



AGENDA

REGULAR MEETING OF THE BIRMINGHAM PLANNING BOARD

WEDNESDAY OCTOBER 22, 2025 – 7:30 PM

151 MARTIN ST., CITY COMMISSION ROOM 205, BIRMINGHAM MI *

- A.** Roll Call
- B.** Review and Approval of the Minutes of the Regular Meeting of **September 10, 2025**
- C.** Chairpersons' Comments
- D.** Review of the Agenda
- E.** Meeting Open to the Public for Items Not on the Printed Agenda
- F.** Unfinished Business
- G.** Rezoning Applications
- H.** Community Impact Studies
- I.** Special Land Use Permits
 - 1. **36977 Woodward – Request for Special Land Use Permit for New 3-Story Commercial Building with Commercial Use Greater Than 4,000 sq. ft.**
- J.** Site Plan & Design Reviews
 - 1. **36977 Woodward – Request for Final Site Plan & Design Review for New 3-Story Commercial Building.**
 - 2. **2333 Cole Street – Request for Final Site Plan & Design Review for Major Renovations and Site Improvements at Existing Building – WITHDRAWN.**
- K.** Study Session
 - 1. **Zoning Ordinance Update Project – Review of RFP Responses**
- L.** Miscellaneous Business and Communications:
 - 1. Pre-Application Discussions
 - 2. Communications
 - i. **Project Updates**
 - 3. Administrative Approval Correspondence
 - i. **September 5, 2025 – October 17, 2025**
 - 4. Draft Agenda – **November 12, 2025**
 - 5. Action List – **2025**
 - 6. Other Business
- M.** Planning Division Action Items
 - 1. Staff Report on Previous Requests
 - 2. Additional Items from Tonight's Meeting
- N.** Adjournment

*Please note that board meetings will be conducted in person once again. Members of the public can attend in person at Birmingham City Hall OR may attend virtually at:

Link to Access Virtual Meeting: <https://zoom.us/j/111656967>

Telephone Meeting Access: 877-853-5247 US Toll-Free

Meeting ID Code: 111656967

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Persons with disabilities that may require assistance for effective participation in this public meeting should contact the City Clerk's Office at the number (248) 530-1880, or 248-644-3405 (TDD) at least one day before the meeting to request help in mobility, visual, hearing, or other assistance.

Las personas con incapacidad que requieren algún tipo de ayuda para la participación en esta sesión pública deben ponerse en contacto con la oficina del escribano de la ciudad en el número (248) 530-1800 o al (248) 644-5115 (para las personas con incapacidad auditiva) por lo menos un día antes de la reunión para solicitar ayuda a la movilidad, visual, auditiva, o de otras asistencias. (Title VI of the Civil Rights Act of 1964).

City Of Birmingham
Regular Meeting Of The Planning Board
September 10, 2025
City Commission Room
151 Martin Street, Birmingham, Michigan

Minutes of the regular meeting of the City of Birmingham Planning Board held on September 10, 2025. The meeting was convened at 7:30 p.m.

A. Roll Call

Present: Chair Scott Clein, Vice Chair Bryan Williams; Board Members Robin Boyle, Bert Koseck, Daniel Share; Alternate Board Member Duncan Currie

Absent: Board Member Stuart Jeffares, Janelle Whipple-Boyce; Alternate Board Member Nasseem Ramin; Student Representatives Carter Anderson, Olivia Betanzos

Staff: Planning Director Dupuis; City Planner Aldred-Arens, City Planner Blizinski, City Transcriptionist Eichenhorn

B. Approval Of The Minutes Of The Regular Planning Board Meetings of August 13 and September 10, 2025

09-54-25

Motion by Share

Seconded by Williams to approve the minutes of August 13, 2025 as presented.

Motion carried, 6-0.

VOICE VOTE

Yeas: Currie, Share, Koseck, Boyle, Williams, Clein

Nays: None

09-55-25

Motion by Share

Seconded by Williams to move the approval of the minutes of September 10, 2025 as presented.

Motion carried, 6-0.

VOICE VOTE

Yeas: Currie, Share, Koseck, Boyle, Williams, Clein

Nays: None

C. Chair's Comments

The Chair welcomed everyone to the meeting and reviewed the meeting's procedures.

D. Review Of The Agenda

E. Meeting Open to the Public for Items Not on the Printed Agenda

F. Unfinished Business

G. Rezoning Applications

H. Community Impact Study and Site Plan Review

I. Special Land Use Permits

J. Site Plan & Design Reviews

1. 36977 Woodward – Request for Preliminary Site Plan Review for new 3-story commercial building.

PD Dupuis reviewed the item and answered informational questions from the Commission.

The applicant team spoke on behalf of the item.

Board members raised the following points during discussion:

- These plans were generally attractive and beneficial to the context.
- All environmental-related site information, including the restrictive covenant, environmental permits, phased environmental studies, and any environmental remediation plans must be supplied to the City's Engineering Department.
- Manresa is a retreat house, not a cemetery.
- The barrier-free space within the parking lot should be moved south closer to an entrance. It could be designed near the peninsula so that trees do not have to be added to a parking lot.
- There were differing opinions as to whether some kind of hardening near the roadway to protect pedestrians and/or the building from vehicles would be worth considering.
- It will be important to add something to discourage vehicles from entering and exiting this parking lot via the adjacent alley.
- A plaza at the corner to engage pedestrians at the sidewalk would be welcome.
- As far as the frontage, the plans would be acceptable from a planning perspective as long as the site has appropriate landscaping and screening. It might be difficult to mitigate the need for a variance on the frontage. This is an unusual site.
- The height should be brought into compliance with the ordinance. An entrance should be located at the front of the building in order to comply with the ordinance.
- Landscape islands are likely not necessary for this set of plans, because the intent is to break up large expanses and the applicant has done that sufficiently.
- While the applicant will need to work with MDOT about the design of the drive approach, the pedestrian experience should be prioritized to the greatest extent possible.
- This site could emulate aspects of 35975 Woodward's canopy and a parking lot.
- The blank wall can be addressed at the next review of this site.
- This is one of the most important sites in Birmingham, the tower element is attractive and should be retained if possible, and the presentation was well done.

09-56-25

Motion by Williams

Seconded by Koseck to approve the Preliminary Site Plan for 36799 Woodward Ave with the following conditions:

- 1. Modify the site plan so that at least 75% of the street frontage consists of building façade located within 0–5 feet of the front lot line, or obtain a variance from the Board of Zoning Appeals;**
- 2. Lower the overall building height to no more than 42 feet, in accordance with ordinance requirements;**
- 3. Modify the site plan to include a main entrance on at least one street front, or obtain a variance from the Board of Zoning Appeals;**
- 4. Comply with all recommendations contained in this report to the full extent and level of detail contained in the Planning Department report;**
- 5. Comply with the requests of all City Departments; and,**
- 6. A redesign of the parking areas at the west side of the building such that entrance to and from the parking area from the alley be restricted.**

Motion carried, 6-0.

VOICE VOTE

Yeas: Currie, Share, Koseck, Boyle, Williams, Clein

Nays: None

K. Study Session

1. Zoning Ordinance Update

PD Dupuis presented the item and answered informational questions from the Board.

Board members raised the following points during discussion:

- An electronic copy of the RFP should be provided to the Board.
- There may be some lessons learned from the recent Senior/Recreational Center project that can help guide this process.
- A legal review of the submittals should occur early in the process and the Commission's participation in the process should be clarified.
- It is most appropriate for the Planning Board to review the replies to the RFP and to make a recommendation to the Commission subsequently.

L. Miscellaneous Business and Communications

- 1. Pre-Application Discussions**
- 2. Communications**
- 3. Administrative Approval Correspondence**
- 4. Draft Agenda**
- 5. Action List**
- 6. Other Business**

M. Planning Division Action Items

- 1. Staff Report on Previous Requests**
- 2. Additional Items from tonight's meeting**

N. Adjournment

No further business being evident, the meeting adjourned at 8:53 p.m.



Nick Dupuis, Planning Director



Laura Eichenhorn, City Transcriptionist

DRAFT



MEMORANDUM

Planning Department

DATE: October 22, 2025

TO: Planning Board Members

FROM: Summer Aldred-Arens, City Planner

APPROVED: Nicholas Dupuis, Planning Director

SUBJECT: 36977 Woodward Ave, InvestWise Financial – Special Land Use Permit, Final Site Plan & Design Review

Introduction:

The applicant has submitted an application for Special Land Use Permit and Final Site Plan & Design Review for the construction of a 3 (three) story office building in the TZ-3 (Transitional) Zoning District. The subject site is a vacant lot located at 36977 Woodward Ave (applicant refers to the lot as 36999 Woodward), on the corner of Quarton Road and Woodward Ave. The proposed development consists of one parcel. The subject property is adjacent to the recently completed development for 36877 Woodward Ave, Gasow Veterinary Hospital.

The submitted plans appear to indicate a potential easement along the northern portion of the site, which suggests that the boundaries of the property may differ from how they initially seem. It is the understanding of staff that the applicant has secured the appropriate easement rights for use of this northernmost section. However, the Planning Board may wish to request that the applicant provide further clarification regarding ownership.

On September 10, 2025 ([Agenda](#)), the applicant appeared before the Planning Board for Preliminary Site Plan (PSP) Review. There were a number of minor issue to address regarding the TZ3 Transition Zone requirements, however the applicant felt that each one could be addressed by Final Site Plan. The Planning Board motioned to approve the PSP with the following conditions:

1. Modify the site plan so that at least 75% of the street frontage consists of building façade located within 0–5 feet of the front lot line, or obtain a variance of 21.675 feet from the Board of Zoning Appeals;

2. Lower the overall building height to no more than 42 feet, in accordance with ordinance requirements;
3. Modify the site plan to include a main entrance on at least one street front, or obtain a variance from the Board of Zoning Appeals;
4. Comply with all recommendations contained in this report to the full extent and level of detail contained in this report; and
5. Comply with the requests of all City Departments.

The applicant has made modifications to the site plan to address concerns and requirements that were brought up during PSP review, particularly related to the main entrance request and other details outlined in the PSP report.

1.0 Land Use & Zoning

- 1.1 **Existing Land Use** – The existing land use is vacant.
- 1.2 **Zoning** – The subject site exists within the TZ-3 (Transitional Zone) Zoning District.
- 1.3 **Summary of Adjacent Land Use & Zoning** – The following chart summarizes existing land use and zoning classifications of the adjacent and/or nearby properties

	North	South	East	West
Existing Land Use	Institutional	Office	Commercial	Residential
Existing Zoning District	(Bloomfield Twp)	TZ-3	(Bloomfield Twp)	R1 (Single-Family Residential)
Overlay Zoning District	N/A	N/A	N/A	N/A

2.0 Setback & Height Requirements

The attached zoning compliance summary analysis provides the required and proposed bulk, area, and placement regulations for the proposed project. The applicant appears to satisfy a majority the bulk, area and height requirements.

Article 2, Section 2.46.2 of the Zoning Ordinance requires the minimum front yard setback for the building façade to be built within 0-5 feet of the front setback requirement for a minimum of 75% of the street frontage length. The site plan indicates a building façade of 95.7 feet within 0-5 feet of the front lot line that is 156.5 feet in length, totaling 61.2% of frontage. **The applicant must modify the site plan to have 75% of the street frontage consist of building façade within 0-5 feet of the front lot line or obtain a variance of 21.675 feet from the Board of Zoning Appeals**

Article 2, Section 2.46.4 of the Zoning Ordinance pertaining to maximum building height requires it be no more than 42 feet or four (4) stories. Currently, the roof height of the building is 38 feet, with the glass conservancy roof height at 45 feet. **The applicant must reduce the overall height of the building to no more than 42 feet or obtain a variance of 3 feet from the Zoning Board of Appeals.**

Article 2, Section 3.83, B.2 of the Zoning Ordinance requires that all buildings have a main entrance on at least one (1) street front. The revised site plan indicates one (1) entry facing the parking lot and one (1) facing Woodward Ave. This revision satisfies the request to add a main entrance on Woodward Ave.

3.0 Screening & Landscaping

3.1 Dumpster Screening – The applicant is proposing one dumpster on the southwest corner of the site facing the parking lot. The site plan indicates a trash enclosure with a screen wall and gates. Article 4, Section 4.54 B.9 of the Zoning Ordinance requires a screenwall that shall be constructed of capped masonry with access gates constructed of high quality and durable materials rated for exterior use such as wood, wood composite, metal or other materials acceptable to the Planning Board. Dumpster screening is proposed to be the same brick material as the main building structure, with wooden gates facing into the parking lot. The dimensions and height of the screening appear to adequately screen the dumpster.

3.2 Parking Lot Screening – The applicant is proposing on-site parking for a total of 19 spaces. The applicant has proposed 3 ft. tall screenwalls for parking along Woodward Ave (16.5 ft. long) and Quarton Road (38 ft. long). The proposed building, along with proposed screenwalls appear to sufficiently screen parking from view.

3.3 Mechanical Equipment Screening – The site plan indicates two rooftop mechanical units that will be screened and that do not appear to exceed the building's maximum permitted height. The applicant is proposing to screen the units using aluminum wall panel system that does not appear to exceed the maximum allowed building height at 38 feet.

In terms of the ground-mounted mechanical units, an electrical transformer is proposed on the northern end of the project site and appears to be screened on the northern side by a 3 ft. screening wall, and on the east, south, and west by evergreens. **The Planning Board should discuss if this landscaping is sufficient screening for the mechanical unit.**

3.4 Landscaping – The site plan distinguishes between landscaping along the building frontage and landscaping within the parking lot areas. Along the building frontage, the landscape design incorporates deciduous street trees combined with evergreen and deciduous shrubs along the building. These plantings frame the pedestrian entry points, define the public edge of the site, and establish a consistent streetscape presence along Woodward Avenue.

Within the parking lot, landscaping is organized into planting beds and perimeter buffers to provide screening and separation from vehicular areas. Deciduous and ornamental trees, along with evergreen and deciduous shrubs are placed to break up hard surfaces and soften views from adjacent sidewalks and the alley. The layout appears to be designed so that both perimeter edges and interior circulation areas of the lot are supported by layered plantings that provide structure and screening.

The proposed parking lot exceeds 7,500 square feet in area, at 7,665 square feet, including parking spaces and drive aisles. The site plan includes landscaping elements along the perimeter of the lot, but not within the lot. On September 10, 2025, the Planning Board determined that the placement of the landscaping within the parking lot satisfied this section of the ordinance, but may wish to revisit this item upon review.

- 3.5 Streetscape Elements – The applicant has proposed six (6) street trees along the right-of-way. Article 4, Section 4.20, G requires at least 1 street tree for each 40 linear feet of frontage along a street. Details of the tree species will be provided during Final Site Plan review. A breakdown of the required and proposed street trees is provided below:

Street	Linear Frontage (ft.)	Required	Provided
Quarton	121.1	3	3
Woodward	156.5	4	4

Article 4, 7.73 G Street Standards – Bike Facilities requires 1 (one) bike rack for every 10 cars. The applicant is required to provide 19 parking spaces, therefore 2 (two) bike racks are required to service the proposed building. **While, 1 (one) bike rack appears to be proposed along the northern end of the parking lot, the applicant must provide a total of 2 (two) bike racks.**

4.0 Parking, Loading & Circulation

- 4.1 Parking – Article 4, Section 4.46 of the Zoning Ordinance requires the applicant to provide the following off-street parking for the uses proposed in the site plans submitted:

Proposed Use	Requirements	Area	Spaces
Office	1 per 300 sq. ft.	5,606 sq. ft.	19
Total Required	-	-	19
On-Site	-	-	19
Total Provided			19

The applicant is proposing a total of 19 parking spaces, including 1 ADA space. The proposed parking appears to meet the onsite requirements.

- 4.2 Loading – Not applicable.

- 4.3 Vehicle Circulation & Access – The site plans submitted indicate that the main vehicle access to the site will be through an approach on the east side of the site off of Woodward and through a drive aisle that connects to the public alley on the northwest of the site that leads to the interior parking area. The openings for ingress and egress measure at 20 feet. The interior drive aisle ranges from 20 feet to 30 feet wide.
- 4.4 Pedestrian Circulation & Access – The site plans submitted indicates existing sidewalks along the Woodward and Quarton sides of the building, with new proposed ADA compliant ramp, landing area and crosswalk off of the Woodward entrance. There appears to be new proposed six (6) foot sidewalks around the parking lot near the building. The interior parking lot sidewalk connects to the main lobby entrance for pedestrian access to the southeast corner of the building.

5.0 Lighting

Two 16-foot pole-mounted luminaires are proposed on site, both utilizing LED Mirada Medium fixtures with integral louvers to provide area lighting for the parking lot and circulation areas. Six LED wall pack fixtures are proposed along the building façade to enhance visibility and security at key access points. In addition, seven ALVA architectural exterior wall sconces are proposed, each providing dual-sided illumination, which appears to be a non-cut off light fixture.

Unless specifically permitted within this ordinance, all luminaries are required to be full cutoff or cutoff and positioned in a manner that does not unreasonably invade abutting or adjacent properties. Exception to cutoff luminaries can be made at the discretion of the Design Review Board under any of the following conditions:

1. The distribution of upward light is controlled by means of refractors or shielding to the effect that it be used solely for the purpose of decorative enhancement of the luminaire itself and does not expel undue ambient light into the nighttime environment.
2. The luminaire is neither obtrusive nor distracting, nor will it create a traffic hazard or otherwise adversely impact public safety, with appropriate methods used to eliminate undesirable glare and/or reflections.
3. The luminaire is consistent with the intent of the Master Plan, Urban Design Plan(s), Triangle district plan, Rail District plan and/or Downtown Birmingham 2016 Report, as applicable.
4. The scale, color, design or material of the luminaire will enhance the site on which it is located, as well as be compatible with the surrounding buildings or neighborhood.
5. Lighting designed for architectural enhancement of building features (i.e. architectural enhancement lighting). Appropriate methods shall be used to minimize reflection and glare.
6. The site lighting meets all requirements set forth in this ordinance including, but not limited to, light trespass and nuisance violations.

Based on the placement of the fixtures and the limited output, **the Planning Department suggests the granting of a waiver for non-cutoff light fixtures pursuant to Article 4, Section 4.21, D.1 of the Zoning Ordinance.**

In regards to the photometric plan, the parking and circulation areas are designed to maintain illumination levels between 0.2 and 4.0 foot-candles, resulting in a maximum-to-minimum ratio of 18.8:1. This complies with the ordinance requirements of a 0.2 minimum and does not exceed the 20:1 maximum-to-minimum threshold. Illumination levels along the property line do not exceed 1.5 foot-candles adjacent to non-residential zones, satisfying code requirements. Overall, the proposed lighting layout appears to provide adequate coverage for vehicular and pedestrian circulation while incorporating high-quality architectural fixtures that enhance the overall site design.

6.0 Departmental Reports

- 6.1 **Engineering Department** – The Engineering Department did not provide any additional comments at this time.
- 6.2 **Department of Public Services** – Forestry commented on October 17, 2025 that the landscaping concerns from the Preliminary Site Plan (PSP) have been resolved.
- 6.3 **Fire Department** – The Fire Department did not provide additional comments at this time.
- 6.4 **Police Department** – The Police Department did not provide additional comments at this time.
- 6.5 **Building Department** – See the attached Building Department comments dated October 17, 2025.

7.0 Design Review

Façade Materials

The following requirements come from Article 4, Section 4.83, B pertaining to the façade requirements for the TZ3 Zoning district: "Walls that face a public street, plaza, green or park shall include windows and architectural features customarily found on the front of a building, such as awnings, cornice work, edge detailing or decorative finish materials.

1. Blank walls longer than 20 feet are not permitted on any front façade. Blank walls longer than 30 feet are not permitted on any façade.
2. All buildings shall have a main entrance that is located on at least one (1) street front. Main entrances shall have design details that enhance the appearance and prominence of the entrance so that it is recognizable from the street and parking areas."

The applicant has submitted elevation drawings with material notes and specifications for the proposed building. The exterior will be a mix of brick, architectural metal cladding,

patterned metal panels, aluminum storefront glazing, and steel canopies with turnbuckles. The elevations also indicate future wall-mounted signage and a glass conservatory system.

Two colors of brick are proposed for the façade. The building will feature Bricktech Riverdale brick in a dark grey tone, complemented by Bricktech Light Smoke brick in a bronze-grey color. These bricks will be laid in running bond and vertical stacked bond patterns, with soldier course accents at key areas. The elevations also show the use of PAC-CLAD board and batten aluminum wall panels in a weathered zinc finish, and M-3 architectural metal cladding for additional detailing. Prefinished metal trim and metal guardrail systems will also be incorporated into the design.

The glazing includes both clear aluminum storefront systems in black and larger glass conservatory elements, providing transparency at entrances and along street-facing façades. The steel canopy structures, paired with lighting fixtures, add functional and architectural emphasis to entry points. All materials appear to be of high quality and provide architectural enhancements to the site.

Glazing

The first floor frontage along Woodward Avenue is proposed to have a glazing value of 71.5%, which satisfies the 70% minimum requirement. The northern elevation is proposed to have a glazing value of 36.4%, which satisfies the 30% minimum requirement. The southern and western elevations are proposed to have glazing values of 38.7% and 35.7% respectively, which both exceed the 30% minimum requirement. The Planning Division does not consider the secondary service doors on these elevations to be public entrances, and therefore the glazing standards applied focus only on the primary façades with pedestrian access.

On September 10, 2025, the applicant was directed to provide additional glazing on the western façade of the second floor to break up the blank wall longer than 30 feet in accordance with Article 4, Section 4.83 B, 1. The plans have been revised to include a change in architectural material and added windows to break up the expanse of blank walls.

Signage

No signage is submitted or approved as part of part of this review.

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8.0 Required Attachments

	Submitted	Not Submitted	Not Required
Existing Conditions Plan	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Detailed and Scaled Site Plan	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Certified Land Survey	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interior Floor Plans	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Landscape Plan	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Photometric Plan	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Colored Elevations	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Material Specification Sheets	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Material Samples	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Site & Aerial Photographs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9.0 Approval Criteria

In accordance with Article 7, section 7.27 of the Zoning Ordinance, the proposed plans for development must meet the following conditions

1. *The location, size and height of the building, walls and fences shall be such that there is adequate landscaped open space so as to provide light, air and access to the persons occupying the structure.*
 - The proposed development appears to indicate that there will be adequate open space throughout the site as to provide light, air, and access to the persons occupying the structure
2. *The location, size and height of the building, walls and fences shall be such that there will be no interference with adequate light, air and access to adjacent lands and buildings.*
 - The proposed development appears to indicate that there will be adequate open space throughout the site as to provide light, air, and access for the adjacent lands and buildings
3. *The location, size and height of the building, walls and fences shall be such that they will not hinder the reasonable development of adjoining property and not diminish the value thereof.*
 - The proposed building, including its location, size, and height, does not appear to hinder the reasonable development of adjoining properties nor diminish their value. The structure has been designed with sensitivity to its surroundings and reflects a high standard of architectural quality
4. *The site plan, and its relation to streets, driveways and sidewalks, shall be such as to not interfere with or be hazardous to vehicular and pedestrian traffic.*

- The site plan, including its relation to streets, driveways, and sidewalks, does not appear to interfere with or create hazards for vehicular or pedestrian traffic. The layout demonstrates a clear and functional circulation pattern, designed to support safe access and movement while maintaining a high standard of site design.
5. *The proposed development will be compatible with other uses and buildings in the neighborhood and will not be contrary to the spirit and purpose of this chapter.*
- The proposed development appears to be compatible with the character of surrounding uses and buildings in the neighborhood. Its design and function seem to align with the intent of the zoning ordinance and are consistent with the spirit and purpose of this chapter, contributing positively to the overall quality and cohesiveness of the area.
6. *The location, shape and size of required landscaped open space is such as to provide adequate open space for the benefit of the inhabitants of the building and the surrounding neighborhood.*
- The location, shape, and size of the required landscaped open space seem appropriate to the development and provide adequate amenity areas for both the building's occupants and the surrounding neighborhood. The design ensures usable and attractive open space that enhances livability while contributing to the overall character of the site.

In addition, Article 7, Section 7.36 requires applications for a Special Land Use Permit to meet the following criteria:

1. *The use is consistent with and will promote the intent and purpose of this Zoning Ordinance.*
 - a. The proposed building is consistent with and will promote the intent and purpose of this Zoning Ordinance by encouraging a vibrant corridor and active streetscape.
2. *The use will be compatible with adjacent uses of land, the natural environment, and the capabilities of public services and facilities affected by the land use.*
 - a. Generally, this use is compatible with adjacent uses of land and the natural environment of the area. This use will not affect the capabilities of public services and facilities.
3. The use is consistent with the public health, safety and welfare of the city.
 - a. This use is consistent with the public health, safety and welfare of the city. Similar to the previous standard, office buildings have been long established in

Birmingham's downtown and other commercial areas in the City and are expected to continue.

4. *The use is in compliance with all other requirements of this Zoning Ordinance.*
 - a. The building uses proposed appear to be compatible with the related zoning districts requirements.
5. *The use will not be injurious to the surrounding neighborhood.*
 - a. The proposed use is not expected to be injurious to the surrounding neighborhood.
6. *The use is in compliance with state and federal statutes.*
 - a. Top the best of our knowledge, the uses proposed are in compliance with state and federal statutes at this time.

10.0 Recommendation

Based on a review of the site plans submitted and the requirements outlined in Article 7, Section 7.27 of the Zoning Ordinance, the Planning Division recommends that the Planning Board **RECOMMEND APPROVAL** of the Special Land Use Permit and Final Site Plan & Design Review for 36799 Woodward Ave with the following conditions:

1. Modify the site plan so that at least 75% of the street frontage consists of building façade located within 0–5 feet of the front lot line, or obtain a variance of 21.675 feet from the Board of Zoning Appeals;
2. Lower the overall building height to no more than 42 feet, in accordance with ordinance requirements, or obtain a variance of 3 feet from the Board of Zoning Appeals;
3. Provide 2 (two) bike racks to service the building;
4. The Planning Board grants of a waiver for non-cutoff light fixtures pursuant to Article 4, Section 4.21, D.1 of the Zoning Ordinance; and
5. Comply with the requests of all City Departments.

(Intentionally left blank)

11.0 Sample Motion Language for Special Land Use Permit

Motion to adopt the findings of the Planning Department in the report dated October 22, 2025 related to the approval criteria outlined in Article 7, Section 7.36 of the Zoning Ordinance and **RECOMMEND APPROVAL** the Special Land Use Permit application for 36977 Woodward Ave – InvestWise Financial – subject to the following conditions:

- 1. Modify the site plan so that at least 75% of the street frontage consists of building façade located within 0–5 feet of the front lot line, or obtain a variance of 21.675 feet from the Board of Zoning Appeals;
- 2. Lower the overall building height to no more than 42 feet, in accordance with ordinance requirements, or obtain a variance of 3 feet from the Board of Zoning Appeals;
- 3. Provide 2 (two) bike racks to service the building;
- 4. The Planning Board grants of a waiver for non-cutoff light fixtures pursuant to Article 4, Section 4.21, D.1 of the Zoning Ordinance; and
- 5. Comply with the requests of all City Departments.
- 6. _____
- 7. _____

OR

Motion to recommend that the City Commission **DENY** the Special Land Use Permit application for 36977 Woodward Ave – InvestWise Financial – for the following reasons:

- 1. _____
- 2. _____
- 3. _____

OR

Motion to **POSTPONE** the Special Land Use Permit application for 36977 Woodward Ave – InvestWise Financial – pending receipt of the following:

- 1. _____
- 2. _____
- 3. _____

12.0 Sample Motion Language for Final Site Plan & Design Review

Motion to **APPROVE** the Final Site Plan & Design Review for 36799 Woodward Ave with the following conditions:

- 6. Modify the site plan so that at least 75% of the street frontage consists of building façade located within 0–5 feet of the front lot line, or obtain a variance of 21.675 feet from the Board of Zoning Appeals;

7. Lower the overall building height to no more than 42 feet, in accordance with ordinance requirements, or obtain a variance of 3 feet from the Board of Zoning Appeals;
8. Provide 2 (two) bike racks to service the building;
9. The Planning Board grants of a waiver for non-cutoff light fixtures pursuant to Article 4, Section 4.21, D.1 of the Zoning Ordinance; and
10. Comply with the requests of all City Departments.

OR

Motion to **POSTPONE** the Final Site Plan & Design Review for 36799 Woodward Ave pending receipt of the following:

1. _____
2. _____
3. _____

OR

Motion to **DENY** the Final Site Plan & Design Review for 36799 Woodward Ave for the following reasons:

1. _____
2. _____
3. _____

CITY OF BIRMINGHAM
Community Development – Building Department
151 Martin Street, Birmingham, MI 48009

October 17, 2025

RE: Final Site Plan Review Comments
36999 Woodward,

As requested, the Building Department has examined the plans for the proposed project referenced above. The plans were provided to the Planning Department for site plan review purposes only and present conceptual elevations and floor plans. Although the plans lack sufficient detail to perform a code review, the following comments are offered for Planning Design Review purposes and applicant consideration:

Applicable Building Codes:

- **2021 Michigan Building Code.** Applies to all buildings other than those regulated by the *Michigan Residential Code*.
- **2021 Michigan Residential Code.** Applies to all detached one and two-family dwellings and multiple single-family dwellings (townhouses) not more than three stories in height with a separate means of egress and their accessory structures.
- **2021 Michigan Mechanical Code.** (Residential requirements for mechanical construction in all detached one and two-family dwellings and multiple single-family dwellings (townhouses) not more than three stories in height with a separate means of egress and their accessory structures are contained in the Michigan Residential Code)
- **2021 Michigan Plumbing Code.** (Residential requirements for plumbing construction in all detached one and two-family dwellings and multiple single-family dwellings (townhouses) not more than three stories in height with a separate means of egress and their accessory structures are contained in the Michigan Residential Code)
- **2023 National Electrical Code *along with the Michigan Part 8 Rules.*** (Residential requirements for electrical construction in all detached one and two-family dwellings and multiple single-family dwellings (townhouses) not more than three stories in height with a separate means of egress and their accessory structures are contained in the Michigan Residential Code)

Review Comments:

1. The maximum dead end corridor is 20 feet for a nonsprinklered building and 50 feet for a sprinkled building. The front office may exceed the travel distance to the closest stair.
- 2.
- 3.

**Zoning Compliance Summary Sheet
Final Site Plan & Design Review
36977 Woodward Ave – InvestWise Financial**

Existing Site: Vacant Lot

Zoning: TZ-3 Transition Zoning District

Land Use: Commercial/Office

Existing Land Use and Zoning of Adjacent Properties:

	North	South	East	West
Existing Land Use	Institutional	Office	Commercial	Residential
Existing Zoning District	(Bloomfield Twp)	TZ-3	(Bloomfield Twp)	R1 (Single-Family Residential)
Overlay Zoning District	N/A	N/A	N/A	N/A

Land Area: Existing: 17,493.82 SF
Proposed: 17,493.82 SF

Dwelling Units: Existing: N/A
Proposed: N/A

Minimum Lot Area/Unit: Required: N/A
Proposed: N/A

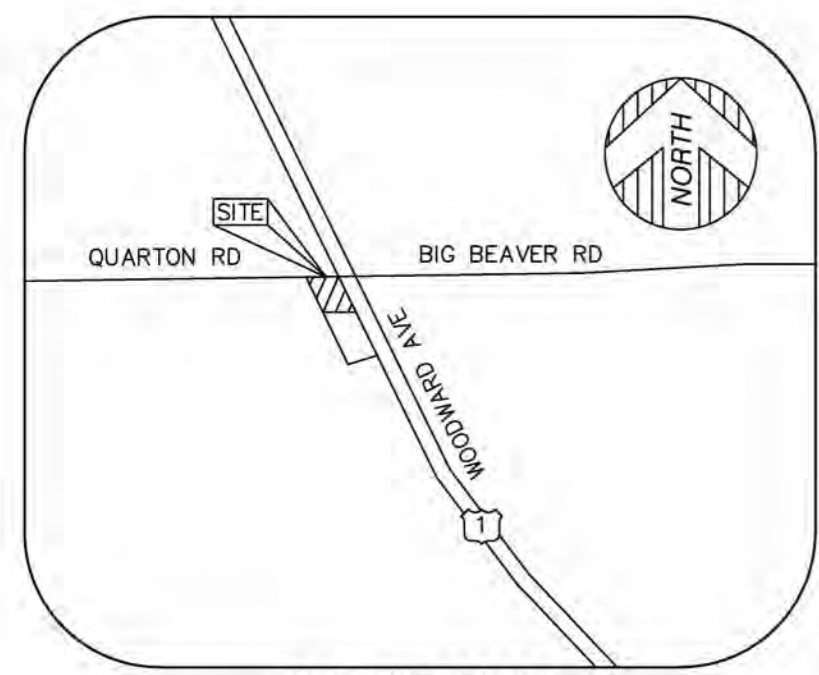
Min. Floor Area /Unit: Required: N/A
Proposed: N/A

Max. Total Floor Area: Required: N/A
Proposed: N/A

Min. Open Space: Required: N/A
Proposed: N/A

Max. Lot Coverage:	Required:	N/A
	Proposed:	N/A
Front Setback:	Required:	0-5 Feet Building façade shall be built to within 5 feet of the front lot line for a minimum of 75% of the street frontage length.
	Proposed:	95.7 ft building façade within 0-5 feet of 156.5 ft front lot line = 61.2%. Applicant will need to modify the site plan to have 75% of the building façade within 0-5 feet of the front lot line, or obtain a variance from the Zoning Board of Appeals of 21.675 ft.
Min. Side Setbacks	Required:	0 ft.
	Proposed:	Varies between 2.5-3.6 ft, with exception to northeast corner of proposed development.
Rear Setback:	Required:	10 ft.
	Proposed:	20 ft.
Min. Front+Rear Setback	Required:	N/A
	Proposed:	N/A
Max. Bldg. Height:	Permitted:	42 ft., 4 stories
	Proposed:	45' 0" to conservatory height, 38' 0" to roof height. Must bring height down to 42 ft or obtain a variance from the Zoning Board of Appeals of 3 ft.
Min. Bldg. Height	Required:	24 ft., 2 stories
	Proposed:	45' 0" to conservatory height, 38' 0" to roof height.
Min. Eave Height:	Required:	N/A
	Proposed:	N/A
First-Floor Height:	Required:	14 ft
	Propose:	15 ft
Front Entry:	Required:	Main entrance located on at least one (1) street front One (1) usable entrance for every 50 feet of frontage along the front public sidewalk for buildings longer than 100 feet.
	Proposed:	One (1) front entry facing the parking lot and one (1) main entrance along Woodward Ave.
Absence of Bldg. Façade:	Required:	N/A
	Proposed:	N/A

Opening Width:	Required:	N/A
	Proposed:	N/A
Parking:	Required:	<u>1 per 300 SF Office</u> 19 Total
	Proposed:	<u>19 off street spots</u> 19 Total
Min. Parking Space Size:	Required:	180 sq. ft.
	Proposed:	180 sq. ft.
Parking Lot Frontage:	Required:	No more than 25% of total site's frontage, or 60 feet, whichever is less. 191 ft * 25% = 47.75 ft maximum
	Proposed:	20 ft.
Loading Area:	Required:	N/A
	Proposed:	N/A
Screening:		
	<u>Parking:</u>	Required: 3 ft. masonry screen wall Proposed: 3 ft. masonry screen wall
	<u>Loading:</u>	Required: N/A Proposed: N/A
	<u>Rooftop Mechanical:</u>	Required: Screened from view Proposed: Screened from view
	<u>Elect. Transformer:</u>	Required: Screened from public view Proposed: 3ft screen wall and landscaping
	<u>Dumpster:</u>	Required: Masonry screen wall with wood gates Proposed: Masonry screen wall with wood gates



VICINITY MAP
(NOT TO SCALE)

PARKING

NO MARKED PARKING ON SITE.

PARCEL AREA

15,847± SQUARE FEET = 0.36± ACRES

BENCHMARK

SITE BENCHMARK #1 (CITY BM #23)
BRASS DISC IN CONCRETE WALK,
SW CORNER OF WOODWARD AND QUARTON.
ELEVATION = 767.40' (CITY DATUM)

SITE BENCHMARK #2
MAG NAIL IN E. FACE OF UTILITY POLE,
SW CORNER OF SITE.
ELEVATION = 769.94' (CITY DATUM)

BASIS OF BEARING

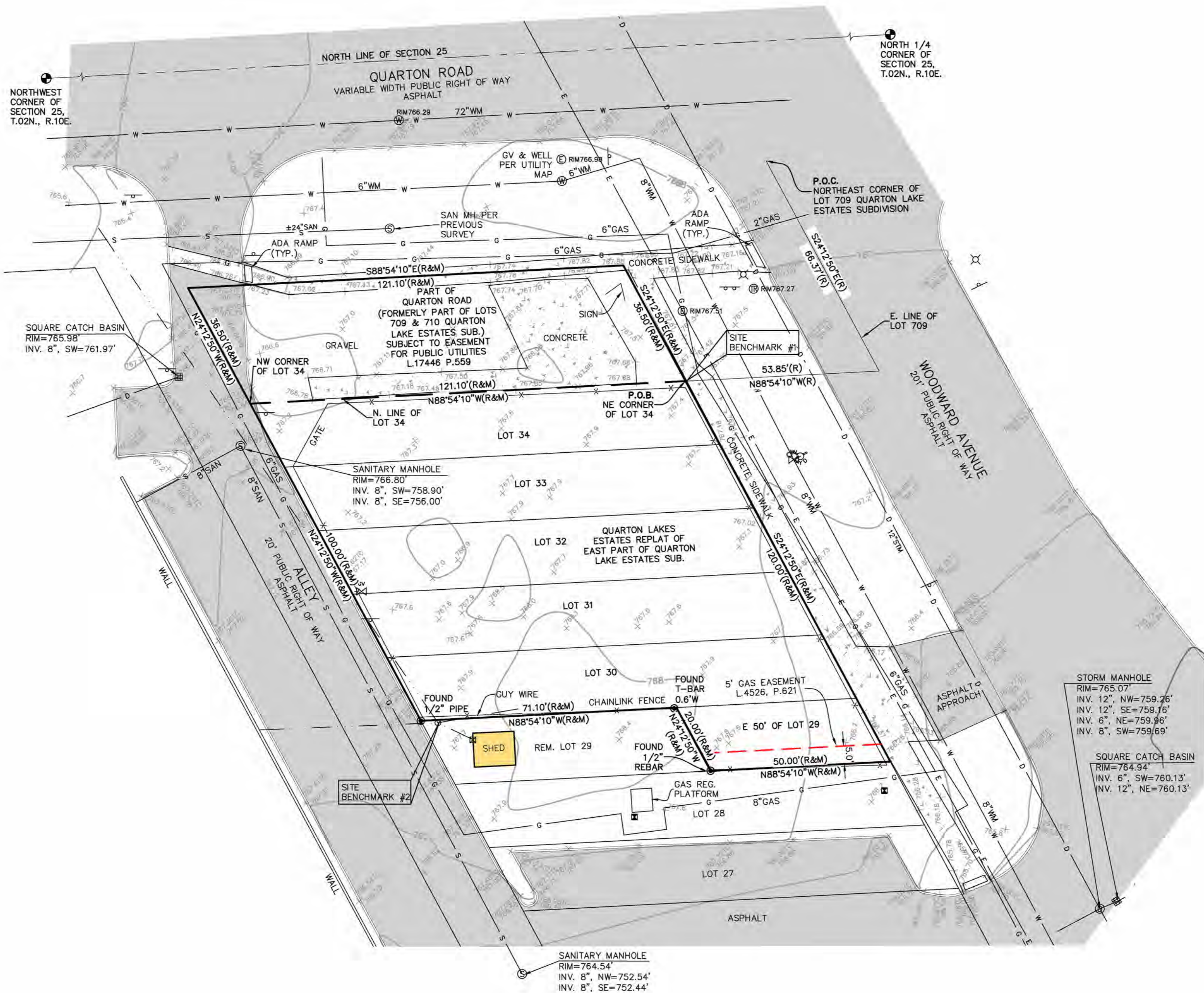
SOUTH 24°12'50" EAST, BEING THE WESTERLY RIGHT OF WAY LINE OF WOODWARD, AS PLATTED.

SURVEYOR'S NOTE

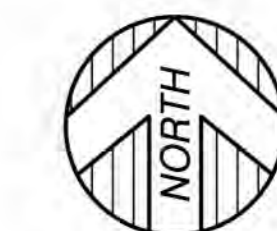
THE UNDERGROUND UTILITIES SHOWN HAVE BEEN LOCATED FROM FIELD SURVEY INFORMATION AND EXISTING PLANS AND DRAWINGS PROVIDED BY VARIOUS UTILITY COMPANIES AND/OR MUNICIPAL AGENCIES. UNDERGROUND UTILITIES WHICH ARE LOCATED ON PRIVATE PROPERTY ARE TYPICALLY NOT SHOWN ON PLANS PROVIDED BY THE UTILITY COMPANIES. THE SURVEYOR MAKES NO GUARANTEES THAT THE UNDERGROUND UTILITIES SHOWN COMPRISE ALL SUCH UTILITIES IN THE AREA, EITHER IN SERVICE OR ABANDONED. THE SURVEYOR FURTHER DOES NOT WARRANT THAT THE UNDERGROUND UTILITIES SHOWN ARE IN THE EXACT LOCATION INDICATED. THE SURVEYOR HAS NOT PHYSICALLY LOCATED THE UNDERGROUND UTILITIES OTHER THAN THE STRUCTURE INVENTORY SHOWN HEREON.

LEGEND

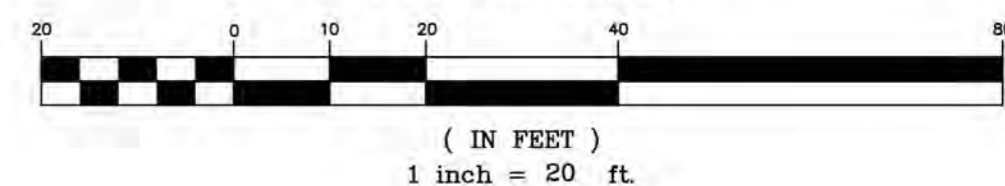
- FOUND MONUMENT (AS NOTED)
- ⊙ FOUND SECTION CORNER (AS NOTED)
- (R&M) RECORD AND MEASURED DIMENSION
- (R) RECORD DIMENSION
- (M) MEASURED DIMENSION
- GROUND ELEVATION
- ⊕ ELECTRIC MANHOLE
- ⊖ ELECTRIC METER
- ⊗ ELECTRIC RISER
- UTILITY POLE
- GAS LINE MARKER
- ⊕ GAS MANHOLE
- ⊖ GAS VALVE
- ⊗ LIGHT POLE WITH STREET LAMP
- ⊕ TRAFFIC SIGNAL
- ⊖ TRAFFIC SIGNAL MANHOLE
- ⊗ SQUARE CATCH BASIN
- ⊕ SANITARY MANHOLE
- ⊖ FIRE HYDRANT
- ⊗ WATER VALVE
- ⊕ WATER GATE MANHOLE
- ⊖ SINGLE POST SIGN
- ⊗ DOUBLE POST SIGN
- PARCEL BOUNDARY LINE
- PLATTED LOT LINE
- SECTION LINE
- EASEMENT (AS NOTED)
- CONCRETE CURB
- EDGE OF CONCRETE (CONC.)
- EDGE OF ASPHALT (ASPH.)
- FENCE (AS NOTED)
- WALL (AS NOTED)
- OVERHEAD UTILITY LINE
- ELECTRIC LINE
- GAS LINE
- SANITARY LINE
- STORM LINE
- WATER LINE
- MINOR CONTOUR LINE
- MAJOR CONTOUR LINE
- BUILDING AREA
- ASPHALT
- CONCRETE



PRIOR TO CONSTRUCTION ALL LOCATIONS AND DEPTHS OF EXISTING UTILITIES SHALL BE VERIFIED IN THE FIELD. CALL MISS DIG 3 WORKING DAYS PRIOR TO CONSTRUCTION.



GRAPHIC SCALE



PROPERTY DESCRIPTION

LAND IN THE CITY OF BIRMINGHAM, OAKLAND COUNTY, MI, DESCRIBED AS FOLLOWS:

THE EAST 50 FEET OF LOT 29 AND ALL OF LOTS 30, 31, 32, 33 AND 34 OF QUARTON LAKE ESTATES REPLAT OF EAST PART OF QUARTON LAKE ESTATES SUBDIVISION, ACCORDING TO THE PLAT THEREOF RECORDED IN LIBER 38 OF PLATS, PAGES 24 AND 24A, OAKLAND COUNTY RECORDS.

ALSO:
THE FOLLOWING PORTION OF QUARTON ROAD ABUTTING ABOVE PARCEL WHICH WAS ABANDONED BY THE BOARD OF COUNTY ROAD COMMISSIONERS BY RESOLUTION RECORDED IN LIBER 17446, PAGE 559, OAKLAND COUNTY RECORDS: PART OF QUARTON ROAD WHICH WAS FORMERLY PART OF LOTS 709 AND 710 OF QUARTON LAKE ESTATES SUBDIVISION, ACCORDING TO THE PLAT THEREOF AS RECORDED IN LIBER 14 OF PLATS, PAGES 6, 6A AND 6B, OAKLAND COUNTY RECORDS, BEING MORE PARTICULARLY DESCRIBED AS: COMMENCING AT THE NORTHEAST CORNER OF SAID LOT 709; THENCE SOUTH 24 DEGREES 12 MINUTES 50 SECONDS EAST 66.37 FEET ALONG THE EAST LINE OF SAID LOT 709; THENCE NORTH 88 DEGREES 54 MINUTES 10 SECONDS WEST 53.85 FEET (RECORDED AS 54.30 FEET) TO THE NORTHEAST CORNER OF LOT 34 AND THE POINT OF BEGINNING; SAID LOT 34 BEING LOCATED WITHIN QUARTON LAKE ESTATES COMPANY REPLAT OF THE EAST PART OF QUARTON LAKE SUBDIVISION, AS RECORDED IN LIBER 38 OF PLATS, PAGES 24 AND 24A, OAKLAND COUNTY RECORDS; THENCE CONTINUING NORTH 88 DEGREES 54 MINUTES 10 SECONDS WEST 121.10 FEET ALONG THE NORTH LINE OF SAID LOT 34 TO THE NORTHWEST CORNER THEREOF; THENCE NORTH 24 DEGREES 12 MINUTES 50 SECONDS WEST 36.50 FEET ALONG THE NORTHERLY PROLONGATION OF THE WEST LINE OF SAID LOT 34; THENCE SOUTH 88 DEGREES 54 MINUTES 10 SECONDS EAST 121.10 FEET ALONG A LINE 60.00 FEET SOUTH OF, MEASURED AT RIGHT ANGLES TO AND PARALLEL WITH, THE NORTH LINE OF SECTION 25; THENCE NORTH, RANGE 10 NORTH, RANGE 10 NORTH, OAKLAND COUNTY, MICHIGAN; THENCE SOUTH 24 DEGREES 12 MINUTES 50 SECONDS EAST 36.50 FEET ALONG THE NORTHERLY PROLONGATION OF THE EAST LINE OF SAID LOT 34 TO THE POINT OF BEGINNING.

TITLE REPORT NOTE

1. ONLY THOSE EXCEPTIONS CONTAINED WITHIN THE FIRST AMERICAN TITLE INSURANCE COMPANY COMMITMENT NO. NCS-1262856-MICH, DATED MAY 13, 2025, AND RELISTED BELOW WERE CONSIDERED FOR THIS SURVEY. NO OTHER RECORDS RESEARCH WAS PERFORMED BY THE CERTIFYING SURVEYOR.
2. BUILDING AND USE RESTRICTIONS AND OTHER TERMS COVENANTS AND CONDITIONS, BUT DELETING ANY COVENANT, CONDITION OR RESTRICTION INDICATING A PREFERENCE, LIMITATION OR DISCRIMINATION BASED ON RACE, COLOR, RELIGION, SEX, HANDICAP, FAMILIAL STATUS OR NATIONAL ORIGIN TO THE EXTENT SUCH COVENANTS, CONDITIONS OR RESTRICTIONS VIOLATE 42 USC 3604 (C), DISCLOSED BY INSTRUMENT RECORDED IN LIBER 590, PAGE 376, LIBER 719, PAGE 281 AND LIBER 1173, PAGE 40, LIBER 2409, PAGE 372. (AFFECTS ALL LOTS, SEE DOCUMENT FOR TERMS AND CONDITIONS)
3. THE TERMS, PROVISIONS AND EASEMENT(S) CONTAINED IN THE DOCUMENT ENTITLED EASEMENT AND RIGHT OF WAY RECORDED AS LIBER 4526, PAGE 621. (AS SHOWN)
4. THE TERMS AND PROVISIONS CONTAINED IN THE DOCUMENT ENTITLED RESOLUTION FOR ABANDONMENT RECORDED AS LIBER 17446, PAGE 559. (PORTION OF VACATED QUARTON ROAD SUBJECT TO EASEMENT FOR PUBLIC UTILITIES, SEE DOCUMENT FOR ADDITIONAL TERMS AND CONDITIONS)
5. THE TERMS AND PROVISIONS CONTAINED IN THE DOCUMENT ENTITLED CORRECTIVE ACTION NOTICE TO REGISTER OF DEEDS RECORDED AS LIBER 35369, PAGE 396. (AFFECTS ALL LOTS, SEE DOCUMENT FOR TERMS AND CONDITIONS)
6. NOTICE OF THE VIOLATION OR ENFORCEMENT OF A LAW, ORDINANCE, PERMIT, OR GOVERNMENTAL REGULATION RELATING TO ENVIRONMENTAL PROTECTION AS DISCLOSED BY THE FOLLOWING DOCUMENT ENTITLED CORRECTIVE ACTION NOTICE TO REGISTER OF DEEDS, RECORDED AS LIBER 35369, PAGE 396 OF OFFICIAL RECORDS. (AFFECTS ALL LOTS, SEE DOCUMENT FOR TERMS AND CONDITIONS)
7. THE TERMS AND PROVISIONS CONTAINED IN THE DOCUMENT ENTITLED DECLARATION OF RESTRICTIVE COVENANT FOR A RESTRICTED NONRESIDENTIAL CORRECTIVE ACTION RECORDED JUNE 22, 2018 AS LIBER 51931, PAGE 39. (AFFECTS ALL LOTS, SEE DOCUMENT FOR TERMS AND CONDITIONS)
8. NOTICE OF THE VIOLATION OR ENFORCEMENT OF A LAW, ORDINANCE, PERMIT, OR GOVERNMENTAL REGULATION RELATING TO ENVIRONMENTAL PROTECTION AS DISCLOSED BY THE FOLLOWING DOCUMENT ENTITLED DECLARATION OF RESTRICTIVE COVENANT FOR A RESTRICTED NONRESIDENTIAL CORRECTIVE ACTION, RECORDED JUNE 22, 2018 AS LIBER 51931, PAGE 39 OF OFFICIAL RECORDS. (AFFECTS ALL LOTS, SEE DOCUMENT FOR TERMS AND CONDITIONS)

SURVEYOR'S CERTIFICATION

TO INVESTMENT FINANCIAL LLC, AND FIRST AMERICAN TITLE INSURANCE COMPANY NATIONAL COMMERCIAL SERVICES:

THIS IS TO CERTIFY THAT THIS MAP OR PLAT AND THE SURVEY ON WHICH IT IS BASED WERE MADE IN ACCORDANCE WITH THE 2021 MINIMUM STANDARD DETAIL REQUIREMENTS FOR ALTA/NSPS LAND TITLE SURVEYS, JOINTLY ESTABLISHED AND ADOPTED BY ALTA AND NSPS, AND INCLUDES ITEMS 2, 4, 5, 7A, 8, AND 9 OF TABLE A, THEREOF. THE FIELD WORK WAS COMPLETED ON 07/08/25.

DATE OF PLAT OR MAP: 07/09/25

DRAFT

ANTHONY T. SYCKO, JR., P.S.
PROFESSIONAL SURVEYOR
MICHIGAN LICENSE NO. 47976
22556 GRATIOT AVE., EASTPOINTE, MI 48021
TSycko@kemtec-survey.com

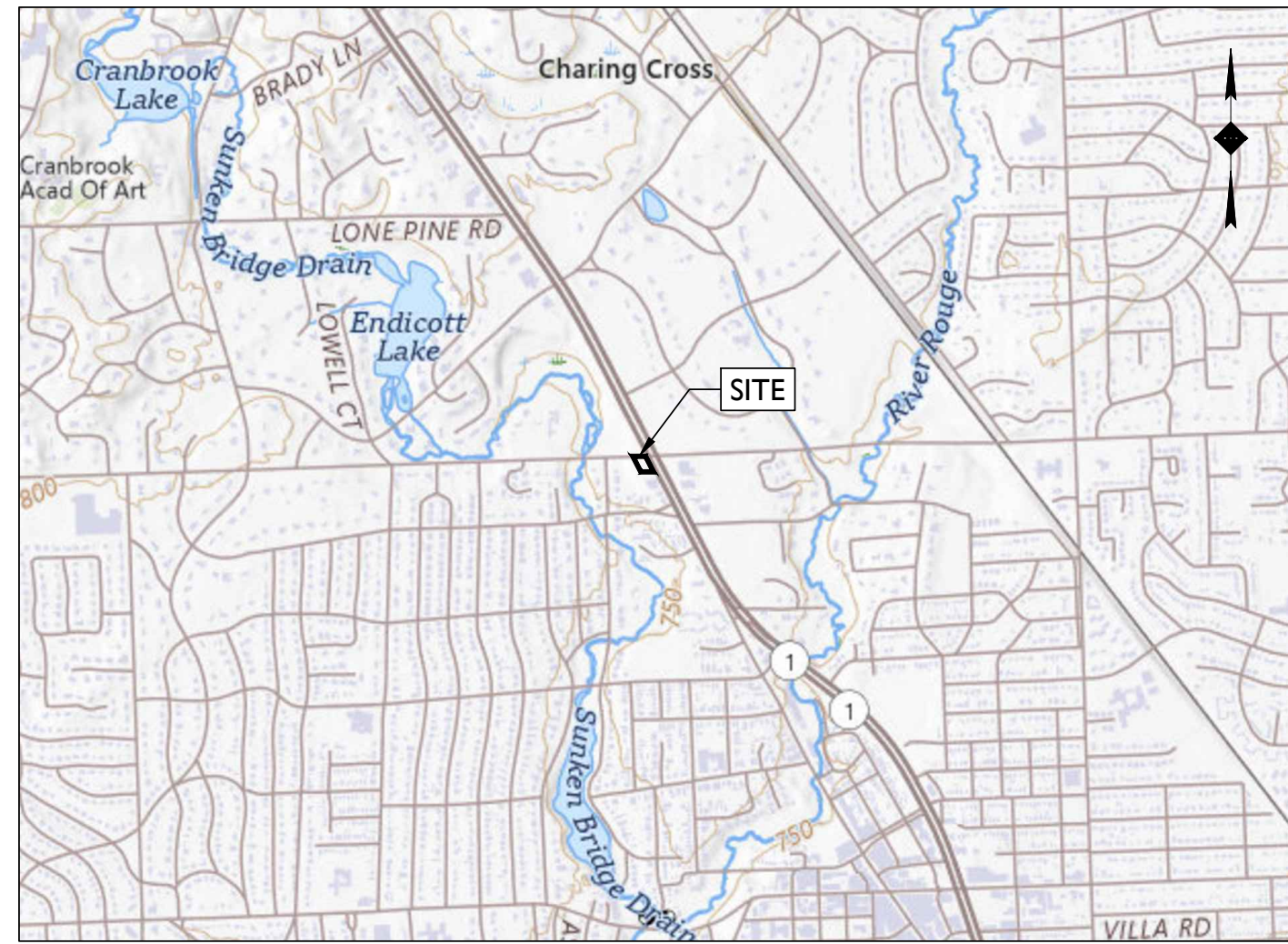
PROFESSIONAL ENGINEERING, SURVEYING & ENVIRONMENTAL SERVICES
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Eastpointe, MI 48021
Ann Arbor, MI 48106
Detroit, MI 48226
(800) 255-7222 (313) 783-0677
www.kemteccgroupofcompanies.com

ALTA / NSPS LAND TITLE SURVEY
PREPARED FOR: INVESTMENT FINANCIAL LLC
36977 WOODWARD AVENUE, BIRMINGHAM, MICHIGAN
PART OF SECTION 25,
TOWN 2 NORTH, RANGE 10 EAST

DATE	BY	REVISION	DESCRIPTION
07/09/25	ATS	1	07/14/25 DATE
07/09/25	ATS	1	07/14/25 DATE
JULY 09, 2025	ATS	1	07/14/25 DATE
25-01192	ATS	1	07/14/25 DATE

SCALE: 1" = 20'

1 OF 1 SHEETS



SOURCE: USGS ONLINE MAPS

LOCATION MAP

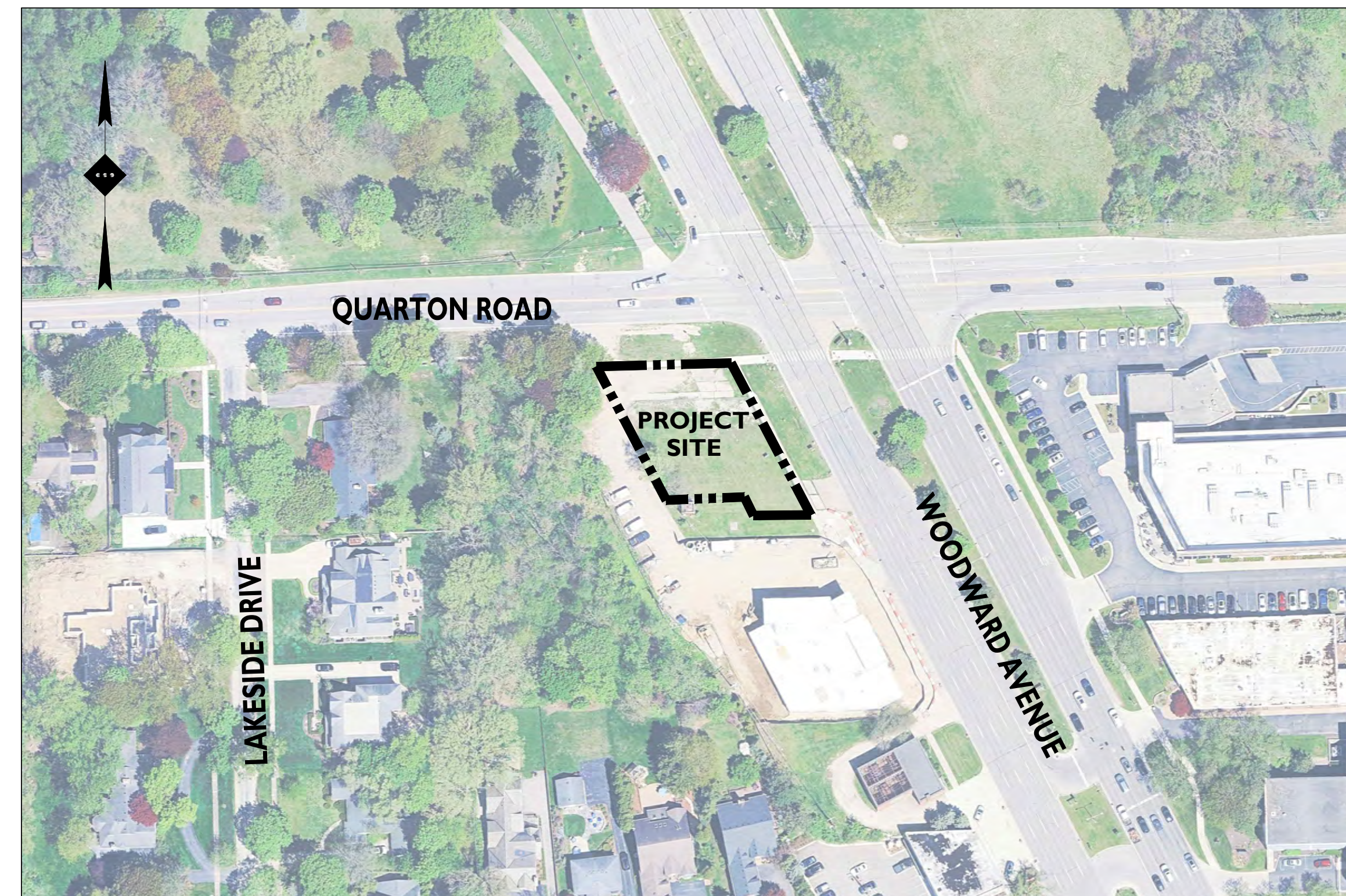
SCALE: 1" = 2,000'±

SITE DEVELOPMENT PLANS FOR 36977 WOODWARD AVE. PROPOSED OFFICE SPACE

PARCEL ID: 1925101006
36977 WOODWARD AVENUE
CITY OF BIRMINGHAM, OAKLAND COUNTY, MI 48009

APPLICANT

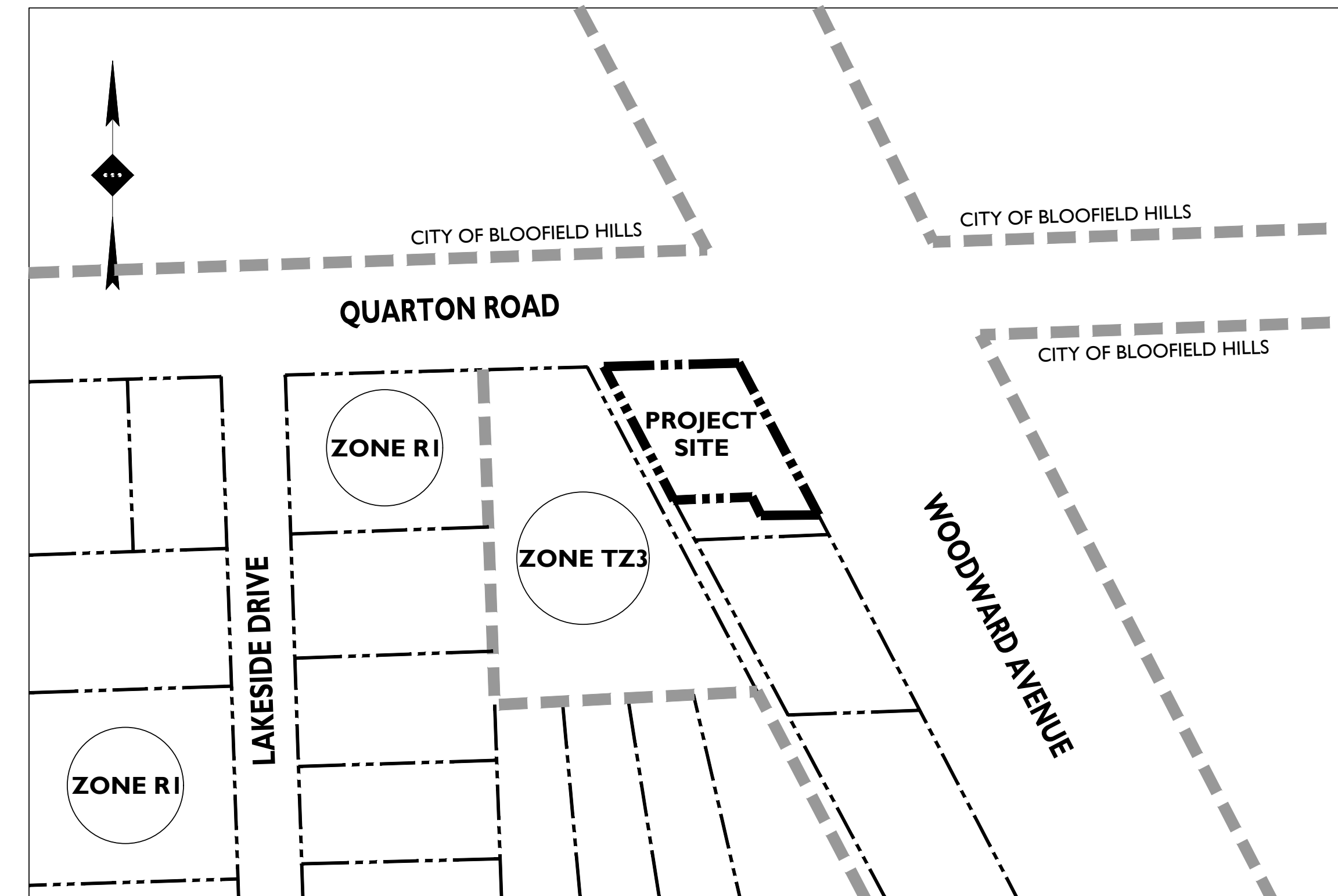
THURMPIRE LLC
4421 PARNELL DRIVE, CLARKSTON, MI 48346
MUNICIPALITY, STATE ZIP
586-9299004
THURMAND@AOL.COM



SOURCE: GOOGLE EARTH PRO

AERIAL MAP

SCALE: 1" = 100'±



SOURCE: CITY OF BIRMINGHAM ZONING MAP & OAKLAND COUNTY GIS MAP

ZONING MAP

SCALE: 1" = 100'±

PLANS PREPARED BY:



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555 S. Old Woodward Avenue, Suite 12L, Birmingham, MI 48009
Phone 248.247.1115

PLAN REFERENCE MATERIALS:

- THIS PLAN SET REFERENCES THE FOLLOWING DOCUMENTS INCLUDING, BUT NOT LIMITED TO:
 - SURVEY PREPARED BY KEM-TEC & ASSOCIATES INC. DATED 07/08/2025
 - ARCHITECTURAL PLANS PREPARED BY KRIEGER KLATT ARCHITECTS
 - GEOTECHNICAL REPORT
 - AERIAL MAP OBTAINED FROM GOOGLE EARTH PRO
 - LOCATION MAP OBTAINED FROM USGS ONLINE MAPS
- ALL REFERENCE MATERIAL LISTED ABOVE SHALL BE CONSIDERED A PART OF THIS PLAN SET AND ALL INFORMATION CONTAINED WITHIN THESE MATERIALS SHALL BE UTILIZED IN CONJUNCTION WITH THIS PLAN SET. THE CONTRACTOR IS RESPONSIBLE TO OBTAIN A COPY OF EACH REFERENCE AND REVIEW IT THOROUGHLY PRIOR TO THE START OF CONSTRUCTION.

