, City of Wixom
(248) 624-0894
CityManager@wixomgov.org

Rates

2020 CIB Planning Public Fee Schedule

President: \$142.00
Vice President: \$128.00
Director: \$124.00
Senior Planner: \$101.00
Administrative: \$42.00

* Hourly rates are subject to increase on an annual basis

Contact Information

CIB Planning
17195 Sliver Parkway, #309
Fenton, MI 48430
810-734-0000
www.cibplanning.com

Carmine Avantini, President, CIB Planning
avantini@cibplanning.com

MAP Planner Magazine Article: TIF Financing

Win-Win-Win: Rethinking Tax Increment Financing

DDA, BRA, CIA, TIF. . . The financing tools available to villages, cities and townships – intended to foster redevelopment – can look like alphabet soup. All of these are authorities defined by Michigan law. Authorities capture tax increment created by new property investment or appreciation. This is called tax increment financing (TIF) and the captured funds can be used to undertake projects identified in the Tax Increment Financing Plan.

How does a TIF work? First, a base year is established and any new taxes paid above the base value on a property goes to the authority for pre-declared purposes for a specified period of time, often 20 years. An authority captures new property taxes, which would have otherwise been paid to the governing municipality and other entities such as the library system, public transportation, community college and the county government. This money is used instead for public improvements within the defined district. The taxing jurisdictions are foregoing any increases in taxes that are the result of the improvements to the properties within the district, but an authority, like a downtown development authority (DDA) or a corridor improvement authority (CIA) will have more funds

to spur new investment that otherwise may not be feasible over the term of the plan.

The creation and maintenance of any TIF is not without controversy.

The additional revenue comes from other taxing entities—this is no small thing, particularly these days. Authorities that contain many parcels have the potential to keep new revenue from going to the budgets of other entities. These taxing jurisdictions are correct to wonder if the loss in future funding is resulting in a net gain overall. Would new development in the downtown or corridor occur whether improvements were made in the TIF District or not?

For communities who already have a DDA (or other authority) the authority's scope may come into question when the authority sunsets and wishes to renew. If the authority already has agreements with other governmental entities (taxing jurisdictions), the new terms will need to be negotiated. Likewise, if there is any desire to change the boundaries of the district, the question of opting out will be on the table. Opting out simply means the other taxing jurisdictions review the terms proposed by the authority and can decide to participate or not. Participating means they believe their “investment” will bear

future fruit. Not participating means they will receive their taxes as they normally do, and their non-participation may jeopardize the economics of a future development and could result in a missed opportunity for the community.

The Case of the Village of Okemos

A number of properties in the Village of Okemos in Meridian Township (Ingham County) are vacant and deteriorating. What's more, some of the properties have underground contamination issues that are area-wide and very expensive to clean up. While some state funding is available for cleanup, actual redevelopment of the properties will take additional monies not available from traditional private sources. Without an alternative financial tool, redevelopment in the Village of Okemos cannot happen.

CIB Planning, working with Advanced Redevelopment Solutions and the Meridian Township DDA, went to work developing a financing tool to fund this “gap”. This involved updating the Township's DDA and Tax Increment Financing (TIF) Plan.

First, the DDA district needed to be well defined; in this case, it remained the same



Downtown Okemos



DDA plans for downtown Okemos

size; 99 parcels are included. (If a district is too big, it can be difficult to obtain approvals from other jurisdictions and it is more difficult to measure success.)

Second, the list of projects included in the DDA Plan needed to be practical and targeted to specific development projects with related incentives.

Third, creating a new TIF plan that all of the taxing jurisdictions would embrace was critical. The Meridian DDA had a 20-year TIF plan created in 2006. In 2006, all taxing jurisdictions had opted out with the exception of the township and the county, which had capped the total dollars it would allow to be collected. This time, township officials, including Economic Development Director, Chris Buck, and the consulting team of CIB Planning and Advanced Redevelopment Solutions spent a considerable amount of time meeting with officials from the various taxing jurisdictions. The Capital Area Transit Authority (CATA) quickly opted in, citing the new robust plan and clearly defined vision being taken by Meridian Township was an inspired one. In the end, all but one of the taxing entities opted in including CATA, Ingham County, Lansing Community College and the Capital Regional Airport Authority (CRAA).