SHEET INDEX

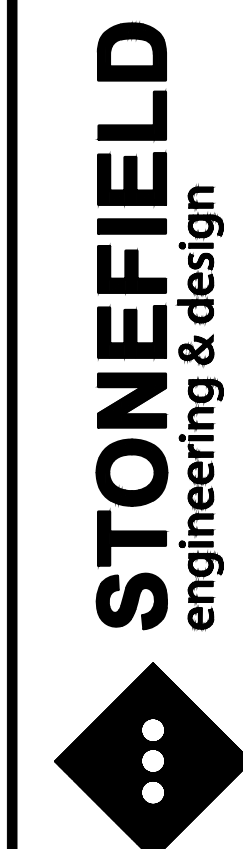
DRAWING TITLE	SHEET #
COVER SHEET	C-1
SITE PLAN	C-2
GRADING & STORMWATER MANAGEMENT PLAN	C-3
LIGHTING PLAN	C-4
LANDSCAPING PLAN & DETAILS	C-5 & C-6
CONSTRUCTION DETAILS	C-7 & C-8

ADDITIONAL SHEET INDEX

DRAWING TITLE	SHEET #
ALTA / NSPS LAND TITLE SURVEY	SHEET 1 OF 1

NO.	DATE	BY	DESCRIPTION
2	10/17/2025	VAF	REVISED PER SITE PLAN COMMENTS
1	08/14/2025	AJVF	SITE DEVELOPMENT PLANS

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Phone 248.247.1115

36977 WOODWARD AVE.
PROPOSED OFFICE BUILDING

PARCEL ID: 1925101006
36977 WOODWARD AVENUE
CITY OF BIRMINGHAM
OAKLAND COUNTY, MI 48009



SCALE: AS SHOWN PROJECT ID: DET-240470

TITLE:

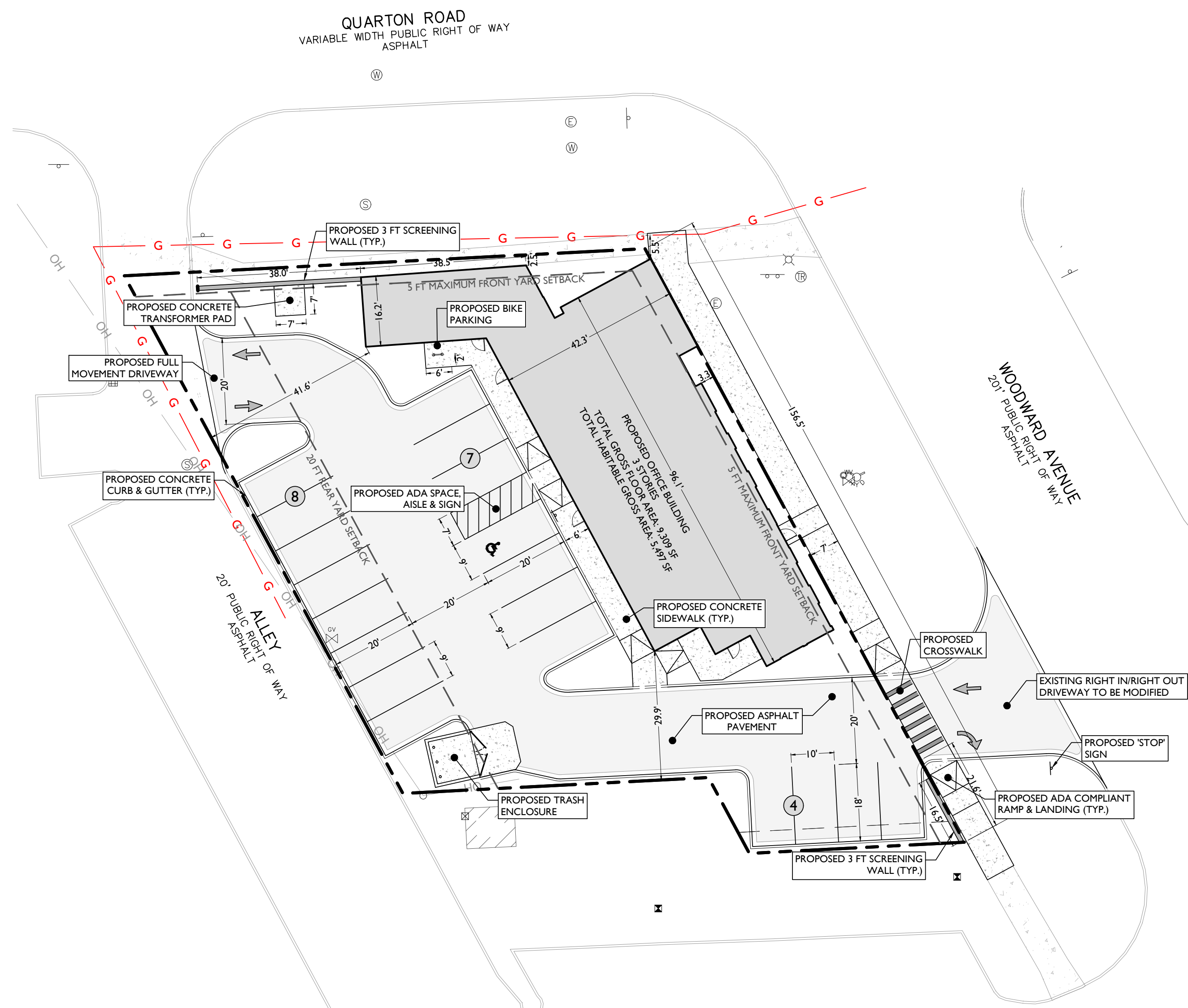
COVER SHEET

DRAWING:

C-1

V:\0725\0821\48009\KRIEGER\KLT-18971\WOODWARD AVENUE, BIRMINGHAM, MI\CADD\PL07250821-COVER.DWG

V:\012024\DET24047\24047-18771\WOODWARD AVENUE, BIRMINGHAM, MI\CADD\012024\DET24047.DWG



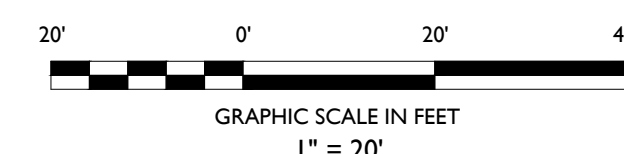
SYMBOL	DESCRIPTION
---	PROPERTY LINE
- - - - -	SETBACK LINE
====	PROPOSED CURB & GUTTER
=====	PROPOSED FLUSH CURB
○ ○ ○	PROPOSED SIGNS / BOLLARDS
■	PROPOSED BUILDING
□	PROPOSED CONCRETE
▨	PROPOSED ASPHALT
▩	PROPOSED SCREENING WALL
∩	PROPOSED BUILDING DOORS

LAND USE AND ZONING		
PARCEL ID: 1925101006		
TRANSITION ZONE (TZ) DISTRICT		
PROPOSED USE	PERMITTED USE	
OFFICE	OFFICE	
ZONING REQUIREMENT	REQUIRED	PROPOSED
MAXIMUM BUILDING HEIGHT	42 FT (4 STORIES)	3 STORIES
MINIMUM BUILDING HEIGHT	24 FT (2 STORIES)	3 STORIES
MINIMUM FRONT YARD SETBACK	0-5 FT ⁽¹⁾ : 75% (117.4 FT)	PROVIDED: 61.4% (96.1 FT)(V)
MINIMUM SIDE YARD SETBACK	0 FT	29.9 FT
MINIMUM REAR YARD SETBACK	10 FT	41.6 FT
BUILDING LOCATION	ADJ. TO INTERSECTION	PROVIDED

(V) VARIANCE
 (1) BUILDING FACADE SHALL BE BUILT TO WITHIN 5 FEET OF THE FRONT LOT LINE FOR A MINIMUM OF 75% OF THE STREET FRONTAGE LENGTH: (156.50 FT)(0.75) = 117.4 FT

OFF-STREET PARKING REQUIREMENTS		
CODE SECTION	REQUIRED	PROPOSED
§ 4.46, TABLE A	OFFICE PARKING: 1 SPACE FOR EACH 300 SF OF FLOOR AREA 5,606 SF (1 SPACE / 300 SF) = 19 SPACES	19 SPACES
§ 9.02	MINIMUM PARKING SPACE DIMENSIONS: 180 SF	PROVIDED
§ 4.53.A	PARKING LOT FRONTAGE: NO MORE THAN 60 FT	21.6 FT
§ 4.53.B	PARKING LOT SCREENING: 3 FT WALL BETWEEN SIDEWALK	PROPOSED

- GENERAL NOTES**
- THE CONTRACTOR SHALL VERIFY AND FAMILIARIZE THEMSELVES WITH THE EXISTING SITE CONDITIONS AND THE PROPOSED SCOPE OF WORK (INCLUDING DIMENSIONS, LAYOUT, ETC.) PRIOR TO INITIATING THE IMPROVEMENTS IDENTIFIED WITHIN THESE DOCUMENTS. SHOULD ANY DISCREPANCY BE FOUND BETWEEN THE EXISTING SITE CONDITIONS AND THE PROPOSED WORK, THE CONTRACTOR SHALL NOTIFY STONEFIELD ENGINEERING & DESIGN, LLC PRIOR TO THE START OF CONSTRUCTION.
 - THE CONTRACTOR SHALL OBTAIN ALL NECESSARY PERMITS AND ENSURE THAT ALL REQUIRED APPROVALS HAVE BEEN OBTAINED PRIOR TO THE START OF CONSTRUCTION. COPIES OF ALL REQUIRED PERMITS AND APPROVALS SHALL BE KEPT ON SITE AT ALL TIMES DURING CONSTRUCTION.
 - ALL CONTRACTORS WILL, TO THE FULLEST EXTENT PERMITTED BY LAW, INDEMNIFY AND HOLD HARMLESS STONEFIELD ENGINEERING & DESIGN, LLC, AND ITS SUB-CONSULTANTS FROM AND AGAINST ANY DAMAGES AND LIABILITIES INCLUDING ATTORNEY'S FEES ARISING OUT OF CLAIMS BY EMPLOYEES OF THE CONTRACTOR IN ADDITION TO CLAIMS CONNECTED TO THE PROJECT AS A RESULT OF NOT CARRYING THE PROPER INSURANCE FOR WORKERS COMPENSATION, LIABILITY INSURANCE, AND LIMITS OF COMMERCIAL GENERAL LIABILITY INSURANCE.
 - THE CONTRACTOR SHALL NOT DEVIATE FROM THE PROPOSED IMPROVEMENTS IDENTIFIED WITHIN THIS PLAN SET UNLESS APPROVAL IS PROVIDED IN WRITING BY STONEFIELD ENGINEERING & DESIGN, LLC.
 - THE CONTRACTOR IS RESPONSIBLE TO DETERMINE THE MEANS AND METHODS OF CONSTRUCTION.
 - THE CONTRACTOR SHALL NOT PERFORM ANY WORK OR CAUSE DISTURBANCE ON A PRIVATE PROPERTY NOT CONTROLLED BY THE PERSON OR ENTITY WHO HAS AUTHORIZED THE WORK WITHOUT PRIOR WRITTEN CONSENT FROM THE OWNER OF THE PRIVATE PROPERTY.
 - THE CONTRACTOR IS RESPONSIBLE TO RESTORE ANY DAMAGED OR UNDERMINED STRUCTURE OR SITE FEATURE THAT IS IDENTIFIED TO REMAIN ON THE PLAN SET. ALL REPAIRS SHALL USE NEW MATERIALS TO RESTORE THE FEATURE TO ITS EXISTING CONDITION AT THE CONTRACTOR'S EXPENSE.
 - CONTRACTOR IS RESPONSIBLE TO PROVIDE THE APPROPRIATE SHOP DRAWINGS, PRODUCT DATA, AND OTHER REQUIRED SUBMITTALS FOR REVIEW. STONEFIELD ENGINEERING & DESIGN, LLC, WILL REVIEW THE SUBMITTALS IN ACCORDANCE WITH THE DESIGN INTENT AS REFLECTED WITHIN THE PLAN SET.
 - THE CONTRACTOR IS RESPONSIBLE FOR TRAFFIC CONTROL IN ACCORDANCE WITH MANUAL ON UNIFORM TRAFFIC CONTROL DEVICES, LATEST EDITION.
 - THE CONTRACTOR IS REQUIRED TO PERFORM ALL WORK IN THE PUBLIC RIGHT-OF-WAY IN ACCORDANCE WITH THE APPROPRIATE GOVERNING AUTHORITY AND SHALL BE RESPONSIBLE FOR THE PROCUREMENT OF STREET OPENING PERMITS.
 - THE CONTRACTOR IS REQUIRED TO RETAIN AN OSHA CERTIFIED SAFETY INSPECTOR TO BE PRESENT ON SITE AT ALL TIMES DURING CONSTRUCTION AND DEMOLITION ACTIVITIES.
 - SHOULD AN EMPLOYEE OF STONEFIELD ENGINEERING & DESIGN, LLC, BE PRESENT ON SITE AT ANY TIME DURING CONSTRUCTION, IT DOES NOT RELIEVE THE CONTRACTOR OF ANY OF THE RESPONSIBILITIES AND REQUIREMENTS LISTED IN THE NOTES WITHIN THIS PLAN SET.



NOT APPROVED FOR CONSTRUCTION

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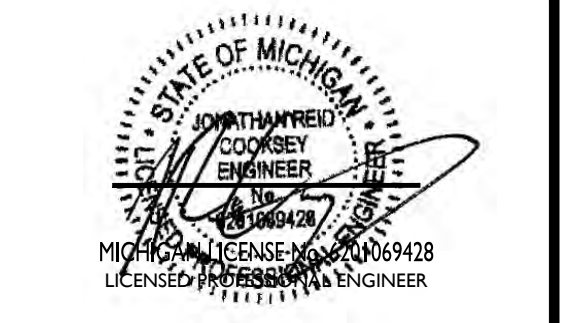
555 S. Old Woodward Avenue, Suite 12L, Birmingham, MI 48009
 Phone: 248.247.1115

SITE DEVELOPMENT PLANS

36977 WOODWARD AVE.

PROPOSED OFFICE BUILDING

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 CITY OF BIRMINGHAM
 OAKLAND COUNTY, MI 48009



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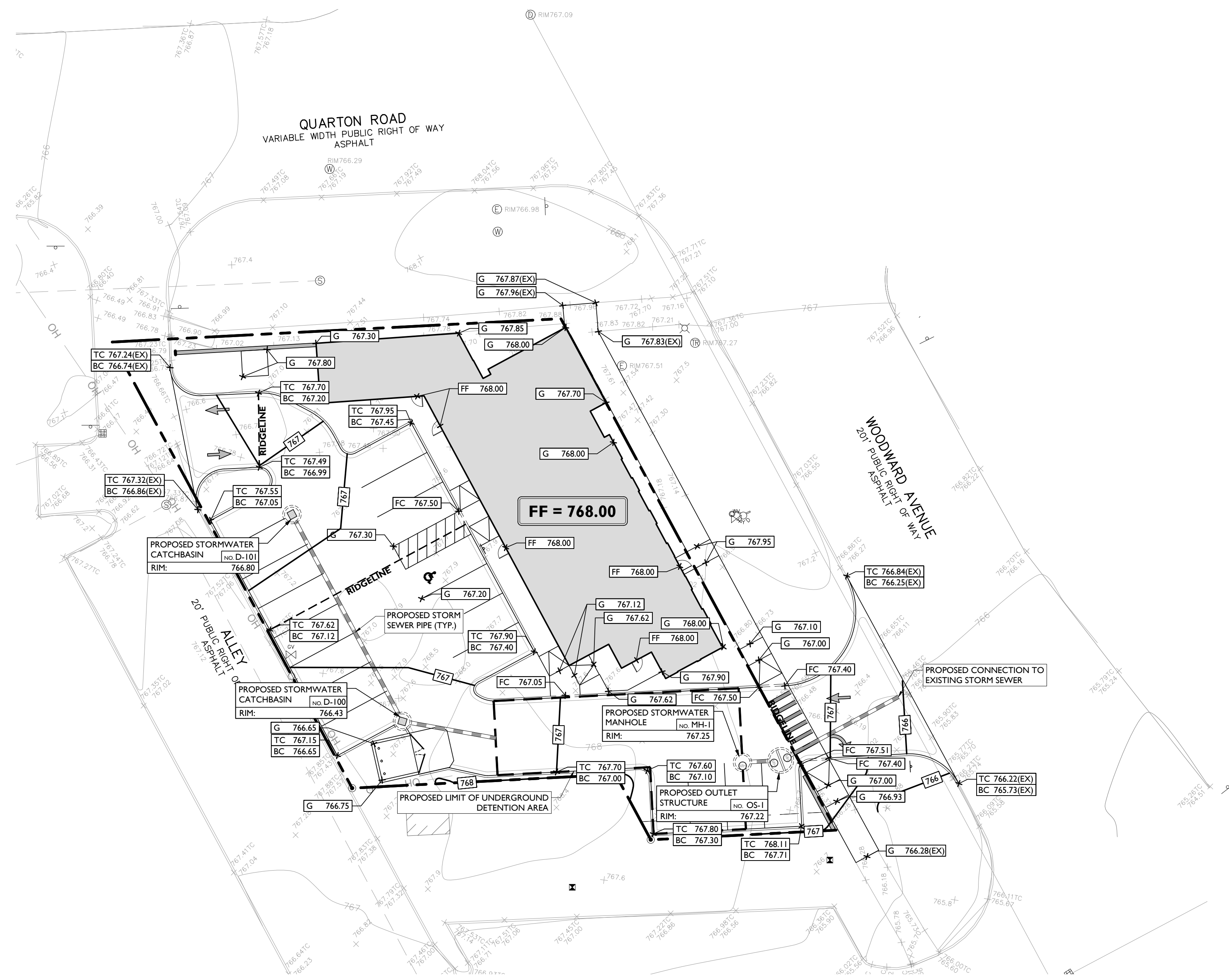
SCALE: 1" = 20' PROJECT ID: DET-240470

TITLE: **SITE PLAN**

DRAWING: **C-2**

NO.	DATE	ISSUE	BY	DESCRIPTION
2	10/17/2023	1	VAF	REVISED PER SITE PLAN COMMENTS
1	08/14/2023	1	AEV/E	SITE DEVELOPMENT PLANS

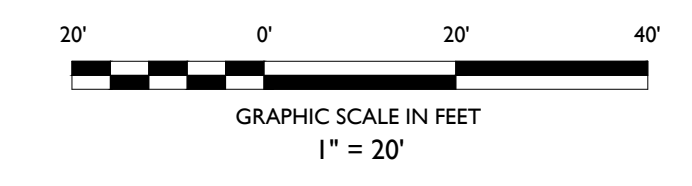
V:\2024\DET-24047\WOODWARD AVENUE, BIRMINGHAM, MI\CDR\24047.DWG



SYMBOL	DESCRIPTION
---	PROPERTY LINE
—100—	PROPOSED GRADING CONTOUR
—RIDGELINE—	PROPOSED GRADING RIDGE LINE
x G 100.00	PROPOSED GRADE SPOT SHOT
x TC 100.50 BC 100.00	PROPOSED TOP OF CURB / BOTTOM OF CURB SPOT SHOT
x FC 100.00	PROPOSED FLUSH CURB SPOT SHOT
⊙	PROPOSED STORMWATER STRUCTURE
▬▬▬▬▬▬	PROPOSED STORMWATER PIPING
⊙	PROPOSED UNDERGROUND OUTLET STRUCTURE

- GRADING NOTES**
- ALL SOIL AND MATERIAL REMOVED FROM THE SITE SHALL BE DISPOSED OF IN ACCORDANCE WITH LOCAL STATE AND FEDERAL REQUIREMENTS. ANY GROUNDWATER DE-WATERING PRACTICES SHALL BE PERFORMED UNDER THE SUPERVISION OF A QUALIFIED PROFESSIONAL. THE CONTRACTOR IS REQUIRED TO OBTAIN ALL NECESSARY PERMITS FOR THE DISCHARGE OF DE-WATERED GROUNDWATER. ALL SOIL IMPORTED TO THE SITE SHALL BE CERTIFIED CLEAN FILL. CONTRACTOR SHALL MAINTAIN RECORDS OF ALL FILL MATERIALS BROUGHT TO THE SITE.
 - THE CONTRACTOR IS REQUIRED TO PROVIDE TEMPORARY AND/OR PERMANENT SHORING WHERE REQUIRED DURING EXCAVATION ACTIVITIES INCLUDING BUT NOT LIMITED TO UTILITY TRENCHES TO ENSURE THE STRUCTURAL INTEGRITY OF NEARBY STRUCTURES AND STABILITY OF THE SURROUNDING SOILS.
 - PROPOSED TOP OF CURB ELEVATIONS ARE GENERALLY 4 INCHES TO 7 INCHES ABOVE EXISTING GRADES UNLESS OTHERWISE NOTED. THE CONTRACTOR WILL SUPPLY ALL STAKEOUT CURB GRADE SHEETS TO STONEFIELD ENGINEERING & DESIGN, LLC. FOR REVIEW AND APPROVAL PRIOR TO POURING CURBS.
 - THE CONTRACTOR IS RESPONSIBLE TO SET ALL PROPOSED UTILITY COVERS AND RESET ALL EXISTING UTILITY COVERS WITHIN THE PROJECT LIMITS TO PROPOSED GRADE IN ACCORDANCE WITH ANY APPLICABLE MUNICIPAL, COUNTY, STATE AND/OR UTILITY AUTHORITY REGULATIONS.
 - MINIMUM SLOPE REQUIREMENTS TO PREVENT PONDING SHALL BE AS FOLLOWS:
 - CURB GUTTER: 0.50%
 - CONCRETE SURFACES: 1.00%
 - ASPHALT SURFACES: 1.00%
 - A MINIMUM SLOPE OF 1.00% SHALL BE PROVIDED AWAY FROM ALL BUILDINGS. THE CONTRACTOR SHALL ENSURE POSITIVE DRAINAGE FROM THE BUILDING IS ACHIEVED AND SHALL NOTIFY STONEFIELD ENGINEERING & DESIGN, LLC IF THIS CONDITION CANNOT BE MET.
 - FOR PROJECTS WHERE BASEMENTS ARE PROPOSED, THE DEVELOPER IS RESPONSIBLE TO DETERMINE THE DEPTH TO GROUNDWATER AT THE LOCATION OF THE PROPOSED STRUCTURE. IF GROUNDWATER IS ENCOUNTERED WITHIN THE BASEMENT AREA, SPECIAL CONSTRUCTION METHODS SHALL BE UTILIZED AND REVIEWED/APPROVED BY THE CONSTRUCTION CODE OFFICIAL. IF SUMP PUMPS ARE UTILIZED, ALL DISCHARGES SHALL BE CONNECTED DIRECTLY TO THE PUBLIC STORM SEWER SYSTEM WITH APPROVAL FROM THE GOVERNING STORM SEWER SYSTEM AUTHORITY.

- ADA NOTES**
- THE CONTRACTOR SHALL MAINTAIN A MAXIMUM 2.00% SLOPE IN ANY DIRECTION WITHIN THE ADA PARKING SPACES AND ACCESS AISLES.
 - THE CONTRACTOR SHALL PROVIDE COMPLIANT SIGNAGE AT ALL ADA PARKING AREAS IN ACCORDANCE WITH STATE GUIDELINES.
 - THE CONTRACTOR SHALL MAINTAIN A MAXIMUM 5.00% RUNNING SLOPE AND A MAXIMUM OF 2.00% CROSS SLOPE ALONG WALKWAYS WITHIN THE ACCESSIBLE PATH OF TRAVEL (SEE THE SITE PLAN FOR THE LOCATION OF THE ACCESSIBLE PATH). THE CONTRACTOR IS RESPONSIBLE TO ENSURE THE ACCESSIBLE PATH OF TRAVEL IS 36 INCHES WIDE OR GREATER UNLESS INDICATED OTHERWISE WITHIN THE PLAN SET.
 - THE CONTRACTOR SHALL MAINTAIN A MAXIMUM 2.00% SLOPE IN ANY DIRECTION AT ALL LANDINGS. LANDINGS INCLUDE, BUT ARE NOT LIMITED TO, THE TOP AND BOTTOM OF AN ACCESSIBLE RAMP. AT ACCESSIBLE BUILDING ENTRANCES, AT AN AREA IN FRONT OF A WALK-UP ATM, AND AT TURNING SPACES ALONG THE ACCESSIBLE PATH OF TRAVEL, THE LANDING AREA SHALL HAVE A MINIMUM CLEAR AREA OF 60 INCHES BY 60 INCHES UNLESS INDICATED OTHERWISE WITHIN THE PLAN SET.
 - THE CONTRACTOR SHALL MAINTAIN A MAXIMUM 8.33% RUNNING SLOPE AND A MAXIMUM 2.00% CROSS SLOPE ON ANY CURB RAMPS ALONG THE ACCESSIBLE PATH OF TRAVEL. WHERE PROVIDED, CURB RAMP FLARES SHALL NOT HAVE A SLOPE GREATER THAN 10.00%. IF A LANDING AREA IS PROVIDED AT THE TOP OF THE RAMP, FOR ALTERATIONS, A CURB RAMP FLARE SHALL NOT HAVE A SLOPE GREATER THAN 8.33% IF A LANDING AREA IS NOT PROVIDED AT THE TOP OF THE RAMP. CURB RAMPS SHALL NOT RISE MORE THAN 6 INCHES IN ELEVATION WITHOUT A HANDRAIL. THE CLEAR WIDTH OF A CURB RAMP SHALL BE NO LESS THAN 36 INCHES WIDE.
 - ACCESSIBLE RAMPS WITH A RISE GREATER THAN 6 INCHES SHALL CONTAIN COMPLIANT HANDRAILS ON BOTH SIDES OF THE RAMP AND SHALL NOT RISE MORE THAN 30" IN ELEVATION WITHOUT A LANDING AREA IN BETWEEN RAMP RUNS. LANDING AREAS SHALL ALSO BE PROVIDED AT THE TOP AND BOTTOM OF THE RAMP.
 - A SLIP RESISTANT SURFACE SHALL BE CONSTRUCTED ALONG THE ACCESSIBLE PATH AND WITHIN ADA PARKING AREAS.
 - THE CONTRACTOR SHALL ENSURE A MAXIMUM OF ¼ INCHES VERTICAL CHANGE IN LEVEL ALONG THE ACCESSIBLE PATH. WHERE A CHANGE IN LEVEL BETWEEN ¼ INCHES AND ½ INCHES EXISTS, CONTRACTOR SHALL ENSURE THAT THE TOP ¼ INCH CHANGE IN LEVEL IS BEVELED WITH A SLOPE NOT STEEPER THAN 1 UNIT VERTICAL AND 2 UNITS HORIZONTAL (2:1 SLOPE).
 - THE CONTRACTOR SHALL ENSURE THAT ANY OPENINGS (GAPS OR HORIZONTAL SEPARATION) ALONG THE ACCESSIBLE PATH SHALL NOT ALLOW PASSAGE OF A SPHERE GREATER THAN ¼ INCH.



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SITE DEVELOPMENT PLANS

36977 WOODWARD AVE.

PROPOSED OFFICE BUILDING

PARCEL ID: 1925101006
36977 WOODWARD AVENUE
CITY OF BIRMINGHAM
OAKLAND COUNTY, MI 48009



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SCALE: 1" = 20' PROJECT ID: DET-240470

TITLE:
GRADING PLAN

DRAWING:
C-3

PROPOSED LUMINAIRE SCHEDULE							
SYMBOL	LABEL	QUANTITY	SECURITY LIGHTING	DISTRIBUTION	LLF	MANUFACTURER	IES FILE
	A	1	LSI - (MRM) MIRADA MEDIUM POLE FIXTURE WITH INTEGRAL LOUVER	2	0.9	LSI	MRM-LED-09L-SIL-2-30-70CRI-I.ies
	B	1	LSI - (MRM) MIRADA MEDIUM POLE FIXTURE WITH INTEGRAL LOUVER	4	0.9	LSI	MRM-LED-18L-SIL-4-30-70CRI-I.ies
	C	6	LSI - (XWS SIL) MIRADA SALL SILICONE WALL PACK	2	0.9	LSI	XWS-LED-05L-SIL-2-30-70CRI.ies
	D	7	ALVA - TEX ARCHITEXTURAL EXTERIOR WALL SCNCE	-	0.9	ALVA	ALVA_Tex+30+IES.IES

LIGHTING REQUIREMENTS		
CODE SECTION	REQUIRED	PROPOSED
§ 421.E.1	PROPERTY LINE MAXIMUM: 0.6 FC ABUTTING SINGLE FAMILY RESIDENTIAL 1.5 FC ABUTTING ANY OTHER ZONE	N/A 1.5 FC
§ 421.F.1	MAXIMUM POLE HEIGHT: 13 FT WHEN ABUTTING RESIDENTIAL 16 FT WHEN ABUTTING RESIDENTIAL	N/A 16 FC
§ 421.F.2	PARKING CIRCULATION AREAS: 0.2 FC MINIMUM; 20:1 MAXIMUM TO MINIMUM RATIO	18.8:1

(1) §421.F.6 - ALL LUMINARIES WILL BE FULL CUT-OFF OR CUT-OFF UNLESS DEEMED BENEFICIAL FOR AESTHETIC OR SAFETY PURPOSES

SYMBOL	DESCRIPTION
A (XX')	PROPOSED LIGHTING FIXTURE (MOUNTING HEIGHT)
xx	PROPOSED LIGHTING INTENSITY (FOOTCANDLES)
	PROPOSED AREA LIGHT
	PROPOSED BUILDING MOUNTED LIGHT

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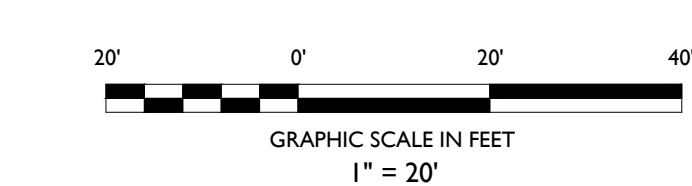
TITLE:
LIGHTING PLAN

DRAWING:
C-4

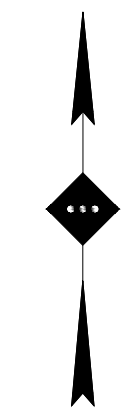


- GENERAL LIGHTING NOTES**
- THE LIGHTING LEVELS DEPICTED WITHIN THE PLAN SET ARE CALCULATED UTILIZING DATA OBTAINED FROM THE LISTED MANUFACTURER. ACTUAL ILLUMINATION LEVELS AND PERFORMANCE OF ANY PROPOSED LIGHTING FIXTURE MAY VARY DUE TO UNCONTROLLABLE VARIABLES SUCH AS WEATHER, VOLTAGE SUPPLY, LAMP TOLERANCE, EQUIPMENT SERVICE LIFE AND OTHER VARIABLE FIELD CONDITIONS.
 - WHERE APPLICABLE, THE EXISTING LIGHT LEVELS DEPICTED WITHIN THE PLAN SET SHALL BE CONSIDERED APPROXIMATE. THE EXISTING LIGHT LEVELS ARE BASED ON FIELD OBSERVATIONS AND THE MANUFACTURER'S DATA OF THE ASSUMED OR MOST SIMILAR LIGHTING FIXTURE MODEL.
 - UNLESS NOTED ELSEWHERE WITHIN THIS PLAN SET, THE LIGHT LOSS FACTORS USED IN THE LIGHTING ANALYSIS ARE AS FOLLOWS:
 - LIGHT EMITTING DIODES (LED): 0.90
 - HIGH PRESSURE SODIUM: 0.72
 - METAL HALIDE: 0.72
 - THE CONTRACTOR SHALL NOTIFY STONEFIELD ENGINEERING & DESIGN, LLC IN WRITING, PRIOR TO THE START OF CONSTRUCTION, OF ANY PROPOSED LIGHTING LOCATIONS THAT CONFLICT WITH EXISTING PROPOSED DRAINAGE, UTILITY, OR OTHER IMPROVEMENTS.
 - THE CONTRACTOR IS RESPONSIBLE TO PREPARE A WIRING PLAN AND PROVIDE ELECTRIC SERVICE TO ALL PROPOSED LIGHTING FIXTURES. THE CONTRACTOR IS REQUIRED TO PREPARE AN AS-BUILT PLAN OF WIRING AND PROVIDE COPIES TO THE OWNER AND STONEFIELD ENGINEERING & DESIGN, LLC.

- ATM LIGHTING NOTES:**
- THE CONTRACTOR SHALL REPLACE LAMP COVERS, RE-LAMP AND RE-BALLAST EXISTING LIGHT FIXTURES AS INDICATED WITHIN THE PLAN SET. THE EXISTING FIXTURE HEIGHT SHALL BE MAINTAINED UNLESS INDICATED OTHERWISE. THE LIGHTING DESIGN IS SUBJECT TO CHANGE IF THE EXISTING LIGHT FIXTURES ARE NOT GREATER THAN OR EQUAL TO THE FOLLOWING WATTAGE:
 - FIXTURE 'X' = MINIMUM X WATTS
 - PRIOR TO THE START OF CONSTRUCTION, THE CONTRACTOR SHALL NOTIFY STONEFIELD ENGINEERING & DESIGN, LLC IN WRITING IF THE EXISTING LIGHT FIXTURES ARE NOT THE MINIMUM WATTAGE SPECIFIED WITHIN THE PLAN SET.
 - THE CONTRACTOR IS RESPONSIBLE TO CONFIRM THAT ANY EXISTING LIGHT POLES IDENTIFIED FOR REUSE WITH A PROPOSED LIGHT FIXTURE(S) SHALL BE IN ACCEPTABLE WORKING CONDITION AND HAVE THE CAPACITY TO SUPPORT THE PROPOSED LIGHT FIXTURE(S). ANY MOUNTING EQUIPMENT REQUIRED TO ATTACH THE PROPOSED LIGHTING FIXTURE TO THE EXISTING LIGHT POLE SHALL BE PROVIDED BY THE CONTRACTOR.
 - THE CONTRACTOR SHALL CONFIRM THAT THE LOCATION OF ANY PROPOSED BUILDING MOUNTED LIGHTING FIXTURE WILL NOT CONFLICT WITH ANY EXISTING OR PROPOSED STRUCTURAL ELEMENT (E.G. CANOPY SUPPORT BEAMS). THE CONTRACTOR SHALL NOTIFY STONEFIELD ENGINEERING & DESIGN, LLC IN WRITING OF ANY FIXTURE CONFLICT PRIOR TO THE START OF CONSTRUCTION.
 - ALL EXISTING TREE LIMBS WITHIN THE 60 FOOT ATM RADIUS SHOWN IN THE PLAN SET SHALL BE TRIMMED TO A MINIMUM OF 6 FEET ABOVE GRADE. ALL SHRUBS WITHIN THE 60 FOOT ATM RADIUS SHALL BE TRIMMED TO A MINIMUM OF 36 INCHES ABOVE GRADE. ALL BRUSH SHALL BE REMOVED. THE CONTRACTOR SHALL CONSIDER ALL FUTURE GROWTH AND FULL BLOOM WHEN TRIMMING LANDSCAPING. EXISTING TREE LIMBS ADJACENT TO LIGHTING FIXTURES SHALL BE TRIMMED AS REQUIRED TO PREVENT LIGHT INTERFERENCE.
 - PRIOR TO BID, CONTRACTOR SHALL VERIFY EXISTING EXTERIOR LIGHTING CONDITIONS AFTER DUSK AND NOTIFY THE DEVELOPER/OWNER AND STONEFIELD ENGINEERING & DESIGN, LLC OF DAMAGED OR INOPERABLE LIGHTS. THE CONTRACTOR SHALL REPAIR ALL INOPERABLE LIGHTS UNLESS OTHERWISE NOTED WITHIN THIS PLAN SET.
 - THE ILLUMINATION LEVELS DEPICTED WITHIN THE PLAN SET ARE BASED ON REGULATORY STATE STANDARDS FOR SAFETY LIGHTING AND ON CLIENT STANDARDS.
 - ALL LIGHTING FIXTURES, UNLESS OTHERWISE NOTED WITHIN THIS PLAN SET, HAVE THE PHOTOCELL OPTION ENABLED.
 - EXISTING LIGHTING FIXTURES CONTROLLED BY OUTSIDE ENTITIES (E.G. LANDLORD) HAVE BEEN EXCLUDED FROM THE LIGHTING ANALYSIS REFLECTED WITHIN THE PLAN SET. THE PROPOSED LIGHT LEVELS HAVE BEEN DESIGNED TO COMPLY WITH ALL APPLICABLE ATM AND SAFETY LIGHTING REQUIREMENTS INDEPENDENT OF ANY UNCONTROLLED LIGHT FIXTURES.



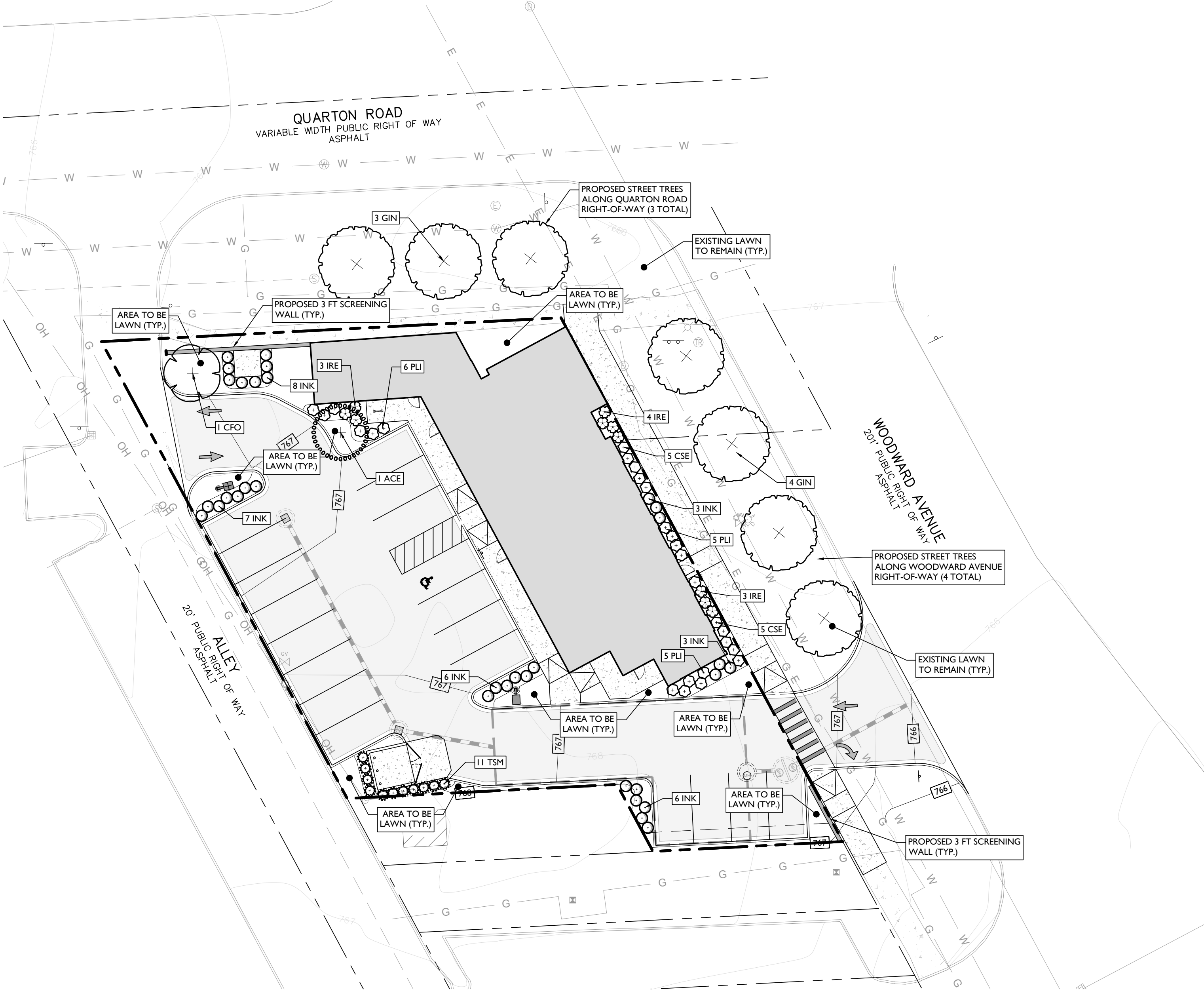
INVASIVE SPECIES ADJACENT TO CONSTRUCTION SITE SHOULD BE MONITORED AND REMOVED IF NECESSARY



PLANT SCHEDULE							
SYMBOL	CODE	QTY	BOTANICAL NAME	COMMON NAME	SIZE	CONTAINER	REMARKS
DECIDUOUS TREES ^(*)							
	GIN	7	GINKGO BILOBA "PRINCETON SENTRY"	PRINCETON SENTRY MAIDENHAIR TREE	3" - 3.5" CAL	B&B	NON-NATIVE
EVERGREEN TREES							
	TSM	11	THUJA OCCIDENTALIS "SMARAGD"	EMERALD GREEN ARBORVITAE	6' - 8' HT	B&B	NATIVE (VARIETY)
ORNAMENTAL TREES (SINGLE-STEM) ^(*)							
	ACE	1	AMELANCHIER CANADENSIS	CANADIAN SERVICEBERRY	3" - 3.5" CAL	B&B	NATIVE
	CFO	1	CERCIS CANADENSIS "FOREST PANSY"	FOREST PANSY EASTERN REDBUD	3" - 3.5" CAL	B&B	NATIVE (VARIETY)
SHRUBS							
	CSE	10	CORNUS SERICEA "FARROW"	ARCTIC FIRE RED TWIG DOGWOOD	18" - 24"	POT	NATIVE (VARIETY)
	PLI	16	PHYSOCARPUS ORULIFOLIUS "LITTLE DEVIL"	LITTLE DEVIL DWARF NINEBARK	18" - 24"	POT	NATIVE (VARIETY)
EVERGREEN SHRUBS							
	INK	33	ILEX GLABRA "COMPACTA"	COMPACT INKBERRY	18" - 24"	POT	NATIVE (VARIETY)
	IRE	10	ILEX VERTICILLATA "RED SPRITE"	RED SPRITE WINTERBERRY	18" - 24"	POT	NATIVE (VARIETY)

NOTE: IF ANY DISCREPANCIES OCCUR BETWEEN AMOUNTS SHOWN ON THE LANDSCAPE PLAN AND WITHIN THE PLANT LIST, THE PLAN SHALL DICTATE.
 (*) TREE SPECIES SELECTED FROM APPENDIX C "SUGGESTED STREET TREE SPECIES"

LANDSCAPING AND SCREENING REQUIREMENTS		
CODE SECTION	REQUIRED	PROPOSED
§ 4.20.F.1.	PARKING LOT LANDSCAPING REQUIREMENTS 5% OF THE PARKING LOT SHALL BE LANDSCAPED FOR PARKING LOTS GREATER THAN 7,500 SF (7,665 SF) * (0.05) = 383 SF PLANTING ISLANDS REQUIRED FOR INTERIOR LANDSCAPING AREAS MINIMUM AREA: 150 SF MINIMUM WIDTH: 8 FT	654 SF (8.5%) COMPLIES COMPLIES COMPLIES
§ 4.20.G.	RIGHT-OF-WAY LANDSCAPING REQUIREMENTS 1 TREE FOR EVERY 40 LF OF FRONTAGE QUARTON ROAD: 121 LF (156.5 FT) * (1 TREE / 40 LF) = 4 TREES WOODWARD AVENUE: 132 LF (132 FT) * (1 TREE / 40 LF) = 3 TREES	4 TREES 3 TREES
§ 4.53.B.	SCREENING REQUIREMENTS 3 FT SCREENWALL REQUIRED BETWEEN PARKING LOT AND RIGHT-OF-WAY	COMPLIES

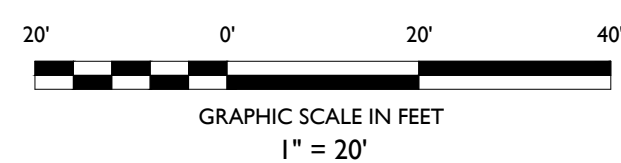


Know what's below
Call before you dig.

IRRIGATION NOTE:
IRRIGATION CONTRACTOR TO PROVIDE A DESIGN FOR AN IRRIGATION SYSTEM SEPARATING PLANTING BEDS FROM LAWN AREA. PRIOR TO CONSTRUCTION, DESIGN IS TO BE SUBMITTED TO THE PROJECT LANDSCAPE DESIGNER FOR REVIEW AND APPROVAL. WHERE POSSIBLE, DRIP IRRIGATION AND OTHER WATER CONSERVATION TECHNIQUES SUCH AS RAIN SENSORS SHALL BE IMPLEMENTED. CONTRACTOR TO VERIFY MAXIMUM ON-SITE DYNAMIC WATER PRESSURE AVAILABLE MEASURED IN PSI. PRESSURE REDUCING DEVICES OR BOOSTER PUMPS SHALL BE PROVIDED TO MEET SYSTEM PRESSURE REQUIREMENTS. DESIGN TO SHOW ALL VALVES, PIPING, HEADS, BACKFLOW PREVENTION, METERS, CONTROLLERS, AND SLEEVES WITHIN HARDSCAPE AREAS.

LANDSCAPING NOTES

- THE CONTRACTOR SHALL RESTORE ALL DISTURBED GRASS AND LANDSCAPED AREAS TO MATCH EXISTING CONDITIONS UNLESS INDICATED OTHERWISE WITHIN THE PLAN SET.
- THE CONTRACTOR SHALL RESTORE ALL DISTURBED LAWN AREAS WITH A MINIMUM 4 INCH LAYER OF TOPSOIL AND SEED.
- THE CONTRACTOR SHALL RESTORE MULCH AREAS WITH A MINIMUM 3 INCH LAYER OF MULCH.
- THE MAXIMUM SLOPE ALLOWABLE IN LANDSCAPE RESTORATION AREAS SHALL BE 3 FEET HORIZONTAL TO 1 FOOT VERTICAL (3:1 SLOPE) UNLESS INDICATED OTHERWISE WITHIN THE PLAN SET.
- THE CONTRACTOR IS REQUIRED TO LOCATE ALL SPRINKLER HEADS IN AREA OF LANDSCAPING DISTURBANCE PRIOR TO CONSTRUCTION. THE CONTRACTOR SHALL RELOCATE SPRINKLER HEADS AND LINES IN ACCORDANCE WITH OWNER'S DIRECTION WITHIN AREAS OF DISTURBANCE.
- THE CONTRACTOR SHALL ENSURE THAT ALL DISTURBED LANDSCAPED AREAS ARE GRADED TO MEET FLUSH AT THE ELEVATION OF WALKWAYS AND TOP OF CURB ELEVATIONS EXCEPT UNLESS INDICATED OTHERWISE WITHIN THE PLAN SET. NO ABRUPT CHANGES IN GRADE ARE PERMITTED IN DISTURBED LANDSCAPING AREAS.



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2	1	ISSUE

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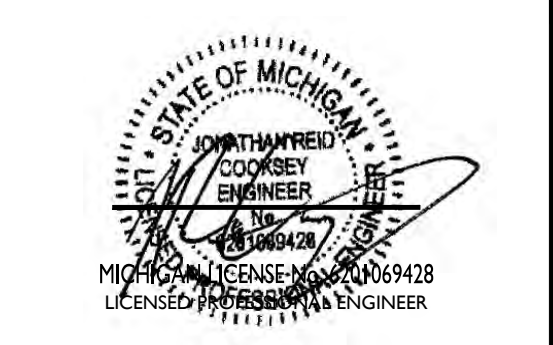
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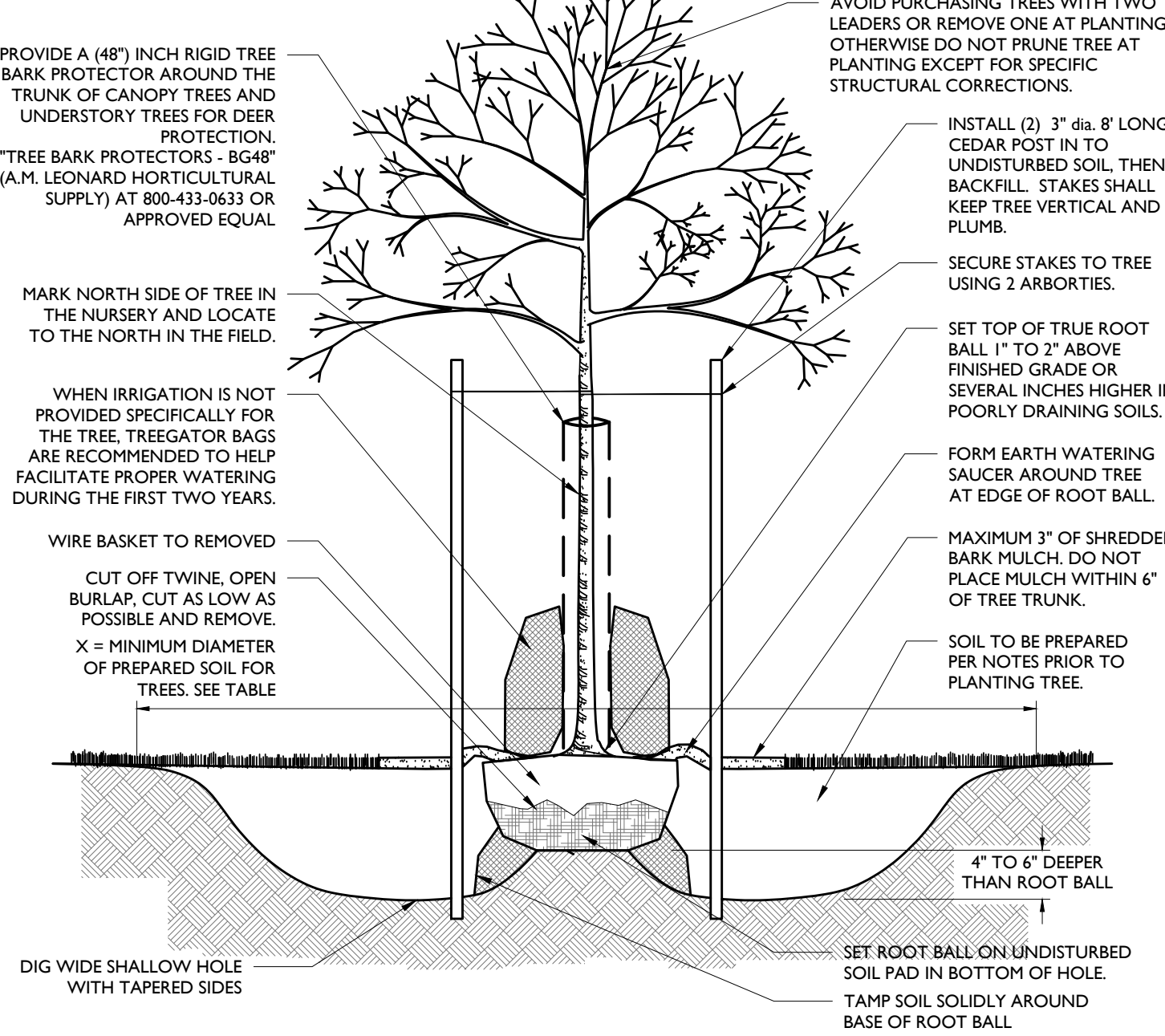
TITLE:
LANDSCAPING PLAN

DRAWING:
C-5

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NOTES:

- FOR CONTAINER-GROWN TREES, USE FINGERS OR SMALL HAND TOOLS TO PULL THE ROOTS OUT OF THE OUTER LAYER OF POTTING SOIL THEN CUT OR PULL APART ANY ROOTS CIRCLING THE PERIMETER OF THE CONTAINER.
- THOROUGHLY SOAK THE TREE ROOT BALL AND ADJACENT PREPARED SOIL SEVERAL TIMES DURING THE FIRST MONTH AFTER PLANTING AND REGULARLY THROUGHOUT THE FOLLOWING TWO SUMMERS.
- SOIL AMENDMENTS:
 - MODIFY HEAVY CLAY OR SILT SOILS (MORE THAN 40% CLAY OR SILT) BY ADDING COMPOSTED PINE BARK (UP TO 30% BY VOLUME) OR GYPSUM
 - MODIFY EXTREMELY SANDY SOILS (MORE THAN 85% SAND) BY ADDING ORGANIC MATTER AND/OR DRY, SHREDED CLAY LOAM UP TO 30% OF THE TOTAL MIX

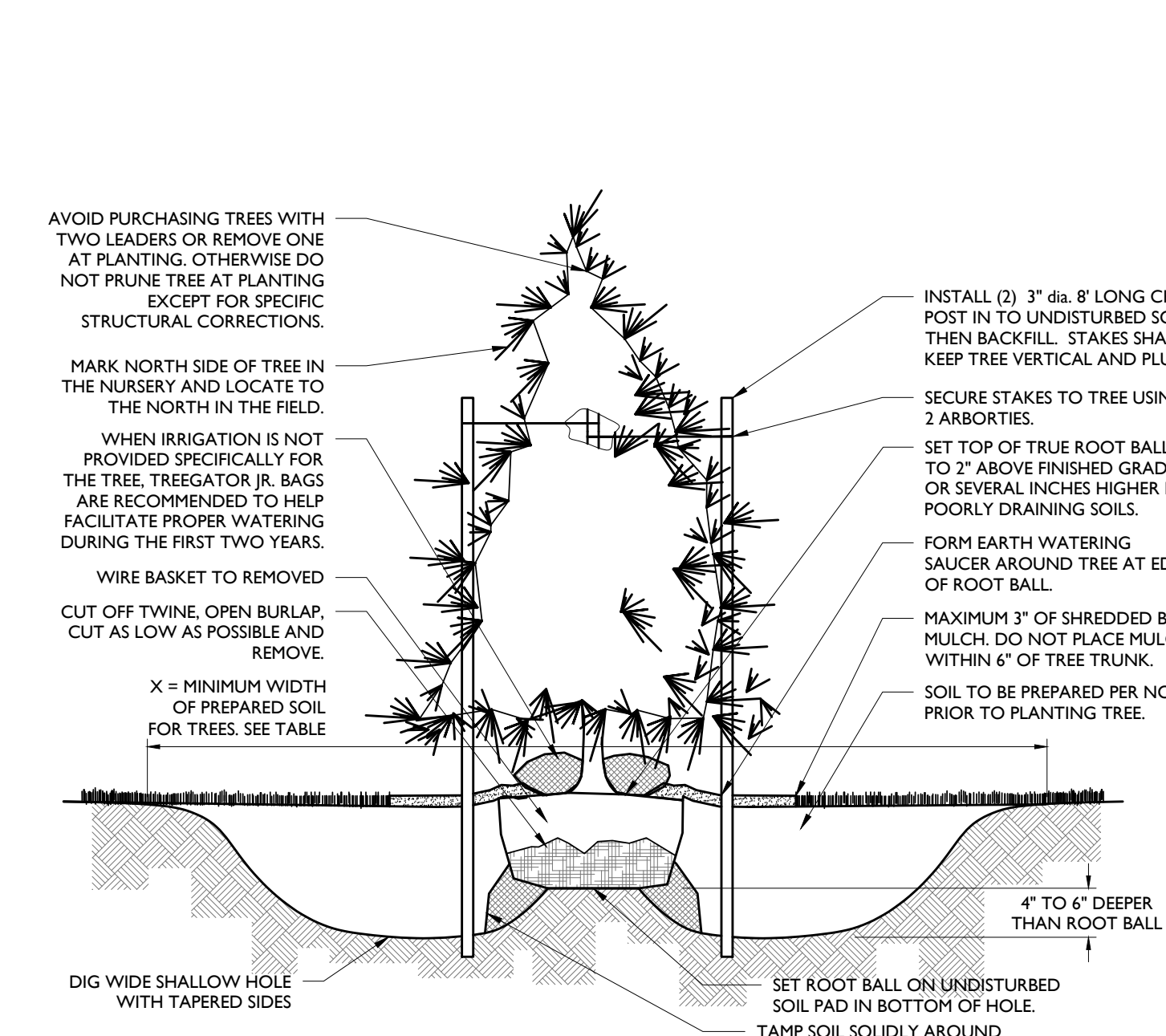


DECIDUOUS TREE PLANTING DETAIL

NOT TO SCALE

NOTES:

- FOR CONTAINER-GROWN TREES, USE FINGERS OR SMALL HAND TOOLS TO PULL THE ROOTS OUT OF THE OUTER LAYER OF POTTING SOIL THEN CUT OR PULL APART ANY ROOTS CIRCLING THE PERIMETER OF THE CONTAINER.
- THOROUGHLY SOAK THE TREE ROOT BALL AND ADJACENT PREPARED SOIL SEVERAL TIMES DURING THE FIRST MONTH AFTER PLANTING AND REGULARLY THROUGHOUT THE FOLLOWING TWO SUMMERS.
- SOIL AMENDMENTS:
 - MODIFY HEAVY CLAY OR SILT SOILS (MORE THAN 40% CLAY OR SILT) BY ADDING COMPOSTED PINE BARK (UP TO 30% BY VOLUME) OR GYPSUM
 - MODIFY EXTREMELY SANDY SOILS (MORE THAN 85% SAND) BY ADDING ORGANIC MATTER AND/OR DRY, SHREDED CLAY LOAM UP TO 30% OF THE TOTAL MIX



CONIFEROUS TREE PLANTING DETAIL

NOT TO SCALE

1

PREPARE SOIL IN THE ENTIRE BED USING PROCEDURES OUTLINED IN TABLE (X)

PLACE SHRUB IN HOLE REMOVE AS MUCH BURLAP AS POSSIBLE FROM ROOT BALL. COMPLETELY REMOVE ALL PLASTIC OR NYLON STRING. SET ROOT BALL FLUSH WITH FINISHED GRADE.

MAXIMUM 2" MULCH, DO NOT PUT MULCH WITHIN 4" OF BASE OF PLANT.

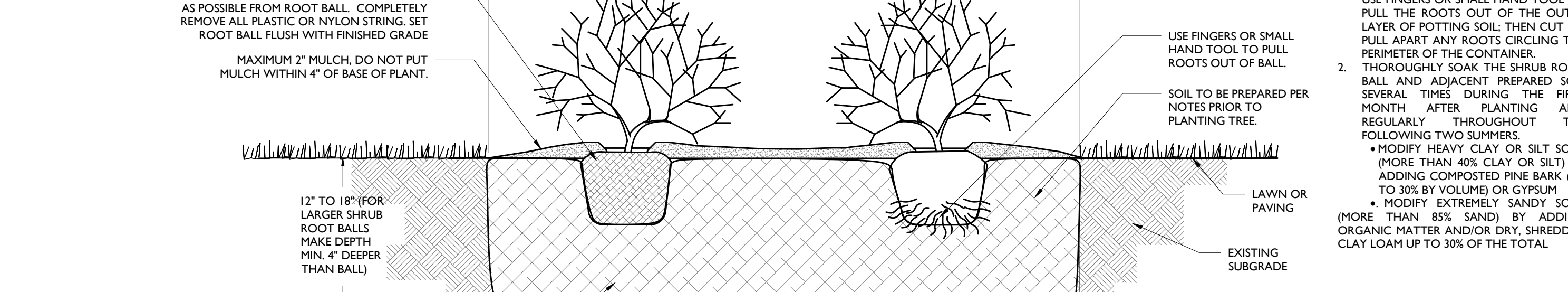
USE FINGERS OR SMALL HAND TOOL TO PULL ROOTS OUT OF BALL.

SOIL TO BE PREPARED PER NOTES PRIOR TO PLANTING TREE.

12" TO 18" FOR LARGER SHRUB ROOT BALLS MAKE DEPTH MIN. 4" DEEPER THAN BALL.

SOIL SURFACE ROUGHENED TO BIND WITH NEW SOIL.

SOIL TO BE PREPARED PER TABLE PRIOR TO PLANTING TREE.



DECIDUOUS AND EVERGREEN SHRUB PLANTING DETAIL

NOT TO SCALE

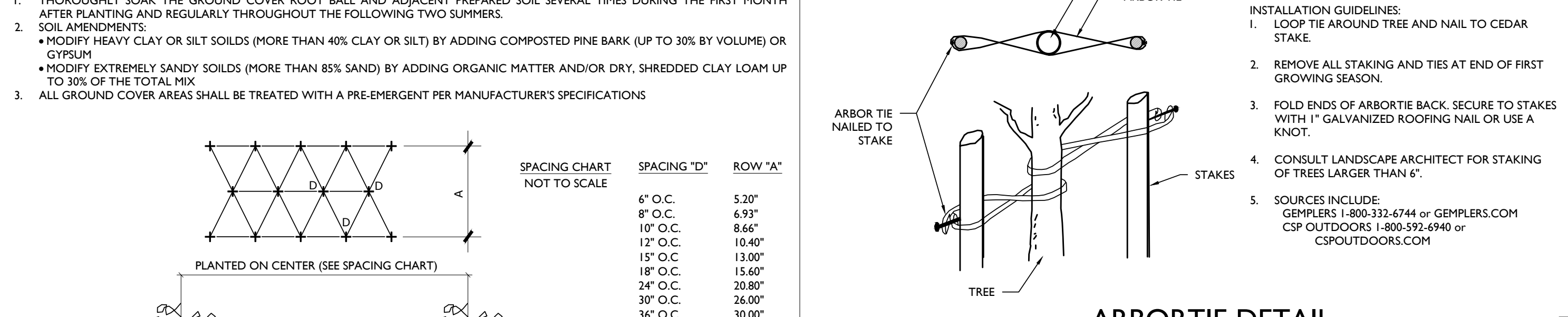
3

THOROUGHLY SOAK THE GROUND COVER ROOT BALL AND ADJACENT PREPARED SOIL SEVERAL TIMES DURING THE FIRST MONTH AFTER PLANTING AND REGULARLY THROUGHOUT THE FOLLOWING TWO SUMMERS.

SOIL AMENDMENTS:

- MODIFY HEAVY CLAY OR SILT SOILS (MORE THAN 40% CLAY OR SILT) BY ADDING COMPOSTED PINE BARK (UP TO 30% BY VOLUME) OR GYPSUM
- MODIFY EXTREMELY SANDY SOILS (MORE THAN 85% SAND) BY ADDING ORGANIC MATTER AND/OR DRY, SHREDED CLAY LOAM UP TO 30% OF THE TOTAL MIX

ALL GROUND COVER AREAS SHALL BE TREATED WITH A PRE-EMERGENT WEED MANUFACTURER'S SPECIFICATIONS



GROUND COVER/PERENNIAL/ANNUAL PLANTING DETAIL

NOT TO SCALE

4

THOROUGHLY SOAK THE GROUND COVER ROOT BALL AND ADJACENT PREPARED SOIL SEVERAL TIMES DURING THE FIRST MONTH AFTER PLANTING AND REGULARLY THROUGHOUT THE FOLLOWING TWO SUMMERS.

SOIL AMENDMENTS:

- MODIFY HEAVY CLAY OR SILT SOILS (MORE THAN 40% CLAY OR SILT) BY ADDING COMPOSTED PINE BARK (UP TO 30% BY VOLUME) OR GYPSUM
- MODIFY EXTREMELY SANDY SOILS (MORE THAN 85% SAND) BY ADDING ORGANIC MATTER AND/OR DRY, SHREDED CLAY LOAM UP TO 30% OF THE TOTAL MIX

ALL GROUND COVER AREAS SHALL BE TREATED WITH A PRE-EMERGENT WEED MANUFACTURER'S SPECIFICATIONS



ARBORTIE DETAIL

NOT TO SCALE

5

INSTALLATION GUIDELINES:

- LOOP TIE AROUND TREE AND NAIL TO CEDAR STAKE.
- REMOVE ALL STAKING AND TIES AT END OF FIRST GROWING SEASON.
- FOLD ENDS OF ARBOR TIE BACK. SECURE TO STAKES WITH 1" GALVANIZED ROOFING NAIL OR USE A KNOT.
- CONSULT LANDSCAPE ARCHITECT FOR STAKING OF TREES LARGER THAN 6".
- SOURCES INCLUDE:
 - GEMPLERS 1-800-332-6744 or GEMPLERS.COM
 - CSP OUTDOORS 1-800-592-6940 or CSP.UTODOORS.COM

GENERAL LANDSCAPING NOTES:

- THE LANDSCAPE CONTRACTOR SHALL FURNISH ALL MATERIALS AND PERFORM ALL WORK IN ACCORDANCE WITH THESE SPECIFICATIONS, APPROVED OR FINAL DRAWINGS, AND INSTRUCTIONS PROVIDED BY THE PROJECT LANDSCAPE DESIGNER, MUNICIPAL OFFICIALS, OR OWNER/Owner'S REPRESENTATIVE. ALL WORK COMPLETED AND MATERIALS FURNISHED AND INSTALLED SHALL BE IN STRICT ACCORDANCE WITH THE SPECIFICATIONS, DRAWINGS, AND INSTRUCTIONS AND EXECUTED WITH THE STANDARD LEVEL OF CARE FOR THE LANDSCAPE INDUSTRY.
- WORK MUST BE CARRIED OUT ONLY DURING WEATHER CONDITIONS FAVORABLE TO LANDSCAPE CONSTRUCTION AND TO THE HEALTH AND WELFARE OF PLANTS. THE SUITABILITY OF SUCH WEATHER CONDITIONS SHALL BE DETERMINED BY THE PROJECT LANDSCAPE DESIGNER OR GOVERNING MUNICIPAL OFFICIAL.
- IT IS THE RESPONSIBILITY OF THE LANDSCAPE CONTRACTOR, BEFORE ORDERING OR PURCHASING MATERIALS, TO PROVIDE SAMPLES OF THOSE MATERIALS TO THE PROJECT LANDSCAPE DESIGNER OR GOVERNING MUNICIPAL OFFICIAL FOR APPROVAL, IF SO REQUESTED.
- IF SAMPLES ARE REQUESTED, THE LANDSCAPE CONTRACTOR IS TO SUBMIT CERTIFICATION TAGS FROM TREES, SHRUBS, AND SEED VERIFYING TYPE AND PURITY.
- UNLESS OTHERWISE AUTHORIZED BY THE PROJECT LANDSCAPE DESIGNER OR GOVERNING MUNICIPAL OFFICIAL, THE LANDSCAPE CONTRACTOR SHALL PROVIDE NOTICE AT LEAST FORTY-EIGHT HOURS (48 HRS) IN ADVANCE OF THE ANTICIPATED DELIVERY DATE OF ANY PLANT MATERIAL TO THE PROJECT SITE. A LEGIBLE COPY OF THE NOTICE, SHOWING VARIETIES AND SIZES OF MATERIALS INCLUDED FOR EACH SHIPMENT SHALL BE FURNISHED TO THE PROJECT LANDSCAPE DESIGNER, OR GOVERNING MUNICIPAL OFFICIAL.
- THE PROJECT LANDSCAPE DESIGNER OR GOVERNING MUNICIPAL OFFICIAL RESERVES THE RIGHT TO INSPECT AND REJECT PLANTS AT ANY TIME AND AT ANY PLACE.

PROTECTION OF EXISTING VEGETATION NOTES:

- BEFORE COMMENCING WORK, ALL EXISTING VEGETATION WHICH COULD BE IMPACTED AS A RESULT OF THE PROPOSED CONSTRUCTION ACTIVITIES MUST BE PROTECTED FROM DAMAGE BY THE INSTALLATION OF TREE PROTECTION FENCING. FENCING SHALL BE LOCATED AT THE Drip-LINE OR LIMIT OF DISTURBANCE AS DEPICTED WITHIN THE APPROVED OR FINAL PLAN SET, ESTABLISHING THE TREE PROTECTION ZONE. FENCE INSTALLATION SHALL BE IN ACCORDANCE WITH THE TREE PROTECTION TREE PROTECTION FENCING. NO WORK MAY BEGUN UNTIL THE FENCING IS INSTALLED. THE FENCING SHALL BE INSPECTED REGULARLY BY THE LANDSCAPE CONTRACTOR AND MAINTAINED UNTIL ALL CONSTRUCTION ACTIVITIES HAVE BEEN COMPLETED.
- IN ORDER TO AVOID DAMAGE TO ROOTS, BARK OR LOWER BRANCHES, NO VEHICLE, EQUIPMENT, DEBRIS, OR OTHER MATERIALS SHALL BE DRIVEN, PARKED OR PLACED WITHIN THE TREE PROTECTION ZONE. ALL ON-SITE CONTRACTORS SHALL USE ANY AND ALL PRECAUTIONARY MEASURES WHEN PERFORMING WORK AROUND TREES, WALKS, PAVEMENTS, UTILITIES, AND ANY OTHER FEATURES EITHER EXISTING OR PREVIOUSLY INSTALLED UNDER THIS CONTRACT.
- IN RARE INSTANCES WHERE EXCAVATING, FILL, OR GRADING IS REQUIRED WITHIN THE Drip-LINE OF TREES TO REMAIN, THE WORK SHALL BE PERFORMED AS FOLLOWS:
 - TRENCHING: WHEN TRENCHING OCCURS AROUND TREES TO REMAIN, THE TREE ROOTS SHALL NOT BE CUT, BUT THE TRENCH SHALL BE TUNNELLED UNDER OR AROUND THE ROOTS BY CAREFUL HAND DIGGING AND WITHOUT INJURY TO THE ROOTS. NO ROOTS, LIMBS, OR WOODS ARE TO HAVE ANY PAINT OR MATERIAL APPLIED TO ANY SURFACE.
 - RAISING GRADES: WHEN THE GRADE AT AN EXISTING TREE IS BELOW THE NEW FINISHED GRADE, AND FILL NOT EXCEEDING 6 INCHES (6") IS REQUIRED, CLEAN, WASHED GRAVEL FROM ONE TO TWO INCHES (1" - 2") IN SIZE SHALL BE PLACED DIRECTLY AROUND THE TREE TRUNK. THE GRAVEL SHALL EXTEND OUT FROM THE TRUNK ON ALL SIDES A MINIMUM OF 18 INCHES (18"). APPROXIMATELY TWO INCHES (2") BELOW THE FINISHED GRADE AT TREE TRUNK, CLEAN, WASHED GRAVEL BEFORE ANY EARTH FILL IS PLACED. NEW EARTH FILL SHALL NOT BE LEFT IN CONTACT WITH THE TRUNK OF ANY TREE REQUIRING FILL. WHERE FILL EXCEEDING 6 INCHES (6") IS REQUIRED, A DRY LAID TREE WALL SHALL BE CONSTRUCTED. IF APPLICABLE, TREE WALL INSTALLATION SHALL BE IN ACCORDANCE WITH THE PROVIDED "TREE WALL DETAIL."
 - LOWERING GRADES: EXISTING TREES LOCATED IN AREAS WHERE THE NEW FINISHED GRADE IS TO BE LOWERED, SHALL HAVE RE-GRADING WORK DONE BY HAND TO THE INDICATED ELEVATION, NO GREATER THAN SIX INCHES (6"). ROOTS SHALL BE CUT CLEANLY THREE INCHES (3") BELOW FINISHED GRADE UNDER THE DIRECTION OF A LICENSED ARBORIST. WHERE CUT EXCEEDING 6 INCHES (6") IS REQUIRED, A DRY LAID RETAINING WALL SHALL BE CONSTRUCTED. IF APPLICABLE, THE RETAINING WALL INSTALLATION SHALL BE IN ACCORDANCE WITH THE PROVIDED "TREE RETAINING WALL DETAIL."

SOIL PREPARATION AND MULCH NOTES:

- LANDSCAPE CONTRACTOR SHALL OBTAIN A SOIL TEST OF THE IN-SITU TOPSOIL BY A CERTIFIED SOIL LABORATORY PRIOR TO PLANTING. LANDSCAPE CONTRACTOR SHALL ALLOW FOR A TWO WEEK TURNAROUND TIME FROM SUBMITTAL OF SAMPLE TO NOTIFICATION OF RESULTS.
- BASED ON SOIL TEST RESULTS, ADJUST THE RATES OF FERTILIZER THAT SHALL BE MIXED INTO THE TOP SIX INCHES (6") OF TOPSOIL. THE LIME AND FERTILIZER RATES PROVIDED WITHIN THE "SOIL SPECIFICATION" OR "SOIL SPECIFICATION" IS APPROXIMATE AND FOR BIDDING PURPOSES ONLY. IF ADDITIONAL AMENDMENTS ARE NECESSARY, ADJUST THE TOPSOIL AS FOLLOWS:
 - MODIFY HEAVY CLAY OR SILT SOILS (MORE THAN 40% CLAY OR SILT) BY ADDING COMPOSTED PINE BARK (UP TO 30% BY VOLUME) OR GYPSUM.
 - MODIFY EXTREMELY SANDY SOILS (MORE THAN 85%) BY ADDING ORGANIC MATTER AND/OR DRY, SHREDED CLAY LOAM UP TO 30% OF THE TOTAL MIX.
- TOPSOIL SHALL BE FERTILE, FRIABLE, NATURAL, TOPSOIL OF LOAMING CHARACTER, WITHOUT ADMIXTURE OF SUBSOIL MATERIAL OBTAINED FROM A WIND-ERODIBLE AREA. FREE FROM ALL CLAY, LUMPS, COARSE SAND, STONES, PEBBLES, ROOTS, STICKS, AND OTHER FOREIGN MATERIAL GREATER THAN ONE INCH (1").
- TOPSOIL SHALL HAVE A PH RANGE OF 5.0-7.0 AND SHALL NOT CONTAIN LESS THAN 6% ORGANIC MATTER BY WEIGHT.
- OBTAIN TOPSOIL ONLY FROM LOCAL SOURCES OR FROM AREAS HAVING SIMILAR SOIL CHARACTERISTICS TO THAT FOUND AT THE PROJECT SITE.
- CONTRACTOR SHALL PROVIDE A SIX INCH (6") DEEP LAYER OF TOPSOIL IN ALL PLANTING AREAS. TOPSOIL SHALL BE SPREAD OVER A PREPARED SURFACE IN A UNIFORM LAYER TO ACHIEVE THE DESIRED COMPACTED THICKNESS. THE SPREADING OF TOPSOIL SHALL NOT BE CONDUCTED UNDER MUDDY OR FROZEN SOIL CONDITIONS.
- UNLESS OTHERWISE NOTED IN THE CONTRACT, THE LANDSCAPE CONTRACTOR SHALL BE RESPONSIBLE FOR THE INSTALLATION OF TOPSOIL AND THE ESTABLISHMENT OF FINE GRADING WITHIN THE DISTURBED AREA OF THE SITE.
- LANDSCAPE CONTRACTOR SHALL VERIFY THAT THE SUB-GRADE ELEVATION MEETS THE FINISHED GRADE ELEVATION (LESS THE REQUIRED TOPSOIL), IN ACCORDANCE WITH THE APPROVED OR FINAL GRADING PLAN.
- ALL LAWN AND PLANTING AREAS SHALL BE GRADED TO A SMOOTH, EVEN AND UNIFORM PLANE WITH NO ABRUPT CHANGE OF SURFACE AS DEPICTED WITHIN THE APPROVED OR FINAL CONSTRUCTION SET UNLESS OTHERWISE DIRECTED BY THE PROJECT LANDSCAPE DESIGNER OR MUNICIPAL OFFICIAL.
- THE CONTRACTOR SHALL BE RESPONSIBLE FOR PROPER SURFACE AND SUBSURFACE PLANT BED DRAINAGE PRIOR TO THE INSTALLATION OF PLANTINGS. IF POOR DRAINAGE CONDITIONS EXIST, CORRECTIVE ACTION SHALL BE TAKEN PRIOR TO INSTALLATION. ALL PLANTING AND LAWN AREAS SHALL BE GRADED AND MAINTAINED TO ALLOW A FREE FLOW OF SURFACE WATER.
- DOUBLE SHREDED HARDWOOD MULCH OR APPROVED EQUAL SHALL BE USED AS A THREE INCH (3") TOP DRESSING IN ALL SHRUB PLANTING BEDS AND AROUND ALL TREES PLANTED BY LANDSCAPE CONTRACTOR, GROUND COVER, PERENNIAL, AND ANNUAL PLANTING BEDS SHALL BE MULCHED WITH A TWO INCH (2") TOP DRESSING. SINGLE TREES OR SHRUBS SHALL BE MULCHED TO AVOID CONTACT WITH TRUNK OR PLANT STEM. MULCH SHALL BE OF SUFFICIENT CHARACTER AS NOT TO BE EASILY DISPLACED BY WIND OR WATER RUNOFF.
- WHENEVER POSSIBLE, THE SOIL PREPARATION AREA SHALL BE CONNECTED FROM PLANTING TO PLANTING.
- SOIL SHALL BE LOOSENESED WITH A BACKHOE OR OTHER LARGE COARSE-TILING EQUIPMENT UNLESS THE SOIL IS FROZEN OR EXCESSIVELY WET. TILING THAT PRODUCES LARGE, COARSE CHUNKS OF SOIL IS PREFERABLE TO TILING THAT RESULTS IN FINE GRAINS UNIFORM IN TEXTURE. AFTER THE AREA IS LOOSENESED IT SHALL NOT BE DRIVEN OVER BY ANY VEHICLE.
- APPLY PRE-EMERGENT WEED CONTROL TO ALL PLANT BEDS PRIOR TO MULCHING. ENSURE COMPATIBILITY BETWEEN PRODUCT AND PLANT MATERIAL.
- ALL PLANTING SOIL SHALL BE AMENDED WITH THE FOLLOWING:
 - MYCORRHOZAL FUNGI: A DRY GRANULAR MYCORRHIZAL FUNGI INOCULANT THAT IS MIXED IN THE BACKFILL WHEN PLANTING TREES AND SHRUBS. IT CONTAINS SPORES OF BOTH ECTOMYCORRHIZAL AND VA MYCORRHIZAL FUNGI (VAM), BENEFICIAL RHIZOSPHERE BACTERIA, TERRA-SORB SUPERABSORBENT HYDROGEL TO REDUCE WATER LEACHING, AND SELECTED ORGANIC MICROBIAL NUTRIENTS.
 - DIRECTIONS FOR USE: USE 3-OZ PER EACH FOOT DIAMETER OF THE ROOT BALL OR 3-OZ PER INCH CALIPER, MIX INTO THE BACKFILL WHEN TRANSPLANTING TREES AND SHRUBS. MIX PRODUCT IN A RING-SHAPED VOLUME OF SOIL AROUND THE UPPER PORTION OF THE ROOT BALL, EXTENDING FROM THE SOIL SURFACE TO A DEPTH OF ABOUT 8 INCHES, AND EXTENDING OUT FROM THE ROOT BALL ABOUT 8 INCHES INTO THE BACKFILL. APPLY WATER TO SOIL SATURATION.
 - MYCORRHOZAL FUNGI IS EFFECTIVE FOR ALL TREE AND SHRUB SPECIES EXCEPT RHODODENDRONS, AZALEAS, AND MOUNTAIN LAUREL, WHICH REQUIRE ERICOID MYCORRHIZAE.
 - SOIL PH: THE FUNGI IN THIS PRODUCT WERE CHOSEN BASED ON THEIR ABILITY TO SURVIVE AND COLONIZE PLANT ROOTS IN A PH RANGE OF 3 TO 9.
 - FUNGICIDES: THE USE OF CERTAIN FUNGICIDES CAN HAVE A DETRIMENTAL EFFECT ON THE INOCULATION PROGRAM. SOIL APPLICATION OF ANY FUNGICIDE IS NOT RECOMMENDED FOR TWO WEEKS AFTER APPLICATION.
 - OTHER PESTICIDES: HERBICIDES AND INSECTICIDES DO NOT NORMALLY INTERFERE WITH MYCORRHIZAL FUNGAL DEVELOPMENT, BUT MAY INHIBIT THE GROWTH OF SOME TREE AND SHRUB SPECIES IF NOT USED PROPERLY.

HEALTHY START MACRO TABS 12-8-8

- FERTILIZER TABLETS ARE PLACED IN THE UPPER 4 INCHES OF BACKFILL SOIL WHEN PLANTING TREES AND SHRUBS.
- TABLETS ARE FORMULATED FOR SLOW RELEASE NUTRIENT DELIVERY AND LAST UP TO 2 YEARS AFTER PLANTING. TABLETS CONTAIN 12-8-8 NPK FERTILIZER, AS WELL AS A MINIMUM OF SEVEN PERCENT (7%) HUMIC ACID BY WEIGHT, MICROBIAL NUTRIENTS DERIVED FROM SEA KELP, PROTEIN BYPRODUCTS, AND YUCCA SCHIDIGERA, AND A COMPLEMENT OF BENEFICIAL RHIZOSPHERE BACTERIA. THE STANDARD 21 GRAM TABLET IS SPECIFIED HERE. DIRECTIONS FOR USE: FOR PLANTING BALLED & BURLAPPED (B&B) TREES AND SHRUBS, MEASURE THE THICKNESS OF THE TRUNK AND USE ABOUT 1 TABLET (21-G) PER HALF-INCH. PLACE THE TABLETS DIRECTLY NEXT TO THE ROOT BALL, EVENLY DISTRIBUTED AROUND ITS PERIMETER, AT A DEPTH OF ABOUT 4 INCHES.

SIZE AT PLANTING	IRRIGATION FOR VITALITY	IRRIGATION FOR SURVIVAL
< 2" CALIPER	DAILY FOR TWO WEEKS, EVERY OTHER DAY FOR TWO MONTHS, WEEKLY UNTIL ESTABLISHED	TWO TO THREE TIMES WEEKLY FOR TWO TO THREE MONTHS
2"-4" CALIPER	DAILY FOR ONE MONTH, EVERY OTHER DAY FOR THREE MONTHS, WEEKLY UNTIL ESTABLISHED	TWO TO THREE TIMES WEEKLY FOR THREE TO FOUR MONTHS
4"-6" CALIPER	DAILY FOR SIX WEEKS, EVERY OTHER DAY FOR FIVE MONTHS, WEEKLY UNTIL ESTABLISHED	TWICE WEEKLY FOR FOUR TO FIVE MONTHS

TABLE NOTES:

- AT EACH IRRIGATION, APPLY TWO TO THREE GALLONS PER INCH TRUNK CALIPER TO THE ROOT BALL SURFACE. APPLY IT IN A MANNER SO ALL WATER SOAKS THE ENTIRE ROOT BALL, DO NOT WATER IF ROOT BALL IS WET/SATURATED ON THE IRRIGATION DAY.
- WHEN IRRIGATING FOR VITALITY, DELETE DAILY IRRIGATION WHEN PLANTING IN WINTER OR WHEN PLANTING IN COOL CLIMATES. ESTABLISHMENT TAKES THREE TO FOUR MONTHS PER INCH TRUNK CALIPER. NEVER APPLY IRRIGATION IF THE SOIL IS SATURATED.
- WHEN IRRIGATING FOR SURVIVAL, TREES TAKE MUCH LONGER TO ESTABLISH THAN REGULARLY IRRIGATED TREES. IRRIGATION MAY BE REQUIRED IN THE NORMAL, HOT, DRY PORTIONS OF THE FOLLOWING YEAR.

PLANT QUALITY AND HANDLING NOTES:

- ALL PLANT MATERIAL SHALL CONFORM TO THE AMERICAN STANDARD FOR NURSERY STOCK (ANSI Z601-2004) OR LATEST REVISION AS PUBLISHED BY THE AMERICAN NURSERY AND LANDSCAPE ASSOCIATION.
- IN ALL CASES, BOTANICAL NAMES LISTED WITHIN THE APPROVED OR FINAL PLANT LIST SHALL TAKE PRECEDENCE OVER COMMON NAMES.
- ALL PLANTS SHALL BE OF SELECTED SPECIMEN QUALITY, EXCEPTIONALLY HEAVY, TIGHTLY KNIT, SO TRAINED OR FAVORED IN THEIR DEVELOPMENT AND APPEARANCE AS TO BE SUPERIOR IN FORM, NUMBER OF BRANCHES, COMPACTNESS AND SYMMETRY. ALL PLANTS SHALL HAVE A NORMAL HABIT OR SOUND, HEALTHY, VIGOROUS PLANTS WITH WELL DEVELOPED ROOT SYSTEM. PLANTS SHALL BE FREE OF DISEASE, INSECT PESTS, EGGS OR LARVAE.
- PLANTS SHALL NOT BE PRUNED BEFORE DELIVERY. TREES WITH ABRASION OF THE BARK, SUNSCALDS, DISFIGURING KNOTS OR FRESH CUTS OF LIMBS OVER ONE AND ONE-FOURTH INCHES (1-1/4") WHICH HAVE NOT COMPLETELY CALLOUSED SHALL BE REJECTED.
- ALL PLANTS SHALL BE TYPICAL OF THEIR SPECIES OR VARIETY AND SHALL HAVE A NORMAL HABIT OF GROWTH AND BE LEGIBLY TAGGED WITH THE PROPER NAME AND SIZE.
- THE ROOT SYSTEM OF EACH PLANT SHALL BE WELL PROVIDED WITH FIBROUS ROOTS. ALL PARTS SHALL BE SOUND, HEALTHY, VIGOROUS, WELL-BRANCHED AND DENSELY FOLIATED WHEN IN LEAF.
- ALL PLANTS SHALL BE WELL WRAPPED WITH BURLAP. BURLAP MUST BE MOVED WITH THE ROOT SYSTEM AS SOLID UNITS WITH BALLS OF EARTH FIRMLY WRAPPED WITH BURLAP. THE DIAMETER AND DEPTH OF THE BALLS OF EARTH MUST BE SUFFICIENT TO ENCOMPASS THE FIBROUS ROOT FEEDING SYSTEMS NECESSARY FOR THE HEALTHY DEVELOPMENT OF THE PLANT. NO PLANT SHALL BE ACCEPTED WHEN THE BALL OF EARTH SURROUNDING ITS ROOTS HAS BEEN BADLY CRACKED OR BROKEN PREPATORY TO OR DURING THE PROCESS OF PLANTING. THE BALLS SHALL REMAIN INTACT DURING ALL OPERATIONS. ALL PLANTS THAT CANNOT BE PLANTED AT ONCE MUST BE HEEL-ED IN BY SETTING IN THE GROUND AND COVERING THE BALLS WITH SOIL OR MULCH AND THEN WATERING. HEMP BURLAP AND TWINE IS PREFERABLE TO TREATED. IF TREATED BURLAP IS USED, ALL TWINE IS TO BE CUT FROM AROUND THE TRUNK AND ALL BURLAP IS TO BE REMOVED.
- PLANTS TRANSPORTED TO THE PROJECT IN OPEN VEHICLES SHALL BE COVERED WITH TARP OR OTHER SUITABLE COVERS SECURELY FASTENED TO THE BODY OF THE VEHICLE TO PREVENT INJURY TO THE PLANTS. CLOSED VEHICLES SHALL BE ADEQUATELY VENTILATED TO PREVENT OVERHEATING OF THE PLANTS. EVIDENCE OF INADEQUATE PROTECTION FOLLOWING DIGGING, CARELESSNESS WHILE IN TRANSIT OR IMPROPER HANDLING OR STORAGE SHALL BE CAUSE FOR REJECTION OF PLANT MATERIAL. ALL PLANTS SHALL BE KEPT MOIST, FRESH, AND PROTECTED, SUCH PROTECTION SHALL ENCOMPASS THE ENTIRE PERIOD DURING WHICH THE PLANTS ARE IN TRANSIT, BEING HANDLED, OR ARE IN TEMPORARY STORAGE.
- ALL PLANT MATERIAL SHALL BE INSTALLED IN ACCORDANCE WITH THE CORRESPONDING LANDSCAPE PLAN AND PLANTING SPECIFICATIONS.
- LANDSCAPE CONTRACTOR SHALL MAKE BEST EFFORT TO INSTALL PLANTINGS ON THE SAME DAY AS DELIVERY. IF PLANTS ARE NOT PLANTED IMMEDIATELY ON SITE, PROPER CARE SHALL BE TAKEN TO PLACE THE PLANTINGS IN PARTIAL SHADE WHEN POSSIBLE. THE ROOT BALL SHALL BE KEPT MOIST AT ALL TIME AND COVERED WITH MOISTENED MULCH OR AGED TOPSOIL. THE ROOT BALL SHALL BE KEPT MOIST AT ALL TIME AND COVERED WITH MOISTENED MULCH OR AGED TOPSOIL. PLANTS SHALL BE UNLIMBED AND PROPER SPACING SHALL BE ALLOTTED FOR AIR CIRCULATION AND TO PREVENT DISEASE, WILTING, AND LEAF LOSS. PLANTS THAT REMAIN UNPLANTED FOR A PERIOD OF TIME GREATER THAN THREE (3) DAYS SHALL BE HEALED IN WITH TOPSOIL OR MULCH AND WATERED AS REQUIRED TO PRESERVE ROOT MOISTURE.
- NO PLANT MATERIAL SHALL BE PLANTED IN MUDDY OR FROZEN SOIL.
- PLANTS WITH INJURED ROOTS OR BRANCHES SHALL BE PRUNED PRIOR TO PLANTING UTILIZING CLEAN, SHARP TOOLS. ONLY DISEASED OR INJURED PLANTS SHALL BE REMOVED.
- IF ROCKS OR OTHER UNDERGROUND OBSTRUCTION IS ENCOUNTERED, THE LANDSCAPE DESIGNER RESERVES THE RIGHT TO ORDER THE REMOVAL OF SUCH OBSTRUCTION OR ENLARGE PLANTING HOLES TO ACCOMMODATE SUCH OBSTRUCTION.
- IF PLANTS ARE PROPOSED WITHIN SIGHT TRIANGLES, TREES SHALL BE LIMBED AND MAINTAINED TO A HEIGHT OF EIGHT FEET (8') ABOVE GRADE AND SHRUBS, GROUND COVER, PERENNIALS, AND ANNUALS SHALL BE MAINTAINED TO A HEIGHT NOT TO EXCEED TWO FEET (2') ABOVE GRADE UNLESS OTHERWISE NOTED OR SPECIFIED BY THE GOVERNING MUNICIPALITY OR AGENCY.
- INSTALLATION SHALL OCCUR DURING THE FOLLOWING SEASONS:
 - PLANTS (MARCH 15 - DECEMBER 15)
 - LAWN (MARCH 15 - JUNE 15 OR SEPTEMBER 1 - DECEMBER 1)
 - THE FOLLOWING TREES ARE SUSCEPTIBLE TO TRANSPORT SHOCK AND SHALL NOT BE PLANTED DURING THE FALL SEASON (STARTING SEPTEMBER 15):

ABIES CONCOLOR	CORNUS VARIETIES	OSTRYA VIRGINIANA
ACER BUERGERIANUM	CRATAEGUS VARIETIES	PINUS NIGRA
ACER PLATANUS VARIETIES	CUPRESSUS VARIETIES	PLATANUS VARIETIES
ACER RUBRUM	FAGUS VARIETIES	POPULUS VARIETIES
ACER SACCHARINUM	HALESIA VARIETIES	PRUNUS VARIETIES
BETULA VARIETIES	ILEX X FOSTERI	PYRUS VARIETIES
CARPINUS VARIETIES	ILEX NELLE STEVENS	QUERCUS VARIETIES (NOT Q. PALUSTRIS)
CEDRUS DEODARA	ILEX OPACUS	SALIX WEEPING VARIETIES
CELTIS VARIETIES	JUNIPERUS VIRGINIANA	SORBUS VARIETIES
CERCIDIPHYLLUM VARIETIES	KOELERUTERA PANICULATA	TAXODIUM VARIETIES
CORNUS VARIETIES	LICUIDARIA VARIETIES	TAXUS B. REPANDENS
CRATAEGUS VARIETIES	LIRIODENDRON VARIETIES	TILIA TOMENTOSA VARIETIES
	MALUS IN LEAF	ULMUS PARVIFOLIA VARIETIES
	NYSSA SYLVAICA	ZELKOVA VARIETIES
- IF A PROPOSED PLANT IS UNATTAINABLE OR ON THE FALL DIGGING HAZARD LIST, AN EQUIVALENT SPECIES OF THE SAME SIZE MAY BE REQUESTED FOR SUBSTITUTION OF THE ORIGINAL PLANT. ALL SUBSTITUTIONS SHALL BE APPROVED BY THE PROJECT LANDSCAPE DESIGNER OR MUNICIPAL OFFICIAL PRIOR TO ORDERING AND INSTALLATION.
- DURING THE COURSE OF CONSTRUCTION/PLANT INSTALLATION, EXCESS AND WASTE MATERIALS SHALL BE CONTINUOUSLY AWAY PROMPTLY REMOVED AT THE END OF EACH WORK DAY. ALL DEBRIS, MATERIALS, AND TOOLS SHALL BE PROPERLY STORED, STOCKPILED OR DISPOSED OF AND ALL PAVED AREAS SHALL BE CLEANED.
- THE LANDSCAPE CONTRACTOR SHALL DISPOSE OF ALL RUBBISH AND EXCESS SOIL AT HIS EXPENSE TO AN OFF-SITE LOCATION AS APPROVED BY THE LOCAL MUNICIPALITY.
- A 90-DAY MAINTENANCE PERIOD SHALL BEGIN IMMEDIATELY AFTER ALL PLANTS HAVE BEEN SATISFACTORILY INSTALLED.
- MAINTENANCE SHALL INCLUDE BUT NOT BE LIMITED TO, REPLACING MULCH THAT HAS BEEN DISPLACED BY EROSION OR OTHER MEANS, REPAIRING AND RESHAPING WATER RINGS OR SAUCERS, MAINTAINING STAKES AND GUY S IF ORIGINALLY REQUIRED, WATERING WHEN NEEDED OR DIRECTED, WEEDING, PRUNING, SPRAYING, FERTILIZING, MOWING THE LAWN, AND PERFORMING ANY OTHER WORK REQUIRED TO KEEP THE PLANTS IN A HEALTHY CONDITION.
- MOW ALL GRASS AREAS AT REGULAR INTERVALS TO KEEP THE GRASS HEIGHT FROM EXCEEDING THREE INCHES (3"). MOWING SHALL BE PERFORMED ONLY WHEN GRASS IS DRY. MOWER BLADE SHALL BE SET TO REMOVE NO MORE THAN ONE THIRD (1/3) OF THE GRASS LENGTH, WHEN THE AMOUNT OF GRASS IS HEAVY, IT SHALL BE REMOVED TO PREVENT DESTRUCTION OF THE UNDERLYING TURF. MOW GRASS AREAS IN SUCH A MANNER AS TO PREVENT CLIPPINGS FROM BLOWING ON PAVED AREAS, AND SIDEWALKS. CLEANUP AFTER MOWING SHALL INCLUDE SWEEPING OR BLOWING OF PAVED AREAS AND SIDEWALKS TO CLEAR THEM FROM MOWING DEBRIS.
- GRASSED AREAS DAMAGED DURING THE PROCESS OF THE WORK SHALL BE THE RESPONSIBILITY OF THE CONTRACTOR, WHO SHALL RESTORE THE DISTURBED AREAS TO A CONDITION SATISFACTORY TO THE PROJECT LANDSCAPE DESIGNER, MUNICIPAL OFFICIAL, OR OWNER/Owner'S REPRESENTATIVE. THIS MAY INCLUDE FILLING TO GRADE, FERTILIZING, SEEDING, AND MULCHING.
- SHOULD THE OWNER REQUIRE MAINTENANCE BEYOND THE STANDARD 90-DAY MAINTENANCE PERIOD, A SEPARATE CONTRACT SHALL BE ESTABLISHED.
- LANDSCAPE CONTRACTOR SHALL WATER NEW PLANTINGS FROM TIME OF INSTALL AND THROUGHOUT REQUIRED 90-DAY MAINTENANCE PERIOD UNTIL PLANTS ARE ESTABLISHED. IF ON-SITE WATER IS NOT AVAILABLE AT THE PROJECT LOCATION, THE LANDSCAPE CONTRACTOR SHALL FURNISH IT BY MEANS OF A WATERING TRUCK OR OTHER ACCEPTABLE MEANS.
- THE QUANTITY OF WATER APPLIED AT ONE TIME SHALL BE SUFFICIENT TO PENETRATE THE SOIL TO A MINIMUM OF EIGHT INCHES (8") IN SHRUB BEDS AND SIX INCHES (6") IN TURF AREAS AT A RATE WHICH WILL PREVENT SATURATION OF THE SOIL.
- IF AN AUTOMATIC IRRIGATION SYSTEM HAS BEEN INSTALLED, IT CAN BE USED FOR WATERING PLANT MATERIAL. HOWEVER, FAILURE OF THE SYSTEM DOES NOT ELIMINATE THE LANDSCAPE CONTRACTOR'S RESPONSIBILITY OF PLANT HEALTH AND ESTABLISHMENT.

PLANT MATERIAL GUARANTEE NOTES:

- THE LANDSCAPE CONTRACTOR SHALL GUARANTEE ALL PLANT MATERIAL FOR A PERIOD OF ONE YEAR (1 YR) FROM APPROVAL OF LANDSCAPE INSTALLATION BY THE PROJECT LANDSCAPE DESIGNER, MUNICIPAL OFFICIAL, OR OWNER/Owner'S REPRESENTATIVE.
- THE LANDSCAPE CONTRACTOR SHALL REMOVE AND REPLACE DYING, DEAD, OR DEFECTIVE PLANT MATERIAL AT HIS EXPENSE. THE LANDSCAPE CONTRACTOR SHALL ALSO BE RESPONSIBLE FOR ANY DAMAGES CAUSED BY HIS COMPANY'S OPERATIONS.
- ALL REPLACEMENT PLANTS SHALL BE OF THE SAME SPECIES AND SIZE AS SPECIFIED ON THE APPROVED OR FINAL PLANT LIST. REPLACEMENTS RESULTING FROM REMOVAL, LOSS, OR DAMAGE DUE TO OCCUPANCY OF THE PROJECT IN ANY MANNER, INCLUDING VANDALISM, PHYSICAL DAMAGE BY ANIMALS, VEHICLES, ETC., AND LOSSES DUE TO CURTAILMENT OF WATER BY LOCAL AUTHORITIES SHALL BE APPROVED AND PAID FOR BY THE OWNER.
- THE CONTRACTOR SHALL INSTRUCT THE OWNER AS TO THE PROPER CARE AND MAINTENANCE OF ALL PLANTINGS.

LAWN (SEED OR SOD) NOTES:

- SEED MIXTURE SHALL BE FRESH, CLEAN, NEW CROP SEED. SOD SHALL BE STRONGLY ROOTED, UNIFORM IN THICKNESS, AND FREE OF WEEDS, DISEASE, AND PESTS.
- SEED OR SOD SHALL BE PURCHASED FROM A RECOGNIZED DISTRIBUTOR AND SHALL BE COMPOSED OF THE MIX OR BLEND WITH THE HIGHEST PERCENTAGE OF SEED.
- REFERENCE LANDSCAPE PLAN FOR AREAS TO BE SEEDED OR LAID WITH SOD.
- SEEDING SHALL NOT BE PERFORMED IN WINDY WEATHER. IF THE SEASON OF THE PROJECT COMPLETION PROHIBITS PERMANENT STABILIZATION, TEMPORARY STABILIZATION SHALL BE PROVIDED IN ACCORDANCE WITH THE "TEMPORARY SEEDING SPECIFICATION".
- PROTECT ALL LAWN AREAS AGAINST TRESPASSING WHILE THE SEED IS GERMINATING. FURNISH AND INSTALL FENCES, SIGNS, BARRIERS OR ANY OTHER NECESSARY TEMPORARY PROTECTIVE DEVICES. DAMAGE RESULTING FROM TRESPASS, EROSION, WASHOUT, SETTLEMENT OR OTHER CAUSES SHALL BE REPAIRED BY THE LANDSCAPE CONTRACTOR AT HIS EXPENSE. REMOVE ALL FENCES, SIGNS, BARRIERS OR OTHER TEMPORARY PROTECTIVE DEVICES ONCE LAWN HAS BEEN ESTABLISHED.