What changed?

The new DDA Plan has a sunset of 20 years, meaning that after 20 years, all of the taxing jurisdictions will receive the full tax benefit from the newly developed properties. In addition, Meridian Township promised an additional 2.14% per year tax increment increase to their base year payment if development projects occurred. What does this really mean?

For example, the base year gives a taxing jurisdiction \$10,000 in tax revenue. In a typical TIF, the taxing jurisdiction will continue to receive \$10,000 per year for the 20-year duration. Any increases in tax value through appreciation or improvement will go to the TIF (DDA or CIA) to use for eligible projects.

If the TIF works as intended, the money used for 20 years has bolstered the district, the area has experienced redevelopment, and land values have greatly increased. When the TIF sunsets, the taxing jurisdictions begin receiving those previously captured revenues, which can be a huge windfall.

In Meridian Township's case, the township made an even better guarantee: if development occurs within the district, the taxing jurisdictions won't have to wait 20 years. As soon as a development project is completed, the taxing jurisdictions will receive an additional 2.14% compounded annually tax revenue increase.

Given this scenario, instead of a flat \$10,000 per year, a

BID'S, PSD'S, AND BIZ'S

The article on Okemos discusses how authorities work. Another tool available to local units of government are special assessment districts.

Special assessment districts can be created by a legislative body if a particular improvement will only benefit a particular neighborhood or area. For example, a neighborhood desires to have a road paved. Rather than have the cost for improvement paid by revenue from all taxpayers regardless of where they live, the legislative body may designate a special assessment defined by those properties that abut the road. The process for creating a special assessment is designated by ordinance and involves the legislative body and staff to determine the overall project costs, how the assessment will be defined and how long the assessment will last. Look for detailed links to Special Assessment Districts in the upcoming *Michigan Planner E-Dition*. Special assessment districts are more straightforward than tax increment financing as they tax those who presumably will be enjoying the improvements the most.

In addition to the special assessment process outlined above, the State of Michigan defines particular types of districts zones for economic redevelopment purposes.

BUSINESS IMPROVEMENT DISTRICTS (BID'S).

One or more cities can form a BID through a resolution. An urban design plan is required first. BID's provide a solution for maintenance and improvement along state and county trunklines.

PRINCIPAL SHOPPING DISTRICT'S (PSD'S).

A Principal Shopping District must have at least 10 businesses within it. Sometimes a community will create a DDA and a PSD with the same boundaries. This provides the downtown shopping district with the flexibility to finance projects through tax increment financing and/or special assessments.

BUSINESS IMPROVEMENT ZONES (BIZ'S).

A Business Improvement Zone is created by a petition drive of at least 30% of the property owners within an area. A group of business/property owners petition the clerk to create the boundaries of the proposed zone.

BID's, PSD's and BIZ's have the ability to create assessments and apply for grants. Projects in BID's and PSD's can also be funded through bonds. Check out the May issue of the Michigan Planner E-Dition for links to additional details on these financial tools.

taxing jurisdiction could be receiving about \$14,000 by year 20 if development occurs early on.

A significant development project would increase the taxable value well above this amount, yielding millions of dollars for the DDA to use for eligible activities.

The parcels within the DDA District averaged 2.14% appreciation for the past 20 years. The taxing jurisdictions get a secured increase that's "normal" from their financial perspective, but it also provides funding to assist in the downtown's redevelopment. Once the TIF plan expires in 20 years, the revenue to the taxing jurisdiction will skyrocket, and the region receives vibrancy and renewed infrastructure where they are currently blighted. It's a true win-win-win, which is why Meridian Township received such overwhelming support.