NO.	REVISION	DATE	BY	DESCRIPTION
2	1	10/17/2025	VAF	REVISED PER SITE PLAN COMMENTS

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PROPOSED OFFICE BUILDING

SITE DEVELOPMENT PLANS

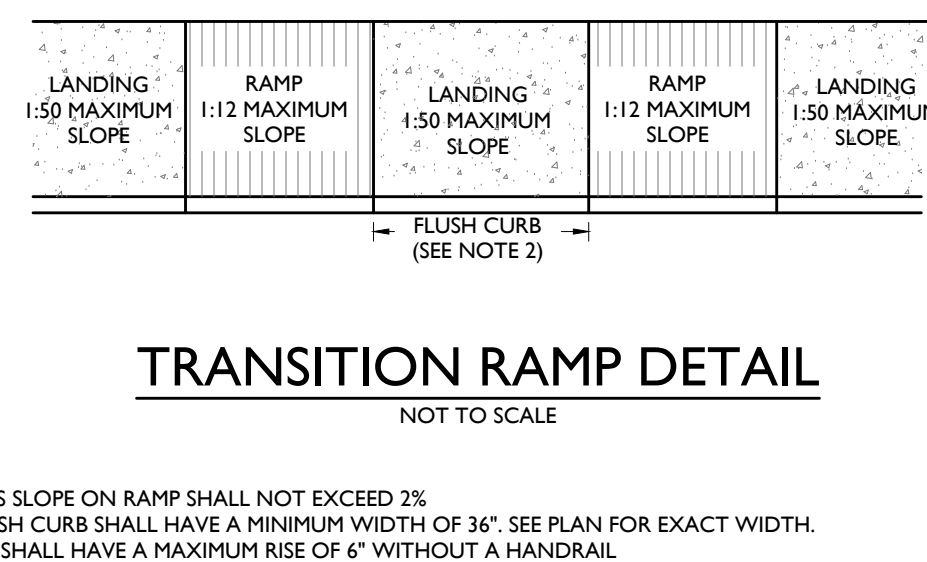
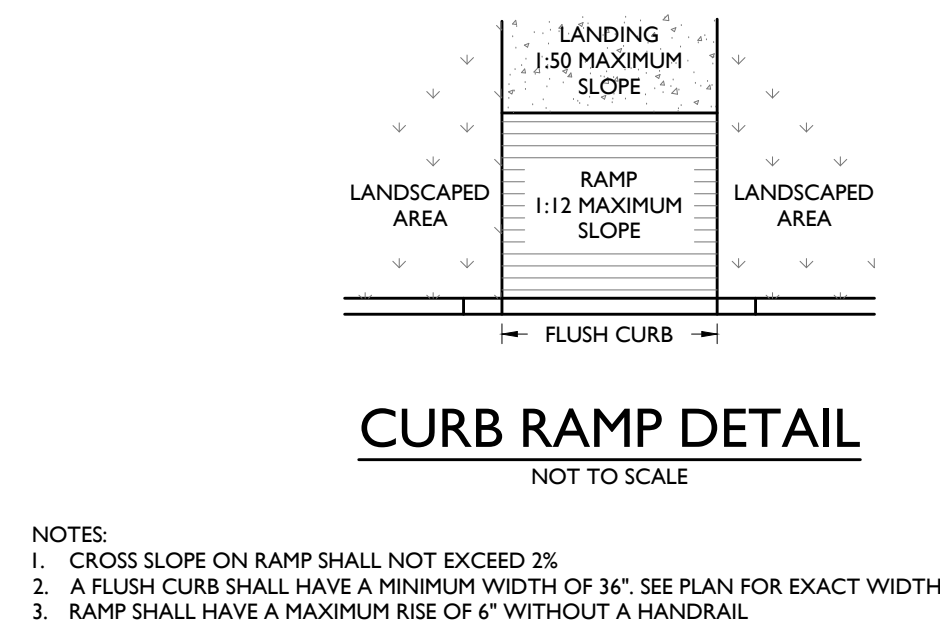
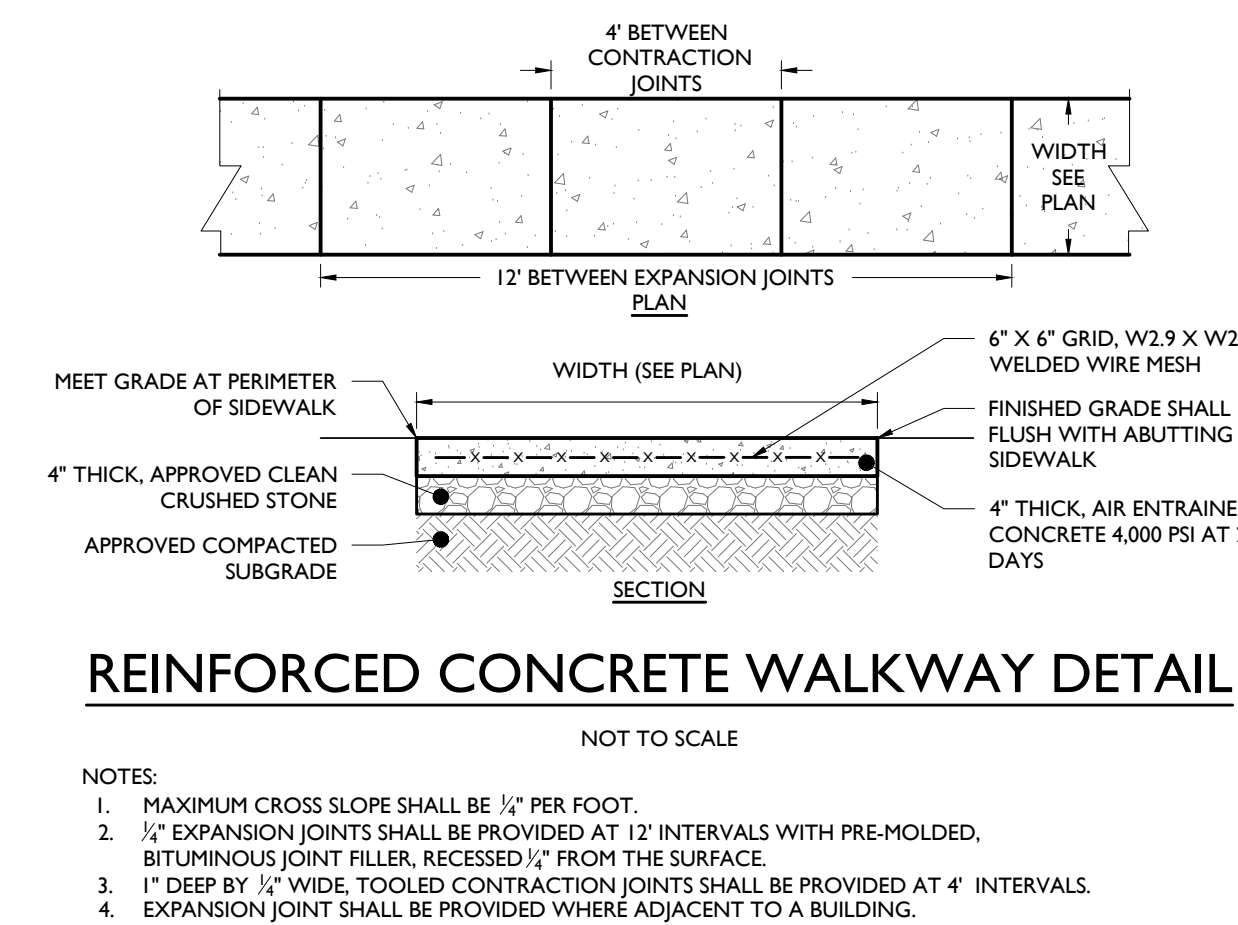
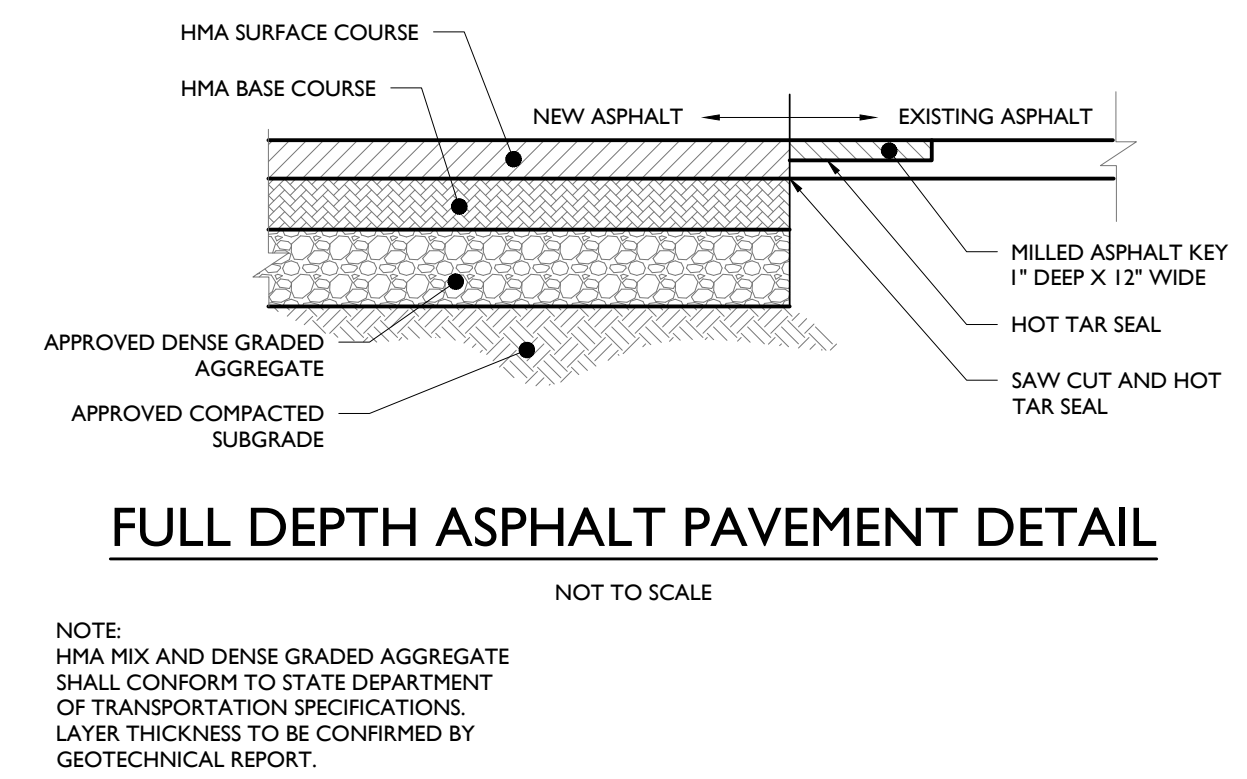
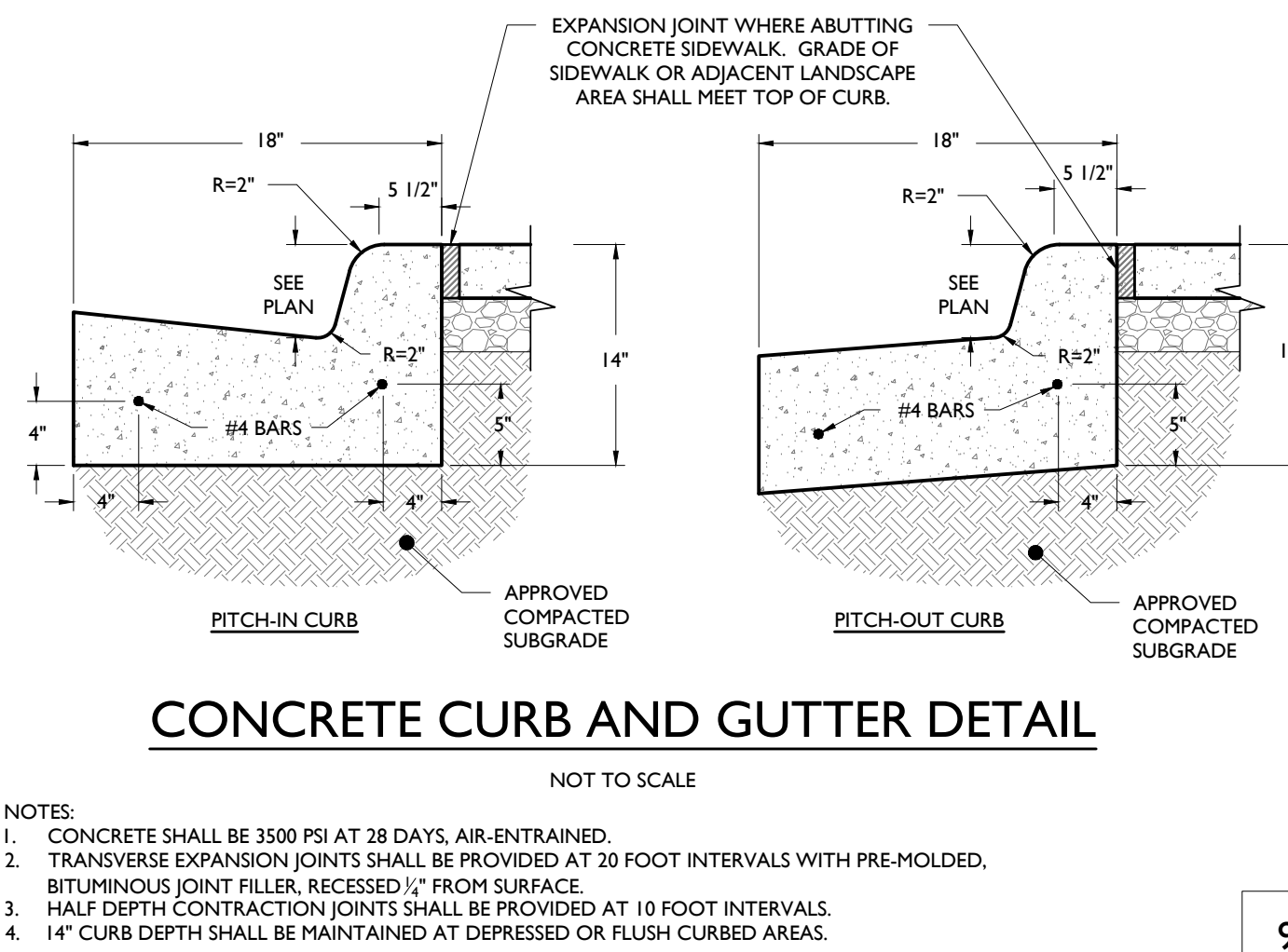
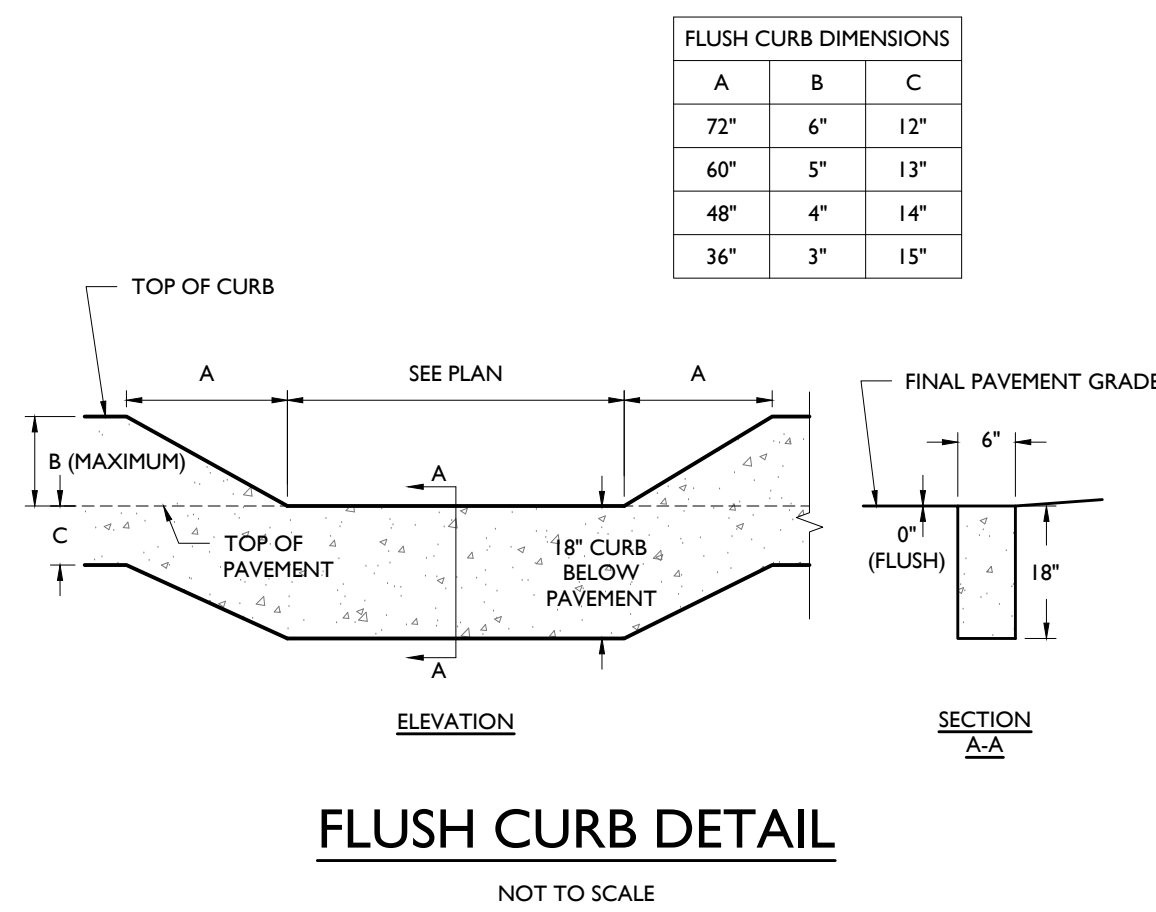
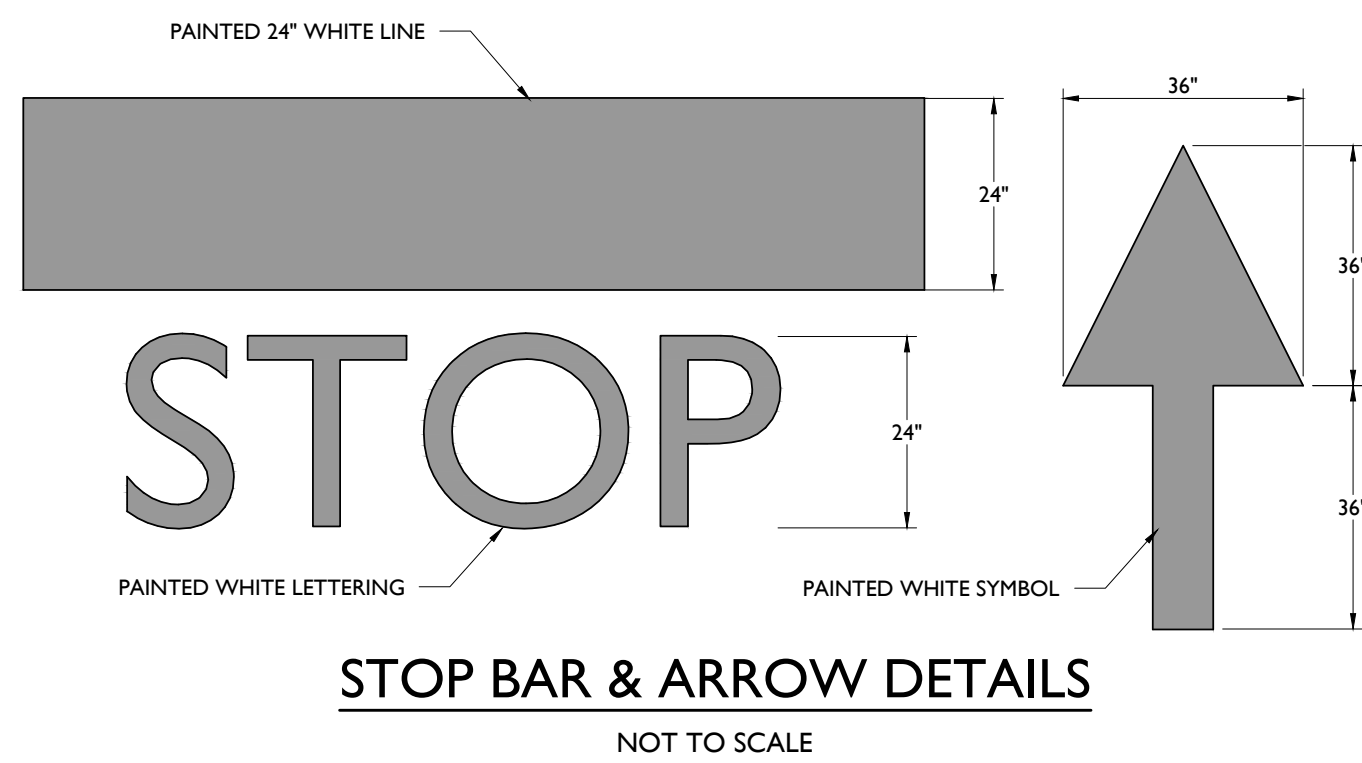
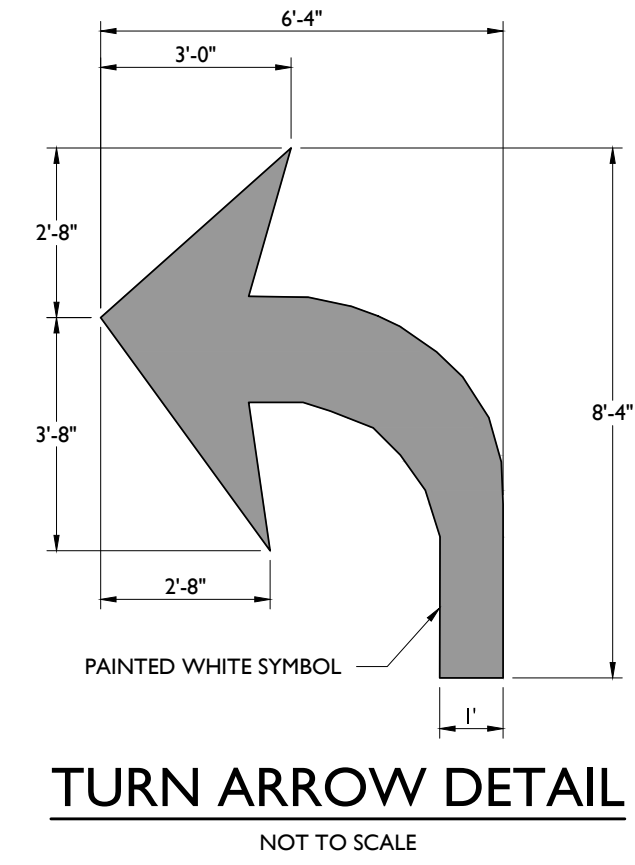
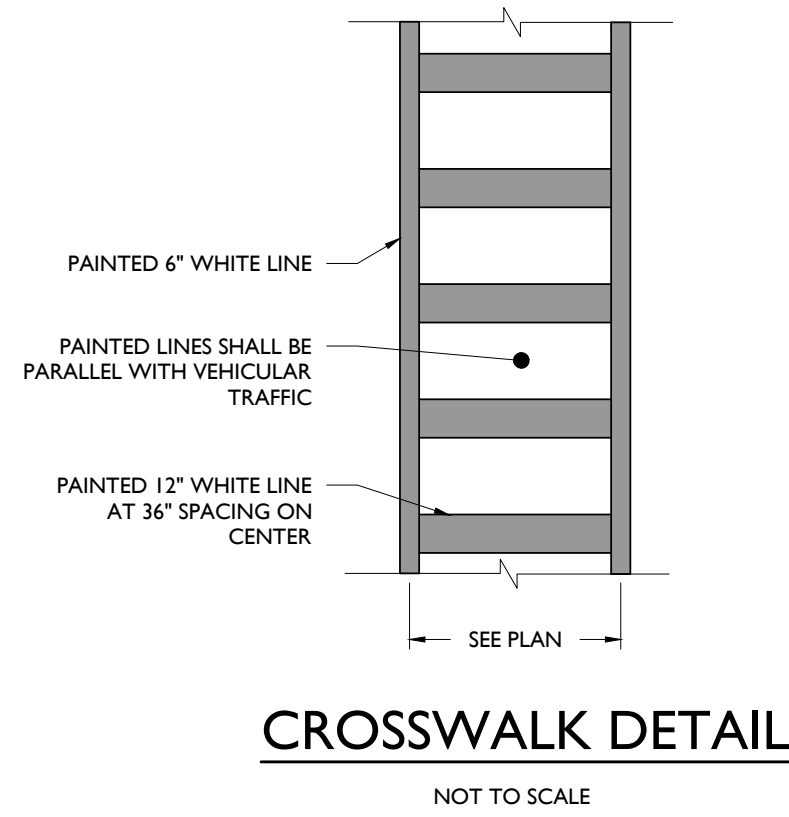
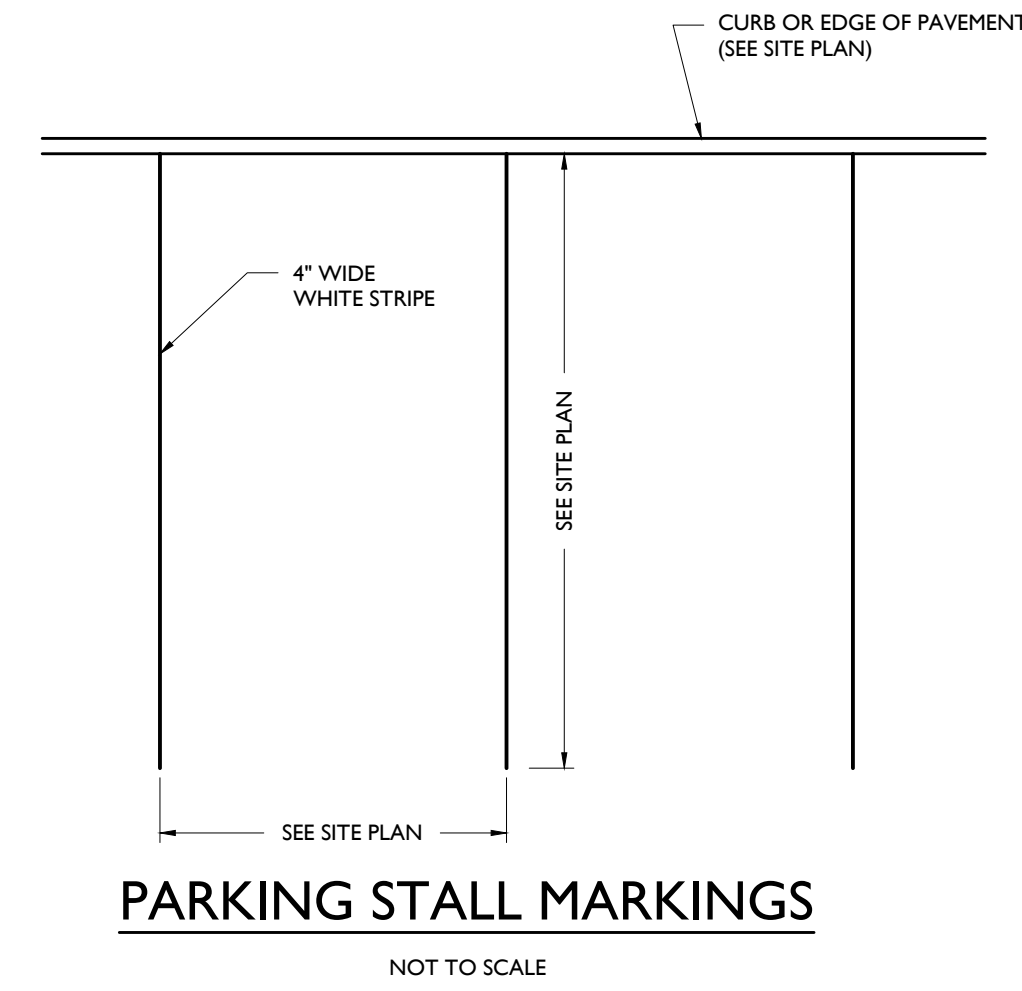
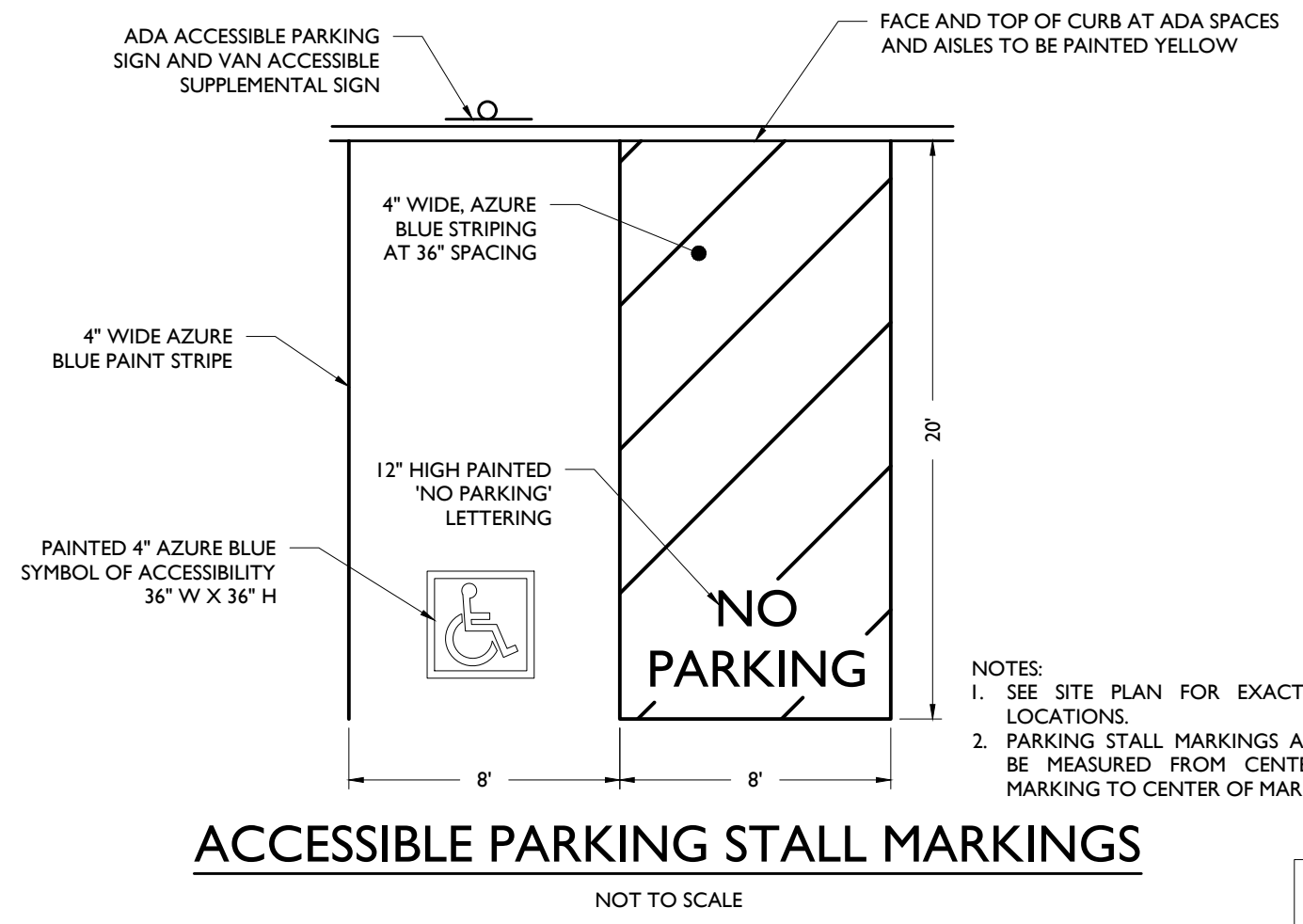
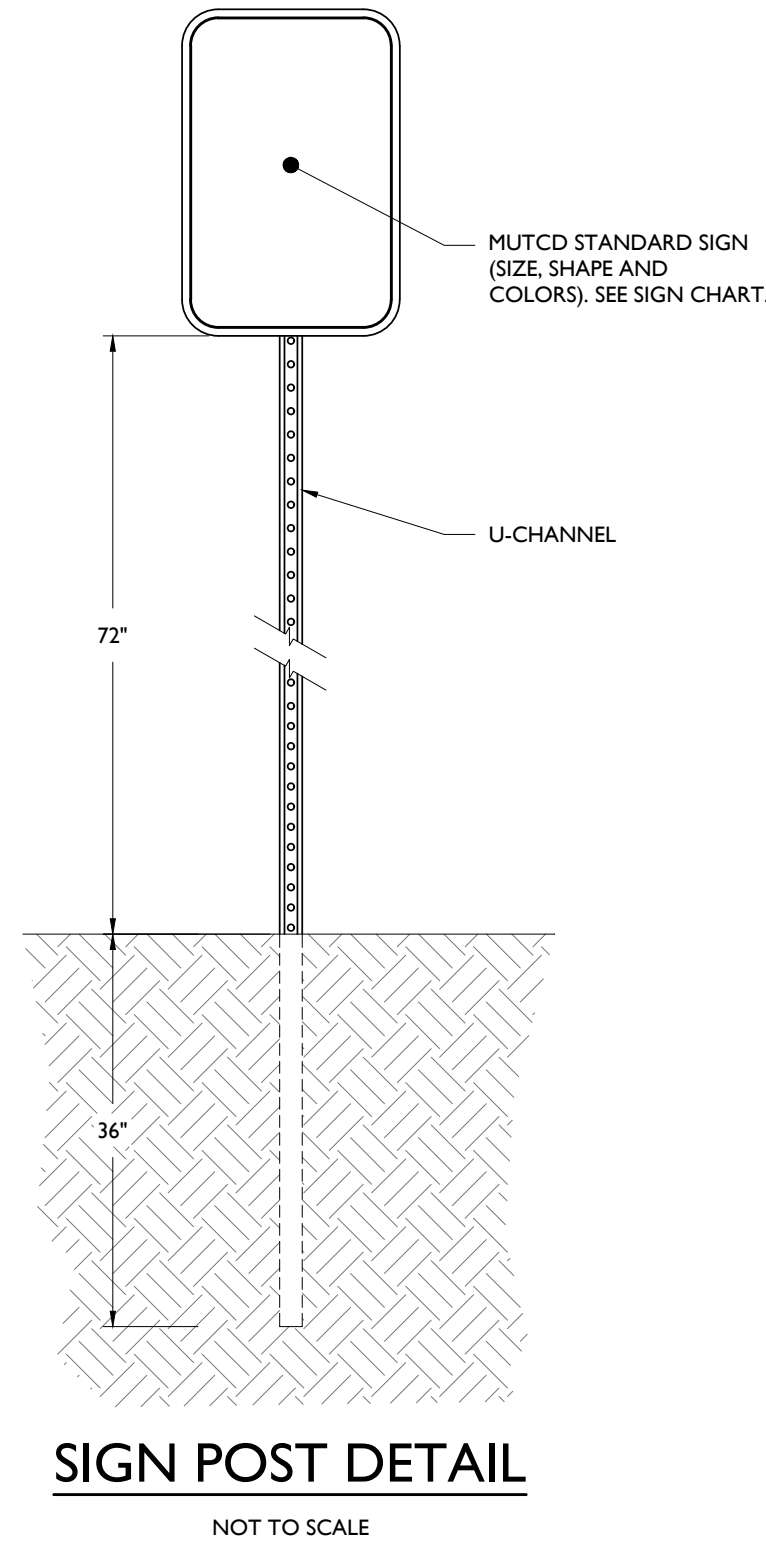
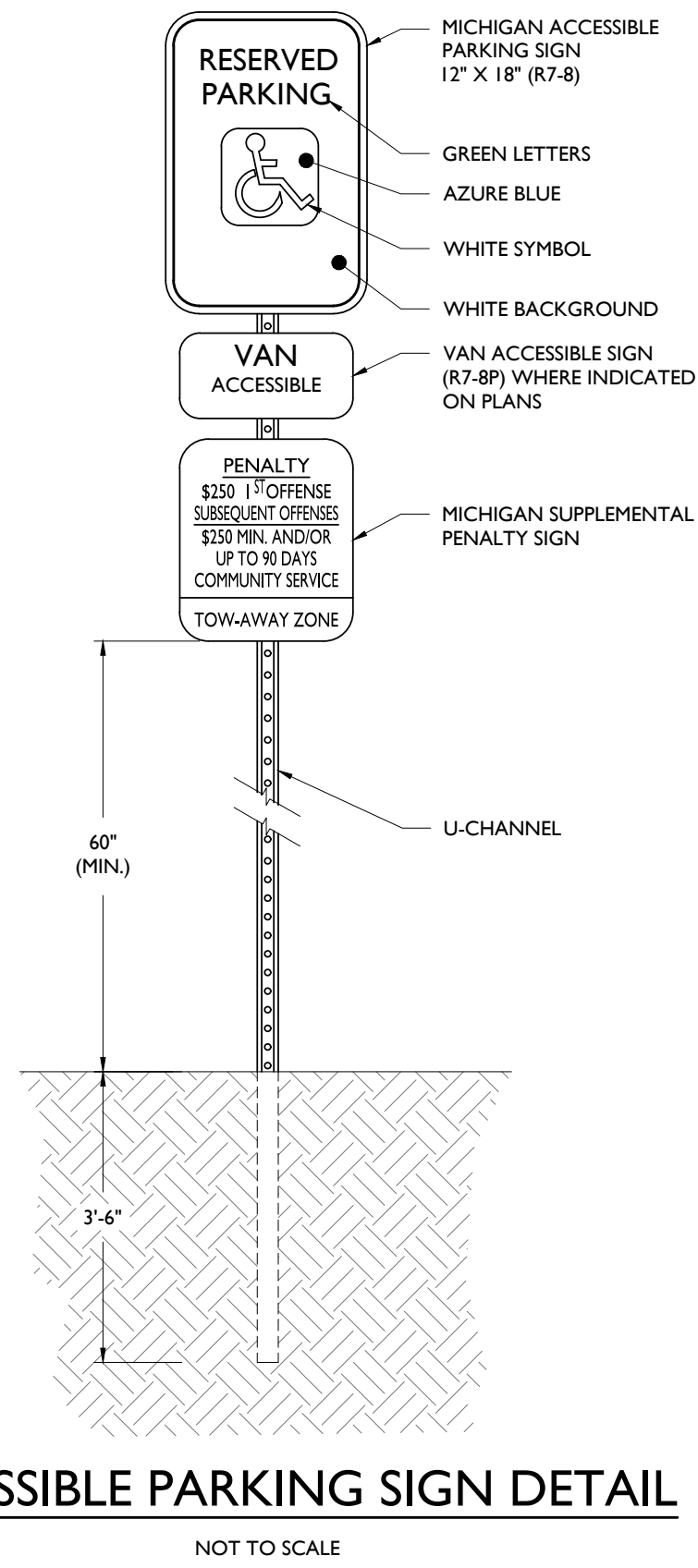
PARCEL ID: 1925101006
36977 WOODWARD AVENUE
CITY OF BIRMINGHAM
OKLAHOMA COUNTY, MI 48009

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SCALE: AS SHOWN PROJECT ID: DET-240470

TITLE: LANDSCAPING DETAILS

DRAWING: C-6



NO.	DATE	ISSUE	BY	DESCRIPTION
2	10/17/2025	1	VAF	REVISED PER SITE PLAN COMMENTS
	10/14/2025	1	A/E/V/E	SITE DEVELOPMENT PLANS

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SITE DEVELOPMENT PLANS

36977 WOODWARD AVE.

PROPOSED OFFICE BUILDING

PARCEL ID: 1925101006
36977 WOODWARD AVENUE
CITY OF BIRMINGHAM
OAKLAND COUNTY, MI 48009

STATE OF MICHIGAN
MICHIGAN BOARD OF PROFESSIONAL ENGINEERS
MICHAEL J. COONEY
LICENSED PROFESSIONAL ENGINEER
LICENSE NO. 00069428

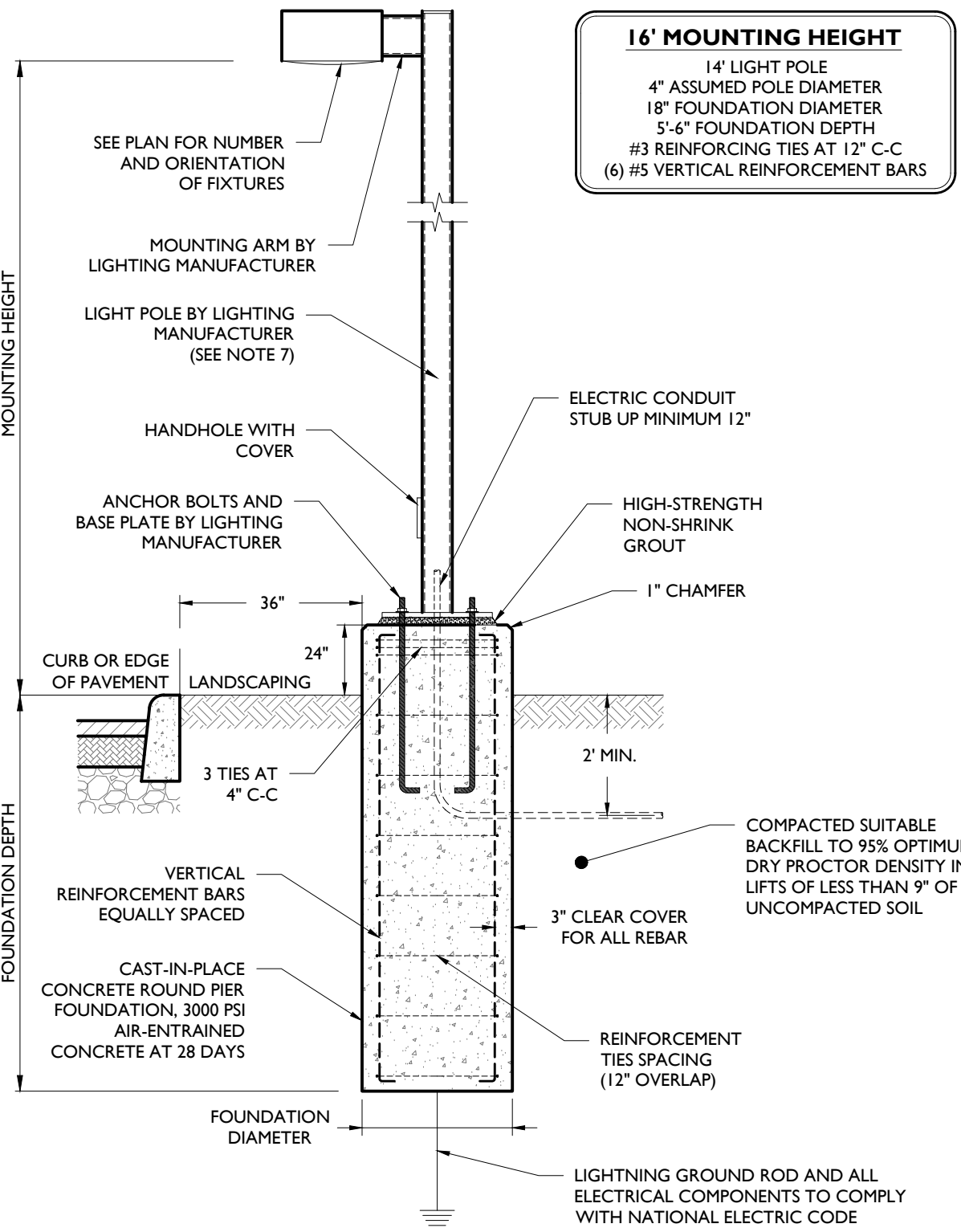
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SCALE: NTS PROJECT ID: DET-240470

TITLE: CONSTRUCTION DETAILS

DRAWING: C-7

V:\0725\0725-1400-1\KREMER\04171 - 38977 WOODWARD AVENUE, BIRMINGHAM, MI\CADD\0725\0725-1400-1\08.DWG



LIGHT POLE INSTALLATION DETAIL

- NOT TO SCALE
- NOTES:
- MINIMUM SOIL BEARING PRESSURE OF 1500 PSF, SOIL FRICTION ANGLE OF 30 DEGREES, AND SOIL DRY UNIT WEIGHT OF 120 PCF SHALL BE CONFIRMED IN THE FIELD BY A QUALIFIED PROFESSIONAL.
 - CAST-IN-PLACE CONCRETE SHALL BE CONSOLIDATED USING VIBRATOR.
 - ALL REBAR TO BE NEW GRADE 60 STEEL.
 - PRE-CAST PIERS ACCEPTABLE UPON WRITTEN APPROVAL OF SHOP DRAWING BY ENGINEER.
 - CONCRETE TO BE INSTALLED A MINIMUM OF 7 DAYS PRIOR TO INSTALLING LIGHT POLE. POURED CONCRETE MIX REQUIRED TO OBTAIN 80% OF DESIGN STRENGTH PRIOR TO INSTALLING LIGHT POLE.
 - CONCRETE SHALL HAVE A MAXIMUM SLUMP OF 4" (WITHIN 1" TOLERANCE).
 - POLE SHALL BE RATED FOR 10 MPH HIGHER THAN MAXIMUM WIND SPEED 33FT ABOVE GROUND FOR THE AREA BASED ON ANS/ASCE 7-93.
 - POUR TO BE TERMINATED AT A FORM.
 - WORK SHALL CONFORM TO ACI BEST PRACTICES FOR APPROPRIATE TEMPERATURE AND WEATHER CONDITIONS.
 - CONTRACTOR TO TEMPORARILY SUPPORT ADJACENT SOIL AND STRUCTURES DURING EXCAVATION IF REQUIRED.

Calling #: _____ Project: _____ Type: _____
 Reported By: _____ Date: _____

Mirada Medium (MRM)
 Outdoor LED Area Light

Overview table with columns: Lumens Package, Wattage Range, Efficacy Range (LP/W), Weight (lbs/pkg), Control Options.

Quick Links: Ordering Guide, Performance, Photometrics, Dimensions

Features & Specifications: Construction, Electrical, Installation, Warranty, Listings.

Mirada Medium Outdoor LED Area Light

ORDERING GUIDE

Typical Order Example table with columns: Profile, Light Source, Lumens Package, Lens, Distribution, Orientation, Voltage.

Driver table with columns: Color Temp, Color Rendering, Finish, Options.

Controls (Choose One) table with columns: Blank/None, Wireless Control System, Standard Controls, Battery Type Protocols.

Need more information? Click here for our glossary.

Have additional questions? Call us at (800) 436-7900.

Mirada Small Silicone (XWS SIL)
 Outdoor Wall Sconce

ORDERING GUIDE

Typical Order Example table with columns: Profile, Light Source, Lumens Package, Lens, Distribution, Voltage, Driver.

Color Temperature, Color Rendering, Controls, Finish, Options tables.

Accessory Ordering Information table with columns: Part Number, Description.

Battery Backup table with columns: Part Number, Description.

Need more information? Click here for our glossary.

Have additional questions? Call us at (800) 436-7900.

Mirada Small Silicone (XWS SIL)
 Outdoor Wall Sconce

ORDERING GUIDE

Typical Order Example table with columns: Profile, Light Source, Lumens Package, Lens, Distribution, Voltage, Driver.

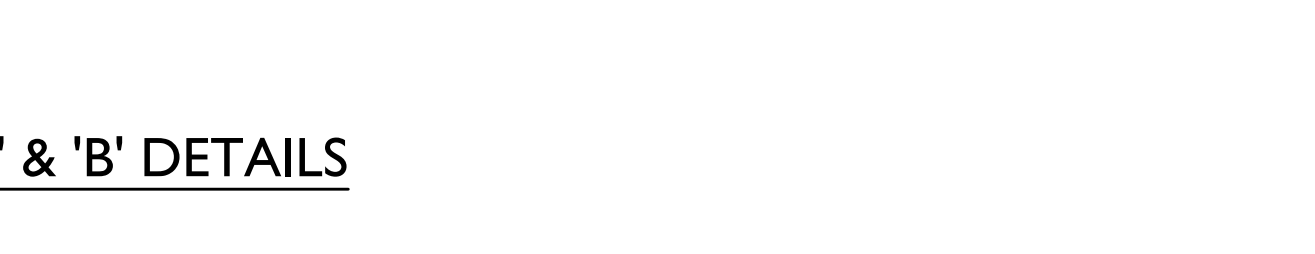
Color Temperature, Color Rendering, Controls, Finish, Options tables.

Accessory Ordering Information table with columns: Part Number, Description.

Battery Backup table with columns: Part Number, Description.

Need more information? Click here for our glossary.

Have additional questions? Call us at (800) 436-7900.



Calling #: _____ Project: _____ Type: _____
 Reported By: _____ Date: _____

Mirada Small Silicone (XWS SIL)
 Outdoor Wall Sconce

ORDERING GUIDE

Typical Order Example table with columns: Profile, Light Source, Lumens Package, Lens, Distribution, Voltage, Driver.

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Battery Backup table with columns: Part Number, Description.

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TEX
 Architectural Scale, Wet Listed Exterior Wall Sconce

alva
 Architectural Scale, Wet-Listed Exterior Wall Sconce

Dimensions, Metal Powder Coat Finish Options, Photometric Results, Applications, Sizes, Mounting, Specifications, Lamping, Construction.

ORDER CODE: TEX

MODEL: 30 30", 45 45", 60 60"

METAL POWDER COAT FINISH OPTIONS: ESX, ESB, GSP, GSB, WHI, BLK

PHOTOMETRIC RESULTS: Polar Candela Distribution graph.

APPLICATIONS: Direct/indirect luminaire for exterior applications.

SIZES: 30" H x 12" W x 4" D, 45" H x 12" W x 4" D, 60" H x 12" W x 4" D, 32 1/2"

MOUNTING: J-Box 3/8" or 4/8" or center or end of fixture.

SPECIFICATIONS: IP66 Rated May be Power Washed at High Pressure (1000psi at distance of 3m).

LAMPING: High efficiency, fully integrated proprietary LED module.

CONSTRUCTION: Fixture shell fabricated heavy gauge aluminum with industrial powder coat finish and high impact acrylic.



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 PROPOSED OFFICE BUILDING

PARCEL ID: 1925101006
 36977 WOODWARD AVENUE
 CITY OF BIRMINGHAM
 OKLAHOMA COUNTY, MI 48009

CONSTRUCTION DETAILS

SCALE: NTS PROJECT ID: DET-240470

TITLE: CONSTRUCTION DETAILS

DRAWING: C-8

REVISIONS

NO.	DATE	ISSUE	BY
2	10/17/2023	REVISED PER SITE PLAN COMMENTS	VAF
1	08/14/2023	SITE DEVELOPMENT PLANS	AELVE

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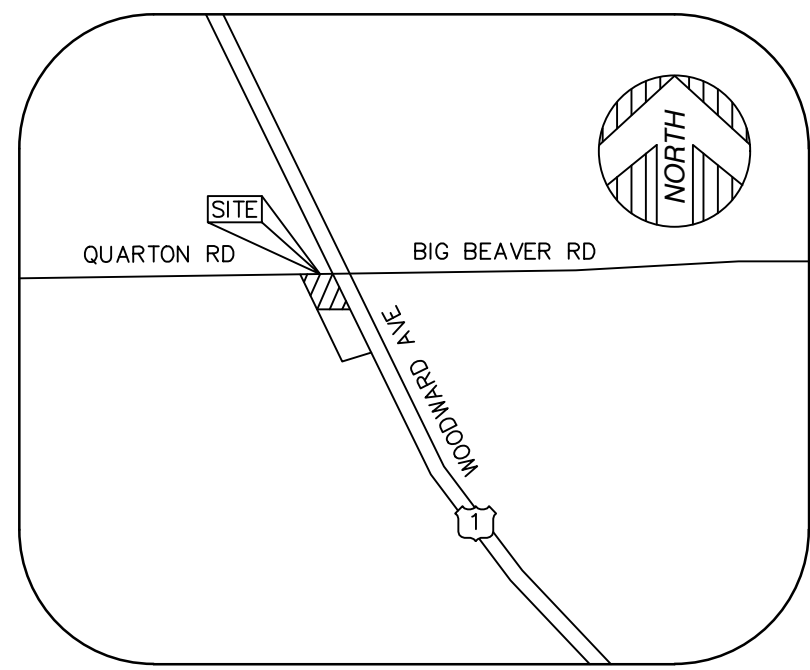
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 OKLAHOMA COUNTY, MI 48009

CONSTRUCTION DETAILS

SCALE: NTS PROJECT ID: DET-240470

TITLE: CONSTRUCTION DETAILS

DRAWING: C-8



VICINITY MAP
(NOT TO SCALE)

PARKING

NO MARKED PARKING ON SITE.

PARCEL AREA

15,847± SQUARE FEET = 0.36± ACRES

BENCHMARK

SITE BENCHMARK #1 (CITY BM #23)
BRASS DISC IN CONCRETE WALK,
SW CORNER OF WOODWARD AND QUARTON.
ELEVATION = 767.40' (CITY DATUM)

SITE BENCHMARK #2
MAG NAIL IN E. FACE OF UTILITY POLE,
SW CORNER OF SITE.
ELEVATION = 769.94' (CITY DATUM)

BASIS OF BEARING

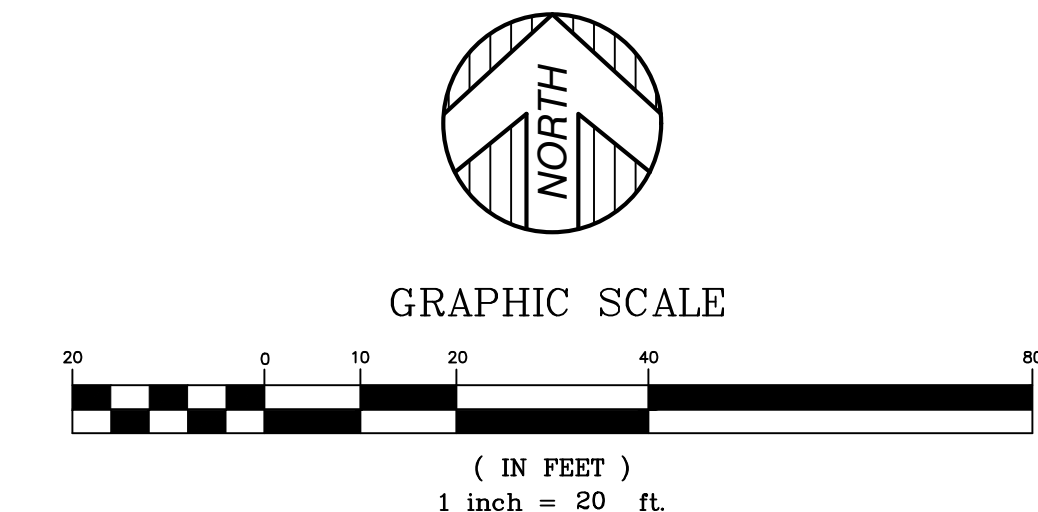
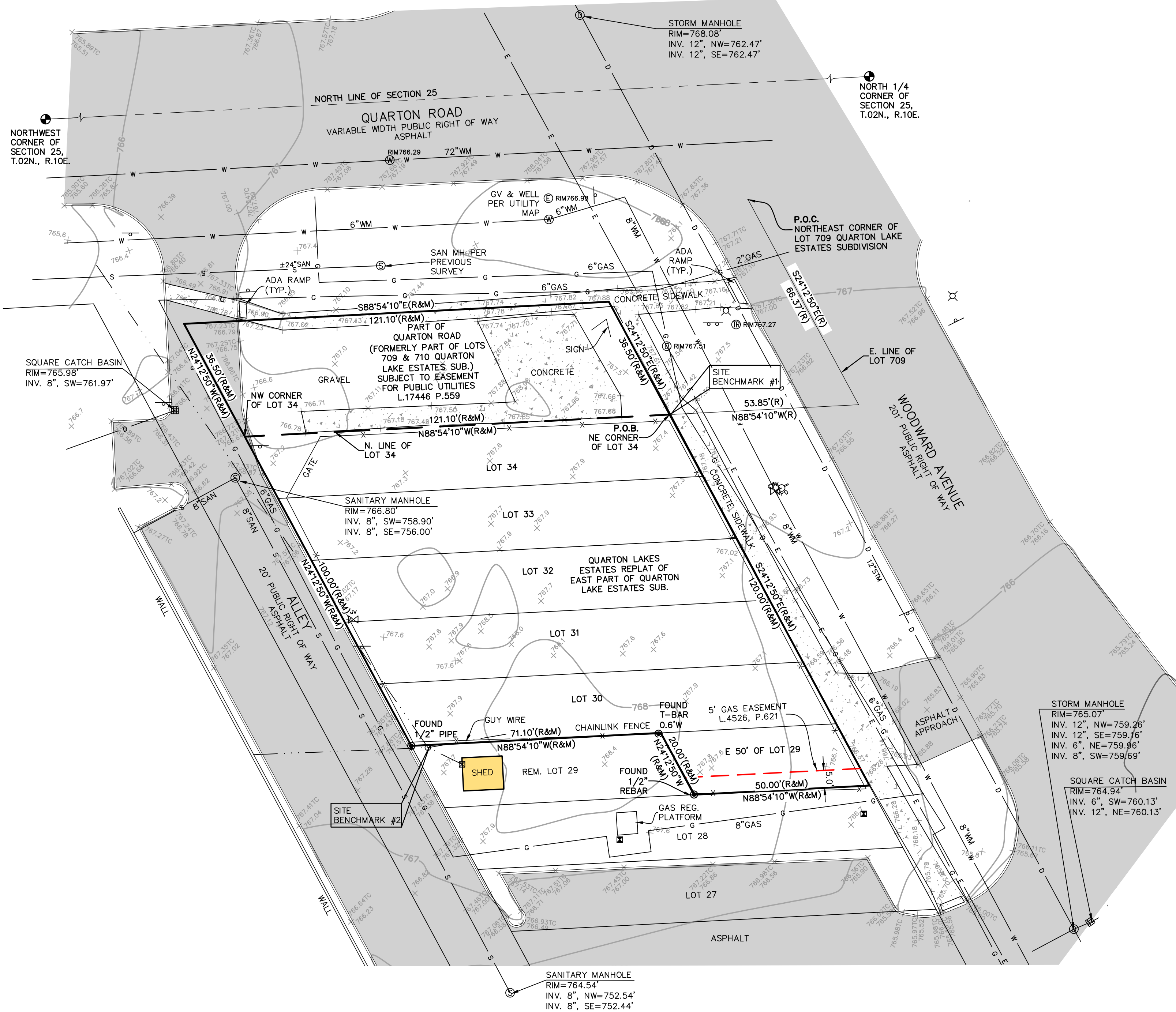
SOUTH 24°12'50" EAST, BEING THE WESTERLY RIGHT OF WAY LINE OF WOODWARD, AS PLATTED.

SURVEYOR'S NOTE

THE UNDERGROUND UTILITIES SHOWN HAVE BEEN LOCATED FROM FIELD SURVEY INFORMATION AND EXISTING PLANS AND DRAWINGS PROVIDED BY VARIOUS UTILITY COMPANIES AND/OR MUNICIPAL AGENCIES. UNDERGROUND UTILITIES WHICH ARE LOCATED ON PRIVATE PROPERTY ARE TYPICALLY NOT SHOWN ON PLANS PROVIDED BY THE UTILITY COMPANIES. THE SURVEYOR MAKES NO GUARANTEE THAT THE UNDERGROUND UTILITIES SHOWN COMPRISE ALL SUCH UTILITIES IN THE AREA, EITHER IN SERVICE OR ABANDONED. THE SURVEYOR FURTHER DOES NOT WARRANT THAT THE UNDERGROUND UTILITIES SHOWN ARE IN THE EXACT LOCATION INDICATED. THE SURVEYOR HAS NOT PHYSICALLY LOCATED THE UNDERGROUND UTILITIES OTHER THAN THE STRUCTURE INVENTORY SHOWN HEREON.

LEGEND

- FOUND MONUMENT (AS NOTED)
- ⊕ FOUND SECTION CORNER (AS NOTED)
- (R&M) RECORD AND MEASURED DIMENSION
- (R) RECORD DIMENSION
- (M) MEASURED DIMENSION
- GROUND ELEVATION
- ⊕ ELECTRIC MANHOLE
- ⊕ ELECTRIC METER
- ⊕ ELECTRIC RISER
- UTILITY POLE
- ⊕ GAS LINE MARKER
- ⊕ GAS MANHOLE
- ⊕ GAS VALVE
- ⊕ LIGHT POLE WITH STREET LAMP
- ⊕ TRAFFIC SIGNAL
- ⊕ TRAFFIC SIGNAL MANHOLE
- ⊕ SQUARE CATCH BASIN
- ⊕ SANITARY MANHOLE
- ⊕ FIRE HYDRANT
- ⊕ WATER VALVE
- ⊕ WATER GATE MANHOLE
- ⊕ SINGLE POST SIGN
- ⊕ DOUBLE POST SIGN
- PARCEL BOUNDARY LINE
- PLATTED LOT LINE
- SECTION LINE
- EASEMENT (AS NOTED)
- CONCRETE CURB
- EDGE OF CONCRETE (CONC.)
- EDGE OF ASPHALT (ASPH.)
- FENCE (AS NOTED)
- WALL (AS NOTED)
- OVERHEAD UTILITY LINE
- ELECTRIC LINE
- GAS LINE
- SANITARY LINE
- STORM LINE
- WATER LINE
- MINOR CONTOUR LINE
- MAJOR CONTOUR LINE
- BUILDING AREA
- ASPHALT
- CONCRETE



PROPERTY DESCRIPTION

LAND IN THE CITY OF BIRMINGHAM, OAKLAND COUNTY, MI, DESCRIBED AS FOLLOWS:

THE EAST 50 FEET OF LOT 29 AND ALL OF LOTS 30, 31, 32, 33 AND 34 OF QUARTON LAKE ESTATES REPLAT OF EAST PART OF QUARTON LAKE ESTATES SUBDIVISION, ACCORDING TO THE PLAT THEREOF RECORDED IN LIBER 38 OF PLATS, PAGES 24 AND 24A, OAKLAND COUNTY RECORDS.

ALSO:
THE FOLLOWING PORTION OF QUARTON ROAD ABUTTING ABOVE PARCEL WHICH WAS ABANDONED BY THE BOARD OF COUNTY ROAD COMMISSIONERS BY RESOLUTION RECORDED IN LIBER 17446, PAGE 559, OAKLAND COUNTY RECORDS; PART OF QUARTON ROAD WHICH WAS FORMERLY PART OF LOTS 709 AND 710 QUARTON LAKE ESTATES SUBDIVISION, ACCORDING TO THE PLAT THEREOF AS RECORDED IN LIBER 14 OF PLATS, PAGES 6, 6A AND 6B, OAKLAND COUNTY RECORDS, BEING MORE PARTICULARLY DESCRIBED AS: COMMENCING AT THE NORTHEAST CORNER OF SAID LOT 709; THENCE SOUTH 24 DEGREES 12 MINUTES 50 SECONDS EAST 66.37 FEET ALONG THE EAST LINE OF SAID LOT 709; THENCE NORTH 88 DEGREES 54 MINUTES 10 SECONDS WEST 53.85 FEET (RECORDED AS 54.30 FEET) TO THE NORTHEAST CORNER OF LOT 34 AND THE POINT OF BEGINNING; SAID LOT 34 BEING LOCATED WITHIN QUARTON LAKE ESTATES COMPANY REPLAT OF THE EAST PART OF QUARTON LAKE SUBDIVISION, AS RECORDED IN LIBER 38 OF PLATS, PAGES 24 AND 24A, OAKLAND COUNTY RECORDS; THENCE CONTINUING NORTH 88 DEGREES 54 MINUTES 10 SECONDS WEST 121.10 FEET ALONG THE NORTH LINE OF SAID LOT 34 TO THE NORTHWEST CORNER THEREOF; THENCE NORTH 24 DEGREES 12 MINUTES 50 SECONDS WEST 36.50 FEET ALONG THE NORTHERLY PROLONGATION OF THE WEST LINE OF SAID LOT 34; THENCE SOUTH 88 DEGREES 54 MINUTES 10 SECONDS EAST 121.10 FEET ALONG A LINE 60.00 FEET SOUTH OF, MEASURED AT RIGHT ANGLES TO AND PARALLEL WITH, THE NORTH LINE OF SECTION 25, TOWN 2 NORTH, RANGE 10 EAST, CITY OF BIRMINGHAM, OAKLAND COUNTY, MICHIGAN; THENCE SOUTH 24 DEGREES 12 MINUTES 50 SECONDS EAST 36.50 FEET ALONG THE NORTHERLY PROLONGATION OF THE EAST LINE OF SAID LOT 34 TO THE POINT OF BEGINNING.

TITLE REPORT NOTE

- ONLY THOSE EXCEPTIONS CONTAINED WITHIN THE FIRST AMERICAN TITLE INSURANCE COMPANY COMMITMENT NO. NCS-1262856-MICH, DATED MAY 13, 2025, AND RELISTED BELOW WERE CONSIDERED FOR THIS SURVEY. NO OTHER RECORDS RESEARCH WAS PERFORMED BY THE CERTIFYING SURVEYOR.
7. BUILDING AND USE RESTRICTIONS AND OTHER TERMS COVENANTS AND CONDITIONS, BUT DELETING ANY COVENANT, CONDITION OR RESTRICTION INDICATING A PREFERENCE, LIMITATION OR DISCRIMINATION BASED ON RACE, COLOR, RELIGION, SEX, HANDICAP, FAMILIAL STATUS OR NATIONAL ORIGIN TO THE EXTENT SUCH COVENANTS, CONDITIONS OR RESTRICTIONS VIOLATE 42 USC 3604 (c), DISCLOSED BY INSTRUMENT RECORDED IN LIBER 590, PAGE 376, LIBER 719, PAGE 281 AND LIBER 1173, PAGE 40, LIBER 2409, PAGE 372. (AFFECTS ALL LOTS, SEE DOCUMENT FOR TERMS AND CONDITIONS)
 8. THE TERMS, PROVISIONS AND EASEMENT(S) CONTAINED IN THE DOCUMENT ENTITLED EASEMENT AND RIGHT OF WAY RECORDED AS LIBER 4526, PAGE 621. (AS SHOWN)
 9. THE TERMS AND PROVISIONS CONTAINED IN THE DOCUMENT ENTITLED RESOLUTION FOR ABANDONMENT RECORDED AS LIBER 17446, PAGE 559. (PORTION OF VACATED QUARTON ROAD SUBJECT TO EASEMENT FOR PUBLIC UTILITIES, SEE DOCUMENT FOR ADDITIONAL TERMS AND CONDITIONS)
 10. THE TERMS AND PROVISIONS CONTAINED IN THE DOCUMENT ENTITLED CORRECTIVE ACTION NOTICE TO REGISTER OF DEEDS RECORDED AS LIBER 35369, PAGE 396. (AFFECTS ALL LOTS, SEE DOCUMENT FOR TERMS AND CONDITIONS)
 11. NOTICE OF THE VIOLATION OR ENFORCEMENT OF A LAW, ORDINANCE, PERMIT, OR GOVERNMENTAL REGULATION RELATING TO ENVIRONMENTAL PROTECTION AS DISCLOSED BY THE FOLLOWING DOCUMENT ENTITLED CORRECTIVE ACTION NOTICE TO REGISTER OF DEEDS, RECORDED AS LIBER 35369, PAGE 396 OF OFFICIAL RECORDS. (AFFECTS ALL LOTS, SEE DOCUMENT FOR TERMS AND CONDITIONS)
 12. THE TERMS AND PROVISIONS CONTAINED IN THE DOCUMENT ENTITLED DECLARATION OF RESTRICTIVE COVENANT FOR A RESTRICTED NONRESIDENTIAL CORRECTIVE ACTION RECORDED JUNE 22, 2018 AS LIBER 51931, PAGE 39. (AFFECTS ALL LOTS, SEE DOCUMENT FOR TERMS AND CONDITIONS)
 13. NOTICE OF THE VIOLATION OR ENFORCEMENT OF A LAW, ORDINANCE, PERMIT, OR GOVERNMENTAL REGULATION RELATING TO ENVIRONMENTAL PROTECTION AS DISCLOSED BY THE FOLLOWING DOCUMENT ENTITLED DECLARATION OF RESTRICTIVE COVENANT FOR A RESTRICTED NONRESIDENTIAL CORRECTIVE ACTION, RECORDED JUNE 22, 2018 AS LIBER 51931, PAGE 39 OF OFFICIAL RECORDS. (AFFECTS ALL LOTS, SEE DOCUMENT FOR TERMS AND CONDITIONS)

SURVEYOR'S CERTIFICATION

TO INVESTMENT FINANCIAL LLC, AND FIRST AMERICAN TITLE INSURANCE COMPANY NATIONAL COMMERCIAL SERVICES.

THIS IS TO CERTIFY THAT THIS MAP OR PLAT AND THE SURVEY ON WHICH IT IS BASED WERE MADE IN ACCORDANCE WITH THE 2021 MINIMUM STANDARD DETAIL REQUIREMENTS FOR ALTA/NSPS LAND TITLE SURVEYS, JOINTLY ESTABLISHED AND ADOPTED BY ALTA AND NSPS, AND INCLUDES ITEMS 2, 4, 5, 7A, 8, AND 9 OF TABLE A, THEREOF. THE FIELD WORK WAS COMPLETED ON 07/08/25.

DATE OF PLAT OR MAP: 07/09/25

DRAFT

ANTHONY T. SYCKO, JR., P.S.
PROFESSIONAL SURVEYOR
MICHIGAN LICENSE NO. 47976
22556 GRATIOT AVE., EASTPOINTE, MI 48021
TSycko@kemttec-survey.com

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ALTA / NSPS LAND TITLE SURVEY
PREPARED FOR: INVESTMENT FINANCIAL LLC
36977 WOODWARD AVENUE, BIRMINGHAM, MICHIGAN
PART OF SECTION 25,
TOWN 2 NORTH, RANGE 10 EAST

DATE	BY	REVISION	DESCRIPTION
07/08/25	ATS	1	REVISION
07/09/25	ATS	2	REVISION
07/14/25	ATS	1	REVISION
08/19/25	ATS	2	REVISION

SCALE: 1" = 20'

PROJECT NO: 25-01192

DATE: JULY 09, 2025

CHECKED BY: ATS

DRAWN BY: RDM

811 Know what's below.
811 before you dig.

Issued	Description	By
2025-08-15	SPA - Preliminary	JP
2025-10-06	SPA - Final	JP
2025-10-13	BZA Submittal	JP
2025-10-17	SPA - Resubmittal (Revisions)	JP

Seal: _____



Note:
 Do not scale drawings. Use calculated dimensions only. Verify existing conditions in field.
North Arrow:

Sheet Title:
Rendered Exterior Elevations

Project Number:
 25-092

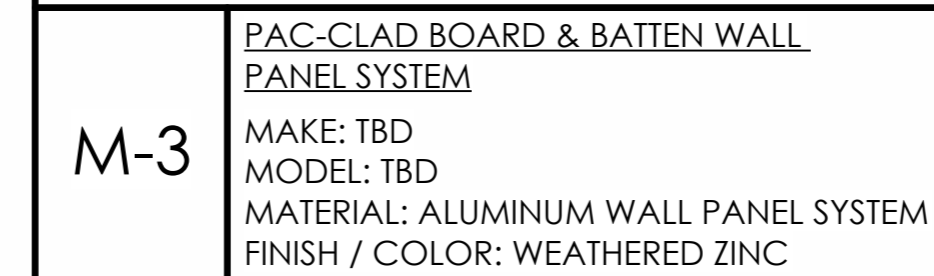
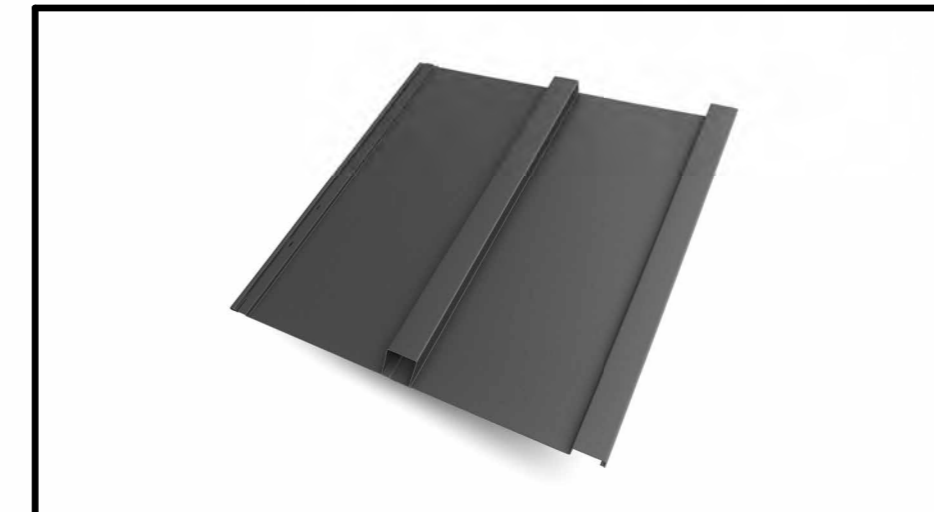
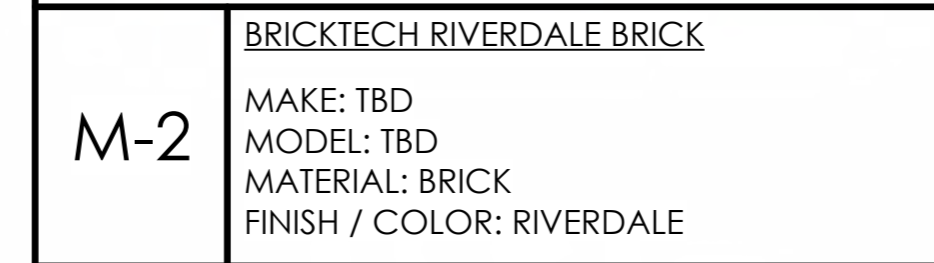
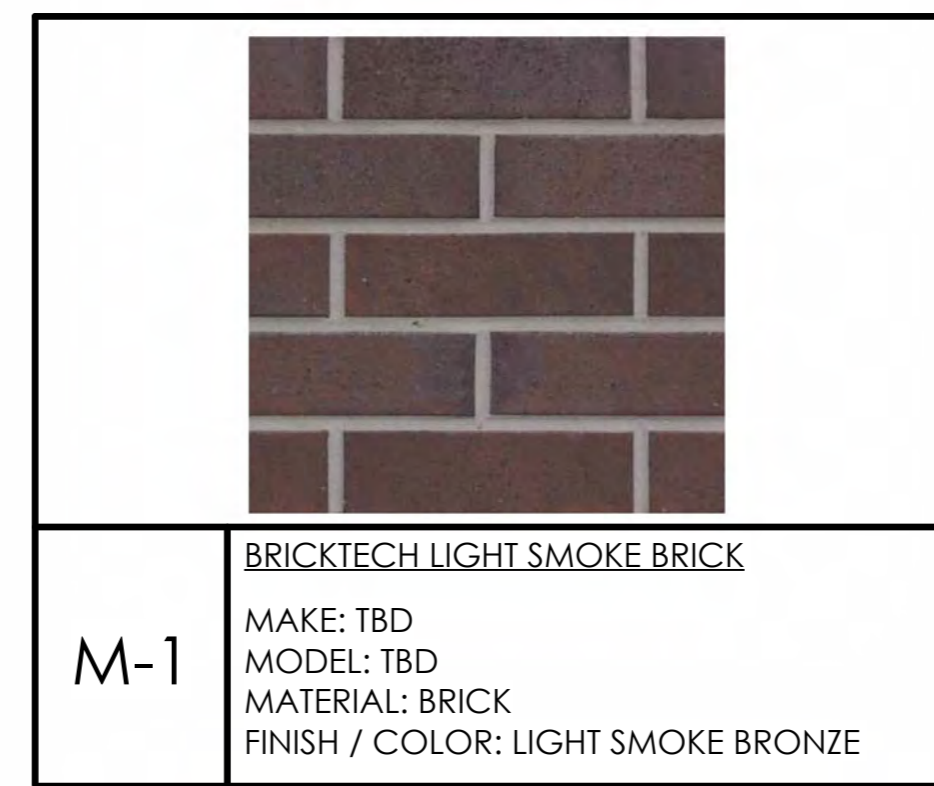
Sheet Number:
A.200

PRELIMINARY NOT FOR CONSTRUCTION



Right (North) Side Elevation

1/8" = 1'-0"



*MATERIAL FINISHES / COLORS SUBJECT TO CHANGE

GLAZING + MATERIAL CALC.			
ELEVATION	MATERIAL	REQUIRED	PROPOSED
EAST ELEVATION	BRICK	60% MIN. *	1,549 SQ.FT. = 36.2%
	METAL PANEL		1,098 SQ.FT. = 25.7%
	STONE		0 SQ.FT. = 0%
	GLAZING	60% MIN. *	1,630 SQ.FT. = 38.1%
NORTH ELEVATION	BRICK	60% MIN. *	884 SQ.FT. = 36.4%
	METAL PANEL		489 SQ.FT. = 20.2%
	STONE		0 SQ.FT. = 0%
	GLAZING	60% MIN. *	1,052 SQ.FT. = 43.4%
SOUTH ELEVATION	BRICK	60% MIN. *	1,209 SQ.FT. = 44.3%
	METAL PANEL		545 SQ.FT. = 20.0%
	STONE		0 SQ.FT. = 0%
	GLAZING	60% MIN. *	976 SQ.FT. = 35.7%
WEST ELEVATION	BRICK	60% MIN. *	1,458 SQ.FT. = 38.7%
	METAL PANEL		1,370 SQ.FT. = 36.4%
	STONE		0 SQ.FT. = 0%
	GLAZING	60% MIN. *	940 SQ.FT. = 24.9%

* 60% MIN. TOTAL WALL INCLUDING BRICK, STONE & GLASS



Front (East) Elevation

1/8" = 1'-0"

Issued	Description	By
2025-08-15	SPA - Preliminary	JP
2025-10-06	SPA - Final	JP
2025-10-13	BZA Submittal	JP
2025-10-17	SPA - Resubmittal (Revisions)	JP

PRELIMINARY NOT FOR CONSTRUCTION



View of East facade from Woodward Avenue



View of Northeast facade from intersection of Woodward Avenue and Quarton Road



View of Southeast facade from Woodward Avenue



View of West facade from public alley

Seal:



Note:

Do not scale drawings. Use calculated dimensions only. Verify existing conditions in field.

North Arrow:

Sheet Title:

Exterior Renderings

Project Number:

25-092

Sheet Number:

A.300

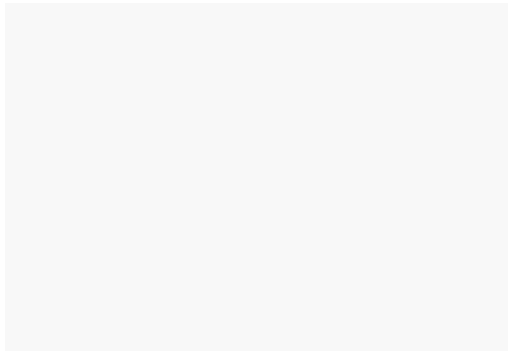


SunGuard™ SN 68

SN 68 on Clear

Reveal the world in a new light with high transparency

Experience high clarity with SunGuard™ SN 68 coating on clear glass. This double-silver solution on clear offers 68% visible light transmission while maintaining minimal outdoor reflectivity at 11%. Combined with its strong color neutrality, SN 68 on clear creates an effect of pure glass – contributing to an uninterrupted connection between outdoor and indoor environments. A SHGC value of 0.37 and a neutral/clear outdoor reflected color make this solution a top choice for podium and retail glazing where transparent views are desired.



Product Information

Substrate	Clear Float/5-12 mm	Guardian CrystalGray/6mm	
Base Glass/Thickness	Guardian UltraClear/6-10 mm	Gray/6 mm	Green/6 mm
Applications	Windows / Skylights / Facades / Roof window / Curtain walls / Doors		
Manufacturing options	Heat Strengthened / Heat Soaked / Annealed / Tempered / Laminated / Bent		
Recommended Coating Positions	Surface 2 or 3 (Double IGU) / Surface 2 & 5 (triple IGU)		
Maximum Size	130"x240"		
Edge Deletion	Yes		
Glass type	Low E		
Glass functions	Solar control / Thermal insulation		
Fabrication options	Must be used in an Insulating Glass Unit		
Appearance	Neutral Clear		



Double Glazed



Triple Glazed

Visible Light			Ultraviolet	Solar Energy						Thermal Properties		Light to Solar Gain (LSG)	
Transmittance Visible (tv %)	Reflectance		Trans UV(tuv %)	Transmittance Solar (te %)	Reflectance		Absorptance Solar (ae %)	Solar Heat Gain Coefficient (SHGC)	Shading Coefficient (sc)	U-Value			
	pv % out	pv % in			General Color Rendering Index (Ra)	pe % out				pe % in	Winter Night (Btu/hr-ft ² -F)		Summer Day (Btu/hr-ft ² -F)
Double Glazed: 6-12.7-6 SunGuard™ SN 68 on Clear Float #2, Clear Float, 100% Air Fill													
68	11	12	95.4	30	33	33	35	34	0.38	0.43	0.293	0.275	1.80
Triple Glazed: 6-12.7-6-12.7-6 SunGuard™ SN 68 on Clear Float #2, Clear Float, Clear Float, 100% Air Fill													
61	15	18	94.0	25	29	35	30	36	0.34	0.39	0.217	0.220	1.78

The performance values shown are nominal and subject to variations due to manufacturing tolerances. Spectra-photometric values according to NFRC2010 / US Standard.

www.guardianglass.com

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Request for Proposals

Birmingham Zoning Ordinance Update

Birmingham, Michigan

CLARION



SMITHGROUP

September 30, 2025

City of Birmingham
151 Main Street
Birmingham, MI 48009

Re: Zoning Ordinance Update

Dear Mr. Dupuis and Members of the Selection Committee:

On behalf of Clarion Associates, I am pleased to submit this proposal to assist the City of Birmingham with its comprehensive Zoning Ordinance Update. Clarion Associates is a nationally recognized land-use consulting firm with more than 30 years of experience preparing zoning codes for communities of all sizes. With offices in Denver and Chapel Hill and affiliate offices in Cincinnati and Philadelphia, we specialize in zoning and land development regulations that are legally sound, user-friendly, and crafted to implement comprehensive plans. We are excited to bring that expertise to Birmingham as you modernize your zoning framework in line with the Birmingham Plan 2040.

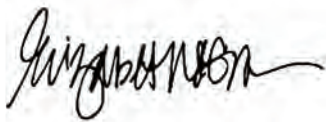
For this project, Clarion is joined by OHM Advisors and SmithGroup. As a Michigan-based firm with deep roots across the state, OHM offers local continuity and insight that complement Clarion's national perspective. Their PLACE team contributes specialized capabilities in planning, urban design, and engagement, supported by engineering expertise in infrastructure and mobility that will help align zoning with Birmingham's long-range goals. SmithGroup adds proven strength in urban planning and design standards, particularly through pragmatic, context-sensitive form-based approaches. Their expertise in district-specific strategies and hybrid ordinances will help Birmingham achieve clarity and predictability while preserving character and enabling high-quality redevelopment.

We understand that Birmingham is seeking a Zoning Ordinance that:

- Implements the Birmingham Plan 2040, with particular attention to housing, sustainability, mobility, and urban design;
- Provides clear, predictable, and graphically supported standards that are easy to use for residents, staff, and the development community;
- Balances redevelopment and infill opportunities with preservation of neighborhood character;
- Modernizes zoning tools, including consideration of hybrid form-based elements, infill housing types, and flexible downtown and district standards; and
- Reflects robust community engagement, consensus-building, and inclusive participation throughout the process.

Our team has the skills and experience to help Birmingham accomplish all of these goals. We are excited about the opportunity to partner with you on this important initiative and are happy to discuss our approach further. Please do not hesitate to contact us with any questions or requests for additional information.

Sincerely,



Elizabeth Garvin, Esq., AICP, Director

egarvin@clarionassociates.com

(303) 830-2890 ext. 4



Planning | Zoning & Land Use | Sustainability & Resiliency

CLARION

1630 Welton Street, Ste 1000C
Denver, CO. 80202
303.830.2890
www.clarionassociates.com

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FIRM OVERVIEWS

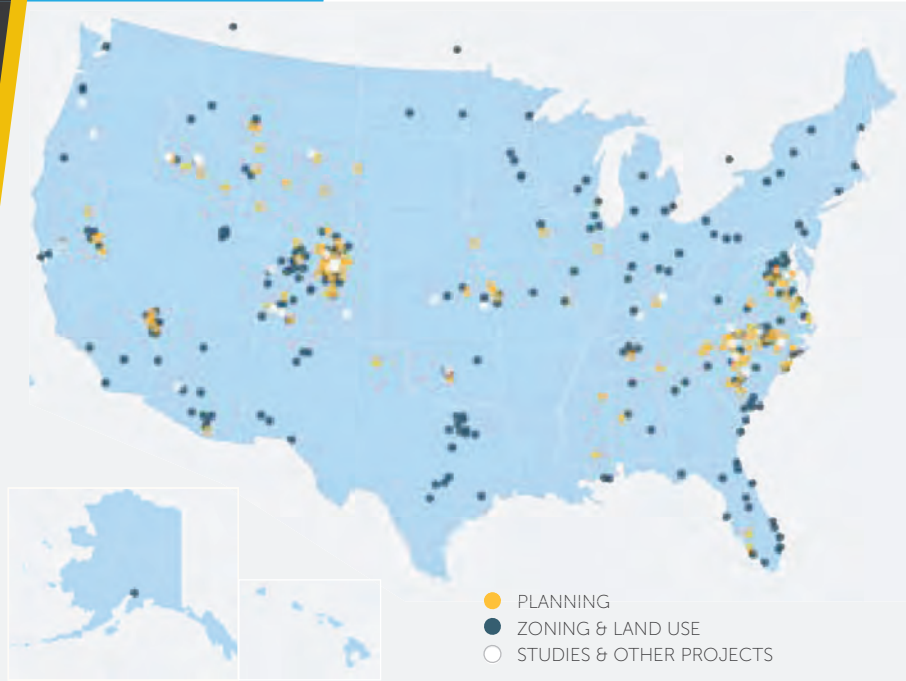
CLARION

303.830.2890

www.clarionassociates.com

Clarion Associates is a national land-use consulting firm with offices in Denver, Colorado and Chapel Hill, North Carolina, and affiliate offices in Cincinnati and Philadelphia. Since our founding in 1992, Clarion has become particularly known for its expertise in comprehensive planning, development regulations, and plan implementation. We have developed expertise in a broad range of services, including:

- Community and regional plans;
- Community and stakeholder engagement;
- Sustainable plans and codes;
- Zoning codes and development regulations;
- Growth management; and
- Plan implementation strategies.



33
years of
effective land
use solutions



20
staff to meet the
needs of our client
communities



600+
diverse community
partnerships



136
adopted
community plans



249
adopted
development codes

EXPERIENCE Public sector plans and codes have been Clarion’s core focus for more than 30 years. Many of our staff members have experience working on both plans and codes. This “cross-training” allows us to not only provide effective plan and policy direction, but to also build in recommendations regarding future code updates that may be needed to implement the plan. We are often hired to implement those recommendations following the adoption of the plan—either through targeted code amendments as an extension of the plan process or as a standalone code rewrite. Clarion has a reputation for preparing plans and codes that are accessible to stakeholders and the community while still being very strong on substance to ensure that they meet the needs of plan administrators and decision-makers. We accomplish this by focusing on organizational structure, the development of clear and concise policy language, legibility of key plan concepts, and use of illustrative graphics and images. We are highly experienced at translating complex concepts and technical data into user-friendly language and graphics.

WHY US Clarion takes a hands-on approach with all of its projects. Our ability to do this is supported by our emphasis on maintaining a relatively small, but highly skilled and efficient staff. We establish strong working relationships with our clients that extend from the first set of meetings through adoption.

Who We Are



We are the Community Advancement Firm.

Introducing OHM Advisors

OHM Advisors (OHM) was founded in 1962 in Detroit on a simple premise – create extraordinary relationships with our clients. Since our beginnings, we’ve understood that meeting the advisory needs of our clients starts with building their trust. Today, we have over 800 team members across 26 offices in Ohio, Florida, Indiana, Kentucky, Michigan, Pennsylvania, and Tennessee. Some of our growth has been through strategic mergers and acquisitions and some has been organic, but the driving force has been steadfast in creating an exceptional team of people committed to *Advancing Communities*.

Our Philosophy

OHM Advisors lives out our mission of advancing communities through a comprehensive portfolio of professional services, including: architecture, civil, electrical, environmental, municipal, structural, and transportation engineering, land and use transportation planning, landscape architecture, community engagement, and design.

OHM Advisors has built trusted, long-standing relationships with municipalities across Michigan, particularly in Oakland County where we serve as the municipal engineer for many communities. Our mission of Advancing Communities comes through in the way we collaborate with city leadership—delivering solutions that balance technical excellence with community goals. In Birmingham, our work has directly supported the city’s long-term vision, from shaping the Citywide Master Plan for 2040 to leading the revitalization of the downtown shopping district with recent new team additions. OHM also successfully managed all three phases of the Maple Road reconstruction under a compressed schedule, keeping the central business district active with minimal disruption. These projects highlight both our ability to execute complex urban improvements and the strength of our ongoing partnerships with Birmingham stakeholders.

63
YEARS

800+
STAFF

26
OFFICES

FIRM OVERVIEW

A team of over **800** experts of diverse backgrounds and talents

26 LOCATIONS

throughout MI, OH, IN, PA, KY, FL & TN

Experts in 10 collaborative disciplines

Advancing Communities since 1962



Explore our innovative solutions to challenges at **OHM-Advisors.com**

SMITHGROUP



Founded by architect Sheldon Smith in 1853, SmithGroup is an award-winning, multi-national organization working across a network of 21 offices internationally. Our team of 1,500 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 engineers to strategists and beyond—develop beautiful, sustainable, future-focused solutions for our clients. Our integrated practice offers depth in all disciplines serving the built and natural environment, including architecture, engineering (coastal, civil, structural, mechanical, electrical and plumbing), landscape architecture, urban design and planning.

Our ability to skillfully blend aesthetics with performance, sustainability, and resiliency criteria necessary to create a better tomorrow—for clients, employees, the community, the environment, and our collective future—has earned SmithGroup recognition from top-ranking institutions, publications and design authorities.

SmithGroup’s urban planners craft zoning amendments that build off the local context, incorporating form-based techniques to realize a plan’s vision.

We specialize in district-specific strategies, often translating our land use and character recommendations from a district plan into form-based standards for design. We write our land use plans with a zoning amendment as the end-goal, building an understanding of how redevelopment happens into a holistic policy and regulatory framework. We practice “form-based code lite”, making the regulations as straightforward as possible, customizing the approach based on staff capacity for reviews. Incorporating form-based elements into hybrid ordinances, particularly for downtowns, provides a modern approach that emphasizes form over use while keeping conventional zoning that still works.

FAST FACTS

YEARS IN SERVICE

172 years

STAFF SIZE

1,500 employees

OFFICE LOCATIONS

Ann Arbor, Atlanta, Boston, Cleveland, Chicago, Dallas, Denver, Detroit, Houston, Los Angeles, Madison, Milwaukee, Philadelphia, Phoenix, Pittsburgh, Portland, Sacramento, San Diego, San Francisco, Shanghai, Washington DC

SERVICE OFFERINGS

Architecture; Building Enclosure Consulting; Campus Planning; Civil Engineering; Coastal Engineering; Energy & Environmental Modeling; Facility Condition Assessment; Fire Protection & Life Safety Engineering; Historic Preservation; Interiors; Lab Planning; Landscape Architecture; Lighting Design; Medical Planning; MEP Engineering; Programming; Strategy; Space Utilization; Structural Engineering; Sustainable Design; Urban Design; Urban Planning

PROJECT TEAM

This section provides an overview of each team member's role, qualifications, and experience. Our team brings a range of technical and project management experience to the project. A resume for each team member is provided on the following pages.

ELIZABETH GARVIN, ESQ., AICP
PROJECT MANAGER

CLARION

GABBY HART, AICP
ASSISTANT PROJECT MANAGER

GEOFF GREEN, ESQ., AICP
PRINCIPAL

JENNY BAKER, AICP
ASSOCIATE PRINCIPAL

MAGGIE SQUYER, AICP
SENIOR ASSOCIATE

CHRISTIAN NEUSCHMIDT, AICP
ASSOCIATE

HOLLY WHITE
GRAPHICS



ERIC DRYER, AICP
PRINCIPAL

ALEX HRITCU, AICP, NCI
SENIOR LAND USE PLANNER

CARMINE AVANTINI, AICP
SENIOR LAND USE PLANNER

BRITTANY SIMMONS
PUBLIC ENGAGEMENT LEAD

KIM LITTLETON, AICP
ZONING ADVISOR

ADAM COOK, CNU-A, NCI, FBCI
ZONING ADVISOR

SMITHGROUP

KATHLEEN DUFFY, AICP
SENIOR PRINCIPAL

AVAILABILITY

All of our team members are available to work on the Birmingham Zoning Ordinance Update, with sufficient capability to undertake and complete the work within the proposed schedule. The project work will be done by the team members we have included in this proposal.



Elizabeth Garvin, Esq., AICP

DIRECTOR

Elizabeth Garvin is Director with Clarion, based in the Denver office. She is both an attorney and a planner and she has practiced in both disciplines. She has prepared both traditional and FBC/hybrid code update projects for cities, towns, and counties across Colorado and the country; drafted topic-specific code provisions covering issues such as ADUs, sustainability, and signs; served as an expert witness on land use issues; and organized and undertaken numerous code-related public participation processes. Prior to working with Clarion, Elizabeth founded Community ReCode, was the Planning Director for SAFEbuilt Studio, and practiced law with Spencer Fane.

Ms. Garvin is a frequent speaker and author on planning and regulatory topics, including serving as an advisory board member for the Rocky Mountain Land Use Institute as well as RMLUI's legal columnist to the Western Planner.

EDUCATION

Juris Doctor
University of Kansas

Master of Urban Planning
University of Kansas

Bachelor of Environmental Studies
University of Kansas

Coursework for LL.M. in Dispute
Resolution
University of Missouri

CERTIFICATIONS

Licensed Attorney in Missouri and Kansas

Charrette Certified
National Charette Institute

PUBLICATIONS

Practice Adaptive Reuse, Zoning Practice,
American Planning Association
Feb 2022

Legal Challenges to Short-Term Rental
Rules: There's a Test for That, The
Western Planner, RMLUI Legal Corner
March 2020

Homeless in Public, American Planning
Association, Planning Magazine
Feb 2020

KEY PROJECTS

- **Pueblo County, Colorado** Unified Development Code
- **Lawrence, Kansas** Land Development Code
- **Town of Eagle, Colorado** Land Use and Development Code Update
- **Bozeman, Montana** Code Audit for Affordable Housing
- **Billings and Yellowstone County, Montana** Zoning Code Updates
- **Riley County, Kansas** Zoning and Subdivision Regulations Update
- **Cedar Falls, Iowa** Downtown Vision Plan and Zoning Code Update
- **Larimer County, Colorado** Land Use Code update
2023 Colorado APA Merit Award
- **King County, Washington** Department of Permitting and
Environmental Review, Best Practices in Code Enforcement
- **Branson, Missouri** Unified Development Code and Sign Code
2019 Missouri APA Outstanding Implementation Project
- **Mancos, Colorado** Land Use Code Update
- **Cedar Rapids, Iowa** Unified Development Code and User's Guide
2019 Iowa APA Outstanding Project





Gabby Hart, AICP

PRINCIPAL

Gabby is a Senior Associate in Clarion's Denver office. After working in the public sector for the first several years of her career, Gabby embraces her self-appointed role as the "voice of development review," ensuring high-quality work products that are both innovative and functional to administer. She is passionate about finding the unique solutions that best serve each community and strives to produce equitable outcomes. Gabby enjoys making zoning accessible, relevant, and fun (yes, fun!) to staff, community members, and local/elected officials. She enjoys speaking at local and national conferences where she embraces the opportunity to combine her sense of humor with her planning knowledge.

EDUCATION

Master of Urban and Regional Planning
University of Colorado-Denver

Graduate Certificate in Geographic Information Systems
University of Denver

Bachelor of Science in Sociology
Creighton University

EXPERIENCE

Associate & Senior Associate
 Clarion Associates, **5 years**

Planner I & Associate Planner
 City of Boulder, **2.5 years**

Planning Intern
 City of Centennial, **1 year**

CERTIFICATIONS/ AFFILIATIONS

American Institute of Certified Planners
 American Planning Association Colorado

PUBLICATIONS

Equity in Zoning Policy Guide, APA

SPEECHES

Women in Planning: Fresh Takes from the First Five Years - APA CO 2021

What is Equity in Commercial Zoning – RMLUI 2022

The Trials and Tribulations of Sign Permit Review – APA National 2022

Time for a Rebrand: Selling the Most Contentious Planning Topics – APA CO 2022/APA National 2023

It Takes a (Suburban) Village: Raising Affordable Housing – APA National 2024

Navigating the Interim: Temporary Housing Solutions – APA CO 2024

KEY PROJECTS

Development Codes

- **Addison, TX** Unified Development Code Update
- **Boise, ID** Zoning Code Rewrite
- **Department of Local Affairs, CO** Model Land Use Code Update
- **El Paso County, CO** Land Development Code Update
- **Grand Junction, CO** Land Use and Development Code Update
- **Lafayette, CO** Land Use Code Update
- **Larimer County, CO** Land Use Code Update
- **Lawrence, KS** Land Development Code Update
- **Parker, CO** Land Development Ordinance Modernization
- **Pueblo County, CO** Unified Development Code
- **Silverton, CO** Land Use Code Update

Development Code Amendments

- **Arapahoe County, CO** Land Development Code Updates
- **Berkeley, CA** Residential Objective Standards Code Updates
- **Ketchum, ID** Zoning Code Updates

Comprehensive Plans

- **Shawnee, KS** Achieve Shawnee: Comprehensive Plan Update

Reports & Studies

- **Centennial, CO** Housing Study and Policy Development
- **Sugar Land, TX** Regional and Neighborhood Activity Center Mixed-Use Redevelopment Implementation





Jenny Baker

ASSOCIATE PRINCIPAL

Jenny works in Clarion’s Denver office, and believes that zoning can make communities better in many ways, including preserving open space, making housing more affordable, and enabling interesting streetscapes equally shared by many users. Prior to working with Clarion, Jenny was a senior planner in Missoula, Montana, where she handled complex land use requests including subdivisions, zoning amendments, special uses and annexations. Jenny also spent 10 years working in disaster response, with the American Red Cross and FEMA’s Region V, focusing on resiliency planning, and responding to over 50 disasters around the US.

EDUCATION

Master's in Urban Planning
University of Illinois at Chicago

Bachelor of Arts
University of Pennsylvania

AFFILIATIONS

Bicycle & Pedestrian Advisory Board
Vice Chair
Missoula, MT
1 year, 3 months

EXPERIENCE

Senior Associate
Clarion Associates
Denver, CO
4 years, 6 months

Planner III
Development Services
Missoula, MT
3 years, 6 months

SPEECHES

- Making Pandemic Changes Permanent
APA National 2021
- ADUs Won't Save the World
TX APA 2023 and APA National 2023
- Implementing Equity in Zoning
APA CO 2023
- The OTHER Minnesota Code Everyone is Talking About
APA National 2024

PUBLICATIONS

American Planning Association,
Equity in Zoning Policy Guide
Zoning Practice,
Equitable Approaches to Public
Notification

KEY PROJECTS

Adopted Development Codes

- Rochester, Minnesota, September 2022
 - MN APA Planning Excellence Award Winner, 2022
- McKinney, Texas, November 2022
 - TX APA Best Practice Gold Award, 2022
- Clark County, Nevada, August 2023

Current Development Code Projects

- New Braunfels, Texas, Land Development Ordinance Rewrite
- Santa Fe, New Mexico, Land Development Code Rewrite
- Bismarck, North Dakota, Zoning Ordinance Update
- Palm Desert, California, Land Development Code Rewrite
- Austin, Texas, Housing Density Bonus Program Assessment

Comprehensive Plans

- Clark County, Nevada Transform Clark County Master Plan Rewrite
- Pueblo County, Colorado Pueblo Regional Comprehensive Plan

Other Projects

- Hawaii County, Hawaii Land Development Entitlement Review, 2020
- Bozeman, Montana Affordable Housing Code Revisions, 2022
- Albany, New York Sign Code Revisions, 2021
- Winnipeg, Manitoba, Zoning By-law Assessment, 2023
- Rochester, Minnesota, Parkland Dedication Revisions, 2023
- Fairfax County, Virginia, Data Center Regulation Best Practices, 2023



Geoff Green, Esq., AICP

PRINCIPAL

Geoff Green, AICP, is a Principal in Clarion's Chapel Hill office. A planner and attorney, he has worked closely with communities throughout the nation on comprehensive updates to their development regulations. He has updated codes for cities, towns, and counties in Pennsylvania, Virginia, North Carolina, South Carolina, Georgia, Florida, Tennessee, Alabama, and Colorado. Geoff received his Master of City and Regional Planning degree from the University of North Carolina at Chapel Hill, a law degree from New York University, and an undergraduate degree from Duke University.

EDUCATION

Master of City and Regional Planning
Univ. of North Carolina, Chapel Hill, NC

Juris Doctor
New York University School of Law

Bachelor of Arts, History
Duke University, Durham, NC

AFFILIATIONS

American Institute of Certified Planners
Member

American Planning Association
North Carolina Chapter

EXPERIENCE

Clarion Associates, LLC
 Principal, **2023-present**
 Senior Associate, **2022-2023**
 Associate, **2019-2022**

GoTriangle, Raleigh/Durham, NC
 Transit Planner/Senior Planner
2012 - 2019

COMMUNITY & PROFESSIONAL INVOLVEMENT

Town of Chapel Hill Planning Commission
 Member
2023 - present

Town of Chapel Hill Board of Adjustment
 Member **2020 - 2021**
 Chair **2021 - 2023**

Town of Chapel Hill Bicycle and Pedestrian Advisory Committee
2010 - 2014

REPRESENTATIVE PROJECTS

Development Codes & Ordinances

- **Charleston, SC** | Zoning Ordinance Rewrite
- **Chatham County, NC** | Unified Development Ordinance
- **Clemmons, NC** | Unified Development Ordinance
- **Cobb County, GA** | Unified Development Code
- **Colorado Springs, CO** | Unified Development Code
- **Estero, FL** | Land Development Code
- **Henrico County, VA** | Zoning Ordinance and Subdivision Regulations
- **Kannapolis, NC** | Unified Development Ordinance
- **Maitland, FL** | Land Development Code
- **Maury County, TN** | Zoning Ordinance and Subdivision Regulations
- **Montgomery, AL** | Zoning Ordinance and Subdivision Regulations
- **Mooresville, NC** | Unified Development Ordinance
- **Tampa, FL** | Land Development Code Update
- **Tuscaloosa, AL** | Zoning Ordinance and Subdivision Regulations
- **Warrenton, VA** | Zoning Ordinance Update

Additional Projects

- **Beaufort County, SC** | Impact Fee Ordinance, Intergovernmental Agreements
- **Prince George's County, MD** | Adequate Public Facilities Ordinance
- **Boulder, CO** | Curbside Management Policies
- **Research Triangle Foundation, NC** | Zoning and Regulatory Strategy





Maggie Squyer, AICP

SENIOR ASSOCIATE

Maggie believes that a community's land use regulations should reflect the preferences of the people who live and work there. Her time spent reviewing development plans, processing entitlements, and responding to land use inquiries solidified her belief that zoning is an extremely powerful- and largely misunderstood- tool that can be leveraged to improve the way communities look, feel, and function.

KEY PROJECTS

Development Codes

- Bismarck, ND Land Development Code
- Clark County, NV Unified Development Code Update
- Fort Collins, CO Land Use Code Audit
- Palm Desert, CA Zoning and Land Use Regulations
- Pueblo County, CO Unified Development Code
- Racine, WI Zoning Code Update
- West Fargo, ND Targeted Code Updates
- Winnipeg, MB, CA Zoning By-law Assessment

Comprehensive Plans

- Carson City, NV Master Plan Update
- Ketchum, ID Comprehensive Plan and Zoning Code Update
- Gallatin County, MT Future Land Use Map and Housing Strategy
- Lyons, CO Lyons Thrive Comprehensive Plan Update
- Park County, WY Plan Park County Land Use Plan Update

Reports and Studies

- Colorado Department of Local Affairs Land Use Consultation
- Lakewood, CO Alternatives to Zoning Study
- Fort Wayne/Allen-County, IN FHAA Compliance Review
- Centennial, CO Housing Study and Policy Development Project

EDUCATION

Master of Urban and Regional Planning
University of Colorado - Denver

Bachelor of Science in Sustainability
University of South Dakota

CERTIFICATIONS

American Institute of Certified Planners

EXPERIENCE

Associate
Clarion Associates

Assistant Planner
City of Fargo

Development Assistance Intern
City of Lakewood

AFFILIATIONS

American Planning Association Member

PUBLICATIONS

Using Faith-Based Land for Affordable Housing, American Planning Association



Christian Neuschmidt, AICP

ASSOCIATE

Christian Neuschmidt is an Associate in Clarion's Chapel Hill Office. He joined Clarion in 2023 after completing his master's in urban planning program at Harvard Graduate School of Design (GSD), with a focus in Housing, Community, and Economic Development. While at Harvard, Christian co-founded the GSD's rural advocacy organization and specialized in small town and indigenous planning, as well as participatory spatial and process design. Christian hopes to use his experiences to shape strong, citizen-focused communities that inspire generosity, neighborliness, and joy.

EDUCATION

Master in Urban Planning
Harvard Graduate School of Design
 Cambridge, Massachusetts

Bachelor of Arts, Politics
Princeton University
 Princeton, New Jersey

AFFILIATIONS

American Planning Association
 North Carolina Chapter

PREVIOUS EXPERIENCE

Legislative Analyst
 Michigan Senate Fiscal Agency, 1 year

Planning Aide
 City of Unalaska, 1 year

Democracy Renovation Lab Researcher
 Safra Center for Ethics, 1 year

PROJECT SKILLS

Meeting Facilitation
 Deliberative System Design
 Strategy Consulting
 Neighborhood Planning
 Participatory Planning
 Site Development Programming
 Spanish

COMMUNITY AND PROFESSIONAL INVOLVEMENT

Planning Board Member
 Hillsborough, NC (2023–Present)

KEY PROJECTS

Christian has been involved in numerous projects across the United States and internationally at many levels of government.

Development Codes

- **Tampa, FL** | Land Development Code Update
- **Cobb County, GA** | Unified Development Code Update
- **Clemmons, NC** | Unified Development Ordinance Rewrite
- **Charleston, SC** | Zoning Ordinance Rewrite
- **Maury County, TN** | Zoning and Subdivision Regulations Update
- **Montgomery, AL** | Zoning and Subdivision Regulations Update

Comprehensive Plans

- **Henrico County, VA** | 2045 Comprehensive Plan
- **Hattiesburg, MS** | 2045 Comprehensive Plan
- **St. Mary's County, MD** | 2050 Comprehensive Plan
- **Orange County, NC** | 2050 Land Use Plan
- **Alderney, Guernsey, United Kingdom** | 2023 Land Use Plan*

Small Area Plans

- **Ipswich, MA** | Downtown Redevelopment Plan*
- **Unalaska, AK** | 2018 Island Transit Study*

Other Projects

- **State of Hawaii** | Hawaii Zoning Atlas*
- **State of Michigan** | Analysis of the Dark Store Property Tax Loophole*

* Work with previous employers





Holly White

DESIGN LEAD

Holly is the Design Lead in Clarion's Denver office. With her expertise in 3D visualization and Graphic Design skillset, she works to support a wide range of planning and regulatory projects. Her passion for designing illustrative logos, clean infographics, and overall project branding help Clarion to deliver clear and beautifully designed graphics. Holly has a diverse background in Urban, Landscape, and Web Design. Above all, she is enthusiastic about helping cities and towns preserve their character while enhancing public spaces and encouraging public engagement.

KEY PROJECTS

Comprehensive Plans

- **Clark County, NV** Transform Clark County Comprehensive Plan
- **Lyons, CO** Lyons Thrive Comprehensive Plan
- **Park County, WY** Plan Park County Land Use Plan
- **Pueblo County, CO** Pueblo Regional Comprehensive Plan

Development Codes

- **Colorado Springs, CO** ReTool COS Development Code Graphics
- **Grand Junction, CO** Zoning and Development Code
- **Lawrence, KS** Land Development Code
- **Pueblo County, CO** Unified Development Code
- **Reno, NV** Zoning Code RENOvation
- **Santa Fe, NM** Land Development Code

Document Design

- **Clark County, NV** Transform Clark County Comprehensive Plan
- **History Colorado** Economic Benefits of Archaeology
- **Fort Collins, CO** Air Quality Report – City Plan
- **Superior, CO** Marshall Fire Recovery ULI Briefing Book
- **Syracuse, NY** ReZone Syracuse Administrative Manual

Branding & Websites

- **History Colorado** [The Economic Benefits of Archaeology](#)
- **Carson City, NV** [Envision Carson City](#)
- **El Paso County, CO** [EPC Land Development Code](#)
- **Pflugerville, TX** [Unified Development Code](#)
- **Bozeman, MT** Affordable Housing Code Audit

EDUCATION

B.A. Urban Design
University of Colorado, Boulder

Con't. Ed. Advanced Architectural
Graphics **Art Institute of Colorado**

PUBLICATIONS

Change, Here, Now, North Atlantic
Publishers 2018, Illustrator

Archaeology for a Changing Colorado,
History Colorado 2021, Document
Design & Graphic Design

CERTIFICATIONS

Permaculture Design Certificate
Denver Permaculture Guild

Graphic Recorder Certificate
Graphic Change UK

EXPERIENCE

Design Lead, **2022-present**
Graphics and Marketing,
Clarion Associates

Graphic Designer,
United Airlines **2016-2018**

Creative Services,
The Aquaponic Source **2012-2016**

PROJECT SKILLS

Project Management
Document Design
Website Development
3D Visualization



Eric Dryer, AICP

PRINCIPAL



Education

- Master of City and Regional Planning, University of Oklahoma, 2013
- Bachelor of Science in Biology, University of Michigan, 2010

Experience

With OHM since 2018
7 years prior experience

Professional Certification(s)

- American Institute of Certified Planners, #029160

Professional Affiliation(s)

- American Planning Association, member

Background

Eric is a Detroit-based planner with a passion for improving communities through targeted and coordinated investments, specifically by enhancing the sustainability of transportation systems through improved options for multi-modal travel. He brings a data and design-driven approach to helping communities determine the best way for multi-modal, non-motorized, and transit system improvements to be implemented.

Eric has led planning projects around Michigan and Ohio, including the City of Kalamazoo's Parks and Recreation Plan, Detroit's E. Warren/Cadieux Neighborhood Framework Plan, MobileGR's Parking Investment Strategy, the SMART Park and Ride Design Study, and Medina County Strategic Transit Plan. He has also led transportation, non-motorized, and transit planning studies in Grayling, Lansing, Monroe, Oakland County, Westland, and for the Huron Clinton Metroparks.

Select Relevant Experience

City of Grand Rapids, Parking Investment Strategy - 2025
 City of Oak Park, Nine Mile/Coolidge Intersection Study - 2025
 City of Detroit, E. Warren/Cadieux Neighborhood Framework Plan - 2022
 City of Detroit, Greater Warren/Conner Neighborhood Framework Plan - 2024
 City of Monroe, Orchard East Subarea Plan - 2021
 Scio Township, Jackson Road Corridor Study - 2025
 East End Corktown Block Club, East Corktown Greenway - 2025

Alex Hritcu, AICP, NCI

SENIOR LAND USE PLANNER



Education

- Bachelor of Art and Science in Urban Studies at The University of Tennessee, Knoxville 2005
- Master of Urban Planning at Wayne State University 2008

Experience

With OHM since 2025
17 years prior experience

Professional Certification(s)

- American Institute of Certified Planner (AICP), #244133
- National Charrette Institute (NCI)

Professional Affiliation(s)

- American Planning Association
- American Institute of Certified Planners
- National Charrette Institute
- Michigan Chapter of the American Planning Association

Background

Alex is a multidisciplinary planner and leader with experience in urban planning, zoning, and economic development. He has led municipal master plans, zoning ordinance rewrites, parks and recreation master plans, and downtown strategies across Michigan, Colorado and Tennessee. A member of the American Institute of Certified Planners and National Charrette Institute, he brings a balanced public-private perspective to creating resilient, community-driven plans. Including extensive experience supporting downtown communities across Michigan, including direct involvement with 22 downtowns in Oakland County. Leading and collaborated on a wide range of downtown planning initiatives, helping communities revitalize and organize their urban cores through strategic planning, public space design, and economic development strategies. His work emphasizes place-based solutions, stakeholder engagement, and implementation focused planning that aligns with local goals and regional vision. Alex's deep understanding of municipal processes and his commitment to community driven outcomes make him a trusted partner in shaping vibrant, resilient downtowns.

Select Relevant Experience

City of Flushing, MI Zoning Ordinance Rewrite 2025*
Vassar Township, MI Zoning Ordinance Rewrite 2025*
Vienna Township, MI Zoning Ordinance Rewrite 2025*
Village of Merrill, MI Zoning Ordinance Rewrite 2025*

*Work experience prior to OHM Advisors

Carmine Avantini, AICP

SENIOR LAND USE PLANNER



Background

As part of OHM Advisors, Carmine Avantini, AICP, brings over 43 years of experience delivering innovative solutions to community planning, housing, zoning, and development challenges. Formerly the founder and president of CIB Planning, Carmine now continues his work within OHM Advisors, where he specializes in community planning, zoning, public involvement, economic development, downtown planning, small-town development, site redevelopment, housing, and project implementation. He collaborates with a wide range of municipalities to develop creative solutions and guide them through implementation—recognizing that a project isn't complete until construction is finished. Carmine's depth of knowledge and extensive experience with communities throughout Michigan provide a valuable advantage.

Education

- Bachelors in Political Science, with Honors, University of Buffalo (1983)
- Masters in Community Planning, High Honors, University of Cincinnati (1981)

Experience

With OHM since 2025
43 years of prior experience

Professional Certification(s)

- American Institute of Certified Planners (AICP)

Professional Affiliation(s)

- President Emeritus, Michigan Association of Planning
- American Planning Association
- National Charrette Institute (NCI)
- Form Based Code Institute (FBCI)

Select Relevant Experience

City of Oak Park Zoning Ordinance (RRC)

City of Fenton (MI) Master Plan, Zoning Ordinance & 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 South Lyon (MI) Master Plan, Zoning Ordinance & Ongoing Services*

Village of Spring Lake (MI) Special Zoning Projects

*Work experience prior to OHM Advisors

Brittany Simmons,

PUBLIC ENGAGEMENT LEAD



Education

- Master of City & Regional Planning, University of Michigan, 2020
- Bachelor of Arts, University of Michigan, 2018

Experience

With OHM since 2023
3 years prior experience

Professional Affiliation(s)

- American Planning Association, Member

Background

Brittany is a Detroit-based planner whose place-based, community-driven research and analysis guide strategies that make cities more livable, equitable, and economically vibrant. Brittany draws from diverse experiences in New York, New York, and Detroit, Michigan that have informed her creative approach to crafting thoughtful economic and community development initiatives and strategies

Select Relevant Experience

Greater Warren/Conner Neighborhood Framework Plan, Detroit, MI

Planner; Supporting a neighborhood planning study on the Eastside of Detroit looking to deliver catalytic revitalization recommendations. The planning area surrounds the large Stellantis auto assembly plant and has been subjected to environmental issues for decades. The plan is focused on identifying near and long-term strategies to stabilize the neighborhoods, spur commercial development, improve mobility, and address sustainability and environmental concerns.

Kalamazoo Parks and Recreation Plan, Kalamazoo, MI

Planner; responsible for developing an equitable and community input-focused framework to guide investment in the parks system over the next five years. OHM has conducted an extensive community engagement process that relies on both in-person and digital tools to gather input from residents. This input is paired with a technical planning analysis that identifies the deficiencies in the parks system. Recommendations will attempt to address these deficiencies and set up the department to attract more users to the parks.

West Warren Avenue Transformation; Greenfield to Lonyo, City of Dearborn

Planner & Outreach Graphics

Jackson Road Corridor Study, Scio Township, MI

Planner; The Jackson Road Corridor Study resulted in the development of a holistic plan focused on transportation, environmental, and land use recommendations intended to enhance Jackson Road as a community focused commercial corridor. The Study began with an extensive existing conditions analysis, which informed the development of a corridor opportunity framework. Community and stakeholder engagement was utilized throughout the project to refine the draft set of strategies before finalizing the recommendations. The Corridor Study resulted in both a plan document and project recommendation ArcGIS online map for Scio Township staff and Planning Commission members to use as a reference when working with developers.

Kim Littleton, AICP

ZONING ADVISOR



Background

Over the past 35 years, Kim has developed an expertise in helping local jurisdictions throughout Ohio and the United States visualize, plan for, and manage future community growth and development. He has prepared numerous comprehensive plans, area plans, corridor plans, unified development ordinances, form-based codes, and hybrid codes for communities of all sizes. Administering zoning ordinances as a municipal planner has sharpened his skills in working closely with applicants, drafting well researched staff reports, and making clear and concise presentations to the public and community officials. Kim also has extensive experience in managing and directing public involvement activities for state and municipal agencies on community and transportation projects.

Education

- Master of Business Administration, Capital University School of Management and Leadership, 1983
- Bachelor of Urban Planning, University of Cincinnati, College of Design, Architecture, Art, and Planning, 1976

Experience

With OHM since 2019
30 years of prior experience

Professional Certification(s)

- American Institute of Certified Planners (AICP), 1984

Professional Affiliation(s)

- Form-Based Codes Institute (FBCI), 2006

During his career, Kim has worked on a wide variety of planning and zoning assignments. His skillsets include:

- Preparing comprehensive and strategic plans
- Drafting conventional, form-based, and hybrid codes and development regulations
- Actively engaging the public in the planning and design process
- Providing on-going planning consulting services to local governments
- Conducting corridor and neighborhood urban design studies

Select Relevant Experience

Buckeye Lake Zoning Code, Buckeye Lake, OH
Whitehall Zoning Code, Whitehall, OH
Portsmouth Zoning Code, Portsmouth, OH
Greenfield Zoning Services, Greenfield, OH
Hilliard Focus Area Zoning, Hilliard, OH
Reynoldsburg Zoning Services, Reynoldsburg, OH
Hancock Zoning Code Update, Hancock, MI
Barberton Development Code Update, Barberton, OH
Plain City Zoning Code, Plain City, OH
Lane Avenue Streetscape and Zoning, Upper Arlington, OH
Tallmadge Zoning Code, Tallmadge, OH
Greenfield Zoning Code Revision, Greenfield, OH
Clayton Zoning Code Update, Clayton, OH
Reynoldsburg Zoning Code Update, Reynoldsburg, OH
Hybrid Zoning Code, City of Northfield, MN*
Model Form-Based Code, Town of Amherst, MA*

*Work experience prior to OHM Advisors

Adam Cook, CNU-A, NCI, FBCI

ZONING ADVISOR



Background

Adam is a highly-skilled planner with extensive expertise in urban planning, design, economics, and community development. He brings a deep understanding of city planning and urban design to every project. As an experienced private-sector consultant, he specializes in market analysis and strategic development, working collaboratively to create sustainable and thriving communities. Adam's ability to communicate effectively with stakeholders, combined with his attention to detail, make him a valuable asset in multidisciplinary teams. Passionate about shaping the built environment, he seeks to leverage his expertise in both public and private sectors, contributing to projects that foster vibrant, resilient places.

Select Relevant Experience

Birmingham Master Plan, Birmingham, MI*

Hazel Park Master Plan & Form-Based Zoning Code, Hazel Park, MI*

Zionsville, IN Form-Based Zoning Ordinances/Codes*

Madison Heights Zoning Code, Madison Heights, MI*

Sault Ste. Marie Zoning Code, Sault Ste. Marie, MI*

Battle Creek Zoning Code, Battle Creek, MI*

*Work experience prior to OHM Advisors

Education

- MSc. (ABD) Urban and Regional Planning, Eastern Michigan University, 2010
- Bachelor of Science in Mathematics/Economics, The University of Michigan-Dearborn, 2005

Experience

With OHM since 2025

12 years prior experience

Professional Certification(s)

- National Charrette System (NCI) Management and Facilitation Certificate, 2016
- Form-Based Codes Institute (FBCI) Core Curriculum Certificate of Completion, 2013
- Congress for the New Urbanism, Accredited Membership (CNU-A), 2011
- NCI System Certificate, 2011

KATHLEEN DUFFY

AICP



Kathleen Duffy specializes in urban design and planning. She has a wide variety of planning and zoning experience ranging from small villages to capital cities, from rural townships to urban centers. She is an expert on land use, character, and placemaking projects and excels in redevelopment and economic development strategies for corridors, downtowns, and districts linking land use to transportation. 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.

- City of Mason Master Plan and Zoning Ordinance Draft, Mason, Michigan
- City of Adrian Zoning Ordinance, Adrian, Michigan
- City of Wyandotte Master Plan and Zoning Ordinance Update, Wyandotte, Michigan
- Mount Clemens Zoning Ordinance, Mount Clemens, Michigan
- Oak Park Zoning Ordinance, Oak Park, Michigan
- City of Detroit, Plan Detroit Master Plan, Detroit, Michigan
- Ann Arbor Comprehensive Plan, Ann Arbor, Michigan
- City of Ferndale, Master Plan, Parks and Rec Plan Update, and Climate Action Plan, Ferndale, Michigan
- City of Dearborn Zoning Ordinance Updates, Dearborn, Michigan
- Detroit Design Guidelines for Commercial Corridors, Detroit, Michigan
- City of Ironwood Zoning Ordinance, Ironwood, Michigan
- City of Menominee Master Plan Update, Menominee, Michigan
- MEDC Redevelopment Ready Communities Technical Assistance, Various Communities, Michigan
- City of Danville Comprehensive Plan, Danville, Virginia
- Lansing Comprehensive Plan and Form-Based Code, Lansing, Michigan
- Las Vegas Master Plan, Las Vegas, Nevada

EDUCATION

Master of Urban and Regional Planning,
University of Illinois

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

Urban Land Institute Larson Center for
Leadership

REGISTRATIONS

American Institute of Certified Planners

PROFESSIONAL AFFILIATIONS

American Planning Association

Urban Land Institute

Form-Based Code Institute

National Charrette Institute

ULI Michigan's Housing and Community
Development Local Product Council,
Member

RELEVANT EXPERIENCE



LAWRENCE, KANSAS LAND DEVELOPMENT CODE REVISION/UPDATE

Clarion Associates was retained in 2022 to help the university town of Lawrence, Kansas, with a major revision/update of its Land Development Code. Key priorities for the project are to implement the City's recent comprehensive, downtown, and subarea plans. Substantive areas of focus include improvements to the City's environmental regulations, expanding housing options, and reinforcing the region's commitment to compact growth and sustainability. Additionally, the project aimed to "zone for equity" and ensure that the development regulations do not result in unfair outcomes among different neighborhoods in Lawrence and allow for the equal ability to participate in or influence all parts of the zoning process.

The two-year process included significant community outreach ranging from "Meeting in a Box" activities to individual meetings with neighborhood organizations, and community-wide open houses. Innovative features of the new LDC include an expanded list of housing options throughout the City, residential lot and dimensional adjustments (e.g., courtyard and small lot development) to encourage infill housing, maximum parking requirements for all nonresidential uses and no minimum parking requirements in nonresidential zoning districts, new development standards that limit auto-oriented development and the impact of development on environmentally sensitive lands, simplified development procedures, and expanded public notice requirements. The LDC was adopted in 2025.

[View the LDC](#)

REFERENCE

Jeff Crick, AICP, Director
 Planning and Development Services
 785-832-7700
jcrick@lawrenceks.org

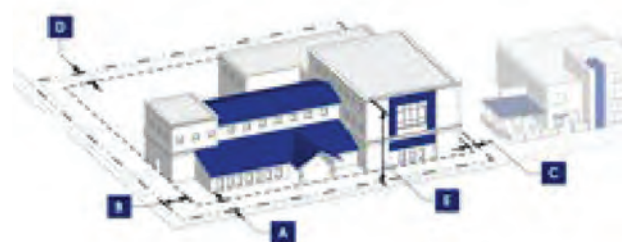
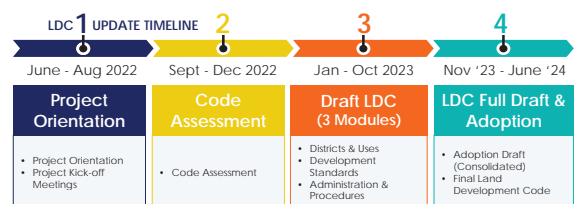
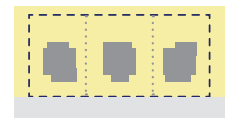


General Overview

The City of Lawrence is updating the Land Development Code (LDC) which includes zoning and subdivision regulations. The Land Development Code (LDC) will be updated in a series of draft documents, called "Modules," that are organized into three distinct topics: Zoning Districts and Use Regulations, Development Standards, and Administration and Procedures.

- **What is zoning?** Zoning establishes the legal framework for what can be built, what types of buildings can be constructed, and what types of businesses and activities can happen on a property in Lawrence. Zoning promotes the responsible and sustainable development and redevelopment of the land within the City in accordance with long-range planning efforts.
- **What is subdivision?** Subdivision is the division of land into two or more lots. Subdivision standards guide future growth and development in the city, ensure that the necessary services and facilities are available, and mitigate potential effects of natural hazards and other site conditions.

Where can I read the current Land Development Code? The LDC and other development regulations are available on the City's website on the Development Codes webpage (<https://lawrenceks.org/pds/codes/>).





CEDAR RAPIDS, IOWA REZONE CEDAR RAPIDS

*Prior to rejoining Clarion Associates, Elizabeth was the founding principal of Community ReCode LLC.

Community ReCode* worked with Ferrell Madden to update Cedar Rapids' 2006 tradition zoning code into a hybrid form-based and traditional code. Cedar Rapids, pop. 130,000, was implementing their 2015 award-winning EnvisionCR comprehensive plan through the targeted use of form-based regulation in downtown, corridor, and mixed-use neighborhood areas while aligning the traditional zone districts to address transitional development outside of the form-based areas and expand the mix of housing products and densities across the city.

The ReZone Cedar Rapids project incorporated an extensive public outreach process –with a mix of live and online activities - that city staff and the consultant team used to both inform the project content and educate the community about upcoming changes in the zoning process.

The project was adopted in late 2018.

[View the Code](#)

REFERENCE

Bill Micheel, Economic & Development Services Director

319-286-5725

w.micheel@cedar-rapids.org



Community Character Analysis

Introduction

Cedar Rapids' comprehensive plan, EnvisionCR, outlines an approach to regulating future land use that encourages a sensitive and desirable through the creation of Land Use Typology Areas (LUTAs). One of the goals is to place less emphasis on the separation of land uses, and more emphasis on form and character of development (in addition to use and density).

Cedar Rapids Citywide Character Areas Map & Key

Larger scale map sub-sections are included at the back of this report.

September 2016

Downtown

Context & Scale

Downtown is both a character area and a LUTA. It is the central, most intense, character area within Cedar Rapids. Pedestrian-oriented and compact, it draws people from across the region for a range of activities. It is accessible by transit, auto, bicycle, and foot. Street character within downtown varies, with ground floor retail along major blocks. Mixed, clustered to promote energy, and other blocks characterized by residential, office, or civic and institutional uses.

Street & Block Pattern

Downtown has an interconnected network of main and local blocks (generally to a north-south grid pattern) with diagonal and bicycle infrastructure. This pattern establishes a multi-scale, pedestrian-oriented grid with multiple street connections to adjacent areas and a secondary network of alley providing more access through many blocks. The street are designed for slow-moving multi-modal traffic and typically have wide sidewalks, street trees, and on-street parking. This is a secondary network of streets which, although serving a specific purpose, usually distance from the district street grid and understate the downtown street network.

Site & Lot Configurations

All downtown lots have corner frontage. Typically there are multiple lot buildings within each block and no side lot setbacks. This encourages street frontage and pedestrian-oriented uses. Complete the pedestrian-oriented street, which is highlighted by the location of numerous public open spaces within a short walking distance. Downtown use and lot configurations do not accommodate extended surface long format big box retail-oriented retail.

September 2016



BOISE, IDAHO MODERN ZONING ORDINANCE

The City of Boise is the largest city in the State of Idaho, with a population of 230,000, as well as the state’s capital city. In 2011, the city adopted Blueprint Boise – its new comprehensive plan, which focuses on

1. environmental stewardship;
2. predictable development patterns,
3. stable neighborhoods;
4. mixed-use activity centers;
5. community connections;
6. culture, education, arts and history;
7. economic strength and diversity; and
8. community safety, health, and caring.

In 2019 Boise retained Clarion Associates and Kushlan Associates to prepare a new zoning ordinance to help further implementation of the comprehensive plan. The complete zoning rewrite project was adopted unanimously the the City Council in the Summer of 2023.

Together with the community, the consultant team and City of Boise staff developed a modern zoning code to make sure the future design and development of projects protects the character of the city and creates more walkable, dynamic spaces for everyone. The modern zoning code encourages a variety of housing types so Boiseans can find homes that fit their needs and their budget, protect parks and open spaces, and pave the way for more pathways and transportation options so Boiseans can choose to walk, bike, bus or drive to the places they need to go.

Throughout the years long process, the project team asked residents how they envision Boise’s future, what they value about their community and what they want more, or less, of. The project team listened to feedback at community conversations, open houses, through surveys and stakeholder meetings, and one-on-one conversations with the most underrepresented community members

[View the Zoning Ordinance](#)



REFERENCE

Andrea Tuning, Senior Planner / Project Manager
208-608-7091
atuning@cityorboise.org

E. Warren/Cadieux Neighborhood Framework Plan

DETROIT, MI



Drawing from philanthropic contributions and public funding, Detroit's Strategic Neighborhood Fund (SNF) is designed to continue the City's renaissance through focused investment in specific areas to catalyze neighborhood redevelopment. The E. Warren / Cadieux area provided an opportunity to maximize the effects of the SNF due to its burgeoning commercial district, strong neighborhoods, and an appetite by residents to build on community assets to improve their community. OHM Advisors led the development of a Neighborhood Framework Plan that outlines near-term capital improvement projects as well as financing strategies and policies to make positive, lasting change in the neighborhood for all residents.

Public engagement was a key component of the planning process to ensure the Plan reflected the spirit and priorities of the E. Warren / Cadieux community, while still working within the City's constraints. A variety of inclusive tools were used that allowed our team to listen to the questions, concerns, ideas, and priorities that community members and business owners have for their neighborhood, ensuring the recommendations were crafted in collaboration with the community.

Grounded in feedback from the community, our team developed conceptual designs and recommendations constrained to the funding available. Since the plan was completed, E. Warren Ave has been redesigned into a

neighborhood main street through mobility and streetscape enhancements that support investment in high-quality commercial and mixed-use development in the same area. Catalytic projects to stabilize housing have been located near E. Warren to support local businesses. Increased access to the parks will complement neighborhood stabilization efforts. The action-oriented Plan has guided recent investment in the neighborhood and ensured new development aligns with the goals and aspirations of the community.

[View the Plan](#)

COMPLETION

Design
10.2019 - 05.2021

COST

Design
\$333,000

CLIENT INFORMATION

City of Detroit
Alexa Bush
Planning and Development
Department Director
2 Woodward Avenue, Suite
808
Detroit, MI 48226
313.628.0900

SERVICES PROVIDED

Community Engagement
Funding
Landscape Architecture
Planning
Transportation Planning

Downtown Grand Rapids Parking Investment Strategy

GRAND RAPIDS, MI



Growth in Downtown Grand Rapids has contributed to the perception that there is not enough parking to support the continued development in the core of the city. OHM Advisors was engaged to lead the development of a strategy to guide investments in parking within Downtown Grand Rapids over the next five to ten years. This study is focused on determining if additional parking capacity is needed based on the current demand, and if so, where are additional parking assets are required. Additionally, this study identified a host of additional parking strategies to begin to change the paradigm of parking in Grand Rapids.