The Meridian Township Board adopted the DDA/TIF Plan in December 2018.

In addition to necessary utility upgrades and right-of-way improvements to be completed within the DDA, the plan also allows funds to be rebated back to development projects to help close the funding shortfall.

This rebate program, currently being developed by the DDA Board, will include an application review process with evaluation criteria. The criteria will rank private sector redevelopment projects on a point system based upon how well the projects meet the downtown plan's criteria. Projects that rank higher due to location or the project's quality will be entitled to greater rebates. Developers are financing their own projects through banks or investors, but the rebate from the township can fill a funding gap, which will make projects financially feasible.

Given the weak retail market, it can be extremely difficult to make downtown redevelopment happen. It takes determination, persistence and an unwavering commitment to reach the goal of redevelopment. The role of government is to provide the vision and the tools to allow private developers to work. Local leaders must stick to the vision for their downtown. If a developer balks at design standards, local leaders should not buckle, but should have some creative financing tools available to provide the stopgap in funding. With a vision and financial tools, projects can be built that everyone will be proud of well into the future.

Chris Buck is the first ever Economic Development Director for Meridian Township. He has been in the role for just under two years after 20 years (and four states) in Corporate America. He's thrilled to work for a great community that's clamoring for vibrancy. Chris lives with his wife and two sons in Okemos Michigan.



Carmine Avantini, AICP is president of CIB Planning. He specializes in community planning, zoning, public involvement, economic development, downtown planning, small town development, site redevelopment, and project implementation. He works with a wide range of municipalities to find creative solutions to challenging development issues and sees them through to implementation.



NEW MAP WORKSHOP BRINGS HEALTH INTO FOCUS

Thanks to recent grants from the Michigan Department of Health and Human Services, MAP has created a training workshop and checklist aimed at helping communities incorporate health considerations into their master plans and municipal policies.

The 2-hour "Planning for Health" workshop highlights the ways in which the built environment and land use affect personal and community health outcomes by highlighting their connections to active living, emergency preparedness, environmental health, nutritious food, social cohesion and mental health.

The workshop is designed to include presentations from local health professionals on specific local health concerns. In a recent workshop in Oakland County, the county health officer conveyed the startling statistic that 21 year life expectancy gap exists between residents of one community and those of another. The differences were presented on a county map so participants could see the geographic imbalance.

To support implementation of a "health in all policies" approach to local decision making, MAP developed a comprehensive Planning for Health checklist that a community can use to assess how health is or is not incorporated in plans and policies. This checklist can be incorporated into your 5-year master plan review to determine what parts of the plan should be updated. It is provided, along with other resources, as part of the workshop training materials.

To schedule a Planning for Health workshop in your community, contact Amy Vansen, Director of Information and Programs, at avansen@planningmi.org.

McGraw Morris P.C.

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PROPOSAL TO PROVIDE ATTORNEY SERVICES TO UNION TOWNSHIP ECONOMIC DEVELOPMENT AUTHORITY

McGraw Morris P.C.

GRAND RAPIDS | TROY

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September 8, 2020

GLENN A. DIEGEL
OF COUNSEL

VIA EMAIL – RNANNEY@UNIONTOWNSHIPMI.COM

Rodney Nanney, AICP
Community and Economic Development Director
2010 South Lincoln Road
Mount Pleasant, Michigan 48858

Re: Legal Services Proposal

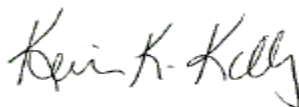
Dear Mr. Nanney:

Enclosed please find McGraw Morris P.C.'s Legal Services Proposal for the preparation of updates to the development and tax increment financing plans for the east and west downtown development authority districts for the Union Township Economic Development Authority. We appreciate the opportunity to submit this Proposal. As a law firm comprised of 11 attorneys, one of which specializes in downtown development authorities, McGraw Morris P.C. is uniquely qualified to provide legal services to the Union Township EDA. McGraw Morris is incorporated in the state of Michigan as a professional corporation.