OHM Advisors utilized robust data analysis to understand the trends in parking that have occurred over the past year. This data, provided by Mobile GR, was extremely valuable in understanding utilization and capacity over multiple months. The team also worked closely with Mobile GR to develop a comprehensive inventory of all parking facilities within the Downtown Development Authority boundary. Finally, a drone based parking survey was utilized to capture parking utilization data for on-street and private parking lots in Downtown, with the goal of understanding the available capacity on the busiest days of the week.

A comprehensive set of strategies will be developed that takes a multi-pronged approach to right-sizing the parking system in Downtown Grand Rapids. These strategies will need to work in tandem with each other to reduce the overall parking demand on the busiest days of the year.

COMPLETION

Design
03.2025 - Present

COST

Design
\$182,000

CLIENT INFORMATION

City of Grand Rapids - Mobile
GR Department
Jessica Smith - Director
50 Ottawa Ave NW
Grand Rapids, MI
49503

SERVICES PROVIDED

Transportation Planning
GIS Data Analysis
Stakeholder Engagement

Vision for the Valley

CLEVELAND, OH



For over 200 years, Cleveland's Cuyahoga River Valley has connected the city to global trade, and recent revitalization efforts have transformed it into a vibrant, mixed-use area with increased wildlife, recreation, and commerce. Partnering with local agencies, OHM Advisors created a comprehensive plan, shaped by over 1,000 public interactions, to guide sustainable growth and future development in the Valley. Vision for the Valley is a comprehensive plan that balances the river and land-based uses, outlining a sustainable vision for future growth.

Central to the planning process was the breaking down of traditional barriers and fostering collaboration among diverse stakeholders. Over a nine-month period, the team employed a multifaceted approach to community engagement, leveraging a combination of in-person and virtual tactics which resulted in over 1,000 interactions with the public and key stakeholders, gathering invaluable insights and ideas to shape the plan recommendation. Despite the challenges posed by the COVID-19 pandemic, the team remained nimble and flexible, ensuring that the planning process remained inclusive and equitable.

Structured around six overarching categories—land use, mobility and connectivity, water safety and access, public space, environmental concerns and nature, and marketing and branding—the plan offers a comprehensive framework for guiding future investments and initiatives. Building upon

this foundation, specific recommendations are tailored to four key focus areas within the study limits which represent strategic opportunities for future growth and development along the River Valley.

The resulting plan received widespread acclaim and was honored with the 2023 ACEC Ohio Engineering Honor Award in the Planning/Studies category. This accolade recognizes the plan's exceptional ingenuity, value, and potential to serve as a model for sustainable urban development.

[View the Plan](#)

COMPLETION

Design
2020

COST

Design
\$250,000

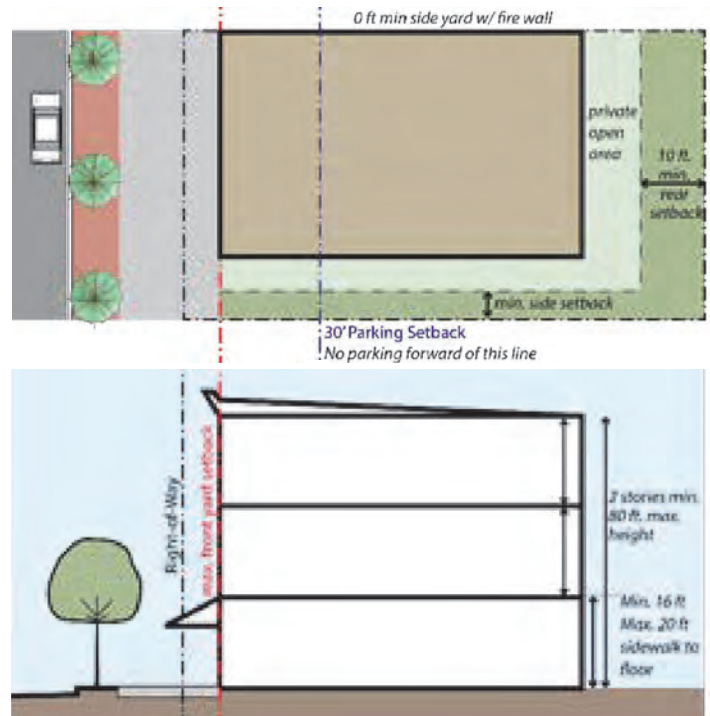
CLIENT INFORMATION

City of Cleveland / Flats Forward
James A. Haviland,
Executive Director
1010 Euclid Avenue, 3rd Floor
Cleveland, OH 44115
216.416.1970
jhaviland@flatsforward.org

SERVICES PROVIDED

Community Engagement
Planning

WYANDOTTE ZONING ORDINANCE UPDATE & REDEVELOPMENT PLAN



LOCATION

Wyandotte, Michigan

SIZE

7 sq miles

COMPLETION DATE

2019 Master Plan, Zoning 2023

CLIENT REFERENCE

Natalie Rankine
 RRC Special Projects
 City of Wyandotte
 734.223.3759
 nrankine@wyandottemi.gov

As the “Downriver Downtown”, Wyandotte is a well-preserved vibrant city south of Detroit situated on the Detroit River. Their previous master plan, now decades old, needed an overhaul to pull together a variety of recent initiatives and studies. A series of meetings and interviews were held to understand the full spectrum of redevelopment initiatives, many of which are undertaken by the City itself to promote acquisition and rehabilitation of historic homes and mixed-use properties. The master plan highlights key redevelopment sites, a preliminary non-motorized plan, an economic development strategy, and zoning recommendations to provide the city with targeted next steps to continue its strong redevelopment focus.

Following adoption of the comprehensive plan, SmithGroup partnered with Wade Trim to prepare a whole-scale rewrite of Wyandotte’s zoning ordinance. In lieu of a public visioning open house during the pandemic, SmithGroup prepared an “un-workshop” virtual meeting to share the draft zoning approach and solicit feedback on corridor and downtown priorities. Other key user-friendly amendments include the incorporation of a use matrix, incorporation of graphics, a complete reorganization of the ordinance and an interactive pdf format.

[View the Code](#)

MASTER PLAN & ZONING ORDINANCE UPDATE & DESIGN GUIDELINES



SmithGroup completed a Master Plan Update for the Village of Lexington to help redefine the waterfront, harbor, and downtown areas, while defining how the redevelopment will impact the greater village and the region. The master plan included coordination with concurrent efforts by the DNR and Army Corps of Engineers on planned improvements to the marina. CIB Planning lent their economic development expertise for a redevelopment strategy and DDA plan amendment.

LOCATION

Lexington, Michigan

COMPLETION DATE

2020

CLIENT REFERENCE

Jackie Huepenbecker
 Planning Commissioner
 Village of Lexington, Michigan
 810.359.8631
 streisand5@aol.com

The master plan’s focus on redevelopment and the downtown led to a concurrent zoning ordinance overhaul and capital improvements plan with Wade Trim. Robust public engagement included workshops, focus groups, and a steering committee to shape priorities related to preserving the village’s small town charm while maximizing its waterfront access and tourism potential.

Following adoption of the master plan and zoning ordinance, SmithGroup created a set of downtown and mixed-use corridor design guidelines to illustrate best practices for achieving the vision of the master plan and zoning. The design guidelines emphasize redevelopment that supports the traditional village character while promoting a mixture of uses.

[View the Design Guidelines](#)

WEST DEARBORN DOWNTOWN FORM-BASED CODE



Dearborn’s West Downtown has seen a recent resurgence in mixed-use development, but its outdated zoning district led to a cumbersome review process riddled with variances and special approvals. Seeking to modernize its regulations, Dearborn, through the RRC program, sought a pilot district that could be replicated for its East Downtown and corridors and subsequent phases. Recent plans by Ford Motor Company to invest in a transformational project in the heart of West Downtown led to a natural synthesis with the City’s adjacent efforts to create standards for streetscape, parking, and to allow taller mixed-use projects by right. Building on the momentum from the Ford project, a public open house was held to generate ideas and enthusiasm for a set of subdistricts to capture the distinct characteristics of the core downtown and adjacent neighborhoods.

[View the Code](#)

LOCATION

Dearborn, Michigan

COMPLETION DATE

2018

CLIENT REFERENCE

Mohamed (Moe) Ayoub
Former Dearborn Planner
City of Westland, Michigan
mayoub@cityofwestland.com

PROJECT SCOPE

Our proposed approach for this project consists of five tasks:

- Task 1: Project Initiation and Background Review
- Task 2: Diagnostic Report & Recommendations
- Task 3: Preliminary Draft Zoning Ordinance and Zoning Map
- Task 4: Public Review Draft Zoning Ordinance and Zoning Map
- Task 5: Final Zoning Ordinance, Zoning Map, and Adoption Support

Opportunities for community and stakeholder input will be provided during each task. Although some key meetings are identified at the task level as part of this scope of work, more general tasks for community and stakeholder engagement are also included. Each of these tasks represents a major “round” of community and stakeholder engagement that will include numerous meetings and opportunities for input. The specifics of each of these rounds of community and stakeholder engagement and other aspects of the approach will be formalized during Task 1.

It takes the whole community to draft a new Zoning Ordinance. We reference different participant groups throughout this Project Scope. They include:

- **Consultant Team**- Team members from Clarion Associates, OHM Advisors, and SmithGroup
- **Project Management Team**- City’s Project Manager and core project leadership staff (e.g., City Attorney’s Office); responsible for project management.
- **Zoning Ordinance Working Group**- Comprised of local stakeholders, developers, other frequent Zoning Ordinances users, and community members, and designed to provide feedback and local knowledge during the drafting process.
- **Planning Board and City Commission (PB and CC)** – While these are the primary elected and appointed decision-making bodies we interact with during Zoning Ordinance updates, we may also interact with the Board of Zoning Appeals, Architectural Review Commission, Design Review Board and other boards and commissions whose missions are impacted by the Zoning Ordinance.
- **Birmingham Community Members**- Members of the public who will be asked for input and feedback about topics in the Zoning Ordinance that are important to the community.

TASK 1: PROJECT INITIATION AND BACKGROUND

OBJECTIVES

1. Organize ongoing project management
2. Gather and review relevant background materials
3. Connect with internal stakeholders
4. Establish project branding, web presence, and informational materials
5. Establish a baseline understanding of strengths and weaknesses of the Zoning Ordinance

2.2 PROJECT KICKOFF AND MANAGEMENT MEETING

An initial kick-off meeting will be held with the Consultant and Project Management Teams to confirm project roles and responsibilities, gather background data and information, and establish an agenda and dates for the initial round of stakeholder meetings. Specific topics will include:

PROJECT MANAGEMENT PLAN

Effective project management is an essential component of getting to adoption. We rely on effective project management as an essential component of getting to adoption. Our goal is to complete our projects on time and within budget and we find that our success at this is due in part to our communication with our clients throughout the project and our ability to make scheduling and drafting adjustments when necessary. As the project gets underway, we will schedule regular consultant/staff project coordination calls – typically every other week. We use these calls to talk through the full range of project scheduling, community outreach, and drafting issues.

DOCUMENT COLLECTION

The Consultant Team will start with a deep dive into Birmingham’s policy and planning projects, including Birmingham Plan 2040, the Downtown Birmingham 2016 Plan, the Multi-Modal Transportation Plan,

and other plans as recommended by the Project Management Team. Our experience working on zoning code projects across the country allows us to quickly come up to speed on land use issues and identify the regulatory issues and patterns that we will explore further through early project conversations.

1.2 PROJECT BRANDING

Consultant Team members will work with staff to develop the project branding and marketing standards, which include project logo development, color and font selection, deliverable templates, and style guide. This task also includes the preparation of a one- to two-page handout that provides an overview of the Zoning Ordinance Update project and outlines/responds to questions that are likely to emerge regarding the relationship between the Birmingham Plan 2040 process and the Zoning Ordinance Update process.

1.3 PROJECT WEBPAGE

The Consultant Team will work with the City to establish a dedicated project webpage on the City's website, with a framework for subsequent updates during the Zoning Ordinance Update process. Once the project webpage is established, Consultant Team members will provide project branding materials and periodic content updates to City staff for incorporation at key points during the process.

1.4 PUBLIC ENGAGEMENT PLAN (PEP)

Creating opportunities for meaningful public engagement related to the drafting of zoning regulations can be especially challenging. Zoning Ordinance updates involve highly technical information drafted over an extended timeframe, and many community members are unaware of how land use regulations impact growth and development. Our team will develop a Public Engagement Plan that draws from our experiences facilitating code projects across the country. The Public Engagement Plan will:

- Establish overarching goals for public participation;
- Define specific groups and audiences to be engaged during each project task;
- Establish an overall schedule/timeline for public participation activities;
- Identify specific tools, techniques, and educational materials (e.g., "Zoning 101" handouts or highlights of proposed Zoning Ordinance or Zoning Map changes in different areas in the community) anticipated to be used during each round of outreach activities, as well as any materials or information to be distributed or shared during public events; and

- Define roles and responsibilities for the execution of various tasks related to specific events and activities.

The Public Engagement Plan will be used throughout the process to inform project stakeholders and community members about upcoming outreach activities.

1.5 PROJECT ORIENTATION MEETINGS

An initial round of in-person and virtual meetings will be held with City staff and internal City stakeholders to identify key issues to be addressed, gather background data and information, build an understanding of related efforts that may impact the Zoning Ordinance update; and understand the expectations of various stakeholder groups. Activities are anticipated to include:

- A work session between Project Management Team members and the Consultant Team;
- Interviews with City departments and members of the Planning Board, Architectural Review Commission, Design Review Board, Board of Zoning Appeals, Historic District Commission, and City Commission, and any other boards recommended by the Project Management Team; and
- First meeting with the Zoning Ordinance Working Group.

Following the project orientation meetings, a brief summary will be prepared to highlight common themes and more detailed issues and opportunities that emerged from conversations.

[See summary of Task 1 on the next page]

TASK 1 SUMMARY

Task		Consultant Team Role ● = Lead ○ = Support			City Responsibilities
		Clarion	OHM	SmithGroup	
1.1	Project Kickoff and Management Meeting	●	○	○	<ul style="list-style-type: none"> • Provide background materials • Participate in project management calls
1.2	Project Branding	●	○	○	<ul style="list-style-type: none"> • Select project brand
1.3	Project Webpage	●	○	○	<ul style="list-style-type: none"> • Share City requirements for external website
1.4	Public Engagement Plan (PEP)	○	●	○	<ul style="list-style-type: none"> • Review draft PEP and suggest options for previously successful outreach
1.5	Project Orientation Meetings	●	○	○	<ul style="list-style-type: none"> • Assist in the formation and recruitment of members for the Working Group • Schedule meetings with City staff and boards/commissions • Participate in meetings
Task 1 Engagement: <ol style="list-style-type: none"> 1. Project Introduction presentations to PB and CC 2. Working Group Meeting #1 – Project Kickoff 					
Task 2 Deliverables: <ol style="list-style-type: none"> 1. Orientation meeting summary memo 2. Project logo and branding materials (internal draft and final) 3. One- to two-page About the Project handout (FAQs about the project/relationship to Birmingham Plan 2040) 4. Introductory content for project webpage (updates to webpage will be part of later project tasks) 5. Public Engagement Plan (staff and public drafts) 					

TASK 2: DIAGNOSTIC REPORT AND RECOMMENDATIONS

OBJECTIVES

1. Summarize the overarching Birmingham Plan 2040 themes and framework concepts that will guide the Zoning Ordinance Update process
2. Identify potential regulatory approaches related to different topics
3. Establish a proposed organization and overall strategy for the updated Zoning Ordinance
4. Share themes and approaches with the community for feedback

2.1 DIAGNOSTIC REPORT AND RECOMMENDATIONS - STAFF DRAFT

The Consultant Team will conduct our own analysis of Birmingham's current Zoning Ordinance and combine

our findings with information gathered during project orientation meetings and issues identified by staff to prepare a detailed Diagnostic Report of topics that will be addressed as part of the Zoning Ordinance update.

The Diagnostic Report will determine how well the current ordinance supports the goals of the Birmingham Plan 2040, highlight areas where the regulations are out of alignment with best practices, and identify contradictions, outdated terminology, or over-complicated processes that hinder development and enforcement.

The Diagnostic Report will also include descriptions of conceptual regulatory approaches to resolve identified issues. Where appropriate, we will present several possible solutions and work with the City to determine which approach is most appropriate based on staff capacity, elected official priorities, and Birmingham's development context.

We will also use the Diagnostic Report to explore some of the key issues highlighted in the RFP, such as:

- Consolidating zoning districts and uses to create a clearer, more predictable ordinance;
- Adjusting residential zone boundaries and standards to better match existing housing types and neighborhood character;
- Enabling Accessory Dwelling Units (ADUs) in compatible zones to expand housing options;
- Strengthening design and sustainability standards, such as stormwater management, age-in-place provisions, and dark-sky lighting standards;
- Ensuring zoning procedures are efficient, transparent, and aligned with other local development review processes.

For each of these issues, we will provide a background explanation of why the topic is important, describe how peer communities (as identified by the Project Management Team) have addressed similar challenges, outline high-level regulatory options, and recommend next steps for community discussion to test concerns and possibilities.

The Consultant Team will share the first draft of the Diagnostic Report internally with staff for review and

feedback. Following one round of written comments, we will revise the Diagnostic Report and prepare the Public Draft.

2.2 DIAGNOSTIC REPORT AND RECOMMENDATIONS - PUBLIC DRAFT

In this task, the Consultant Team will work with the Project Management Team to schedule presentations to the Planning Board and City Commission, followed by community meetings as detailed in the Public Engagement Plan, to share the Diagnostic Report and collect community input. The objectives of these meetings will be to:

- Invite the public into the Zoning Ordinance update conversation;
- Preview the general scope and parameters of issues that the project will address; and
- Identify critical topics where more extensive community-based dialogue will be needed to move toward shared resolution.

We will summarize the feedback from these public outreach meetings and compile it as an addendum to the Diagnostic Report.

TASK 2 SUMMARY

Task		Consultant Team Role ● = Lead ○ = Support			City Responsibilities
		Clarion	OHM	SmithGroup	
2.1	Diagnostic Report - Staff Draft	●	○	● Form-Based Districts	<ul style="list-style-type: none"> • Provide consolidated written staff comments
2.2	Diagnostic Report - Public Draft	●	● Community Engagement	○	<ul style="list-style-type: none"> • Coordinate meeting logistics (scheduling, meeting space, food) for Working Group, focus groups, PB, CC, and any other stakeholders identified by the Project Management Team • Comment on presentation materials
Task 1 Engagement: <ol style="list-style-type: none"> 1. Working Group Meeting #2 – Review of Diagnostic Report 2. Community meetings, focus groups, and stakeholder interviews 3. Online input opportunity (via Konveio community engagement platform) 					
Task 2 Deliverables: <ol style="list-style-type: none"> 1. Diagnostic Report and Recommendations (staff and public drafts) 2. Presentation materials for the Working Group, PB, CC, and community/stakeholder meetings 3. Summary of community input (Diagnostic Report Addendum) 					

TASK 3: PRELIMINARY DRAFT ZONING ORDINANCE AND ZONING MAP

OBJECTIVES

1. Prepare Preliminary Draft Zoning Ordinance update (revisions, reorganization, graphics)
2. Prepare Preliminary Draft Zoning Map
3. Review and revise Preliminary Draft Zoning Ordinance and Zoning Map with Project Management Team and Working Group
4. Prepare Public Draft Zoning Ordinance and Zoning Map

3.1 PRELIMINARY DRAFT – STAFF DRAFT INSTALLMENTS

The Preliminary Draft of the Zoning Ordinance will incorporate the substantive changes identified through the Diagnostic Report and confirmed with staff, boards, and the community. The draft will include graphics, tables, and charts to explain zoning and land use concepts, replacing unnecessary text wherever possible. Areas that would benefit from more robust illustrations will be flagged, though final graphics may be developed in later iterations once language is settled.

Because the Birmingham Zoning Ordinance update is expected to introduce a substantial amount of new material in a more accessible format, each installment will be accompanied by commentary and footnotes explaining:

- Changes in regulations and practice;
- The rationale behind each new provision; and
- How the revised ordinance addresses the issues identified in the Diagnostic Report.

DRAFTING ORGANIZATION

INSTALLMENT 1 – ZONING DISTRICTS AND USES

This installment will focus on updating the current lineup of zoning districts to align with the Birmingham Plan 2040 and other adopted City plans and policies. We will use the Diagnostic Report to begin charting the path toward alignment with the Future Land Use Map. Possible outcomes include:

- District consolidations, where existing districts with similar purposes, standards, and uses can be merged for clarity;
- New districts, including the potential for additional or refined form-based districts to support walkability, mixed-use development, and design quality;

- Adjustments to existing form-based districts to better reflect Birmingham’s goals and urban design priorities; and
- Elimination of obsolete districts that are rarely applied or are inconsistent with adopted land use policies.

The use regulations will be comprehensively updated in this installment. This will include:

- Revising the permitted use table to improve legibility;
- Modernizing and consolidating use categories; and
- Reviewing and updating levels of permission for individual uses (e.g., converting appropriate special uses to permitted uses with use-specific standards to reduce unnecessary review).

A Preliminary Zoning Map will also be prepared during this installment. The map will apply the revised and new districts either through direct conversions or, where appropriate, as rezonings. Because rezonings require additional legal considerations, the Consultant Team will coordinate closely with the Project Management Team and City Attorney’s office to ensure that the map update process is transparent, defensible, and consistent with Michigan law.

INSTALLMENT 2 – DEVELOPMENT STANDARDS

This installment will focus on Birmingham’s development quality standards, with a particular emphasis on improving and clarifying the City’s Design Review process and regulations addressing site layout, circulation, building design, streetscape character, landscaping, lighting, and stormwater management. Key areas of focus will include:

- Parking, access, and circulation standards that support walkability;
- Landscaping and open space requirements that align with stormwater and sustainability goals;
- Context-sensitive design standards, including building massing, frontage, and transitions between neighborhoods and mixed-use areas;
- Sustainability and resilience measures, including lighting and energy efficiency; and
- Basic provisions to encourage age-in-place and accessible design.

The development standards installment will also reconcile zoning standards with related City requirements (e.g., engineering and historic preservation standards) to provide applicants and reviewers with a consistent and predictable framework.

INSTALLMENT 3 – ADMINISTRATION AND PROCEDURES

This installment will focus on streamlining the current procedures for development review applications with an emphasis on:

- Establishing procedures that are easy to understand;
- Basing procedures on a consistent and predictable foundation; and
- Applying objective approval criteria— while offering flexibility where appropriate.

This installment will also include the general provisions of the Zoning Ordinance, which contain important elements to ensure the new code functions effectively (e.g., legal authority to regulate land use, relationship to other codes, nonconformities, and enforcement of the Zoning Ordinance).

DRAFTING SEQUENCE

1. Share installment drafts with Project Management Team, Planning and Engineering Department staff, and the Working Group for review and discussion in focused meetings.
2. Revise installments based on City and Working Group feedback, and identify issues requiring further community or policy-maker discussion.
3. Consolidate installments into a comprehensive Preliminary Draft, adding notes from engagement activities.
4. Determine with Project Management Team whether additional review is needed before moving to the Public Review Draft.

3.2 PRELIMINARY DRAFT – COMMUNITY ENGAGEMENT

As the Preliminary Draft Zoning Ordinance progresses through the installments, the Consultant Team will lead a series of engagement activities to ensure the ordinance reflects Birmingham’s character and community values. These may include:

- Meeting-in-a-Box style activities (both live and digital) to gather neighborhood perspectives;
- Online mapping/storymap tools to explain existing zoning and test potential changes; and
- Fact sheets and surveys that build on Birmingham Plan 2040 outreach and open discussion about housing choices, design standards, and aging-in-place.

Comments gathered from the Working Group, Planning Board, City Commission, and the community will be reviewed with staff, and edits will be made to refine the Preliminary Draft.

3.3 PUBLIC REVIEW DRAFT ZONING ORDINANCE AND ZONING MAP – STAFF DRAFT

Based on community and stakeholder feedback, the Consultant Team will revise the Preliminary Zoning Ordinance Draft and prepare the Public Review Zoning Ordinance and Zoning Map for staff’s review. The Project Management Team will help reconcile unclear or conflicting comments, refine mapping decisions, and identify outstanding issues. The Public Review Draft will include revised versions of all illustrations. We will also prepare a final cover memorandum in a format that allows for comparisons between the current and proposed regulations, summarizing all major changes.

The Public Review Zoning Map will be developed alongside the Zoning Ordinance text. This map will illustrate how updated and new zoning districts apply across the city and will flag specific locations where district conversions or rezonings may generate heightened community interest. These highlighted areas will be emphasized in public-facing materials and engagement activities during Task 4 to ensure transparency and allow residents, businesses, and property owners to fully understand the implications of proposed changes.

[See summary of Task 3 on the next page]

TASK 3 SUMMARY

Task		Consultant Team Role ●= Lead ○= Support			City Responsibilities
		Clarion	OHM	SmithGroup	
3.1	Preliminary Draft – Staff Draft Installments	●	● Zoning Map	● Form-Based Districts	<ul style="list-style-type: none"> Provide consolidated written staff comments on each installment and Preliminary Zoning Map
3.2	Preliminary Draft – Community Engagement	○	●	○	<ul style="list-style-type: none"> Coordinate meeting logistics (scheduling, meeting space, food) for Working Group, PB, CC, and any other stakeholders identified by the Project Management Team Comment on presentation/ outreach materials
3.3	Public Review Draft Zoning Ordinance and Zoning Map – Staff Draft	●	● Zoning Map	● Form-Based Districts	<ul style="list-style-type: none"> Provide consolidated written staff comments on the Public Review Draft
Task 3 Engagement: <ol style="list-style-type: none"> Working Group Meetings #3-6 – Review of Preliminary Draft Installments and Zoning Map Community-based and primarily educational outreach activities (e.g., meeting-in-a-box, learning sessions, online surveys, and mapping exercises) Online input opportunity for each Preliminary Draft Installments (via Konveio community engagement platform) and Zoning Map 					
Task 3 Deliverables: <ol style="list-style-type: none"> Preliminary Draft: Individual Zoning Ordinance Installments (staff and public drafts) Outreach and presentation materials for the Working Group, PB, CC, and community Public Review Draft Zoning Ordinance (staff draft) 					

TASK 4: PUBLIC REVIEW DRAFT ZONING ORDINANCE AND ZONING MAP

OBJECTIVES

- Engage the community in exploring, understanding, and commenting on the Public Review Draft Zoning Ordinance and Zoning Map
- Identify potential edits or changes to the Public Review Draft Zoning Ordinance and Zoning Map
- Confer with elected and appointed officials about community input and guidance for Public Review Draft Zoning Ordinance and Zoning Map
- Create an adoption draft of the Public Review Draft Zoning Ordinance and Zoning Map

TASK 4.1 PUBLIC REVIEW DRAFT AND ZONING MAP COMMUNITY OUTREACH

Over a period of 4–6 months, the Consultant Team will host a series of learning sessions, workshops, and public meetings to introduce and seek input on the Public Draft Zoning Ordinance and Zoning Map. Meetings will be held in a variety of settings and times to maximize accessibility. Handouts and online tools will summarize major changes, illustrate district conversions, and highlight specific map areas where rezonings may require additional community dialogue.

Community members will also be able to review the draft online through Konveio and the Zoning Map through an interactive StoryMap or other digital tools to see how the new ordinance and map affect their property or neighborhood.

4.2 CONSOLIDATE PUBLIC COMMENTS AND REVIEW WITH CITY STAFF AND OFFICIALS

The Consultant Team will prepare a public comment matrix that identifies input on the Zoning Ordinance and Zoning Map and indicates whether changes will be incorporated. Each entry will include an explanation for how comments were addressed. The matrix will be reviewed with the Project Management Team, the Working Group, the Planning Board, and City Commission, and will be posted on the project webpage.

If unresolved issues emerge, particularly regarding the application of new zoning districts on the Zoning Map, the Consultant Team will propose issue-based resolution processes such as targeted focus groups, facilitated meetings, or surveys.

4.3 ADOPTION DRAFT ZONING ORDINANCE AND ZONING MAP

The Consultant Team will prepare an Adoption Draft of the Birmingham Zoning Ordinance and Zoning Map, incorporating staff direction, elected official guidance, and community input. This version will include final graphics and illustrations and will be the basis for the adoption process.

TASK 4 SUMMARY

Task		Consultant Team Role ● = Lead ○ = Support			City Responsibilities
		Clarion	OHM	SmithGroup	
4.1	Public Review Draft and Zoning Map Community Outreach	○	●	○	<ul style="list-style-type: none"> Coordinate meeting logistics (scheduling, meeting space, food) for Working Group, PB, CC, and any other stakeholders identified by the Project Management Team Comment on presentation/outreach materials
4.2	Consolidate Public Comments and Review with City Staff and Officials	●	● Zoning Map	● Form-Based Districts	<ul style="list-style-type: none"> Provide consolidated comments resulting from community outreach or additional staff review Identify outstanding issues to discuss with PB/CC or reserve for future city discussion
4.3	Adoption Draft Zoning Ordinance and Zoning Map	●	● Zoning Map	● Form-Based Districts	<ul style="list-style-type: none"> Review and help finalize Adoption Draft Zoning Ordinance and Zoning Map
<p>Task 4 Engagement:</p> <ol style="list-style-type: none"> Working Group Meetings #7-10 – Additional discussions for outstanding issues, summary of community input via outreach events, and wrap-up meeting. Citywide “hands-on” engagement activities (e.g., workshops with small group discussions, community open houses, neighborhood meet-ups, walking tours, mail-in or drop off surveys, and virtual events) Online input opportunity for Public Review Draft Zoning Ordinance (via Konveio community engagement platform) and Zoning Map 					
<p>Task 4 Deliverables:</p> <ol style="list-style-type: none"> Public Review Draft Zoning Ordinance and Zoning Map (public draft) Outreach and presentation materials for the Working Group, PB, CC, and community 					

TASK 5: FINAL ZONING ORDINANCE, ZONING MAP, AND ADOPTION SUPPORT

OBJECTIVES

1. Support the City's Zoning Ordinance adoption process
2. Finalize any required changes in preparation for codification

TASK 5.1 ADOPTION PROCESS SCHEDULE AND MATERIALS

The Consultant Team will work with the Project Management Team to prepare a detailed adoption schedule for the updated Birmingham Zoning Ordinance and Zoning Map. As part of this effort, the Consultant will create supporting materials such as Zoning Ordinance summary memos, annotated draft sections, presentation slides, and examples from peer communities to help frame policy choices and facilitate discussion during hearings as needed.

TASK 5.2 ADOPTION HEARINGS

The Consultant Team will attend Planning Board and City Commission hearings in-person, with additional hearings supported virtually as needed. In coordination with the Project Management Team, the Consultant Team will identify whether consultants will lead specific presentations or serve in a supporting role. Team members will also be available to answer technical questions related to both the Zoning Ordinance text and the Zoning Map.

TASK 5.3 ADOPTED BIRMINGHAM ZONING ORDINANCE AND ZONING MAP

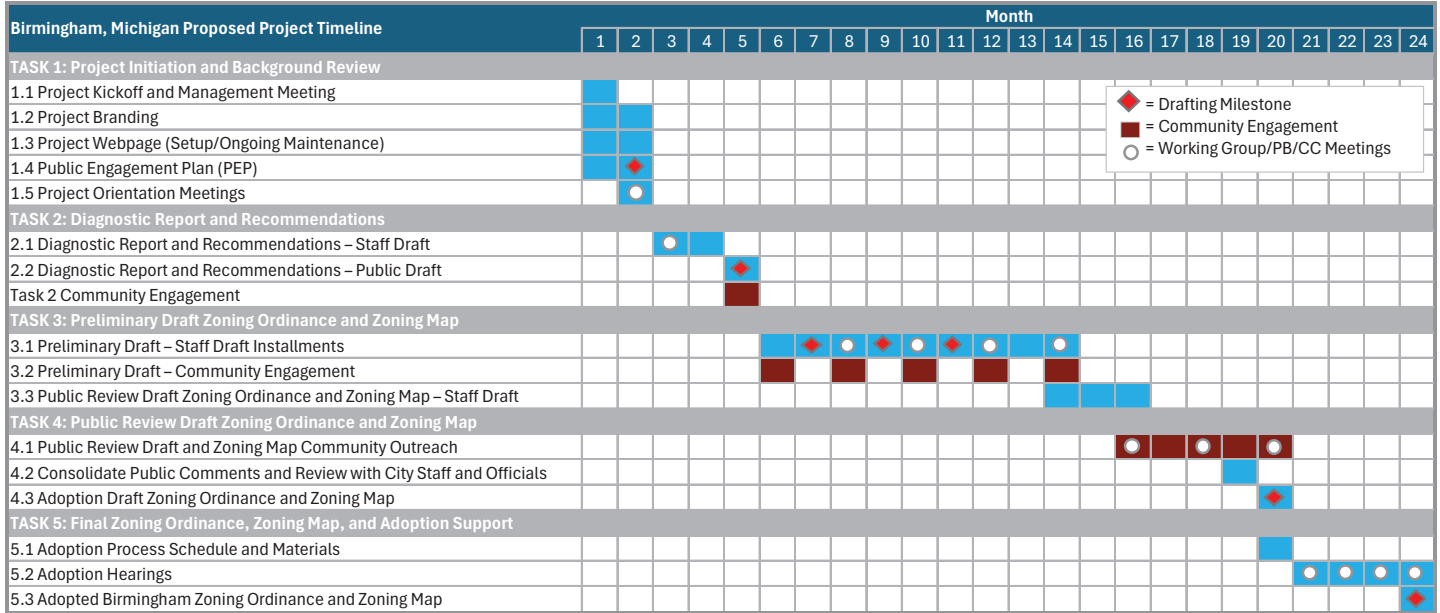
Following adoption, the Consultant Team will prepare the final, adopted Zoning Ordinance and Zoning Map and provide them to the City in electronic form for use on the municipal website. All documents, graphics, and map files will be delivered in both PDF and editable/native formats to ensure long-term usability, accessibility, and integration with the City's GIS and codification systems.

TASK 5 SUMMARY

Task		Consultant Team Role ● = Lead ○ = Support			City Responsibilities
		Clarion	OHM	SmithGroup	
5.1	Public Review Draft and Zoning Map Community Outreach	●	● Zoning Map	○	<ul style="list-style-type: none"> Identify probable adoption schedule Review presentation and support materials
5.2	Consolidate Public Comments and Review with City Staff and Officials	●	● Zoning Map	○	<ul style="list-style-type: none"> Coordinate presentation and question responses
5.3	Adoption Draft Zoning Ordinance and Zoning Map	●	● Zoning Map	○	<ul style="list-style-type: none"> Review final edits and coordinate codification
Task 5 Engagement:					
1. Adoption hearings with Planning Board and City Commission					
Task 5 Deliverables:					
1. Final Zoning Ordinance: 1 reproducible PDF + 6 bound color copies, plus 1 digital source file.					
2. Final Zoning Map: 1 high-res PDF + 6 24"x36" color copies; all GIS shapefiles/related mapping files; 1 digital source file.					
3. All data/illustrations included in the Zoning Ordinance					
4. Microsoft Word User Guide for staff training to assist future updates to the document					

PROJECT TIMELINE

Based on our experience, we believe a 24-month drafting and adoption schedule is realistic for the proposed scope of work (though the actual adoption date depends on political factors and thus can be somewhat unpredictable). We outlined a process in this proposal that we believe works and that results in a draft code that has been through numerous public meetings within approximately 20 months, which then would move into the final adoption process.



REQUESTED FORMS

BIDDER'S CONTRACT FOR ZONING ORDINANCE UPDATE

In submitting this proposal, as herein described, the Consultant agrees that:

1. They have carefully examined the specifications, terms and Contract of the Request for Proposal and all other provisions of this document and understand the meaning, intent, and requirement of it.
2. They will enter into a written contract and furnish the item or items in the time specified in conformance with the specifications and conditions contained therein for the price quoted by the proponent on this proposal.

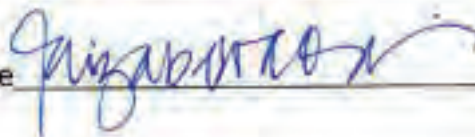
Elizabeth Garvin	September 28, 2025
PREPARED BY (Print Name)	DATE
Director	
TITLE	DATE
	egarvin@clarionassociates.com
AUTHORIZED SIGNATURE	E-MAIL ADDRESS
Clarion Associates, LLC	
COMPANY	
1630 Welton St., Ste. 1000C	303.830.2890
ADDRESS	PHONE
N/A	
NAME OF PARENT COMPANY	PHONE
N/A	
ADDRESS	

COST PROPOSAL FOR ZONING ORDINANCE UPDATE

In order for the bid to be considered valid, this form must be completed in its entirety. Additional sheets may be added if necessary. The cost for the Scope of Work as stated in the Request for Proposal documents shall be itemized as follows:

Project Elements	Cost
• Project Initiation and Background Review	\$ 4,567.00
• Public Engagement and Stakeholder Involvement	\$105,688.00
• Diagnostic Report and Recommendations	\$33,782.00
• Drafting of Updated Zoning Ordinance	\$107,629.50
• Zoning Map Revisions	\$21,000.00
• Administrative and Procedural Improvements	\$35,876.50
• Final Ordinance and Adoption Support	\$30,702.00
TOTAL AMOUNT	\$339,224.00
Additional Meeting Charge	\$200 - \$2050/meeting based on topic, length, and consultant team personnel required
Additional Services (If Any)	
•	\$
•	\$
•	\$
•	\$
TOTAL AMOUNT WITH ADDITIONAL SERVICES	\$339,224.00

Firm Name Clarion Associates

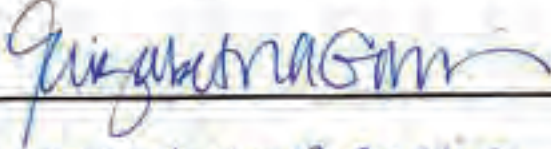
Authorized signature  Date: 09.28.25

VENDOR CERTIFICATION THAT THIS IS NOT AN "IRAN LINKED BUSINESS"

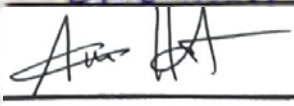
Pursuant to Michigan law, (the Iran Economic Sanctions Act, 2012 PA 517, MCL 129.311 et seq.), before accepting any bid or proposal, or entering into any contract for goods or services with any prospective Vendor, the Vendor must first certify that it is not an "IRAN LINKED BUSINESS, as defined by law.

Consultant	
Legal Name	Clarion Associates, LLC
Street Address	1630 Welton St., Ste. 1000C
City	Denver
State, Zip	Colorado, 80202
Corporate I.D. Number/State	19941139485/Colorado
Taxpayer I.D. #	84-1290530

The undersigned, with: 1) full knowledge of all of Vendors business activities, 2) full knowledge of the requirements and possible penalties under the law MCL 129.311 et seq., and 3) the full and complete authority to make this certification on behalf of the Vendor, by his/her signature below, certifies that: the Vendor is NOT an "IRAN LINKED BUSINESS" as required by MCL 129.311 et seq., and as such that Vendor is legally eligible to submit a bid and be considered for a possible contract to supply goods and/or services to the County of Oakland.

Signature of Consultants
Authorized Agent: 

Printed Name of Consultant's
Authorized Agent: Elizabeth A. Garvin

Witness Signature: 

Printed Name of Witness: Alex Hritcu



Proposal to the City of Birmingham

for Zoning Ordinance Update

September 30, 2025

Nicholas Dupuis
Planning Director
City of Birmingham
151 Martin Street
Birmingham, MI 48009

RE: [Birmingham Zoning Ordinance Update](#)

Dear Mr. Dupuis,

As a former city planner with the City of Birmingham, I am delighted to submit our proposal to the City of Birmingham to facilitate a comprehensive rewrite of the zoning ordinance that will improve clarity, usability, and alignment with community goals. I worked for the City in the years following the "Birmingham 2016" plan and was tasked with many of that plan's early implementation efforts. With this background, I know that the City's dynamic downtown, historic neighborhoods, and thoughtfully designed buildings require an ordinance that incorporates regulatory flexibility and encourages reinvestment while preserving the community character that makes Birmingham so unique. I am pleased to now lead a team of experienced planners at Giffels Webster, located in the City of Birmingham, who bring technical planning and zoning expertise as well as local knowledge to this project. We have followed the Master Plan update and are excited for the opportunity to help the City implement changes to the zoning map and text that will support its implementation. We understand that the City is seeking a firm that prioritizes the involvement of residents, stakeholders, and decision-makers throughout the process. With this focus in mind, our team has partnered with Public Sector Consultants to leverage their expertise in navigating conflict, building consensus, and creating inclusive community engagement strategies. Together, our firms will ensure that the zoning ordinance update is guided by meaningful input and reflects the diverse needs and priorities of the Birmingham community.

This collaborative effort will be led by Jill Bahm, AICP, a Partner at Giffels Webster, and Principal Planner Joe Tangari, AICP, will be the project manager and principal contact for the project. Additional professionals will include Senior Planners Julia Upfal and Andy Aamodt, GIS Manager, Ariana Toth, and Associate Planner Rose Kim. Given the City's need for robust community engagement, we are joining forces with Public Sector Consultants, whose solid public engagement expertise help bring diverse voices to the table and build trust in the process. As necessary, we will include other members of the Giffels Webster professional family, including civil engineers, traffic engineers, surveyors, and landscape architects. We are well aware of the "culture of planning" that has supported the City's evolution over the last 25 years and see our team very much in alignment with that culture. Thank you for considering our proposal to rewrite and modernize Birmingham's Zoning Ordinance. We appreciate the opportunity to enhance the development process and create new opportunities for housing and economic development within the City. We are available to discuss the proposal in more detail and answer any questions you may have.

Sincerely,

A handwritten signature in black ink that reads "Jill S. Bahm".

Jill Bahm
Partner

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Firm Overviews

FIRM OVERVIEWS

Introduction

Giffels Webster, with the support of Public Sector Consultants (PSC), is pleased to submit our proposal to assist the City of Birmingham with its Zoning Ordinance update. Giffels Webster is a C-Corporation incorporated in the State of Michigan, bringing more than 70 years of experience in civil engineering, surveying, planning, landscape architecture, and geographic information systems (GIS). Together with PSC's expertise in public policy, research, and community engagement, we offer the City a strong team that combines technical precision with inclusive facilitation.

Giffels Webster has offices in Detroit, Birmingham, and Washington Township, allowing us to serve communities throughout Southeast Michigan with local knowledge and resources. PSC is headquartered in Lansing and is a certified Women-Owned Small Business recognized for its leadership in designing and facilitating engagement strategies that ensure community voices are heard.

Please see the attached Company Profile Information Sheets included in this section for further details about Giffels Webster's and PSC's history and capabilities.

Organizational Information

Oakland County (Primary office for project work)

Giffels Webster
1025 East Maple, Suite 100
Birmingham, MI 48009
248.852.3100
connect@giffelswebster.com

Branch Offices

Headquarters – Wayne County - Detroit

28 West Adams Avenue, Suite 1200
Detroit, MI 48226
313.962.4442
connect@giffelswebster.com

Macomb County

6303 26 Mile Road, Suite 100
Washington Twp., MI 48094
586.781.8950
connect@giffelswebster.com

Public Sector Consultants

230 N. Washington Square, Suite 300
Lansing, MI 48933
517.484.4954





QUICK FACTS

FOUNDED

1952
Incorporated 1960

MARKETS

- Public works
- Transportation
- Healthcare
- Education
- Retail
- Office/Industrial
- Facilities Management
- Urban Redevelopment
- Parks/Trails
- ADA Compliance
- Federal

***PROFESSIONAL STAFF**

- Administrative - 11
- Civil Engineers - 43
- Construction Inspectors - 8
- GIS Specialists - 2
- Land Surveyors - 19
- Landscape Architects - 5
- Planners - 11
- Senior Project Managers - 2
- Traffic Engineers - 1

TOTAL 102 EMPLOYEES

*Giffels Webster has 13 Partners included in the employee counts above.

Corporate Introduction

Giffels Webster is a Michigan based civil engineering, planning, and land surveying firm that provides professional services to public, private, and institutional clients. Our primary business revolves around the natural resources of land and water, along with the infrastructure that is necessary to effectively utilize these resources for human needs. For over 70 years, we have been fortunate to provide professional support to local agencies in Southeast Michigan. This strong client base, coupled with our community involvement, has been instrumental in the development of improved procedures and reasonable fees while assuring the stability and continued growth of our firm.

Giffels Webster has four key attributes that influence our decisions and makes us unique in the engineering/planning /surveying field. First, our integrity is the foundation of our business which we value and protect. We also bring a unique perspective to our clients because of our diverse experience in both the public and private sectors. In addition, on every single project, we strive to balance the needs of our clients, our communities, and the environment. Finally, we design our projects with a vision towards the future. We want future generations to enjoy the enduring value and functions of our designs.

Our strong client base, coupled with our community involvement, have been instrumental in attracting and retaining highly qualified professionals that are passionate about improving and enriching communities. Through our diverse experiences serving public, private and institutional sectors we bring a unique perspective that creates better living and working spaces. From retail, housing, and commercial developments to parks, transportation, or municipal campuses, we deliver design solutions that meet today's demands while anticipating tomorrow's needs.

Subconsultant: Public Sector Consultants (PSC)



About Public Sector Consultants

Public Sector Consultants (PSC) is a certified Women-Owned Small Business and a Women's Business Enterprise committed to creating a space for all voices to be heard and understood.

When you partner with PSC, you will quickly see why we have a reputation as being the consulting firm of choice for anyone looking to engage in thoughtful discussion backed by informed analysis. Our services adapt to fit your needs, but two things remain constant: our dedication to objective, nonpartisan research and a mission to improve the quality of life for residents of Michigan and beyond. We do this through the development and implementation of innovative, actionable public policies.

It feels different to work with us because we bring fresh perspectives, mutual trust, and infectious energy to every project. We believe in engaging a diverse mix of people and deeply value inclusion throughout. We make time to learn about the issues you struggle with, the environments you work in, the populations you serve, and the funders who hold you accountable.

A wide range of clients seek us out for our functional expertise and insights, as well as our ability to forge consensus, engage people in meaningful ways, and put policy into practice. Our team is adept at supporting multifaceted projects through facilitation, research, evaluation, communication, and implementation. Together, we break down complexities, define measurable milestones, and move steadily toward your goals.

PSC brings the right experience to provide community engagement strategies and facilitation for the City of Birmingham. Our experience in navigating difficult community conversations regarding development and growth in various communities gives us an unmatched understanding of how to design meaningful and inclusive community engagement strategies. We bring a range of expertise in stakeholder engagement, facilitation methods, urban planning practices, and public communication. With a history of supporting robust community engagement efforts across Michigan, we are well poised to deliver solutions that support the City of Birmingham's zoning ordinance update. The following section describes recent relevant projects.

Scope of Work

SCOPE OF WORK

PROPOSED WORK PROGRAM

INTRODUCTION AND OUR UNDERSTANDING OF THE PROJECT

The City of Birmingham has a solid history of following planning with implementation. Now that the Birmingham 2040 Plan is complete, the City is interested in a review and update of its zoning ordinance to improve navigation and ease of use while incorporating desired changes to policy and procedures. This effort will include structural improvements to the organization and layout of the ordinance, as well as regulatory changes that align with the city's long-term vision and preferred development review processes.

This project will be a partnership between the City, Giffels Webster, and Public Sector Consultants. Giffels Webster brings extensive experience with zoning ordinance audits, amendments, and rewrites, as well as our Clearzoning interactive PDF zoning ordinance format. Public Sector Consultants will facilitate an extensive program of public engagement. All activity on the project will be conducted in close coordination with the City's planning staff and Planning Board.

PROCESS

Our team's proposed process for the Birmingham Zoning Ordinance proceeds in eight steps, some of which will overlap:

1. Project Initiation and Background Review
2. Public Engagement and Stakeholder Involvement
3. Diagnostic Report and Recommendations
4. Administrative and Procedural Improvements
5. Drafting of Updated Zoning Ordinance
6. Clearzoning Conversion
7. Zoning Map
8. Final Ordinance and Adoption Support

Our tested approach to updating zoning ordinances provides the greatest opportunity to gather an understanding of the strengths and weaknesses of the current zoning code, implement the vision of the Master Plan, reflect local and national zoning trends and best practices, and develop a new zoning ordinance that is easy to use and navigate with a grounded regulatory structure for development.

Throughout the course of the project, we envision regular meetings between consultants, staff, and the Planning Board as outlined in the project timeline. We will prepare meeting agendas for these check-ins to facilitate focused discussions and share detailed notes to identify decision points and next steps. Giffels Webster and PSC will also meet monthly to review progress, address challenges, and inform engagement strategies as needed.

We have structured our scope to provide updates and collect feedback on the Engage Birmingham website. Our team also uses the Social Pinpoint platform and finds it helpful for engaging the public with a variety of interactive tools. If desired, we can create a separate dedicated project page using our Social Pinpoint subscription.

STEP 1 | Project Initiation and Background Review

The project initiation sets the stage for a meaningful outcome that meets or exceeds expectations. This step of the project will include initial discussion with staff and public bodies, as well as background research.

- **Kickoff Meeting:** Giffels Webster will meet with PSC and the City of Birmingham for a kickoff meeting involving key project team members to establish a meeting cadence, affirm project goals, and solidify the public engagement timeline.
- **Review of Existing Documents:** Our team will review the existing Zoning Ordinance, 2040 Plan, subdivision regulations, and other relevant plans, policies, and codes to ensure the new ordinance is aligned with the City's established policies and objectives. We will also review previous community feedback and engagement strategies the City of Birmingham has used.
- **Priority Items:** Although a comprehensive diagnostic report will be conducted during Step 3, the diagnostic report (outlined in greater detail as a part of Step 3) will be conducted at the same time as project initiation. Our team will review key deficiencies, inconsistencies, and outdated provisions to discuss high-priority items with staff and the planning board during this stage. during the project initiation.
- **Public Engagement Strategy:** We will work with the City to understand what was successful from previous engagement processes and identify opportunities for improvement to ensure the strategies selected for the zoning ordinance update reach widely across all constituencies and stakeholder groups of Birmingham. We will seek alignment on key subsections of the community to prioritize for engagement activities, such as seniors, youth and students, underrepresented populations, small business owners, and representatives from key community and civic institutions. We will also gain consensus on preferred engagement methods, timeline, and priority topics. We will then share a refined public engagement strategy for feedback from the City, which will include a combination of engagement and communication opportunities, including in-person and virtual options.
- **Communication Strategy:** We will develop website, email, social media, and newsletter language, as part of an external communications strategy, to assist the City of Birmingham in providing an ongoing feedback loop to its community. This material could be hosted on the Engage Birmingham platform to create a central landing page for the public to provide and receive information on the zoning ordinance update.
- **Zoning 101:** As a part of the project initiation, our team will provide a special 'Zoning 101' Training for members of the Planning Board, City Commission, Board of Zoning Appeals, and any additional boards/ commissions who interact with the zoning ordinance. This overview will serve as an opportunity to review the Michigan Zoning Enabling Act, discuss best practices, and learn about the different zoning tools which may be discussed throughout the rewrite process. A similar training will be offered to members of the public, as described in greater detail as a part of Step 2 below.

The deliverables for this task will include:

- Workplan listing expected deliverables, timelines, and regular meeting cadence
- Finalized Public engagement and communications strategy

STEP 2 | Public Engagement and Stakeholder Involvement

The Birmingham 2040 Plan included extensive public engagement from the community. We know that residents and businesses are informed and engaged and, despite zoning being somewhat more abstract than land use planning, our team will strive to make the zoning rewrite process accessible to all. The scope of work below outlines a strategy to ensure that there are a variety of meaningful ways, both virtually and in person, for Birmingham community members to engage throughout the entirety of the zoning update process. This engagement strategy is rooted in best urban planning engagement practices and will ensure that community voices are heard and respected. This engagement will lead to a zoning ordinance update that has consensus from the Birmingham community and ultimately will support Birmingham's continued quality of life and its thriving and walkable community character. We will rely on PSC's deep expertise in community engagement and stakeholder input to supplement Giffels Webster's technical planning expertise to plan and facilitate these engagement opportunities successfully.

In this step of the project, our team, led by PSC, will focus on facilitating various avenues for community members to share their feedback and priorities regarding the City of Birmingham's Zoning Ordinance Update. This will be achieved through external stakeholder engagement with key segments of the public to collect feedback. To support inclusivity and to help ensure everyone's voices are heard, multiple methods of in-person and virtual engagement will be used to communicate and gather feedback, including public meetings, topic-based charrettes, innovative community events, focus groups, and an optional online public and technical survey. Ongoing communication throughout the entirety of the update process will also be prioritized.

In all instances of community outreach, we will work to ensure that materials align with the City of Birmingham communication and branding standards and we will review and seek feedback on all agendas and strategies prior to facilitation. After each of the engagements, PSC will provide high level summary documents that include key information about the event, such as the number of attendees and format, as well as summarize key feedback and comments from the public. Identifying themes or gaps in who we are hearing from along the way will allow us to tailor engagement strategies to ensure we are hearing from as many voices as possible. We will also prioritize accessibility in these engagement opportunities, ensuring a physically accessible location, as well as language accessibility. Our team will support planning and logistics for all events and will provide refreshments at select events. PSC will also develop online registration pages to support event planning efforts.

Public Meetings

Our team will plan and facilitate four large format open house public meetings throughout the duration of the project. The first public meeting will be held in February 2026, to formally kick off the zoning update with the public and inform them about the upcoming process and opportunities for engagement and feedback. After the initial public meeting, they will be held at a quarterly cadence, with the final public meeting serving as a share out of the final zoning ordinance changes. Public meetings will have both in-person and virtual options and be held at key geographic locations across the city, such as parks, libraries or other civic institutions. The goal of the public meetings will be primarily to educate the public on the zoning update project and share updates about progress to date, including maps and visuals. Presentations will be by the Planning Department or other relevant City officials and Giffels Webster, with agenda, planning, logistics, set up, and facilitation support provided by PSC. The first public meeting will include a "Zoning 101" to help educate the public about what zoning is, why the City is launching a rewrite, and how they can stay involved. We recommend that there are avenues for public comments at these meetings after formal presentations have been made, such as comment boxes or sticky notes for public feedback on proposed zoning changes, which PSC will facilitate.

Topic-Based Charrettes

To supplement the larger public meetings, our team will plan and facilitate up to three specific topic-based charrettes. This format will allow for smaller facilitated conversations and hands-on activities, such as mapping exercises or zoning exercises using Legos or other play building materials. This format will help create avenues to build consensus on the overall direction of the zoning ordinance update, as well as dive into deeper facilitated discussions related to the recommendations and context of the 2040 Plan. All charrettes would include both small group activities and full-group facilitated share-outs and discussions focused on getting specific feedback from residents on the topic and having the group share and hear from each other to help facilitate consensus building on the zoning changes and identify potential challenges.

Charrette format and activities would be designed based on a specific topic and our team will work with the City of Birmingham to identify which topics the charrettes should cover. Options based on zoning changes recommended in the 2040 Plan could include:

- Community Character/ Infill Development
- Age Friendly/ Aging-in-Place
- Commercial and Retail Development
- Sustainability

As an example, the community character and infill development charrette would focus on zoning changes that would enable infill development of small homes, townhomes, duplexes, small multi-family buildings, and accessory dwelling units (ADUs). We will use a range of facilitation tools to engage with residents to gather feedback on their community, what they like and dislike, and their vision for its future. Then, we would share data points and information about the community and housing gaps that exist for certain demographic groups, such as the lack of affordable housing options for new homeowners and households with young children. We would also share and explain the proposed recommended zoning changes to address these challenges and solicit feedback on their perceived impact from residents.

Innovative Community Events

In addition to the above options, our team would support the planning and facilitation of one additional community event, using a different method. An example of this could be a Neighborhood “Zoning” Walk. This would be a guided walk through specific neighborhoods or commercial districts in Birmingham where zoning updates may occur, such as the Rail district, South Woodward Gateway, or Adam’s Square. A zoning walk would provide education about the proposed changes and create a platform for participants to envision the actual changes to the built environment and discuss the impact on the community. Other options for this event could include:

- A pop-up at a key community event with a focus on having mapping or zoning activities to help children and youth be part of the process.
- Hosting of an author or “expert talk” on specific urban planning and zoning areas that are of interest to the community, such as sustainable development or aging in place.

Focus Groups

To ensure that we hear from a wide range of diverse populations and perspectives during this update process, we recommend hosting up to three additional focus groups to supplement the above activities. Focus groups will include between five and eight participants each and can be hosted virtually or in person. We will facilitate the focus group conversation by providing a few high-level questions regarding proposed zoning changes, and having participants share their perspectives on their community, top priorities, and biggest concerns for growth and development. Focus groups will be organized by key stakeholder or population groups. Stipends for participation would be provided to the resident focus group. Potential focus group options may include:

- Local business owners and/or developers
- Representatives from key civic or community institutions or organizations
- Residents from specific underrepresented communities, including aging populations, youth and students, and immigrant or English as a second language households

The deliverables for this task will include:

- Execution of all public engagement activities
- Summary document with findings and key trends of all public engagement activities
- Ongoing materials for communication with the public about the Zoning Ordinance Update

Optional Service: Online Public Survey and Technical Survey

As an optional service, our team can develop a brief online survey to pair with the qualitative data that we will get from the above engagements. The survey would be open for all Birmingham community members to take, including residents and business owners. The survey would allow community members who may not be able to attend the in-person planned sessions to still be engaged and share their perspectives. Potential survey questions may include:

- Resident neighborhood, length of tenure in the Birmingham community, and housing type they currently occupy (e.g. single-family house, townhouse, multi-family building, etc.).
- Identification of their top priorities and biggest concerns for growth and development in the City of Birmingham.
- Prioritization of the proposed zoning updates by ranking their importance for implementation.
- Likert scale questions to determine resident sentiment on certain topics in the 2040 Plan such as if they agree with the statement, "I would like the City of Birmingham to allow cafes, food trucks, carts, and kiosks in Birmingham's parks."

If this additional scope item is of interest, our team will support the planning and execution of all activities related to the online survey. PSC will build the survey instrument in Qualtrics and develop outreach materials and collateral to be sent to stakeholders, including information about the survey and its intended use. We would work with the City to disseminate the survey through various channels, including hosting it on the City's website or Engage Birmingham Platform, or sending it out through City newsletters and social media platforms. In addition to the public survey, our team could also develop and disseminate a brief technical online survey that is targeted at development and design

professionals in Birmingham, such as developers, architects, civil engineers, and real estate attorneys. This survey would ask technical questions about potential zoning changes and be disseminated via email. We would also provide a summary document with findings from both surveys.

We expect this optional service for both surveys to cost approximately \$19,000, but the final cost would be determined on the scale and scope desired. For example, this estimate provides budget for baseline survey recruitment and marketing opportunities to solicit survey responses, which could include having the survey link/QR codes on posters in key civic locations and businesses, or through paid sponsorship on social media platforms. We can adapt the survey outreach as needed based on response rates and can scope additional marketing expenses as requested. For example, we could work with local businesses to provide incentives for residents to fill out the survey. Our team will provide a comprehensive analysis of the survey results for the City of Birmingham.

STEP 3 | Diagnostic Report and Recommendations

Concurrent with the kickoff phase (Step 1), we will begin a diagnostic report (or “zoning audit”) on the City’s existing zoning ordinance. This report will identify changes needed to modernize the ordinance and ensure its alignment with current law and best practices. This will include a thorough review of the Birmingham Plan to identify any zoning ordinance modifications relevant to implementation, including Future Land Use recommendations. The diagnostic report will be delivered in pdf format and can be shared on the City’s website or Birmingham Engage.