If selected as the successful proposing firm, I will serve as the lead attorney and will ensure that all legal services are provided in a timely and cost-efficient manner that meet the Union Township EDA goals, expectations and requirements for legal services. In the event I am not available for any unforeseen reason or in an emergency, Thomas J. McGraw will be available. McGraw Morris P.C. does not require any contract for services and our services are provided on an as-needed basis. If the Union Township Economic Development Authority has any questions that are not answered by this letter or the attached Proposal, please do not hesitate to contact me.

Very truly yours,

McGraw Morris P.C.



KEVIN KILBY

HISTORY AND BACKGROUND

McGraw Morris P.C. is dedicated solely to the practice of municipal law and the defense of municipalities and municipal entities. The firm is comprised of 11 municipal attorneys and four executive assistants dedicated to fulfilling the legal needs of a diverse group of municipal clients. McGraw Morris P.C. was formed in 2009 and our attorneys possess many years of experience practicing municipal law.

All McGraw Morris P.C. attorneys possess Juris Doctorate degrees from law schools accredited by the American Bar Association and are members in good standing with the State Bar of Michigan. McGraw Morris P.C. is a member of the Michigan Association of Municipal Attorneys.

McGraw Morris P.C.'s primary office is located in Troy, Michigan. We also maintain an office in Grand Rapids, Michigan. These locations offer ready access to all state and federal courts in Michigan and provide more than sufficient office space to serve our municipal clients. McGraw Morris P.C. attorneys routinely represent municipalities in cases pending in courts throughout the State of Michigan and outside of Michigan when necessary. Our office locations also provide easy access to all municipal clients who require or request our attendance at meetings of any kind.

To best serve municipal clients, Thomas J. McGraw, the firm's founder, selected attorneys with a broad range of specialized expertise to join him when forming McGraw Morris P.C. This diverse knowledge base enables the firm to offer legal expertise in a number of areas, which are detailed below. As a small yet vastly knowledgeable firm, McGraw Morris P.C. provides exceptional legal guidance while remaining sensitive to the budgetary restraints of municipal clients.

McGraw Morris P.C. prides itself in working with clients to provide prompt, effective and cost-efficient municipal legal services of the highest quality. As a law firm dedicated solely to municipal law, McGraw Morris P.C. is large enough to have the broad range of specialized expertise necessary to serve our municipal clients in all aspects of municipal law, yet small enough to have retained the personalized service and attention our clients expect and deserve.

McGraw Morris P.C. utilizes all electronic communication devices necessary to enable our clients to reach us at any time via e-mail and transfer information electronically at all times. This eliminates the need for costly paper mailings and delivery charges. Importantly, this enables us to be available to municipal clients located throughout the State of Michigan at any time. We have unlimited access to all legal research databases, which enables us to provide the most comprehensive and up to date analysis of legal issues possible.

RELATED EXPERIENCE

The attorneys of McGraw Morris P.C. have significant experience representing downtown development authorities in Michigan. McGraw Morris P.C. currently works as appointed counsel to the following downtown development authorities: City of Belleville DDA; the Charter Township of Bridgeport DDA; the City of Frankenmuth DDA; Kochville Township DDA; City of Pinconning DDA; the Village of Romeo DDA; the City of Vassar DDA; and the City of Ypsilanti DDA. We further represent numerous downtown development authorities throughout the state of Michigan on a per project basis.

As counsel for a number of DDAs, we understand all of the requirements of former Act 197 of the Michigan Public Acts of 1975 and its replacement Act 57 of the Michigan Public Acts of 2018 and have intimate knowledge of the tax increment financing process and procedure. Our work in this area includes everything from forming a downtown development authority, expanding district boundaries, reviewing and renewing tax increment financing plans, revenue sharing agreements, condemnation of property, preparation of legal opinions on tax, millage, alternative financing and grant issues, and various other services for which a downtown development authority would need representation. McGraw Morris P.C. has represented numerous downtown development authorities in litigation throughout the state involving the levy of statutory taxes, tax increment financing capture, and breach of contract claims. In addition to downtown development authorities, McGraw Morris P.C. also has experience in establishing and implementing corridor improvement authorities.

In 2009, we assisted the Kochville Township DDA with doubling the size of its development district and extending its development plan and tax increment financing plan until 2031. In January 2020 we assisted the City of Pinconning DDA with renewing its development plan and tax increment financing plan until 2040. In addition to serving as counsel to numerous downtown development authorities and counsel on a per project plan, we have substantial experience in tax increment financing litigation. The following the major downtown development authority cases have been litigated by McGraw Morris P.C.:

1. *Saginaw County v. Kochville Township and Kochville Township DDA*. Obtained summary disposition in favor of the Township and its DDA in a complex litigation matter involving the capture of tax increment financing revenue. (Saginaw County Circuit Court Case No. 07-65342-CK).
2. *Delta College v. Kochville Township and Kochville Township DDA*. Obtained summary disposition in favor of the Township and its DDA in a complex litigation matter involving the capture of a college millage pursuant to the tax increment financing plan. (Saginaw County Circuit Court Case No. 07-64729-CK).
3. *Kochville Twp and Kochville Twp Downtown Development Authority v. Co of Saginaw*. Obtained Summary Disposition in favor of the Township and its DDA in an action to compel the county to impose a 2-mill statutory levy and obtained a Declaratory Judgment stating that the DDA was properly established and had never been dissolved. (Saginaw County Circuit Court Case No. 2006-62484-AW-2).

4. *Crosswinds v Belleville DDA*. Developer sued over alleged violation of a Development Agreement for payments not received from the DDA. (Wayne County Circuit Court).
5. *Romeo DDA v Village of Romeo*. Romeo DDA sued over the Village of Romeo attempting to dissolve its TIF plan prior to the expiration of the TIF plan. Case settled out of court with the Village agreeing that the TIF plan would remain in place. (Macomb County Circuit Court).

PERSONNEL

Thomas J. McGraw

Mr. McGraw is the founder and president of McGraw Morris P.C. Having specialized for nearly 27 years as a trial attorney in the areas of municipal litigation, labor and employment, civil rights defense, zoning and business disputes, and downtown development authorities, he is one of the leading municipal litigation attorneys in the Midwest. His clients are municipalities, school districts, hospitals and insurers throughout the State of Michigan. He has significant litigation experience in all state and federal courts in Michigan, including federal and state courts of appeal and the United States Court of Appeals for the Sixth Circuit, located in Cincinnati, Ohio.

Mr. McGraw is a frequent presenter to municipal groups and is the founder of The Legal Institutes, a municipal legal training service (www.thelegalinstitutes.com). He speaks on matters including social media, sexual harassment, disability discrimination, computer and electronic communication issues, social media, Family and Medical Leave Act, Whistleblowers' Protection Act, and other labor, employment and municipal issues. He has served as litigation counsel to over 100 municipalities in Michigan.

Kevin Kilby

Kevin Kilby received his J.D. from the Thomas M. Cooley Law School. While at Cooley, he was active in numerous organizations, including the Thomas M. Cooley Law Review (Assistant Editor), Mock Trial National Team, Moot Court Board, and Mock Trial Board. After law school, Mr. Kilby was hired as an associate with the law firm of Kupelian, Ormond, and Magy P.C. in Southfield Michigan. When Mr. McGraw formed McGraw Morris P.C., in 2009 Mr. Kilby joined the firm and was quickly promoted to partner. In addition to being a partner, he is one of ten attorneys in the State of Michigan to complete the Academy of Michigan Municipal Attorneys, Michigan Association of Municipal Attorneys (2018-present) and he was the 2018 recipient of the Marvin J. Glink Private Practice Local Government Attorney Award.