The zoning diagnostic will:

- Describe alignment of existing zoning language with the Master Plan and state and federal law (we note that we are not attorneys, and this is not a legal review).
- Review current organization, format, and definitions.
- Review recent variance requests to identify any which may indicate a need for the reconsideration of existing text.
- Review language for clarity and consistent interpretation.
- Review existing zoning districts and permitted uses.
- Review existing site standards such as landscaping, parking, signs, etc.
- Review ordinance in relation to recognized best practices and emerging trends in planning and zoning.
- Review ordinance and map to consider impact of regulations on sustainability and equity outcomes.
- Compare the Zoning Map and Future Land Use Plan categories to determine likely modifications and potential for consolidation of districts and creation of new districts or overlay regulations.
- Provide a checklist for amendments to be undertaken following the audit.

Administrative language and development review processes will be reviewed as a part of Step 4- Administrative and Procedural Improvements.

Optional: In concert with the diagnostic report, the City may elect to include a neighborhood analysis for an additional fee as described in the cost proposal. This analysis would support the master plan task to “study the residential architectural styles and building types, their key characteristics, position on their properties, driveway configuration, age, and the areas where each common type is located.” If the City is interested in pursuing this study, our team will provide a detailed scope of work for the additional effort.

The deliverables for this task will include:

- Zoning Ordinance Diagnostic
- Optional Housing Analysis (See Cost Proposal)

STEP 4 | Administrative and Procedural Improvements

Beyond those specified in the zoning ordinance, our team will review administrative procedures and regulatory documents to identify opportunities for improvement. This review will help identify areas where processes can be streamlined and responsibilities clarified to improve efficiency for staff, applicants, and public bodies. We will also evaluate consistency between the zoning ordinance processes and other types of development review, such as land division, historic preservation, and design review. Our goal is to ensure that all administrative and procedural functions align cohesively and ensure a thoughtful, yet efficient, review process.

As a part of this review, we plan to conduct a focus group with City staff to better understand how the ordinance is applied in practice and the day-to-day administrative challenges of existing processes.

The deliverables for this task will include:

- Zoning recommendations for development procedures, administration, and enforcement that aligns with established development review processes and regulations.
- Additional observations the City may wish to consider.

STEP 5 | Drafting of Updated Zoning Ordinance

Our team orients its process around working with local staff and public bodies to craft a regulatory framework that is designed specifically for the community. Using findings from the zoning diagnostic, community feedback, and the recommendations of the Master Plan, the new ordinance will include technical updates, policy changes, and best practices in planning and zoning that are consistent with Birmingham’s vibrant character.

This is the most labor-intensive step of the process and will involve regular communication with the Planning Board as the draft ordinance is prepared. We anticipate that the Planning Board will hold monthly study sessions as text is drafted. Meetings will alternate between focused policy discussions and sections of draft text for review. Each policy discussion will be scheduled after relevant community feedback is collected, equipping the Planning Board with the background needed to evaluate options and build consensus. Hyperlinking and graphics will be incorporated into the ordinance during Step 6: Clearzoning® Conversion.

While this portion of the project will include a targeted focus on age-friendliness, walkability, mixed-use, neighborhoods, lighting, and other issues identified in the 2040 Plan and zoning diagnostic report, discussions will

coincide with the format of Clearzoning® subsections, including each of the following:

1. **Purpose and Intent:** This is the section of the ordinance that establishes the purpose of the regulations, provides a legal foundation for the regulations, and offers guidance on the general interpretation of the ordinance. This section is the least policy-driven and usually requires minimal discussion.
2. **Definitions:** Relevant terminology will be reviewed and defined when identified in each of the draft sections. Ultimately, this will culminate in a complete section of definitions, with clear and consistent language that supports consistent interpretation of the ordinance.
3. **Zoning Districts:** The zoning district regulations establish the districts used on the map and described throughout the text. This section also includes the dimensional and district-specific requirements which apply. We expect substantial revisions to this section will be necessary to implement the Master Plan recommendations, including changes to existing districts and the creation of new districts and overlays.
4. **Use Standards:** The use standards are the standards that apply to specific uses to ensure they are compatible with surrounding development and mitigate potential off-site impacts.
5. **Site Standards:** The site standards are the standards regulating the physical development of the property, including elements such as off-street parking, landscaping, and lighting, among others. As a part of this review, we will provide a special emphasis on stormwater management and lighting standards, since both were identified in the Master Plan as priorities for the update.
6. **Development Procedures:** The development procedures section of the Ordinance includes procedures for site plans, special land uses, site condominiums, and any other established development processes in the ordinance. We will use findings from the review of Administrative and Procedural Improvements in Step 4 to help guide the drafting of this section.
7. **Administration and Enforcement:** The administration and enforcement section of the ordinance will outline the roles and responsibilities of staff and public bodies and include the procedures for permits and certificates of occupancy, rezonings, and nonconforming structures and uses. It will also define mechanisms for ensuring compliance with the regulations, including performance guarantees, enforcement actions, and remedies for violations.

If desired, drafts can be shared on Engage Birmingham as they are presented to the committee.

The deliverables for this task will include:

- Draft zoning ordinance text for each section of the ordinance.

STEP 6 | Clearzoning® Conversion

The Clearzoning Conversion process will include the reorganization of the draft ordinance into the seven subsections described above (Purpose and Intent, Definitions, Zoning Districts, Use Standards, Site Standards, Development Procedures, and Administration and Enforcement). The final product will be an interactive pdf file that can be used with Adobe Acrobat Reader, a free program; the ordinance will be hyperlinked, with easy-to use graphics and charts, in a manner similar to other Clearzoning codes.

Once the ordinance has completed the adoption process, the City will host the file on its website. Giffels Webster does not charge any annual fees once the ordinance is converted. The PDF format offers an extensive array of accessibility features, which will be fully utilized in the final document.

Future Amendments (beyond those included in the current proposal). When the City makes future amendments to the ordinance, the information will be sent to Giffels Webster to place in proper Clearzoning form, and a new, updated file will be provided to the City, with a separate electronic file that documents the pages that were changed. This work will be done based on the current “per page amended” fee, which for 2025 is \$25.00 per page amended and \$1 per page with modified hyperlinks only. This is similar to the way other code companies charge for updated codes.

The deliverables for this task will include:

- Draft zoning ordinance text in the Clearzoning format

Step 7 | Zoning Map

The zoning map is a critical counterpart to the text, translating the regulations into the geographic boundaries of each district. As changes to the language will necessitate changes to the map, a careful review is required to ensure they support appropriate development and remain consistent with the Master Plan. Using GIS tools, our team will work with staff and the Planning Board to gather feedback and refine any changes to the map.

Interactive Zoning Map. Upon completion, our GIS team will place the approved draft zoning map into the interactive format for final adoption. A static version of the map with a link to the interactive map will be included in the zoning ordinance.

The deliveries for this task will include:

- Updated Draft Zoning Map

Step 8 | Final Ordinance and Adoption Support

Prior to adoption, we will hold a Joint Meeting of the Planning Board and City Commission to review the changes and answer any questions. We will also hold the final public meeting, and prepare materials summarizing key changes to help residents, business owners, and other stakeholders understand the new regulations. Working with City Staff and the Planning Board, our team will help coordinate responses to final feedback received and make final revisions to the language as needed.

Once the draft is ready to be reviewed in a public hearing, we will help facilitate the discussion and provide any assistance needed drafting notices of public hearing and adoption, and resolutions of adoption. After the public hearing and formal adoption, Giffels Webster will finalize the document and activate the interactive zoning map.

The deliveries for this task will include:

- Final Zoning Ordinance in the Clearzoning Format
- Final Zoning Map
- Interactive Zoning Map

Project Timeline

PROJECT TIMELINE

		Year 1												Year 2											
		1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
1	Project Initiation and Background Review	S	J																						
2	Public Engagement and Stakeholder Involvement													*	*	*	*	*	*						
3	Diagnostic Report and Recommendations			S																					
4	Administrative and Procedural Improvements		S		S																				
5	Drafting of Updated Zoning Ordinance					PB; S	PB; S	PB; S	PB; S	PB; S	PB; S	PB; S	PB; S	PB; S	PB;S										
6	Clearzoning Conversion																								
7	Zoning Map																	S	PB; S						
8	Final Ordinance and Adoption Support																			S	J; S	S	PB	PB; PH	CC
<p><u>Key:</u> PB= Planning Board CC=City Commission S=Staff J=Joint Meeting PH= Public Hearing</p>																									

* At the start of Year 2, during the Clearzoning conversion, we expect active engagement activities to wind down before ramping up again for the public hearing.

Applicable Experience, Services and References



CLIENT
Saginaw

SERVICES
Planning

COMPLETION DATE
2025

CONTACT INFORMATION
Robert Gollin
Urban Planner
989.759.1308

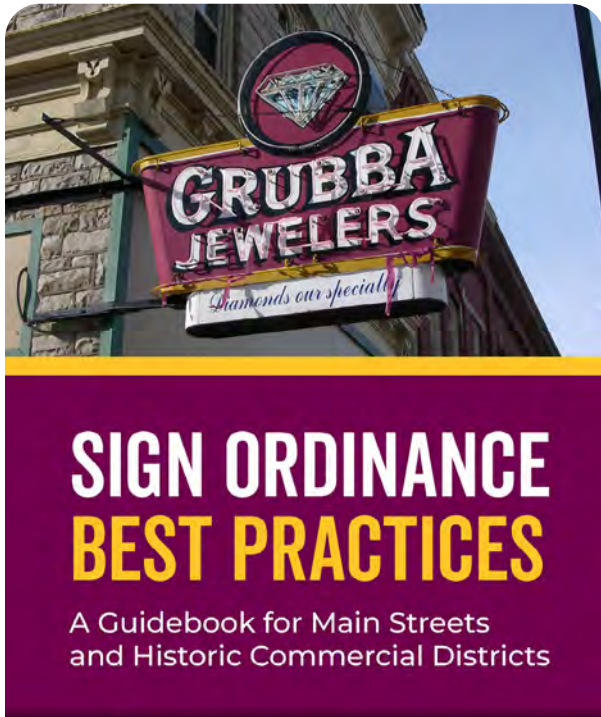
Saginaw Zoning Ordinance Saginaw, MI

The zoning ordinance rewrite for Saginaw culminated in an easy-to-use ordinance with innovative zoning tools designed to achieve the city’s desired development patterns. Building on the City’s recently adopted Master Plan, the rewrite included substantial updates to the City’s form-based districts, along with improvements intended to increase housing accessibility, provide greater flexibility, and better align zoning with current market demands. Beyond policy changes, the ordinance update required sorting through antiquated language to identify discrepancies, remove obsolete requirements, eliminate legal conflicts, and address structural deficiencies.

The project kickoff included a comprehensive zoning ordinance audit that identified opportunities for improvement. As we moved into the drafting phase, our team of zoning experts met regularly with a city steering committee to discuss priorities and refine proposed language. These discussions were informed by audit findings, the Master Plan, and targeted community engagement that focused on controversial topics in the ordinance.

The new ordinance is in the Clearzoning format, making it easy to navigate and logically structured.

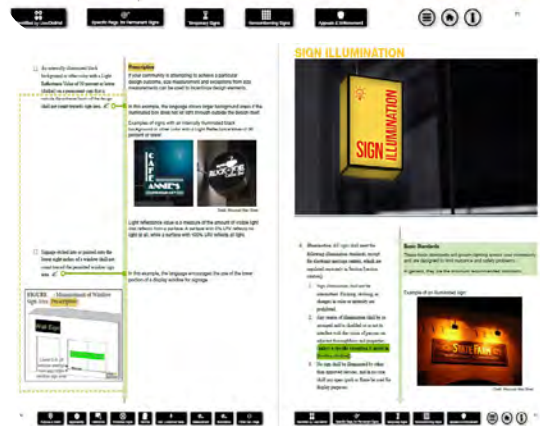
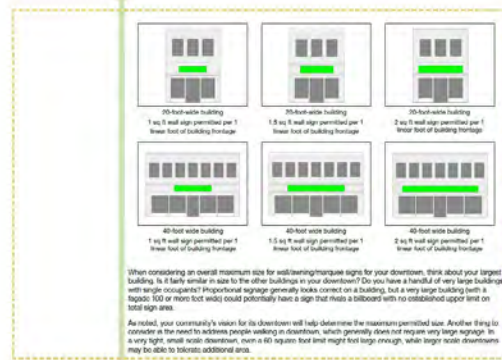
View the Ordinance Online At <https://bit.ly/SaginawZoningOrdinance>



SIGN ORDINANCE BEST PRACTICES

A Guidebook for Main Streets and Historic Commercial Districts

WISCONSIN ECONOMIC DEVELOPMENT | giffels webster | April 2025



CLIENT
Wisconsin Economic Development Corporation/
Wisconsin Main Street

SERVICES
Planning

COMPLETION DATE
2025

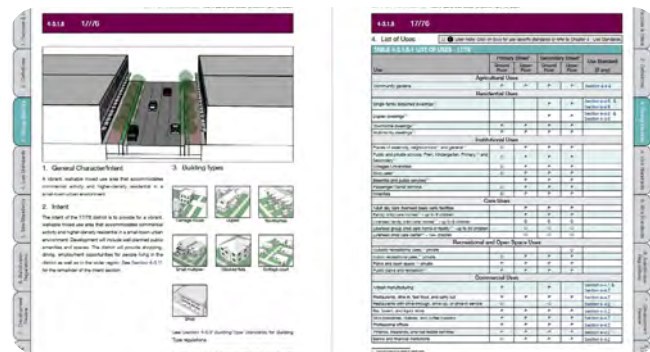
CONTACT INFORMATION
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Senior Downtown
Development Director
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errin.welty@wedc.org

Sign Ordinance Best Practice Guidebook and Model Ordinance Wisconsin

The Wisconsin Economic Development Corporation’s Main Street program sought to create a model sign ordinance for its member communities. As our team interviewed staff from member communities and began to develop the model ordinance, it became clear that the best way to structure the document would be to integrate the model language into a guidebook for amending a sign ordinance.

We then developed a framework for guiding communities as they think through what they are trying to accomplish with their sign ordinance, providing different levels of content for communities to use or modify for their ordinances. The guidebook also provides helpful illustrations that allow communities working on amendments to visualize the effect of the text they are developing. The WEDC’s review of the sign ordinances of its Main Street communities found that many still contain content-based regulations, and a major goal of the guidebook was to help communities create content-neutral regulations. In addition to model language, the guidebook provides legal background on why content-based regulation must be eliminated. The final product of this project was a document that helps communities work through the process of amending a sign ordinance, considering issues of purpose, enforcement, permitting, and what quantity of signage is appropriate.

View the Guidebook Online At <https://bit.ly/WisconsinSignOrdinanceGuide>



CLIENT
City of Horace, ND

SERVICES
Planning
Code Services
Zoning Ordinances
Form-Based Codes
Zoning Ordinance Audits

COMPLETION DATE
2024

CONTACT INFORMATION
Jace Hellman
Community Development
Director
JHellman@CityofHorace.com
701.492.2972

Horace Zoning Ordinance

City of Horace, North Dakota

Horace, North Dakota, is a small but fast-growing community on the outskirts of Fargo. Our team assisted the City with a full re-write of the Horace Zoning Ordinance, including conversion to the Clearzoning® format and an interactive zoning map.

The project began with a full audit of the current zoning ordinance, and an analysis of the City's recently adopted master plan. The audit highlighted areas where the existing ordinance and zoning map did not align with the Future Land Use Plan, as well as conflicts with federal and state statutes, outdated regulations, internal conflicts, and other ways in which the ordinance did not address modern development.

During the re-write process, Giffels Webster helped the City engage its residents and development community and worked closely with a steering committee to draft new language and a new zoning map for the review of the Planning Commission and City Council. The ordinance was converted to the interactive Clearzoning format to be hosted on the City's website along with an interactive zoning map that helps users determine the zoning of their parcel.

The ordinance is heavily illustrated and includes several form-based central districts designed to promote the feel of traditional downtowns and neighborhoods, with mixed housing, corner stores, and an emphasis on walkability.

View the Ordinance Online At <https://bit.ly/HoraceZoningOrdinance>



CLIENT
East Bay Township

SERVICES
Zoning

CONTACT INFORMATION
Claire Karner, AICP
Director of Planning & Zoning
East Bay Township
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ckarner@eastbaytwp.org

East Bay Township Zoning Ordinance

East Bay Township, Michigan

East Bay Township adopted a master plan with an emphasis on environmental protection and carefully managed growth. This project, a full re-write and re-formatting of the East Bay Township Zoning Ordinance, sought to implement the goals and objectives of the township’s master plan while also providing the Township with a more user-friendly ordinance. The project used a series of publicly accessible steering committee meetings to develop and refine the ordinance language. The final ordinance was converted to Giffels Webster’s Clearzoning format, and accomplished the following:

Master Plan Implementation. The zoning map and districts were modified to reflect the Township’s future land use plan, and environmental protection regulations were strengthened.

Enhanced Navigation and User-Friendliness. The Clearzoning format added numerous illustrations, improved the organization of the ordinance, and provided improved ease of navigation with internal hyperlinking and consistent menus on every page.

Improved Processes. The zoning re-write brought increased clarity to development procedures, consistent use of terminology throughout the ordinance, and streamlined review processes.

Alignment with Best Practices, Case Law, and Statutory Language. The new zoning ordinance provides greater flexibility to developers, including more market-driven parking standards and more opportunities for mixed use and density bonuses. Sign and wireless tower regulations were among the standards that were updated in light of case law and statutory changes.

The new East Bay Township Zoning Ordinance positions the Township to intelligently guide future growth while protecting its most vulnerable natural assets, including an extensive inland lake system, from overdevelopment and pollution.

View the Ordinance Online At <https://bit.ly/EastBayTownshipZoningOrdinance>



SERVICE AREAS

Planning
Landscape Architecture

COMPLETION DATE

September 2025

PROJECT BUDGET

\$300

CONTACT INFORMATION

Giffels Webster
1025 East Maple, Suite 100
Birmingham, MI 48009
O: 248.852.3100

Community-Led Placemaking: Giffels Webster Park(ing) Day Activation Birmingham, Michigan

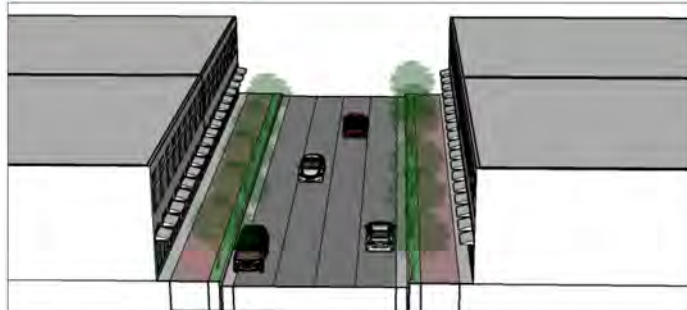
Giffels Webster participated in Park(ing) Day 2025, a global initiative that transforms parking spaces into people-first places, as part of our ongoing commitment to community engagement and placemaking. The event was held on September 19, 2025, in Birmingham, across from our office on East Maple Road, and provided an opportunity for residents, visitors, and team members to reimagine how everyday spaces might be adapted for broader community benefit.

Throughout the afternoon, participants were invited to design their own “mini parks” using a whiteboard and creative magnetic cutouts. This interactive exercise encouraged people of all ages to test ideas, spark dialogue, and visualize how underutilized spaces could be reused to support safety, sustainability, and community wellness. By offering cookies and fostering informal conversation, the event created a welcoming environment where diverse perspectives could be shared.

The Birmingham event demonstrated how even the most utilitarian sites can become catalysts for imagination, creativity, and connection. Insights gathered continue to inform our planning and design approach, reinforcing the importance of community-driven perspectives in shaping vibrant, inclusive environments. We see more opportunities to use this “pop-up” event format as another tool in our public engagement toolbox.



4-3.1.9 OT Old Town



1. General Character/Intent

A vibrant, walkable mixed use area that accommodates commercial activity and higher-density residential in a small-town urban environment.

2. Intent

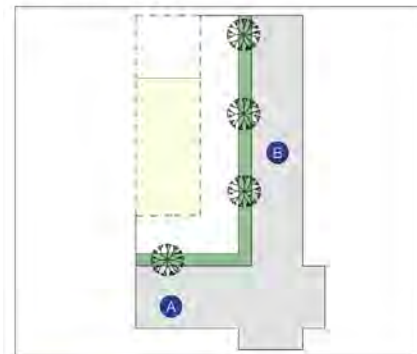
The intent of the Old Town district is to foster a village-like environment that respects the compact nature of development in the City's original settlement area while enabling redevelopment and a mix of uses. The district should be a walkable area that provides local commercial uses in a mix with higher density residential uses. See Section 4-3.10 Special Districts: 1776, Old Town, and Mixed Use District Standards for the remainder of the Intent section.

3. Building Types



See Section 4-5.8 Building Type Standards for Building Type regulations.

10. Landscaping



Landscape

Street trees 1 tree per 30 ft. of street frontage

Example shown:

- A Front: 1 tree required for 20 ft. of street frontage length
- B Side: 3 trees required for 80 ft. of street frontage length

Foundation See Section 4-5.3, subsection A.10.

Trees shall be spaced as evenly as possible and they shall be strategically placed to not block the main entry to storefronts. Street trees (large deciduous) must be planted within 6 feet of the sidewalk that parallels an

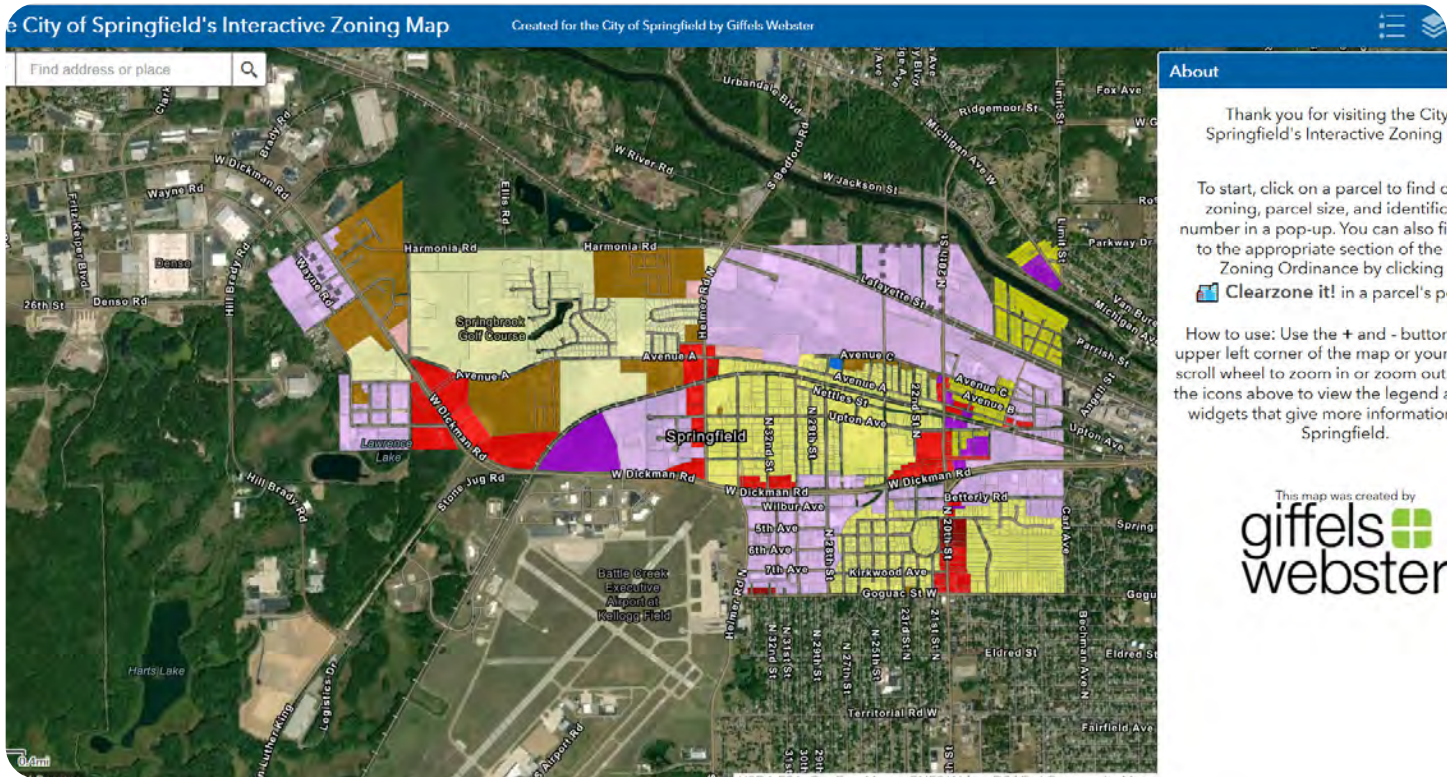
Form-Based Codes

A form-based code (FBC) is a zoning code that emphasizes building form. FBCs have a lesser focus on land use than traditional zoning codes. By regulating form and scale of development with precision rather than just relying on minimum setbacks, FBCs result in a more predictable outcome and help promote placemaking in a community. FBCs are flexible, intended to address historic development patterns and allow a wide variety of uses to be integrated into interesting and walkable environments. Elements of a form-based code include:

- **Regulating plan**—a map of the regulated area that reflects the type of physical form desired by the community. This is similar to a refined zoning map
- **Public space standards**—descriptions and standards for sidewalks, street amenities, and the like found in the public realm
- **Building form standards**—regulations that prescribe the physical form of buildings, their relationship to the street, and the types of buildings
- **Definitions and administration** standards and procedures for the ordinance
- **Appearance standards**—regulations that require interesting, articulated and transparent storefronts and facades to provide visual interest and encourage walkability

Form-based codes are appropriate when the desired outcome includes:

- Walkable places
- A mix of uses
- Consistent building placement
- Specific architectural elements
- More efficient site plan approval
- Use of shared or public parking



Interactive Zoning

Giffels Webster makes zoning codes easier to find and understand by linking relevant sections of code directly to parcels on an interactive map, using our Geographic Information Systems (GIS) technology. This easy-to-use system allows residents to select a property and be immediately directed to zoning regulations that apply to that parcel without having to search an entire code book. Other valuable information such as parcel size and ID number appear in each parcel's pop-up. In addition to individual parcel information, users can learn more about the particular city or township via widgets.



Site Development	Site Plans	Tree Removal Permits	Tree Removal Permits
Site Plan Review Process		Development Projects—Township Board Approval	
<p>Site Plan Review Process</p>		<p>What is the process for tree removal permits for development projects?</p> <p>Tree permits are processed as part of the site plan and subdivision plat review process; a separate application is not required.</p> <p>Tree permits are approved by the Township Board upon recommendation by the Planning Commission and after final site plan approval.</p> <p>What is required for a tree removal permit for a development project?</p> <p>The following material must be submitted with a complete site plan or subdivision plat application package (refer to Site Plan and Subdivision Procedures for required number of copies):</p> <ul style="list-style-type: none"> One of the following: <ul style="list-style-type: none"> Original notarized affidavit of No Regulated Trees. <ul style="list-style-type: none"> -OR- Tree inventory containing all information required by the Shelby Township Tree and Woodland Preservation Ordinance. <ul style="list-style-type: none"> -OR- Sketch plan and written request for waiver of tree inventory requirement. <p>Refer to the Shelby Township Tree and Woodland Preservation Ordinance for complete definitions, standards, and requirements regarding tree removal permits.</p>	
<p>Common Questions</p> <p>What type of protective fencing is required?</p> <p>Protective fencing shall consist of either 1) orange construction fencing, or 2) soil erosion fencing with the top of the wooden stakes painted orange to distinguish the fencing from soil erosion fencing.</p> <p>Fencing must be maintained throughout the entire construction process. The installation of protective fencing will be inspected by either the Building Department or the Township Engineer.</p> <p>Can I seek a variance from the Tree and Woodland Preservation Ordinance?</p> <p>Yes. The Zoning Board of Appeals may grant variances from the provisions of the Ordinance when undue hardship may result from strict compliance. Refer to the Tree and Woodland Preservation Ordinance for variance review standards and the Zoning Board of Appeals Procedures for applicant requirements.</p> <p>How do I know if a tree is regulated?</p> <p>The Shelby Township Tree and Woodland Preservation Ordinance regulates trees located within wooded areas. Refer to the Ordinance for complete definition of a woodland.</p> <p>When located outside of woodland areas, regulated trees are those that are seven (7) inches or greater in diameter measured at 4.5 feet above the existing grade (A.E.G.).</p> <p>What are the penalties for violation?</p> <p>Violation of the Shelby Township Tree and Woodland Preservation Ordinance is a misdemeanor and punishable according to State Law.</p> <p>Is there an appeal process?</p> <p>Any person aggrieved by the grant or denial of a tree removal permit may request an appeal of the decision to the Township Board at the next regularly scheduled Township Board meeting following the original action.</p> <p>The Township Board may act on the appeal at the meeting where it is brought. The Board shall act on the appeal no later than the next regularly scheduled Township Board meeting following the appeal.</p> <p>Who do I contact if I have more questions?</p> <p>Contact the Shelby Township Planning and Zoning Department at:</p> <p>Phone: (588) 726-7243 Email: planning@shelbytownship.org Address: 52700 Van Dyke Shelby Township, MI 48315</p>			

AWARD RECIPIENT

Giffels Webster procedures manuals and guidebooks have twice been honored by the Michigan Association of Planning:

The City of Detroit's Development Manual (2000)

The City of Novi's Development Review Guidebook (1998)

Development Procedures

Clear, user friendly, readily accessible development review procedures and forms can serve as an economic development tool and give your community a competitive advantage. Giffels Webster will work with you to tailor development procedures and forms that will fit your community's codes and processes — making this information available to the public 24 hours a day.

Giffels Webster believes that a clear, concise, predictable review process is essential for every community. A procedures manual that outlines the site plan review process and includes:

- Contact information for staff
- Meeting dates
- Timeline for review/Workflow chart
- Checklist of required items
- List of Frequently Asked Questions
- Regulations appropriate for type of development
- Application forms (with online capability)
- A guide that facilitates efficient communication between staff/consultants/outside agencies

Using guides that are full of clear and colorful graphics and illustrations, communities can make the development review process effective and efficient for not only the developer, but municipal staff and officials.



MASTER PLAN ALIGNMENT

What is a Master Plan? The Master Land Use Plan is a long-range plan that guides policy- and decision-making about how land in the city is used for housing, transportation, commerce, and recreation. The Zoning Ordinance is one of the primary tools for implementing the Master Plan.

Many of the land use recommendations, goals and objectives found in the Master Plan can be aided by amendments to the city's Zoning Ordinance. Amendments can range from minor text changes to the creation of new districts. The city's Master Plan was adopted in 2017. The Master Plan Goals are outlined below:

2017 Master Plan Goals. The Master Plan provides goals, objectives and policies aimed at achieving the defined vision. Goals relate to the following:

- Attract new business and industry to the city.
- Prioritize development and revitalization along the main road corridors.
- Preserve, protect and enhance the residential character of Clawson's neighborhoods.
- Encourage transition development adjacent to commercial and industrial uses.
- Maintain and enhance community facilities, recreation programs, and city parks to meet present and future needs of all residents.
- Promote a safe and efficient transportation network within and through the community.
- Minimize overuse and reliance upon private access drives and parking lots; promote green space, and minimize environmental impacts.
- Pursue alternative forms of transportation where appropriate.

The following existing zoning districts do not correlate to any Future Land Use category:

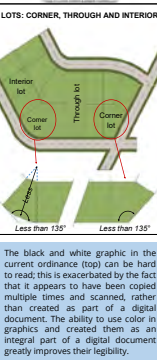
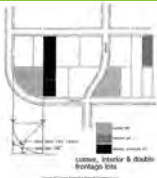
- O-1, Office Research
- B-2, Central Business

Alignment of 2017 Future Land Use Map and Zoning Map

There are several areas in which the current zoning map is not aligned with the future land use map. Overall alignment is fairly close. However:

- Several small areas of land planned for multi-family development as a buffer between single family and more intensive uses are not zoned for multi-family.
- Zoning in the downtown area is not fully aligned with the three downtown categories of the Future Land Use map. In particular, no district mirrors the core residential category, and S. Main St. is partially zoned B-1 rather than downtown fringe.
- The Master Plan identifies the W. 14 Mile corridor as a mixed use area with a variety of non-residential uses. This area is a fragmented mix of different zoning classifications on the zoning map. A new district or application of the BRD-1 district in this location may be appropriate ways to implement this category.

Organization & Format



The black and white graphic in the current ordinance (top) can be hard to read; this is exacerbated by the fact that it appears to have been copied multiple times and scanned, rather than created as part of a digital document. The ability to use color in graphics and created them as an integral part of a digital document greatly improves their legibility.

5. All definitions should be consolidated into one section for consistency and convenience. For example, the general definitions in do not include terminology related to site condominium development. However, 33a-1055 provides numerous definitions within the site condo standards. These terms may have applications outside of that specific section.

More About Definitions.

Clear and easy-to-understand definitions are critical for all ordinances. They not only help applicants understand regulations, but also aid in the review and enforcement of the regulations.

Generally, terms that are commonly understood do not need to be defined in the ordinance. However, terms that have a direct connection to regulations should be included. Simple, clear graphics help illustrate the text.

Standards should be consolidated and associated with the uses or site elements to which they apply. To aid in this effort, standards should be removed from definitions. For instance, the definition of "dwelling, one-family or single-family, detached" includes an entire section of standards for single-family dwellings. This is really a regulatory section that should be grouped with similar content. The definition for "home occupation" is similarly a full regulatory section. The lists of permitted uses in many districts are long and contain similar items or long lists of example uses. These sections can be cleaned up by defining uses and using the defined terms.

Definition and terminology updates:

- **Church and synagogue.** This term should be updated to the more general "place of worship" or "religious institution."
- **Curb cut.** This definition uses "thoroughfare" as a generic term for a road, when it is in fact a road classification with a specific meaning. It should refer to a "right-of-way."
- **Fence, natural.** This is defined, but the ability to use a natural fence is not referenced anywhere in the ordinance; it may be useful to explore implementing this as a landscaping option.
- **Occupancy, change of.** This definition includes "expansion of a use." It is unclear how expanding an existing use would constitute a change of occupancy.
- **Use, conditional.** This refers to "conditional use," a definition that does not exist. This is an obsolete term that should be deleted.
- **Illustrations.** Illustrations should be updated and located adjacent to the terms they illustrate.

Finally, the format of the definitions could be improved by typographically differentiating the defined terms from the definitions themselves. The current formatting often requires a user to read the definition more than once to determine the exact term being defined.

Zoning Ordinance Audits (Health Check-Ups)

Service Description

A zoning ordinance health check-up is an audit that assesses regulations impacting community land use planning. Giffels Webster will highlight areas in which zoning could be in better alignment with the community master plan as well as identify zoning regulations that are outdated or out of compliance with state laws. In addition, the audit will recommend strategies for new regulations that promote sustainable efforts.

Zoning Ordinance Audit

A health check up of a community's zoning ordinance typically includes:

1. Reviewing the definitions to ensure they are current and reflect needs of today's residents and business owners.
2. Reviewing zoning district intent statements to ensure they are descriptive in terms of the types of uses permitted and desired, that they suggest the form and amenities development should include, and that they are consistent with the future land use categories.
3. Reviewing residential and non-residential district regulations in light of the community's master plan to ensure they are in alignment.
4. Reviewing sign provisions (if part of the zoning ordinance), parking, lighting, and other site standards to ensure needs are adequately addressed and regulations are generally presented in a consistent manner.
5. Assessing how the community's Ordinance reflects state law, with special attention to RLUIPA, wireless communications facilities, Reed v. Town of Gilbert, and residential care facilities.
6. Preparation of a report that summarizes strategies for updating the zoning ordinance to better implement the master plan, reflect current zoning trends, and reflect the state of planning practice.



Sign Ordinances

An updated sign ordinance is important because it ensures a community balances economic vitality, safety, aesthetics, and fairness while also complying with constitutional free speech protections. Court rulings, especially the U.S. Supreme Court's *Reed v. Town of Gilbert* (2015), have clarified that sign regulations must be content-neutral to avoid violating First Amendment rights. By aligning local rules with current case law, communities reduce the risk of costly legal challenges, provide businesses and property owners with clear standards, and maintain enforceable regulations that support both community character and lawful expression.

Sign standards that are clear, concise, and easy to understand make it easier for applicants and staff to understand what is allowed. Giffels Webster can help your community update its sign standards to improve aesthetics, encourage economic development, and reduce visual clutter in the community. Our team can help your community to effectively portray sign standards with fewer words and more illustrations. Our ordinances are user-friendly and easy to navigate in both printed and digital formats.



How to Use This Ordinance

1. Content Organization and Page Layout

The Ordinance is organized into seven Articles, which are further divided using standard outline hierarchy. The content and page layout are designed to promote a clear understanding of requirements, as well as quick retrieval of relevant standards, procedures and other information. The following key assists with navigating through this document.

Article Tabs link to the first page of each Article. Green tabs indicate the Article in which the current page is located.

User Notes provide helpful information for digital and hard copy formats. User Notes are always highlighted in gray.

Sections and subsections contain the ordinance regulations in a hierarchical manner.

Blue bold font links to standards in other sections of the Ordinance.

Graphics, figures, and tables illustrate concepts or clarify regulations.

Pages are numbered sequentially within each article.

Notes provide relevant district information recommended for review.

Additional Requirements list other sections or Ordinances that may pertain to a development in the district.

Link to Table of Contents

Link to How to Use This Ordinance

Link to Zoning Map

Link to Use Maps

FIGURE 2.3.B GROSS FLOOR AREA AND USABLE FLOOR AREA

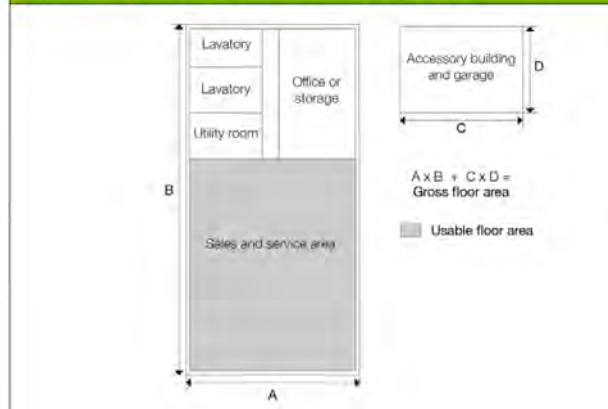
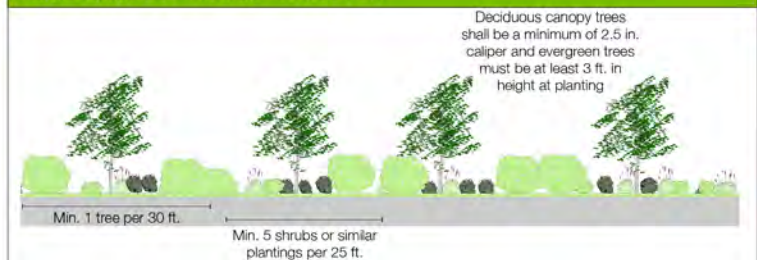


FIGURE 4-5.3.A.12.B MINOR BUFFER SIDE VIEW



Clearzoning® : It's Your Code, Only Better™

Giffels Webster Clearzoning® transforms zoning ordinances into user-friendly, online codes. It makes it easier for readers to quickly access and understand zoning regulations. Benefits of this transformation include a clear organizational structure that makes sense, more colorful illustrations, and searchable words and terms.

A key feature of Clearzoning is the zoning district two-page spread. This overview answers the most frequently asked questions: What uses are allowed and what are the height and setback regulations? Presenting these key zoning regulations in a clear, easy-to-read manner allows users to quickly find basic information and enables them to dig deeper.

The Clearzoning process provides a “health checkup” for your code. Our team of experts conduct a zoning audit of each code as part of the transformation process. Then, our team identifies and fixes incorrect cross-references, duplicative language and inconsistent text. Through the audit, inconsistencies between the zoning code and master plan policies, changes in regulations and zoning practice trends are addressed.



3.1.11 B-2 Light Business District

1 Purpose and Introduction

2 Definitions

3 Zoning Districts

4 Use Standards

5 Site Standards

6 Development Procedures

7 Administration

A. INTENT

The light business district is defined as a business district located along major thoroughfares but adjacent to residential areas and designated as low intensity commercial by the city's future land use plan. It is intended to provide for a full range of neighborhood and community-oriented retail sales, services, and professional office uses. The requirements in this section are to minimize the impact of commercial development on residential districts and to ensure that the appearance and effects of commercial buildings and uses are harmonious with the character of the area in which they are located.

B. User Note: For uses listed in **bold blue**, refer to Article 4, or click on use, for use-specific standards

B. PRINCIPAL PERMITTED USES

- i. Banks and financial institutions
- ii. Business support service establishments^{§ 4.1}
- iii. Cemeteries
- iv. Child care facilities
- v. Churches and other places of worship
- vi. Commercial parking lots or structures
- vii. Environmental monitoring stations (air, soil, etc.)
- viii. Grocery stores ≤ 10,000 sq. ft.
- ix. Health clubs, fitness gyms
- x. **Home occupation**^{§ 4.1}
- xi. Landscape nurseries and garden supply establishments
- xii. Libraries, public
- xiii. Municipal office buildings
- xiv. Museums
- xv. Offices, medical, professional & administrative^{§ 4.1}
- xvi. Open air markets^{§ 4.1}
- xvii. **Outdoor retail sales, temporary**^{§ 4.1}
- xviii. Parks & **Community gardens**^{§ 4.1}
- xix. Personal Care Home^{§ 4.1}
- xx. Personal service establishments^{§ 4.1}
- xxi. Post office, local
- xxii. Public safety facilities
- xxiii. Restaurant, small < 2,000 sq. ft., no drive-thru service
- xxiv. Retail commercial uses^{§ 4.1} > 6,000 sq. ft., including food and beverage sales
- xxv. School, K-12, public or private
- xxvi. Strip retail center, no front yard parking
- xxvii. Taxi cab stands, bus stations
- xxviii. Telephone exchanges and static transformer

C. CONDITIONAL USES

- i. Animal boarding, kennels, shelters
- ii. Assisted living facility
- iii. Automobile car wash
- iv. Automobile convenience/gasoline stations^{§ 4.1}
- v. Automobile maintenance/service establishments, minor^{§ 4.1}
- vi. Bars, lounges, nightclubs or brewpubs
- vii. Bed-and-breakfast inns^{§ 4.1} and inns^{§ 4.1}
- viii. Charitable organizations^{§ 4.1}
- ix. Clubs or lodges^{§ 4.1}
- x. **Commercial recreation facilities**^{§ 4.1}
- xi. Dwellings, attached live/work^{§ 4.1}
- xii. Dwellings, two family or multiple-family^{§ 4.1}
- xiii. Firearms establishments
- xiv. Funeral homes, mortuaries
- xv. Grocery stores > 10,000 sq. ft.
- xvi. Hospitals
- xvii. Labs, medical, dental, optical
- xviii. Micro-breweries, wineries
- xix. Payday loan, check-cashing services establishments
- xx. Pawn shops
- xxi. Restaurants with or without drive-through service
- xxii. Retail commercial uses^{§ 4.1} > 6,000 sq. ft., including food and beverage sales
- xxiii. Rooming/boarding house^{§ 4.1}
- xxiv. Rowhouse / townhouse^{§ 4.1}
- xxv. Schools, professional, trade, and vocational
- xxvi. Storage, mini-warehouses, self-storage
- xxvii. Transient housing^{§ 4.1}
- xxviii. Veterinary services, animal hospitals

3.1.11 B-2 Light Business District

1 Purpose and Introduction

2 Definitions

3 Zoning Districts

4 Use Standards

5 Site Standards

6 Development Procedures

7 Administration

E. DEVELOPMENT STANDARDS

Lot Coverage

Maximum lot coverage: 50%

Setbacks^{§ 4.1}

Minimum front yard setback: 30 ft.
 Minimum rear yard setback: 5 ft.
 Next to residentially zoned: 20 ft.
 Minimum side yard setback: 10 ft.
 Next to residentially zoned: 20 ft.

Building Height^{§ 4.1}

Maximum building height: 30 ft.

Roof Design

Minimum roof pitch: 4/12 minimum; no flat roof buildings are allowed

Design Standards:

No metal facade buildings.

Parking Lot Standards:

No parking in front 10 ft. of lot

The above drawings are not to scale.

SELECTED REFERENCES

- 3. Zoning Districts**
 - **Business district standards** § 4.1
 - **Essential services** § 4.1.2
 - **Transition zones** § 5.0
- 4. Use Standards**
 - **Accessories** § 4.1.1
- 5. Site Standards**
 - **Home occupations** § 4.1
 - **Outdoor retail sales, temporary** § 4.1.1
 - **Performance standards** § 5.1.1
 - **Sign distance** § 5.1.1
 - **Site access** § 5.1.1
 - **Signs** § 5.1.2
- 6. Development Procedures**
 - **Site Plan Review** § 4.1.1

Zoning Ordinances

When rewriting or amending a zoning ordinance, our team of zoning experts will help to provide a clear legal framework for growth and development envisioned by the community. Working closely with planning commissions and legislative bodies, we draft regulations that are practical, easy-to-understand, and forward-thinking. We are cognizant of the barriers that zoning can impose on development and help communities incorporate flexibility into the code with guardrails to ensure that development outcomes are consistent with the community vision.

In drafting new ordinances, we focus on creating clear and consistent regulations using approachable language that is legally enforceable and broadly understood. By eliminating any ambiguities, communities are better positioned to achieve their long-term development goals.

At the same time, we understand that every community has a different policy perspective. Our team works with staff and public bodies to ensure that zoning is tailored to community needs. Using the Master Plan as a guide, we provide a range of zoning tools from permissive to restrictive, allowing each community to choose regulations that align with local context and priorities.



PSC Previous Experience

Tri-County Population Study

Lansing Economic Area Partnership

LEAP engaged PSC from 2024 through 2025 to identify current population trends and take a community pulse on development and growth opportunities in the region. As part of this work, PSC worked with the LEAP team to plan and facilitate community conversations in four communities (Lansing and Eaton, Ingham, and Clinton Counties). These meetings engaged participants in discussion to determine their perception and outlook on the impacts of population change, development, and growth opportunities in their communities. These engagements navigated difficult conversations about community change and growth, with differing viewpoints on what should be embraced from a development standpoint at the local level. Through these conversations, PSC helped build consensus on economic development policy priorities and ensured all voices were heard. PSC summarized these session outcomes in a visually dynamic PowerPoint presentation for LEAP. PSC also developed community profiles and analyzed population and socioeconomic indicators for this work.

Community Needs Assessment

Macomb Community Action

Starting in 2020, PSC supported Macomb Community Action (MCA) in conducting and updating a comprehensive community needs assessment (CNA). For the CNA, PSC surveyed the community and providers about their needs and access to services, held community forums and listening sessions about the community's needs, and collected publicly available population data. PSC combined all this information and worked with MCA to develop a set of recommendations based on the CNA findings. PSC has supported updates to this analysis and additional engagement in 2023 and 2025. From March to December 2023, PSC also supported MCA in developing a five-year strategic plan.

Hydro Dams Stakeholder Engagement Strategy

Consumers Energy

In 2022, Consumers Energy, Michigan's second largest utility, engaged PSC to develop and execute a statewide stakeholder engagement strategy for communities of interest near the utility's 13 hydroelectric facilities, which were under review to determine the feasibility of renewing the dams' federal operating licenses. During the summer and fall of 2022, PSC facilitated conversations across the state with communities and stakeholders, surveyed property owners adjacent to the hydroelectric facilities, and assisted Consumers Energy with developing a strategy for approaching potential dam decommissioning in the communities.

These conversations were often contentious, given that decommissioning dams impacts communities' current way of life and access to recreational water. PSC facilitated these conversations to ensure that residents had a space to share their concerns, thoughts, and feedback on the potential impact to their community. PSC compiled and synthesized the information collected from the engagement strategy and provided a written brief to Consumers Energy to help the company make informed decisions on how to plan for the future of its hydroelectric portfolio.

REFERENCES

East Bay Township, Michigan
Claire Karner, AICP
Director of Planning & Zoning
231.947.8681 x2
ckarner@eastbaytpw.org

Horace, North Dakota
Jace Hellman
Community Development Director
701.492.2972
JHellman@CityofHorace.com

Saginaw, Michigan
Robert Gollin
Urban Planner
989.759.1308
rgollin@saginaw-mi

PUBLIC SECTOR CONSULTANTS (PSC) REFERENCES

Gilbert Family Foundation
Project: Detroit Eviction Defense Fund Evaluation
Paris Wilson
Senior Program Manager, Detroit Community Initiatives
410.404.6457
ParisWilson@gilbertfamilyfoundation.org

Macomb Community Action
Project: Macomb Community Action Community Needs Assessment
Edward Scott
Director
586.469.5911
Edward.scott@macombgov.org

Lansing Economic Area Partnership
Project: Lansing Economic Area Partnership (LEAP) Tri-County Population Study
Bob Trezise
President and CEO
517.702.3387
bob@purelansing.com

Project Staffing

PROJECT STAFFING

The success of Birmingham's Zoning Ordinance Update will depend on a team that not only brings technical expertise in planning and zoning, but also understands the importance of fostering a vibrant, inclusive, and sustainable community. Our proposed team combines decades of experience in urban planning, zoning code modernization, and public engagement, with a proven record of delivering comprehensive ordinance updates for communities across Michigan.

Each member of our team contributes a unique blend of skills—ranging from innovative land use strategies and form-based code development to stakeholder facilitation and consensus building—ensuring that Birmingham's updated Zoning Ordinance will reflect both best practices and the community's vision. We are committed to a collaborative process that prioritizes transparency, equity, and clarity, and to producing a user-friendly ordinance that supports economic vitality, protects neighborhood character, and advances the City's goals for housing, sustainability, and quality of life.

With this shared commitment and expertise as our foundation, we are pleased to introduce the dedicated team that will partner with Birmingham to bring this vision to life.

Jill Bahm, AICP is a Partner at the firm and will provide oversight through the duration of the project. While it's been a few years since Jill worked for the City of Birmingham (and graduated from Seaholm High School), she has familiarity with City structure and values.

Joe Tangari, AICP is a Principal Planner on the team and is an expert at crafting practical and innovative zoning regulations. Joe will be serving as the project manager and primary point of contact for the City throughout the course of the project.

Julia Upfal, AICP and Andy Aamodt are Senior Planners on the team and will help with the drafting of text and policy discussions. Both Julia and Andy are experienced at tailoring zoning regulations to align with local priorities.

Rose Kim is an Associate Planner and will manage the design and structure of the ordinance, including the creation of all graphics. Rose's combined skills in planning and graphic design make her well-positioned to provide a format that is visually engaging and intuitive to navigate.

Hannah Prins is an Associate Planner with a background in landscape architecture and planning. She will support the team with graphics and design.

Ariana Toth, GISP, is the GIS Manager for Giffels Webster. Ariana will be responsible for creating all static and interactive maps to support this effort.

Julie Durham is a Director of Community and Economic Development at PSC. She will serve as a strategic advisor on the project by providing expertise in stakeholder engagement and facilitation.

Michelle Rubin and Lindsey Barrett are both Senior Consultants at PSC. Michelle will serve as PSC's project manager and lead facilitator on the project, drawing on her expertise in urban planning and community engagement. Lindsey will serve as a co-facilitator by helping to facilitate all community engagement sessions.

Colleen Gaffney is a Consultant at Public Sector Consultant and will provide project and community engagement support. She will support PSC in gathering community and other stakeholder insights.

In addition, PSC's skilled marketing and communications and data teams will support public outreach and development of an online survey.

Next, see personal references for the Partner-in-Charge and Project Manager/Designated Point of Contact followed by the Organization Chart and team resumes.

REFERENCES FOR PARTNER IN CHARGE AND PROJECT MANAGER/DESIGNATED POINT OF CONTACT



Jill Bahm, AICP
Partner
Giffels Webster



Joe Tangari, AICP
Principal Planner
Giffels Webster

At the core of our project team are Jill Bahm, AICP and Joe Tangari, AICP, who will serve as the designated team leads. Jill provides high-level oversight and strategic direction, while Joe serves as project manager and the City's primary point of contact.

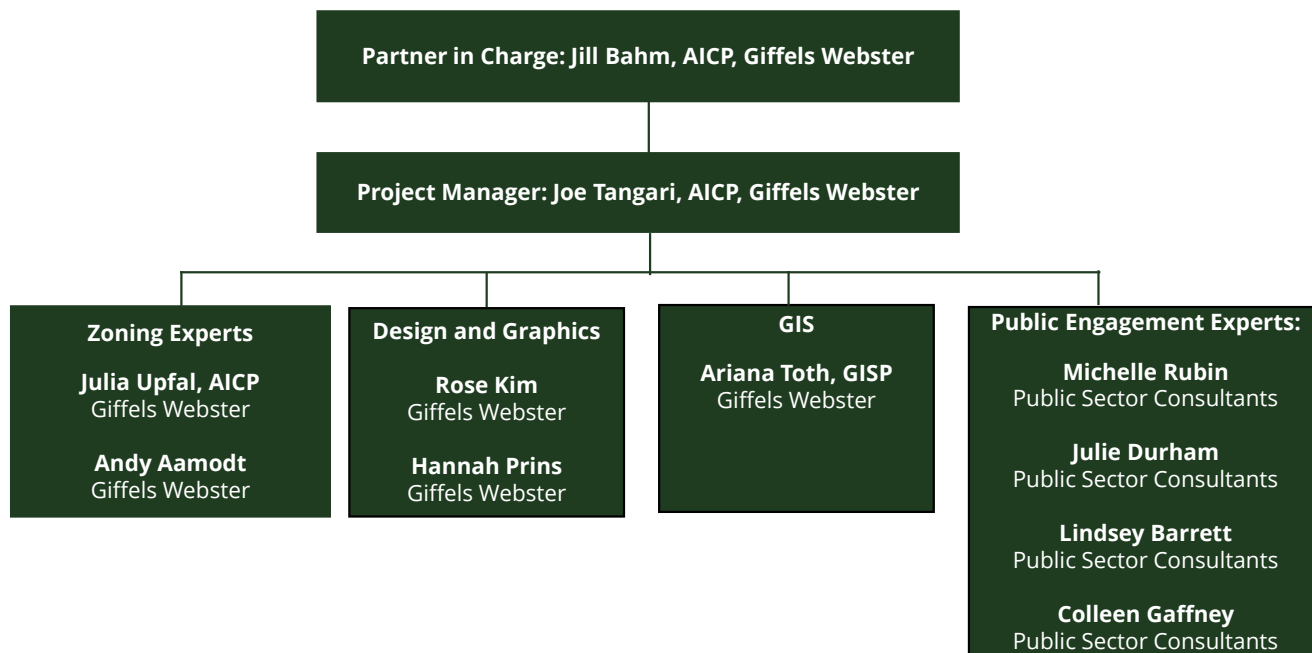
Jill and Joe have extensive zoning experience. Both have been directly involved with the City of Clawson's planning and zoning since 2015. Joe is the current project manager and main point of contact with the City. Our experience in Clawson includes developing a form-based code for Downtown Clawson, as well as extensive amendment work to the zoning and sign ordinances in our role as the city's ongoing planning services provider. Clawson's compact development pattern and active citizenry have required us to adopt a mindful approach to ordinance amendments that balance the needs of existing residents and businesses with demand for change. We have also developed a sustainability plan for the city and are in the early stages of implementation, with initial ordinance amendments under discussion. Other ongoing projects with the City include strategic planning with the DDA and a road diet study for North Main Street.

Joe was the project manager for the East Bay Township zoning rewrite. He helped the Township develop a steering committee process to facilitate the project and worked hand-in-hand with this committee to draft the ordinance. During the process, we held several workshops and focus groups on specific topics, with several focusing on natural resource protection. These well-attended workshops and focus groups included both residents and expert members of local environmental organizations.

Jill and Joe were the leads on the Horace Zoning rewrite and Clearzoning project. This included two trips to Horace, one of which was a community open house. Our team kept in touch with city staff, which also saw internal changes during the process. That meant bringing a new planner up to speed on the City's master plan and the primary implementation tool of the new zoning ordinance. Compounding the challenge was a turnover in city council members, which also meant helping new members understand the why's of the project.

Both Jill and Joe work out of our Birmingham office. Jill Bahm can be reached at 248.598.5149 and jbahm@giffelswebster.com. Joe Tangari can be reached at 248.598.5154 and jtangari@giffelswebster.com

ORGANIZATIONAL CHART





PARTNER IN CHARGE

Jill Bahm AICP Partner

Jill Bahm, AICP, has been a partner at Giffels Webster since 2019 and leads the planning, landscape architecture and GIS teams. Jill has worked in both the public and private sector, as a Downtown Development Authority director, and municipal city planner for the City of Birmingham. Jill currently serves on the Michigan Association of Planning’s Board of Directors and is the Professional Development Officer. She was one of the co-authors of the American Planning Association’s 2014 *Aging in Community Policy Guide*. Jill recently served as an adjunct professor in the graduate urban planning program at Wayne State University and provides local training on planning and zoning issues.

YEARS OF EXPERIENCE

29

EDUCATION

Master of Urban and Regional Planning
University of Michigan

Bachelor of Arts in Communications | English
University of Michigan

Form-based Code Institute
Alumnus

National Charrette Institute
Core Level Certificate

CERTIFICATIONS

American Institute of Certified Planners
American Planning Association

Michigan Association of Planners

SPECIAL EXPERTISE

Zoning
Downtown Development
Land Use/Planning
Review Process
Public Engagement
Design
Placemaking
Training/Education

Land Use Planning

City of Sterling Heights 2025 Master Plan
City of Grosse Pointe Woods 2024 Master Plan
Commerce Township 2023 Master Plan
Village of Suttons Bay 2023 Master Plan
City of Sylvan Lake 2023 Master Plan
City of Lathrup Village 2021 Comprehensive Plan
City of Madison Heights 2020 Master Plan
City of Rochester Hills Master Plan 2019 Update
City of Brighton 2019 Comprehensive Plan (2025 Update is underway)
City of Brighton 2019 Capital Improvement Plan
City of Lathrup Village Capital Improvement Plan (2018 - present)
Grand Blanc Township Tech Village Master Plan / Framework Study (2016)

Recreation Planning

City of Brighton Recreation Plan (2025-2029)
Chesterfield Twp. Recreation Plan (2023-2027)
City of Lathrup Village Recreation Plan (2021-2025)
City of Madison Heights Recreation Plan (2021-2025)
City of White Cloud Recreation Plan (2021-2025)
Genoa Twp. Recreation Plan (2021-2025),
Paint Creek Trailways Commission
Recreation Plan (2020-2024)
Michigan Natural Resources Trust Fund Grant
Application Assistance (2018), **White Lake Twp.** (\$1.4M Awarded), 2021 **Genoa Township** (\$300,000 Awarded)

Economic Development

Michigan Main Street Strategic Planning (2025-)
Village of Sparta Economic Development Strategy (2021)
Clawson DDA Tax Increment Finance Plan (2020)
City of Laingsburg Pre-Development Services (2020)
City of Hillsdale Pre-Development Services (2020)
Meridian Twp. Pre-Development Services (2019)
Grand Blanc Twp. Tech Village Marketing (2017)
City of Wixom Economic Development Strategy (2014)
Ferndale DDA Tax Increment Finance Plan (2012)

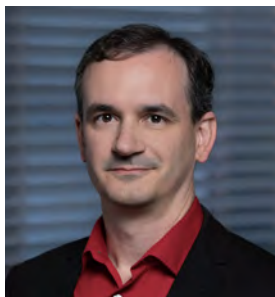
Zoning

Whitewater Township Zoning Amendments (underway)
Clinton County Zoning Amendments/Clearzoning (2024)
City of Horace ND Zoning rewrite/Clearzoning (2023)
Village of Milford Clearzoning/Zoning Audit (2021)
City of Rochester Hills Zoning Amendments (2018-2023)
Village of Cass City Clearzoning/Zoning Audit (2020)
City of Clare Zoning Audit, Zoning Amendments, Sign Ordinance (2019-2021)
City of Coldwater Clearzoning/Zoning Audit (2020)
City of Clawson Zoning Amendments (2016), Audit and Clearzoning (2019)
City of Ann Arbor Sign Ordinance (2019)
City of Brighton Clearzoning, Zoning Code Update and Form-based districts (2017-2020)
Grand Blanc Township Tech Village Form-Based Code (2017)
City of Ruston LA Zoning Amendments, Form-Based Code, and Clearzoning (2012-present)
City of Flint Zoning Audit (2015)

Ongoing Planning Services

Chesterfield Township
City of Bloomfield Hills
City of Brighton
City of Clawson
City of Lathrup Village
City of Ruston, Louisiana
City of Sylvan Lake
Village of Milford





PROJECT MANAGER/POINT OF CONTACT

Joe Tangari AICP Principal Planner

Joe Tangari is a Principal Planner at Giffels Webster. He received a Master of Urban Planning degree from Wayne State University with a concentration in Managing Metropolitan Growth, and a B.A. in Music Business from Berklee College of Music

YEARS OF EXPERIENCE

13

EDUCATION

Master of Urban Planning
Wayne State University

Bachelor of Arts
Music Business
Berklee College of Music

Joe is dedicated to improving opportunities for public input, achieving clarity in zoning ordinance language and illustrations, pursuing innovative planning concepts, advancing community sustainability and resiliency, and providing informative development reviews to guide planning commission decision-making. He enjoys the day-to-day challenges of community planning and economic development.