Prior to his obtaining his law degree, Mr. Kilby was very active in public service and has extensive knowledge of governmental operations. He worked for the Floyd County Ambulance Service for 10 years and was a full-time law enforcement officer for the cities of Bowman, North Dakota, Nora Springs, Iowa, and Leon, Iowa. He also worked in the City Manager's Office for the City of West Des Moines, Iowa before being appointed the City Administrator for the City of Clio, Michigan. He also received his master's degree in Public Administration from Drake University in 1999 and his bachelor's degree in Public Administration from Upper Iowa University in 1997.

Mr. Kilby has presented numerous sessions regarding downtown development authorities and tax increment financing. He represents numerous downtown development authorities, cities, townships, and county agencies throughout the state of Michigan. If selected to prepare updates to the development and tax increment financing plans for the east and west downtown development authority districts, Mr. Kilby would be primary point of contact and oversee all aspects of the updates.

REFERENCES

The following references represent clients for whom we have provided exemplary service based on feedback from their representatives. Our representation of these clients is ongoing. Specific examples of litigation successes regarding these clients are listed above.

Lyle Davis, Chairperson
Kochville Township DDA
5851 Mackinaw Road
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(989) 652-5800
lyle.davis@dml-management.com

Sheila Stamiris
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Carol Thompson, DDA Coordinator
Belleville DDA
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Rose Licht, Township Manager
Bridgeport Township
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Bridgeport, MI 48722
(989) 777-0940
rlicht@bridgeportmi.org

Christopher Jacobs
Community Development Manager
City of Ypsilanti
One South Huron Street
Ypsilanti, Michigan 48197
(989) 992-8457
cjacobs@cityofypsilanti.com

Brian Saha, Chairperson
City of Pinconning DDA
208 Manitou Street
Pinconning, Michigan 48650
(989) 879-2281

INSURANCE

McGraw Morris P.C. confirms that it will provide proof of professional liability insurance if selected to represent the Union Township Economic Development Authority in preparing updates to the development and tax increment financing plans for the east and west downtown development authority districts.

RATE SCHEDULE

McGraw Morris' hourly billing rates for all attorneys is \$175 per hour. McGraw Morris P.C. will not charge for mileage for attendance at Union Township Economic Development Authority meetings at its business office. McGraw Morris P.C. does not charge for telephone line costs, in-house photocopying or fax transmissions. In the rare instance that McGraw Morris P.C. is required to utilize an overnight carrier such as UPS or FedEx, the actual cost of the service will be billed to the Union Township Economic Development Authority.

McGraw Morris P.C. bills in tenth of an hour increments. McGraw Morris P.C. will provide the Union Township Economic Development Authority with monthly billings. McGraw Morris P.C. generally sends its billing statements out during the first two weeks of each month. Most items are billed on one invoice for general services. However, anytime the Union Township Economic Development Authority requests a separate billing file be established for the ease of tracking expenditures, McGraw Morris P.C. will be happy to establish a separate billing file and invoice.

POTENTIAL CONFLICTS OF INTEREST

McGraw Morris P.C. has adopted the following conflict of interest policy:

Prior to engaging a new client, McGraw Morris P.C. reviews its client data base to ensure that the proposed client and any opposing parties have not been involved in any matters handled by the firm. Once we confirm that the proposed client and the opposing parties have not been involved in any matters handled by McGraw Morris P.C., an e-mail is sent to all of the employees of the firm to ensure that they have not handled matters with the proposed client or any opposing parties at this firm or at their prior employer. If we confirm that the firm or its employees have not been involved in any matters with the proposed client or any opposing parties, McGraw Morris P.C. will proceed with the representation. If a potential conflict exists, we will determine whether it is a material conflict and will: (1) proceed with representation if it is not a material conflict; (2) inform the client that a material conflict exists but that it will not have any effect upon the representation, and request a waiver from the client(s); or (3) inform the client that a material conflict exists that may have an effect upon the representation and that McGraw Morris P.C. cannot proceed with representation.