At Giffels Webster, Joe has conducted development reviews, drafted form-based zoning districts, created master plan and zoning graphics using SketchUp, developed historic district design standards, participated in master plan and recreation plan updates, helped build municipal websites, worked to improve development processes and forms, and facilitated public input via community meetings and surveys. Communities he has served include small towns, rural townships, inner ring cities, and suburbs. He has also served as an instructor for the Michigan Economic Development Corporation’s workshops on improving review processes and amending zoning ordinances.

Plans and Special Studies

- Downtown Master Plan, Clawson, 2016*
- NextSteps for Downtown Assessment, Mount Clemens, 2016
- Master Plan Update: Implementation Guide, Lexington, 2016-2021 Recreation Plan, Ira Twp., 2016
- Corridor Zoning Study, Ruston, LA, 2016
- Master Plan Update, Novi, 2016
- River Raisin National Battlefield 2017 Cooperative Land Management Plan
- Comprehensive Plan, Brighton, 2018**
- Master Plan Update, Madison Heights, 2021
- Comprehensive Plan, Adrian, 2022
- Sustainability Framework, Clawson, 2023
- The Next 50: Farmington Hills Master Plan, Farmington Hills, 2025

Ongoing Planning Services

- Bloomfield Hills (2017-present)
- Bruce Twp. (2018-present)
- Clawson (2019-present)
- Farmington Hills (2015-present)
- Ruston, LA (2016-present)

Zoning & Other Ordinance Work

- Technology Village Form-based Zoning Districts: Grand Blanc Twp.
- Sign Ordinances: Farmington Hills, Columbus Twp., Bruce Twp.
- Zoning Ordinance Audits: Manistee, Brighton, Clawson, East Bay Twp.
- Clearzoning Ordinances & Zoning Ordinance Audits: Ira Twp. and Columbus Twp.
- Clearzoning Codebooks: Columbus Twp. and Bruce Twp.
- Zoning Ordinance: New Format & Amendments, Steamboat Springs, CO
- Zoning Audit, Clearzoning, and Comprehensive Amendments: Springfield, MI
- Zoning Audit, Comprehensive Zoning Amendments, Clearzoning: Horace, ND, 2024
- Comprehensive Zoning Rewrite, Clearzoning: East Bay Twp., 2025
- Sign Ordinance Best Practices Guidebook: Wisconsin Economic Development Corporation, 2025

Other Planning Work

- Instructor, MEDC Best Practices 2 & 3
- Historic District Design Guidelines, Fairmont, WV

* Winner, Vernon Deines Honor Award, Outstanding Small Town Special Project Plan (APA STAR Division)

** Winner, Vernon Deines Merit Award, Outstanding Small Town Comprehensive Plan (APA STAR Division)





Julia Upfal AICP Senior Planner

Julia Upfal, AICP, is a senior planner at Giffels Webster with over a decade of community development experience. Julia earned a BA in Urban Studies from Wayne State University in 2012 and a Master of Urban Planning degree from the University of Michigan in 2015.

YEARS OF EXPERIENCE

10

EDUCATION

Master of Urban Planning
The University of Michigan

Bachelor of Art
Urban Studies
Economics Minor
Wayne State University

LICENSES | REGISTRATION

American Institute of Certified Planners
American Planning Association
Michigan Association of Planning
APA Economic Development Division
APA Women in Planning Division

SPECIAL EXPERTISE

Ordinance Review
Land Use Planning
Master Plans
Economic Development
Community Engagement
Site Plan Review
Parks and Recreation
TIF Plans
Housing Strategies
Downtown Development
Consensus Building
Grant Writing
Education and Training

Julia has worked in both the public and private sector, positioning her to navigate the complexities of urban development with a comprehensive understanding of local government and market dynamics. Julia’s experience includes master planning, zoning, economic development, community engagement and grant writing; since 2015, Julia has helped secure over \$1,000,000 in public sector grant funding for local communities.

Julia’s technical expertise in planning coupled with her passion for public engagement enables her to provide prescriptive guidance that strategically aligns development with established community goals.

Julia’s experience reflected below was gained while working at other organizations and with Giffels Webster.

Long Term Planning and Special Studies

2016 Legends District Master Plan, City of Green Bay
2017 Benchmarking Study, Livingston County
2022 Master Plan Audit, Village of Milford
2023 Master Plan, Springfield Twp.*
2023 Master Plan, Commerce Twp.
2023 Master Plan Audit, City of Brighton
2025 Master Plan, Village of Milford

Ordinance Review

2021 Zoning Ordinance Rewrite, City of Chelsea
2023 Zoning Ordinance Amendments, City of Ypsilanti
2022-2025 Zoning Ordinance Amendments, Village of Milford
2022-2025 Zoning Ordinance Amendments, Springfield Township
2025 Zoning Ordinance Amendments, Farmington Hills
2025 Zoning Ordinance Audit, Village of Blissfield
2025 Zoning Ordinance Audit, Springfield Township
2025 Zoning Ordinance Rewrite, City of Saginaw

Economic Development

2017 WEDC Idle Sites Grant, \$425,000, City of Green Bay
2019 Site Readiness Grant, \$75,000, Handy Twp.
2019 Marketing Strategy, City of Chelsea
2020 Commercial Rehabilitation District Review Guidelines, City of Chelsea
2021 EGLE Brownfield Grant, \$475,000, City of Chelsea
2022 Southside Redevelopment Study, Port Huron

Ongoing Professional Services

Springfield Twp. Planning Services (2022- Present)
Village of Milford Planning Services (2022- Present)
Farmington Hills Planning Services (2023- Present)
Ypsilanti Planning Services (2023- 2024)
Lincoln Park Planning Services (2023- 2024)

*Recipient of Vernon Deines Merit Award for Comprehensive Plan or Special Project Plan from the American Planning Association Small Town and Rural Planning Division





Andy Aamodt

Senior Planner

Andy Aamodt is a Senior Planner at Giffels Webster with over six years of experience specializing in community planning, where he worked as a planner and zoning coordinator for multiple communities in Southeast Michigan. In those roles, he organized master plan and zoning ordinance updates. He also managed several site development reviews, including planned unit developments, special land uses, and rezonings.

Andy enjoys analyzing how our built and natural environment is shaped by laws and policies. He embraces the fact that many planning and zoning cases are unique and sometimes challenging. He strives to help improve communities by making development processes and ordinances more readable and efficient.

Andy's experience listed below reflects his background with other organizations and Giffels Webster.

YEARS OF EXPERIENCE

6

EDUCATION

Master of Urban & Regional Planning
University of Michigan

Bachelor of Arts
Geography
Calvin College

SPECIAL EXPERTISE

Zoning
Land Use/Planning
Development Review
ArcGIS
Adobe Illustrator
Google SketchUp

Planning Projects

Master Plan Update (2021), City of Ypsilanti
Non-Motorized Transportation Plan Update (2021), City of Ypsilanti

Zoning Projects

Zoning Ordinance Updates (2019-2022), City of Ypsilanti
Draft Zoning Ordinance Workshops and Presentations (2019), City of Flint

Ongoing Planning Services

City of Sterling Heights (2022-2023)
City of Clawson (2023-present)
Grand Blanc Twp. (2023-present)
City of Ypsilanti (2023-present)
City of Lincoln Park (2024-present)





Rose Kim

Associate Planner

Rose is a graduate from Wayne State University's Master of Urban Planning program with experience in planning research. She earned her undergraduate degree from NYU's Leonard N. Stern School of Business in Information Systems and Marketing. Rose is passionate about community and economic development and helping to achieve greater equity in planning.

Rose's experience reflected below was gained while working at other firms and with Giffels Webster.

YEARS OF EXPERIENCE

5

EDUCATION

Master of Urban Planning
Wayne State University

Bachelor of Science
Information Systems and
Marketing
New York University

Plans

- 2023 Master Plan Update, Genoa Twp.
- 2023 Master Plan Update, Village of Suttons Bay
- 2023 Comprehensive Plan Land Use Study, Clinton County
- 2023 Master Plan Review and Update, Commerce Twp.
- 2024 Master Plan Update, Watertown Twp.

Clearzoning® Ordinance Conversion

Zoning Ordinances:

- Clawson
- Clinton County
- Grosse Pointe Woods
- Horace, ND

Other Ordinances:

- Soil Erosion and Sediment Control (SESC) Ordinance - Clinton County

Additional Experience

- Collaborator, East Warren Community Development Corporation COVID-19 and Business Development Plan
- Research Assistant, Wayne State University
- Co-writer, "Are We Planning for Equity?" (Journal of the American Planning Association)
- Co-writer, "Planners as Researchers: Can a Community Science Approach Benefit Planning Research and Practice?" (Journal of Planning Education and Research)
- Co-writer, "Placemaking in Practice: Municipal Arts and Cultural Plans' Approaches to Placemaking and Creative Placemaking" (Journal of Planning Education and Research)
- Co-writer, "Identifying Plan Perceptions: Higher Education Institutions as Arts and Cultural Anchors" (Urban Affairs Review)



Hannah Prins

Associate Planner

Hannah Prins is an Associate Planner at Giffels Webster. She received a Master of Urban and Regional Planning and a Bachelor of Landscape Architecture from Michigan State University giving her a background that bridges technical design and planning policy.

Her experience includes facilitating public engagement and supporting long-range planning efforts with the City of East Lansing and contributing to climate resilience research funded by the U.S. Department of Housing and Urban Development at Michigan State University. Additionally, as a landscape designer she has experience with site plan design and review, streetscape and green infrastructure design standards, and community placemaking. Hannah is passionate about finding innovative ways to connect with the public and utilizing graphics and illustrations, and data to make planning processes clearer, more accessible, and engaging to a wider audience.

YEARS OF EXPERIENCE

2

EDUCATION

Bachelor of Landscape Architecture
Michigan State University

Master of Urban and Regional Planning
Michigan State University

SPECIAL EXPERTISE

Public Engagement
Placemaking
Design
Climate Resilience & Adaptation
Site Plan Review
Data-Driven Cities

Planning Services

East Lansing Comprehensive Plan Update, East Lansing, 2024
Climate Vulnerability & Resiliency Planning Index, Michigan State University





Ariana Toth GISP

GIS Manager

Ariana Toth is the GIS Manager at Giffels Webster and is responsible for the overall development and maintenance of the company’s geospatial solutions and services. She has taken on the duties of Database Administrator in conjunction with her normal responsibilities and has experience installing and configuring ArcGIS Enterprise software as well as maintaining a Server environment. Ariana routinely integrates multiple environments across several divisions of the company into GIS both internally and for clients. She is also responsible for communicating with clients, project managers, and partners to determine the specific needs of a project and for providing end-user support to clients.

YEARS OF EXPERIENCE

16

EDUCATION

Master of Arts
Geography
Western Michigan University

Bachelor of Arts
Political Science
Oakland University

SPECIAL EXPERTISE

ArcGIS Enterprise
ArcGIS Field Maps
ArcGIS Online
Geodatabase
Management/Creation

CERTIFICATIONS

GISP
Esri Desktop Professional

As web-based GIS and mobile applications have come to the forefront of cutting-edge GIS technologies, Ariana has eagerly pursued advancing the direction of GIS at Giffels Webster through the use of ArcGIS Online data management and app creation, including using Story Maps and Experience Builder to enhance communication and public engagement. She has also taken a lead in implementing ArcGIS Field Maps and Survey123 for mobile devices and creating dynamic inspection forms.

Ariana is the President of CMPASS (Community of Michigan Professionals Advancing Spatial Sciences, formerly IMAGIN) and has served on the Board of Directors for seven years. She was part of a team of IMAGIN instructors who provided paid training to GIS staff across the country on transitioning to Esri’s new ArcGIS Pro software for two consecutive years.

GIS Online Application Development

Capital Improvement Plans
Construction Schedules
Hydrant Flushing Dashboards
Manhole Inspection Dashboards
Water Service Excavation Dashboards
Hub Sites
Storymaps
Experience Builder Applications

Map, Data, & Database Creation

Bruce Twp.
City of Clawson
Clay Twp.
Clinton Twp.
Commerce Twp.
The District, Detroit
City of Ferndale
City of Inkster
Howell Twp.
Lyon Twp.
MHOG
Macomb County
Shelby Twp.
Washington Twp.
Wayne County
City of Ypsilanti
Henry Ford Health System

Asset & Document Management

Commerce Twp.
Howell Twp.
City of Lathrup Village
Macomb County
MHOG
Washington Twp.

SAW Grants

Commerce Twp.
City of Inkster
Lyon Twp.
Livingston County
Macomb County
Washington Twp.

Cemeteries

Mt. Vernon, Washington Twp.

Public Outreach

City of Rochester Hills Master Plan
SW Detroit Truck Routing Study
City of Lathrup Village Bond Issue
Picture This! App for multiple communities

Spatial Analysis

Detroit High Crash Corridor Analysis
Cannabis Ordinance Studies

Assessing Land Value Maps

Clinton Twp.

Field App Creation

Asset Inspections
Asset Inventories
Hydrant Flushing
Lead & Copper Service Line
Inspections & Excavations
Trail Inventories

ArcGIS Online Site Creation | Development

Howell Twp.
Washington Twp.
City of Inkster
City of Sylvan Lake

ArcGIS Enterprise

Confidential Client
MHOG
Internal

GIS Training

City of Inkster
Howell Twp.
Washington Twp.
MHOG
IMAGIN Pro for Pros webinar series

Precinct Maps

Chesterfield Twp.
Commerce Twp.
Washington Twp.
Milford Twp.
Springfield Twp.

Fire Department Run Books

Commerce Twp.
Washington Twp.

Water | Wastewater GIS

Howell Twp.
City of Inkster
City of Lapeer
City of Lathrup Village
Livingston County Drain
Commission
MHOG
Washington Twp.

Interactive Zoning Maps

Bruce Twp.
Chesterfield Twp.
City of Clawson
Grosse Pointe Woods
Lathrup Village
Milford Village
City of Springfield
Washington Twp.
Saginaw
East Bay Twp.

Road & Sidewalk Special Assessments

City of Ferndale
City of Lathrup Village
Commerce Township

Hight Accuracy Data Collection

City of Inkster
DWSD



Subconsultant: Public Sector Consultants (PSC)



**PUBLIC SECTOR
CONSULTANTS**

Colleen Gaffney

Consultant

Position with Firm

2024–present **Consultant.** Conducts research, data analysis, and literature reviews to ensure high-quality deliverables for clients. Develops reports, proposals, and other project materials related to the evaluation of talent and economic development policies and programs. Facilitates and coordinates stakeholder meetings, focus groups, and strategic planning sessions to gather insights and ensure successful project outcomes.

Previous Professional Experience

2023–2024 **Policy Consultant, Michigan Community College Association, Lansing, Michigan.** Monitored legislative proceedings and conducted bill analyses to support advocacy efforts for community colleges. Created tailored fact sheets for college presidents on enrollment trends and student success outcomes. Analyzed dual enrollment policies across states and coordinated with research specialists to inform strategies to increase college completions and achieve statewide education goals. Provided support at association meetings and presented key findings from bill investigations and data analysis to community college leadership.

2021–2023 **Research Associate, American Institutes for Research, Washington, D.C.** Prepared government client for biannual Organization for Economic Co-operation and Development (OECD) meetings, collaborating with partner countries to develop comparable education indicators and reports. Produced updated data documentation and written annual reports on international and national postsecondary data trends. Crafted annual Integrated Postsecondary Education Data System (IPEDS) data tables in accordance with federal reporting requirements and served as a reviewer of survey materials and compliance of survey administration with federal statute. Coded data, analyzed trend accuracy, and prepared annual submission of U.S. education statistics for OECD surveys.

2018–2021 **Research Assistant, American Institutes for Research, Washington, D.C.** Managed independent reviews of National Center for Education Statistics (NCES) postsecondary longitudinal survey items, education datasets, and annual report publications to certify clarity and accuracy. Streamlined NCES help desk operations, responded to media inquiries on data releases and educational reports, and enhanced the accuracy and credibility of public communications.



**PUBLIC SECTOR
CONSULTANTS**

Julie Durham

Director, Community and Economic Development
Client Services

Position with Firm

- 2024–present **Director.** Manages a portfolio of client projects on a wide range of topics, including community, economic and workforce development, and nonprofit management. Identifies innovative solutions for client projects. Supervises project staff. Conducts research and analysis, develops proposals, designs and conducts program evaluations, writes research and evaluation reports, and conducts interviews and surveys. Facilitates strategic planning sessions, stakeholder groups, and task forces. Compiles and analyzes quantitative and qualitative data. Manages final project outcomes.
- 2019–2024 **Senior Consultant.**

Previous Professional Experience

- 2017–2019 **Director of Resource Development, Habitat for Humanity Capital Region, Lansing, Michigan.** Created and managed organizational grant strategies. Supervised volunteer coordinator and grant-writing staff. Planned, executed, and evaluated annual event strategies. Developed annual giving campaigns and reports. Managed community and neighborhood development strategies, including convening community stakeholders. Cultivated and retained new and existing corporate and individual donors and sponsorships.
- 2011–2017 **Director of Research and Data Initiatives, Michigan Association of Public School Academies, Lansing, Michigan.** Facilitated the federal Teacher Incentive Fund grant, including managing efforts to coordinate data collection and evaluation, professional development, federal compliance, and third-party evaluation efforts. Managed and coordinated grant writing and fundraising efforts, including federal, foundation, and state strategies. Facilitated a quality workgroup initiative aimed at aligning state policy on student, teacher, and school assessments, as well as accountability and quality. Authored the organization’s strategic plan and associated performance metrics. Developed a longitudinal database to support organizational research initiatives.
- 2007–2010 **Research Associate, University of Wisconsin, Center on Education and Work, Madison, Wisconsin.** Provided technical assistance to schools, including facilitating intensive summer data retreats. Coordinated student record data collection and analyses for federal, foundation,



**PUBLIC SECTOR
CONSULTANTS**

Lindsey Barrett

Senior Consultant

Position with Firm

2024–present **Senior Consultant.** Researches public policy across a variety of topics, including community and economic development and education. Analyzes qualitative and quantitative data and translates findings to diverse groups of stakeholders. Plans and facilitates stakeholder engagement, focus groups, and strategic planning sessions.

Previous Professional Experience

- 2023–2024 **Partnership Manager, The Skillman Foundation, Detroit, Michigan.** Developed and operationalized grantmaking and changemaking strategies aimed to increase youth voice and influence in K–12 education policy and systems change. Facilitated participatory strategy design and grantmaking processes. Cultivated and maintained collaborative grant partner relationships.
- 2021–2023 **Associate Partnership Manager, The Skillman Foundation, Detroit, Michigan.** Conceptualized, designed, and executed a first-of-its-kind \$500K grant program that enabled Detroit youth to directly apply for grant funding to carry out community- and school-based mental health projects. Leveraged strategic communications, survey outreach, listening sessions, and webinar facilitation to expand the Foundation’s engagement with Detroit youth and youth-serving organizations.
- 2019–2021 **Program and Impact Fellow, Council of Michigan Foundations, Detroit, Michigan.** Managed a place-based collective impact initiative of community, school district, public, private, and philanthropic partners to enhance in-school student support, expand college and career pathways, and accelerate youth-focused community development. Conducted and delivered research and data analysis to advise Michigan philanthropic leaders on diverse teacher recruitment and retention strategies.
- 2018–2019 **David Bohnett Leadership and Public Service Fellow, City of Detroit, Detroit, Michigan.** Supported project management of strategic framework neighborhood planning process. Facilitated collaboration among city departments, community stakeholders, and project consultants. Conducted background research, needs assessments, and data analysis of housing, economic development, open space, and streetscape conditions. Facilitated youth and community engagement and focus group sessions.



Michelle B. Rubin
Senior Consultant

Position with Firm

2025–present **Senior Consultant.** Conducts public policy research and analysis across a variety of topics at the intersection of community and economic development. Analyzes qualitative and quantitative data and translates findings to diverse groups of stakeholders through reports, strategic plans, and other client deliverables. Plans and facilitates stakeholder engagement, focus groups, and strategic planning sessions to increase community impact.

Previous Professional Experience

- 2024–2025 **Senior Program Officer, Local Initiatives Support Corporation (LISC),** Detroit, Michigan. Led implementation of LISC Detroit’s economic development strategy, including managing a portfolio of community-based economic inclusion plans and small business support programs. Oversaw and tracked performance on over \$2 million in grants and investments to local community development partners.
- 2022–2024 **Program Officer, LISC,** Detroit, Michigan. Developed and implemented community economic development programs in coordination with community-based organizations, public- and private-sector stakeholders, and funders.
- 2021–2022 **Associate Director of American Rescue Plan Act Implementation, City of Detroit Department of Innovation and Technology,** Detroit, Michigan. Led project management, compliance, and implementation of \$100 million in American Rescue Plan Act federal resources to support the City’s COVID-19 recovery efforts through key innovation and technology projects, including digital inclusion, workforce development, and open data projects.
- 2021 **Senior Policy and Budget Analyst, City of Portland Budget Office,** Portland, Oregon. Monitored the City of Portland’s \$500 million budget for housing, urban planning, sustainability, and children’s programming. Performed policy and budget analysis resulting in fact-based budget reviews and funding recommendations provided to the city council, government departments, and the public on community development programs. Coordinated and administered citywide budget processes.
- 2019–2021 **Policy and Budget Analyst, City of Portland Budget Office,** Portland, Oregon. Conducted performance management and program evaluation activities of various city bureaus. Supported community engagement events, including the planning and execution of the city’s public budget outreach events, with over 300 attendees per event.

Project Costs

COST PROPOSAL FOR ZONING ORDINANCE UPDATE

In order for the bid to be considered valid, this form must be completed in its entirety. Additional sheets may be added if necessary. The cost for the Scope of Work as stated in the Request for Proposal documents shall be itemized as follows:

Project Elements	Cost with 5% contingency
• Project Initiation and Background Review	\$12,295.50
• Public Engagement and Stakeholder Involvement	\$56,806.05
• Diagnostic Report and Recommendations	\$5,386.50
• Drafting of Updated Zoning Ordinance	\$127,575.00
• Zoning Map Revisions	\$8,221.50
• Administrative and Procedural Improvements	\$6,662.25
• Final Ordinance and Adoption Support	\$5,953.50
TOTAL AMOUNT with 10% contingency	\$222,900.30
Additional Meeting Charge	\$540 /meeting
Additional Services (If Any)	
• Each month beyond project timeline (Client delays only)	\$1,500
• Neighborhood Analysis *Note: This is an estimate. If this option is selected, final costs will be refined along with a scope of work.	\$30,000
• Online Survey and Technical Survey *Note: This is an estimate. If this option is selected, final costs will be refined along with a scope of work.	\$19,000
•	\$
TOTAL AMOUNT WITH ADDITIONAL SERVICES	\$

Firm Name Giffels Webster

Authorized signature *Jill Bahm* Date: 9/30/2025

This estimate is based on 400 hours to prepare draft text. As we near the 400-hour mark, we will meet with the city to discuss any incomplete amendments and provide an additional estimate to complete. Our hourly rates are attached.



**Schedule of Fees and Billing Rates
2025**

Giffels Webster has established the following minimum rate schedule unless specific agreement is made in writing with an officer of Giffels Webster for another basis of charges. Time and material agreements will be invoiced in accordance with the rates identified below while lump sum portions of Agreements will be invoiced on a percentage completion-to-date basis.

Employee Type	Hourly Rate
Planning Partner	\$165
Partner Emeritus	\$160
Principal Planner	\$140
Senior Planner	\$130
Associate Planner	\$115
Staff Planner	\$105
Intern	\$80
GIS Manager	\$130
Senior GIS Specialist	\$115
GIS Specialist	\$105
Senior Landscape Architect	\$130
Landscape Architect	\$115
Senior Landscape Designer	\$110
Landscape Designer	\$105
Traffic Engineer	\$150
Engineering Partner	\$210
Senior Project Manager	\$185
Project Manager	\$160
Lead Engineer	\$145
Senior Engineer	\$135
Project Engineer	\$125

Notes to the Billing Rate Schedule:

1. The assignment of personnel is solely the responsibility of Giffels Webster.
2. These rates include charges for computer and survey equipment, local travel, stakes, staff benefits, internal printing costs, telephone, fax and other overhead costs and profit.
3. Outside services not normally provided by Giffels Webster, and other reimbursable expenses (special equipment, printing, reproduction, printing and reproduction, out-of-town travel, shipping and subcontracted services) will be billed at cost plus 15% and are not included in the above hourly charge rates.

Proposal Forms

BIDDER'S CONTRACT FOR ZONING ORDINANCE UPDATE

In submitting this proposal, as herein described, the Consultant agrees that:

1. They have carefully examined the specifications, terms and Contract of the Request for Proposal and all other provisions of this document and understand the meaning, intent, and requirement of it.
2. They will enter into a written contract and furnish the item or items in the time specified in conformance with the specifications and conditions contained therein for the price quoted by the proponent on this proposal.

Jill Bahm

September 29, 2025

**PREPARED BY
(Print Name)**

DATE

Partner

September 29, 2025

TITLE

DATE

Jill Bahm

jbahm@giffelswebster.com

AUTHORIZED SIGNATURE

E-MAIL ADDRESS

Giffels Webster

COMPANY

1025 East Maple, Suite 100, Birmingham, MI 48009

248.852.3100

ADDRESS

PHONE

N/A

N/A

NAME OF PARENT COMPANY

PHONE

N/A

ADDRESS

VENDOR CERTIFICATION THAT THIS IS NOT AN "IRAN LINKED BUSINESS"

Pursuant to Michigan law, (the Iran Economic Sanctions Act, 2012 PA 517, MCL 129.311 et seq.), before accepting any bid or proposal, or entering into any contract for goods or services with any prospective Vendor, the Vendor must first certify that it is not an "IRAN LINKED BUSINESS, as defined by law.

Consultant	
Legal Name	Giffels Webster
Street Address	1025 East Maple, Suite 100
City	Birmingham
State, Zip	Michigan, 48009
Corporate I.D. Number/State	800152386, Michigan
Taxpayer I.D. #	381621448

The undersigned, with: 1) full knowledge of all of Vendors business activities, 2) full knowledge of the requirements and possible penalties under the law MCL 129.311 et seq. and 3) the full and complete authority to make this certification on behalf of the Vendor, by his/her signature below, certifies that: the Vendor is NOT an "IRAN LINKED BUSINESS" as required by MCL 129.311 et seq., and as such that Vendor is legally eligible to submit a bid and be considered for a possible contract to supply goods and/or services to the County of Oakland.

Signature of Consultants
Authorized Agent:

Jill Bahm

Printed Name of Consultant's
Authorized Agent:

Jill Bahm

Witness Signature:

Julia Upfal

Printed Name of Witness:

Julia Upfal

Responsible Use of Artificial Intelligence (AI) Guidelines

Giffels Webster is committed to delivering high-quality professional services for our clients. We recognize that emerging technologies, including Artificial Intelligence (AI), can support our work by improving efficiency, brainstorming options, and generating insights. At the same time, we uphold strict professional standards to protect client confidentiality and ensure the accuracy of all deliverables.

How We Use AI

- AI tools may be used internally to assist with tasks such as drafting text, creating graphics, summarizing background materials, or supporting idea generation.
- AI is never used as a substitute for professional expertise, judgment, or decision-making. All final recommendations, technical calculations, and design solutions are created and verified by licensed professionals on our team.

Protecting Client Privacy

- We do not share or input confidential project details, personal information, or proprietary data into public AI systems.
- Any use of AI is carefully managed to ensure compliance with data privacy laws and professional ethical standards.
- All outputs produced with the support of AI are reviewed, edited, and approved by our staff before being incorporated into client deliverables.

Client Assurance

- When AI contributes to the development of work products, we disclose that use and assure clients that outputs have been vetted to meet the same high standards as all of our professional services.
- Our responsibility to our clients remains unchanged: all recommendations and deliverables are guided by human expertise, professional accountability, and regulatory compliance.



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

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 Executive Strategies, Inc. 1246 Berkshire Road Grosse Pointe Park, MI 48230	CONTACT NAME: PHONE (A/C, No., Ext): 1 (313) 881-8069 E-MAIL ADDRESS: jimfarber@esi-us.com	FAX (A/C, No.): 1 (508) 464-8164
	INSURER(S) AFFORDING COVERAGE INSURER A : American Casualty Company of Reading, PA INSURER B : Continental Casualty Company INSURER C : Transportation Insurance Company INSURER D : Ironshore Specialty Insurance Company INSURER E : Torus National Insurance Company - StarStone - U.S. INSURER F :	

COVERAGES CERTIFICATE NUMBER: 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	COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			5095143577	12/31/2015	12/31/2016	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000
A	AUTOMOBILE LIABILITY <input checked="" 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			5095143627	12/31/2015	12/31/2016	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
B	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$			5095143661	12/31/2015	12/31/2016	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000
C	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 N / A	5099650571	12/31/2015	12/31/2016	PER STATUTE 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
D	Professional Liabili			000657105	08/31/2015	08/31/2016	Per Claim/Aggregate \$ 5,000,000
E	Excess Policy			72939152ALI	12/31/2015	12/31/2016	Per Claim/Aggregate \$ 5,000,000

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

CERTIFICATE HOLDER For Proposal Purposes Only	CANCELLATION 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



Jill Bahm, AICP
Partner
p. 248.598.5149
jbahm@giffelswebster.com

CITY OF BIRMINGHAM, MICHIGAN

ZONING ORDINANCE UPDATE

Proposal

September 30, 2025



**HOUSEAL
LAVIGNE** 



September 30, 2025

City of Birmingham
Attn: City Clerk
151 Martin Street
Birmingham, MI 48009

Dear City of Birmingham,

Houseal Lavigne is pleased to submit our proposal for the Zoning Ordinance Update project for the City of Birmingham. Our experience with the preparation of Ordinances for communities in Michigan, across the Midwest, and throughout the country makes us uniquely qualified to assist the City with this important project.

Houseal Lavigne is an award-winning, innovation-based consulting firm. Founded in 2004, Houseal Lavigne has distinguished itself as an industry leader in technology and innovation and is recognized nationally for its outreach, plans, ordinances, and graphics. Houseal Lavigne has worked with more than 450 communities across the country and has unparalleled experience in a wide variety of zoning, planning, and design projects. In addition, our experience with previous and ongoing development regulation projects in Michigan communities such as Benton Harbor, Flint, and New Buffalo provide our firm with the experience needed to navigate and be responsive to regional and state-specific trends and requirements.

We don't presume one regulatory strategy will be best for a given community. Rather than applying a "one size fits all" approach, we bring the expertise necessary to effectively balance Euclidean zoning, form-based regulations, and incentive-based standards into a process that is reflective of local opportunities and priorities. For instance, form-based regulations may be appropriate for Downtown Birmingham and mixed-use districts where multimodal transportation and walkability are priorities, while Euclidean zoning may be more appropriate for traditional single-family residential districts. Updates to the Code will focus on creating a user-friendly and modernized Zoning Ordinance to meet the Birmingham Plan 2040 Community Master Plan goals, including focusing on brevity, clarity, graphics, and aligning zones with Future Land Use categories; consolidating zones and uses as much as is practical and ensuring the updated document is legible, clear, and predictable; addressing neighborhood lighting standards, including exterior residential lighting intensity and color temperature; and creating a new zoning district or modifying the transition zone districts to enable infill development of small homes, townhomes, duplexes, and small multi-family buildings, limited to buffer and activity district seams.

Through our award-winning graphic communication, we develop community-driven processes and regulations that are clear, concise, user-friendly, effective, easy to administer, and responsive to community issues and aspirations. Our illustrations, tables, flowcharts, diagrams, plans, and 3D visualizations have the ability to clearly detail every aspect of a zoning, subdivision, and development code, including bulk and site standards, development standards, use provisions, administrative procedures, and definitions, so that residents, builders, and developers can understand the intent of regulations, and staff, appointed officials, and elected leaders can interpret and administer the Ordinance consistently.

Our project team consists of planning professionals with extensive experience in rewriting, updating, and administering zoning codes. Our team has the experience needed to ensure that Birmingham's Zoning Ordinance Update effectively balances the desires and vision of the community with the realities of the market and what it takes to get good development done.

Sincerely,

A handwritten signature in blue ink, appearing to read "John Houseal", is written over a light blue horizontal line.

John Houseal, FAICP
Partner | Co-Founder

312-372-1008 x101
jhouseal@hlplanning.com

Houseal Lavigne
188 W Randolph St, Suite 200
Chicago, IL 60601

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FIRM QUALIFICATIONS

SECTION 01



DELIVERING INNOVATIVE SOLUTIONS FOR A BETTER TOMORROW

FIRM OVERVIEW

Houseal Lavigne Associates, LLC., founded in 2004 by John Houseal, FAICP and Devin Lavigne, FAICP, is an urban planning, zoning, design, and geospatial solutions firm focused on powering the art of planning with science and technology. Over the years we have focused on leveraging new technologies to deliver evidence-based decision-making along with geographically compelling and effective storytelling. We specialize in immersive environments and 3D, planning and zoning scenario modeling and testing, GIS and geospatial analysis, and graphic communication and visualization. We pride ourselves on creativity, collaboration, and critical thinking. Our team is built on strong relationships, the exchange of ideas, and a commitment to innovation. Our priorities are to do good, work smart, have fun, and provide visionary, responsive, and viable solutions to our clients and partners.

Houseal Lavigne has worked with hundreds of communities across the United States and has established itself as one of the planning profession's most innovative and impactful planning firms. Houseal Lavigne has won multiple national awards including the APA's National Excellence Award for an Emerging Planning and Design Firm, the Excellence Award for County Planning from the APA County Division, and the Smart Cities Award from the APA Technology Division. In addition to awards received from numerous local, regional, and national organizations, our firm has won more than twenty-five APA Chapter Awards from multiple states throughout the country in categories including comprehensive planning, strategic planning, outreach, implementation, community health, and best tool or practice. Houseal Lavigne was also awarded Esri's most Innovation Partner Award and has won four Esri Special Achievement in GIS Awards for our digital twins, 3D modeling, scenario testing, and immersive environments.

OFFICE & STUDIO LOCATIONS

Primary Office

Chicago
188 W Randolph St
Suite 200
Chicago, IL 60601

Studios

Milwaukee, WI
Los Angeles, CA
Seattle, WA
Helena, MT

We have
worked on
more than:

650
Projects

Across
more than:

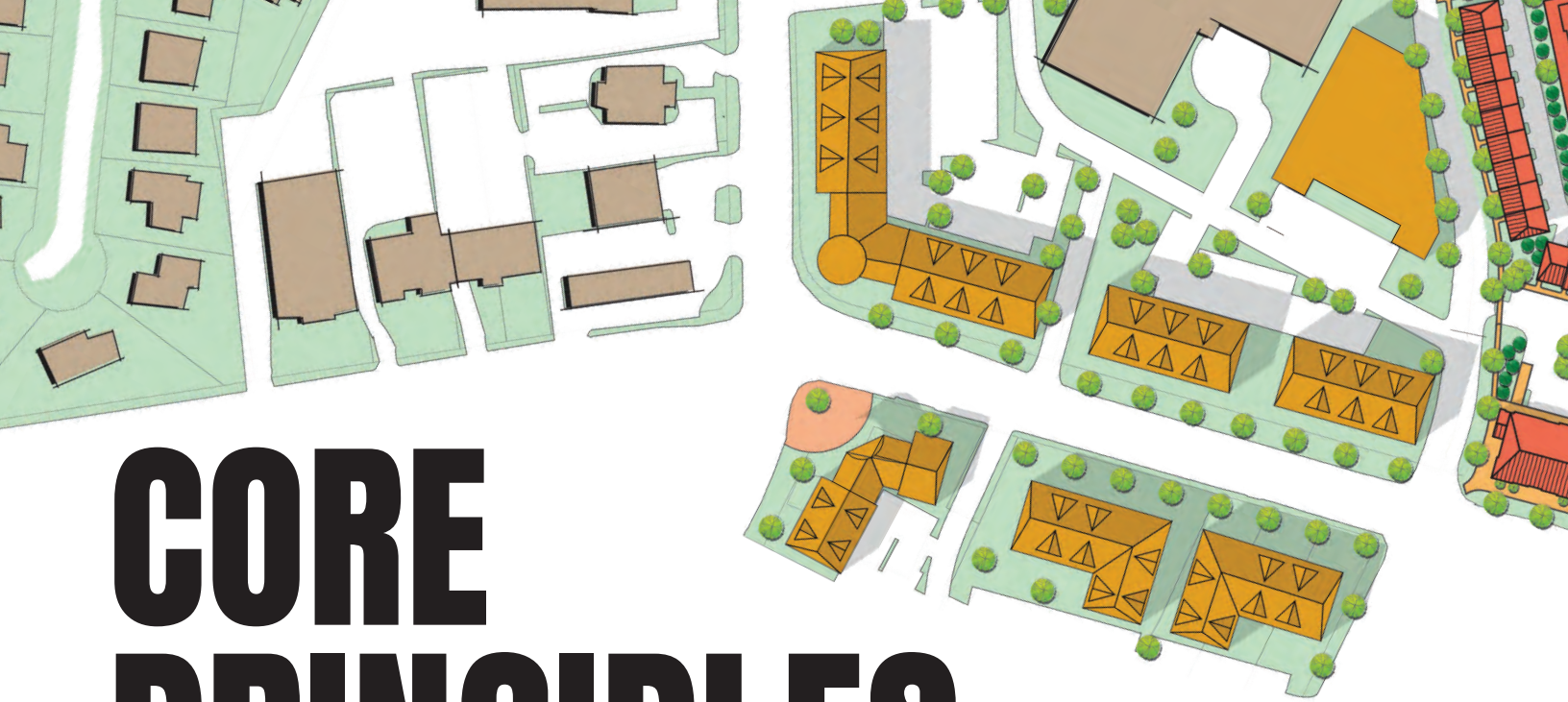
450
Communities

With
experience
across:

031
States

Between
a total of:

005
Offices



CORE PRINCIPLES

At Houseal Lavigne, our core principles have been the cornerstone of our success from the very start. These guiding tenets reflect our deep commitment to urban planning and shape every project we undertake. By consistently honoring these principles, we build lasting trust with our clients, foster strong professional relationships, and create innovative solutions that not only meet but exceed expectations. This dedication has positioned us as one of the most respected and effective firms in the industry, driving meaningful results for the communities we serve.

COMMITMENT TO CREATIVITY

We prioritize vision and creativity as essential elements of effective planning and design, delivering innovative and engaging ideas tailored to local needs.

CRITICAL THINKING

We employ rigorous analysis to evaluate facts and assumptions, asking the right questions to uncover the best solutions, and utilizing data to support evidence-based decision-making.

PARTNER-FOCUSED COLLABORATION

We believe successful collaboration is built on strong partnerships, fostering trust and a "team first" mindset to achieve project goals.

TECHNOLOGY INTEGRATION

We lead the industry in leveraging emerging technologies to enhance the planning process, improve public engagement, support data-driven decision-making, and create impactful results.

VISUAL COMMUNICATION

We emphasize the power of visualization, using illustrative and graphic techniques to make planning, zoning, and development concepts clear, accessible, and engaging for all stakeholders.

ENHANCED COMMUNITY ENGAGEMENT

We champion community stewardship through inclusive stakeholder engagement, ensuring that every project is grounded in the voices and needs of the community.



FIRM DETAILS

Year Founded: 2004

Number of Employees: 27

Business Type: Limited Liability Company (LLC)

PARTNERSHIP WITH ESRI

Houseal Lavigne is an Esri Gold Business Partner, giving our team access to a variety of cutting-edge technologies and programs. This relationship has allowed us to explore how technology can support a data-driven and visually compelling approach to planning. Additionally, it has provided us the opportunity to collaborate with Esri in shaping best practices and enhancing the integration of their services within the planning profession.

GIS and geospatial technologies are integral to all our service areas, including Comprehensive Planning, Land Planning & Site Design, Visualization, and Community Engagement efforts. Houseal Lavigne has been awarded the ArcGIS Online, ArcGIS Urban, and Release Ready Specialty Certifications from Esri, recognizing our expertise in implementing and utilizing the ArcGIS Platform.

It should be noted that Houseal Lavigne is only one of a two urban planning firms in the United States to have been awarded the ArcGIS Urban Specialty Designation, further exemplifying our commitment to being at the forefront of GIS technology for urban planning.



RECENT AWARDS

2025

AL APA Outstanding Plan for Communities under 50,000: Opelika 2040 Comprehensive Plan

WI APA Best Practice Award: Tosa Tomorrow 2045 Comprehensive Plan

ESRI Special Achievement in GIS (SAG) Award: "The Ville" Digital Twin; St. Louis Neighborhood Revitalization; St. Louis Development Corporation

2024

TAPA County Planning Division Award of Excellence: Clarksville Montgomery County Comprehensive Plan

Kane County Plan of the Year: Batavia Downtown Plan

NC APA Marvin Collins Award: Wake Forest Community Plan

IN APA Hoosier Planning Award for Outstanding Comprehensive Planning: All in Allen Comprehensive Plan

TAPA Outstanding Plan for Large Jurisdiction: Clarksville-Montgomery County Comprehensive Plan

2023

NC APA Marvin Collins Award (Honorable Mention) Small Area Plan Category: Holly Springs North-east Gateway Master Plan

ESRI Innovation Award: Use of ArcGIS System in an Innovative or Disruptive Way

ESRI Special Achievement in GIS (SAG) Award: Riverside, CA RHNA Housing Opportunity Finder

2022

CO APA General Planning Award (Honors): Your El Paso Master Plan

CO APA General Planning Award (Merit): Picture Cañon City Comprehensive Plan

CA APA Inland Empire Section Excellence Award for Large Jurisdiction Comprehensive Plan Category: Riverside Housing Element

MO APA Outstanding Public Outreach Award: Springfield Forward SGF Comprehensive Plan

2021

CO APA General Planning Award: Gunnison Comprehensive Plan

NC APA Marvin Collins Award for a Comprehensive Plan: Morrisville Land Use Plan/Town Center

2020

APA National Smart Cities Award (Technology Division): Morrisville Town Center/Land Use Plan

ESRI Special Achievement in GIS (SAG) Award: Morrisville Town Center/Land Use Plan

APPROACH TO ZONING

Good development regulations are among the most powerful implementation tools available to communities. When effectively prepared, zoning and development regulations set the table for success, fully leveraging private investment and development in a manner that moves a community forward. Good land use regulations help create more livable, equitable, and economically robust communities, helping to achieve a long-term vision and short-term objectives. Houseal Lavigne is a seasoned professional services firm with unparalleled experience and expertise assisting communities with implementing plans and policies through inclusive and data-driven zoning solutions. Rather than applying a “one size fits all” approach, we bring the expertise necessary to effectively balance Euclidean zoning, form-based regulations, and incentive-based standards into a process that is reflective of local character, sense of place, and community opportunities and priorities.



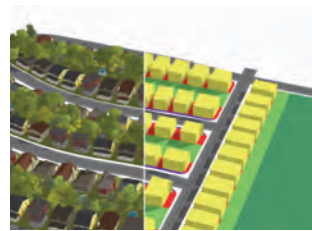
GIS and Data-Driven Analysis

Houseal Lavigne takes a data-driven approach to assessing existing development regulations and testing proposed amendments to ensure a full understanding of the pros and cons of all considered revisions.



Graphics and Diagrams

Our engaging and clear diagrams, tables, and flowcharts help clarify standards, increase accessibility, illustrate the intended outcome of development, and minimize the likelihood of inconsistent interpretation.



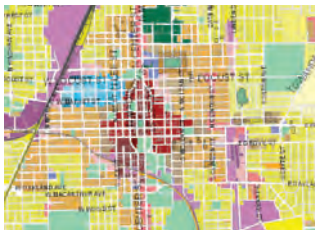
Regulations Testing and Visualization

We use 3D visualizations and procedural modeling to test and compare different regulatory approaches, providing for more informed context sensitive ordinance amendments.



User-Friendly

To ensure ordinances are user-friendly Houseal Lavigne focuses on ordinance structure and organization, writing in plain English, and integrating illustrations, diagrams, tables, matrices, and flowcharts.



Reality-Based Best Practice

Houseal Lavigne can bring to bear what has and has not worked in other communities to develop unique, responsive, and reality based zoning solutions specific to each client community's needs.



Tackling the Housing Crisis

Zoning can be one of the largest barriers or most helpful tools to ensure housing access, availability, and affordability. The right approach is essential to combating the housing challenges communities are facing.



Effective and Equitable Engagement

Houseal Lavigne utilizes a suite of engagement activities to educate and inform residents as well as to receive meaningful input, helping to build stewardship and reach consensus on zoning.



Recognized Experts

Our team has presented on zoning related topics at numerous national and state chapter American Planning Association (APA) conferences, authored technical articles featured in APA's Zoning Practice publication, are widely recognized for our expertise in tech integration.

KEY EMPLOYEES

Zoning consultants play a key role in offering a fresh, outside perspective and knowledge of cutting-edge best practices from throughout the country, however there will be no substitute for the on-the-ground knowledge of Birmingham staff in creating meaningful and impactful regulation updates. With that in mind, Houseal Lavigne strives to develop strong relationships with our clients and to be considered an extension of staff. Our team will coordinate with staff throughout the process to ensure that the final product reflects this spirit of collaboration.



Kari Papelbon, AICP
Project Manager

John Houseal, FAICP
Principal Oversight

Trisha Parks, AICP
QA/QC and Studio Lead

Hema Dunakhe
Project Management Support

Nik Davis, AICP
QA/QC

Keyi Chai
Diagrams and Visualizations

Sujan Shrestha, AICP
GIS Analysis



Education

Master of Environmental Planning,
Arizona State University

Bachelor of Environmental Sciences,
University of Michigan

Memberships

American Planning Association (APA)

American Institute of Certified Planners
Inducted Fellow (FAICP)

Awards

2023 Esri Innovation Award
Use of ArcGIS in an Innovative Way

2022 APA-CO General Planning Award
Your El Paso Master Plan

2022 APA-CO General Planning Award
Picture Cañon City Comprehensive Plan

2022 APA-MO Outstanding Public
Outreach
Springfield Comprehensive Plan

2021 APA-CO General Planning Award:
Gunnison Comprehensive Plan

2019 APA-CO General Planning Award:
Aurora Places Comprehensive Plan

2017 APA-IL Outreach Award:
Envision Oak Park Comprehensive Plan

2016 APA-MN Innovation Award:
St. Cloud Comprehensive Plan

2015 APA-MI Daniel Burnham Award
(Best Plan): Imagine Flint Master Plan

2014 APA National Award for Excellence
Emerging Planning and Design Firm

2014 APA-MI Public Outreach Award:
Imagine Flint Master Plan

2014 APA-IA Daniel Burnham Award:
Coralville Community Plan

2014 Congress for New Urbanism
Mackinac Award for Outstanding Plan:
Imagine Flint Master Plan

2012 APA-IL Daniel Burnham Award:
Downers Grove Comprehensive Plan

2010 APA-IL Strategic Plan Award:
River Forest Corridors Plan

2009 APA-IL Implementation Award:
Ogden Avenue Enhancement Initiative

2007 APA-IL Daniel Burnham Award:
Carpentersville Comprehensive Plan

AICP Certification Instructor

APA National and APA State Chapters
(2005 to Present)

www.planningprep.com
(site's co-creator)

John Houseal is recognized as one of the most innovative and effective practitioners in the field of urban planning. Described as a “true champion for cities,” John has worked with hundreds of cities across the globe providing solutions and leadership to help tackle increasingly complex challenges. His work has made a significant difference in communities worldwide. The American Institute of Certified Planners has elected John to the College of Fellows, the profession's highest distinction, in recognition of his contributions and influence on the planning profession. He has been a featured speaker at several national events for issues related to urban innovation, graphic communication, context sensitive design, environmental responsibility, and the changing global culture of mobility, and his work has been featured in several publications. In addition to his professional work, John is deeply committed to education and community. John taught urban planning at the graduate level at the University of Illinois at Chicago and helped develop a highly effective AICP training program, instructing thousands of planners over the past twenty years. In his own community he developed and taught a community leadership program and co-created a local entrepreneurial philanthropy organization to serve as an innovation engine for community improvement.

Project Experience

**Comprehensive Plans/
Master Plans (+100)**

- Aurora, CO
- Benton Harbor, MI
- Bentonville, AR
- Brownsburg, IN
- Cañon City, CO
- Coralville, IA
- Council Bluffs, IA
- Downers Grove, IL
- Dublin, OH
- Eden Prairie, MN
- Edinburgh, IN
- El Paso County, CO
- Flint, MI
- Frederick, CO
- Geneva, IL
- Greater Bridgeport
Region, CT
- Hudson, OH
- Jackson, MO
- Jackson, TN
- Jenks, OK
- Marion, IA
- McHenry County, IL
- Morrisville, NC
- Oak Park, IL
- Palos Park, IL
- Prairie Grove, IL
- River Forest, IL
- Springfield, MO
- St. Cloud, MN
- Tipton, IN
- Urbandale, IA
- Windsor, CO

**Zoning AND
Development
Regulations (+60)**

- Ardmore, OK
- Benton Harbor, MI
- Bentonville, AR
- Bloomington, IL
- Cañon City, CO
- Cary, IL
- Carol Stream, IL
- Chicago, IL
- Dunwoody, GA
- Flint, MI
- Geneva, IL
- Hinsdale, IL
- Jenks, OK
- Jackson, TN
- Kenilworth, IL
- Marion, IA
- Muskogee, OK
- Northbrook, IL
- Oak Brook, IL
- Oak Creek, WI
- Verona, WI

**Downtown/
TOD Plans (+75)**

- Bentonville, AR
- Downers Grove, IL
- Forest Park, IL
- Geneva, IL
- Oshkosh, WI
- Round Lake, IL
- St. Joseph, MI
- Wake Forest, NC

**Special
Area Plans (+50)**

- Bellwood, IL, TOD master
Development Plan
- Glenview, IL, The Glen
Parcel 24 Master Plan
- Montgomery Preserve
Subarea Master Plan
- Naperville, IL, Martin
Mitchell Campus Master
Plan
- Oak Brook, IL, Commercial
Areas Master Plan
- Palos Park, IL, Commercial
Areas Master Plan

**Corridor
Plans (+100)**

- Hinsdale, IL - Ogden
Avenue Corridor Plan
- IL 47 Corridor Study
- Naperville, IL - Ogden
Avenue Enhancement
Study
- Oak Brook, IL - 22nd
Street Corridor Plan
- Portage, IN - Highway 20
Corridor Plan
- Pace TOD Guidelines
Manual
- Prairie Grove, IL
- Richton Park, IL
- River Forest, IL
- Traverse City, MI
- Wilmette, IL



Kari Papelbon

CFM, AICP
Senior Project Manager

Education

Master of Public Administration
University of Texas, San Antonio

Bachelor of Arts in Urban Studies
Trinity University

Memberships

American Planning Association (APA)

Association of State Floodplain Managers
(ASFPM)

APA-WI (Wisconsin Chapter - APA)

Certifications

American Institute of Certified Planners
(AICP)

Certified Floodplain Manager, ASFPM
(CFM)

Awards

Milwaukee Business Journal Real Estate
Best Public Project Award – Lake Vista
Park (2019)

Wisconsin Chapter of the American
Society of Landscape Architects Honor
Award – Lake Vista Park (2020)

Kari is a Senior Project Manager with Houseal Lavigne. Her planning philosophy is rooted in communication, collaboration, and building relationships to help communities achieve their development goals.

Prior to joining Houseal Lavigne, Kari worked for over 20 years in the public sector with agencies providing water and wastewater utility training along the U.S-Mexico border; providing water resources to the City of San Antonio; and providing planning, zoning, and floodplain administration to the Town of Underhill, Vermont and the City of Oak Creek, Wisconsin. Between July of 2013 and June of 2024, Kari served as Planner and Senior Planner for the City of Oak Creek, providing staff guidance on development proposals, parks, streetscapes, landscapes, and municipal projects. She has experience in reviewing projects of various sizes, from façade and parking lot enhancements to mixed-use developments such as the award-winning Drexel Town Square, to large-scale commercial developments. She has coordinated outreach and engagement efforts with the public, Boards and Commissions, and State agencies. With her extensive municipal experience, Kari brings an understanding of the challenges facing local governments. She is dedicated to providing innovative and unique solutions to help communities move from vision to implementation.

Kari is a Certified Planner with the American Institute of Certified Planners and a Certified Floodplain Manager with the Association of State Floodplain Managers. She has served as Secretary for both the Board of the Wisconsin Chapter of the American Planning Association and the Board for the Wisconsin Association for Floodplain, Stormwater, and Coastal Management.

Project Experience

Parks & Recreation Plans

- Lake Vista Park, Oak Creek, WI
- Drexel Town Square Pocket Park (in progress), Oak Creek, WI

Comprehensive Plans

- Anderson, SC
- Dixon, IL
- Galena, IL
- Green Bay, WI
- Oak Creek, WI*
- Underhill, VT*
- Wauwatosa, WI

Zoning Ordinances

- Altoona, WI
- Waukesha, WI
- Underhill, VT*
- Oak Creek, WI*

Corridor Plans

- Drexel Avenue Streetscape, Oak Creek, WI

Grant Writing

- Zoning Redistricting, Underhill, Vermont
- AARP Active Living Workshop, Underhill, Vermont

* Work conducted as municipal staff



Nik Davis AICP
Principal

Education

Bachelor of Science in Landscape Architecture, Purdue University

Memberships

American Planning Association
American Institute of Certified Planners

ASLA Positions

ILASLA Allied Professionals Liaison
ILASLA Legacy Project Co-Chair
Past ILASLA Public Awareness Chair
Past ILASLA External Communications Officer

APA-IL Positions

Co-Chair for the Marketing Committee

Presentations

Trimble Dimensions + 3D Basecamp November, 2024
USD and SketchUp to Omniverse Workflows
APA-IL September, 2024
Better Diagrams Better Codes
2024 North Carolina CityVision Conference
Planning Partnerships: How Client-Consultant Relationships Lead to Successful Planning
2015 National APA Planning Conference
New Tools for Zoning & Development Visualization
2013 National APA Planning Conference
Putting Zoning on the Map
APA-CMS January, 2012
Integrating Sustainability Into Development Regulations
Awards
NC APA - Marvin Collins Award - Wake Forest Community Plan
2023 APA-NC Marvin Collins Award Small Area Plan Honorable Mention
Holly Springs Northeast Gateway Master Plan
2020 Special Achievement in GIS Award
Morrisville Land Use Plan
2020 APA Smart Cities Award
Morrisville Land Use Plan
2019 APA-CO General Planning Award
Aurora Places Comprehensive Plan
2018 APA-VA Plan of the Year
Bristol Virginia Comprehensive Plan
2018 Special Achievement in GIS Award
Oshkosh Lakeshore Development
2016 APA-MN Innovation Award
St. Cloud Comprehensive Plan

Nik Davis is a Principal at Houseal Lavigne, bringing 20 years of experience in planning, urban design, and zoning. Nik oversees Houseal Lavigne's professional services team and internal operations. He manages project workflows, guides strategic plan directions, and encourages collaboration across each service line to foster innovation and maintain efficiency. His oversight extends to quality control protocols, allocating staff resources, refining methodologies, and integrating emerging technologies to ensure deliverables meet client expectations and align with community needs.

Nik embraces a problem-solving approach, leveraging a diverse range of techniques and software to deliver innovative and actionable planning solutions. Specializing in conceptual design, mapping, and 3D visualization, Nik bridges the gap between planning policy and real-world development, delivering planning documents that effectively communicate a community's vision and goals. Nik earned a Bachelor of Science in Landscape Architecture from Purdue University and is an AICP-certified planner.

Project Experience

Comprehensive Plans/ Master Plans (+100)

- Aurora, CO
- Bentonville, AR
- Bristol, TN
- Brownsburg, IN
- Buffalo, NY *
- Cary, IL
- Centerton, AR
- Council Bluffs, IA
- Downers Grove, IL
- Eden Prairie, MN
- Elgin, IL
- Flint Master Plan, MI
- Frederick, CO
- Galena, IL
- Glen Ellyn, IL
- Green Bay, WI
- Hudson, OH
- Maywood, IL
- Morrisville, NC
- North Aurora, IL
- Oak Park, IL
- Peoria Heights, IL
- Springfield, MO
- St. Charles, IL
- St. Cloud, MN
- Villa Park, IL
- Wake Forest, NC
- Westmont, IL
- Windsor, CO
- Woodstock, IL

Zoning AND Development Regulations (+40)

- Baltimore, MD *
- Bentonville, AR
- Buffalo, NY *
- Cleveland Heights, OH *
- Council Bluffs, IA *
- Dunwoody, GA
- Flint, MI
- Fort Dodge, IA *
- Hinsdale, IL *
- Mundelein, IL *
- Muskogee, OK
- New Orleans, LA *
- Park Ridge, IL *
- Riverside, IL *
- Wake Forest, NC
- Wilmette, IL *
- Winnebago County, IL *

Downtown/ TOD Plans (+60)

- Batavia, IL
- Bentonville, AR
- Carbondale, IL
- Clarendon Hills, IL *
- Elmhurst, IL (x2)
- Fort Dodge, IA
- Geneva, IL
- Hinsdale, IL *
- Hudson, OH

Corridor Plans (+40)

- Ames, IA
- Bentonville, AR
- Des Plaines, IL *
- Elmhurst, IL
- Homer Glen, IL
- Island Lake, IL
- Kenilworth, IL
- Lisle, IL
- Mason, OH
- New Lenox, IL
- Park Ridge, IL *
- Peoria Heights, IL
- Portage, IN
- Rolling Meadows, IL
- Traverse City, MI

Design Guidelines (+30)

- Chicago, IL - Archer & Halsted
- Council Bluffs, IA *
- Fort Dodge, IA *
- Kenilworth, IL
- Mundelein, IL *
- Pace TOD Guidelines Manual

* Work conducted at another firm.



Hemashree Dunakhe

Planner II

Education

Master of Urban and Regional Planning
University of South Florida, Tampa

Bachelor of Architecture
Mumbai University, India

Memberships

American Planning Association (APA)

Hema is a Planner II with Houseal Lavigne Associates. Her primary focus is revising zoning, sign, and subdivision ordinances that feature user friendly layouts, align with community planning efforts, and streamline development process. Hema also contributes to comprehensive plans, subarea plans, and other land use planning projects, leveraging her zoning experience to ensure plan recommendations are actionable.

Hema comes to Houseal Lavigne after working for four years as a Planner for various cities in the US. After completing her master's degree in Urban and Regional Planning, she began working as a Land Use Planner in Southeast Florida. Over the next two years, she worked on large-scale Development of Regional Impact (DRI) rezonings, the drafting of Planned Development zoning ordinances, amendments, permitting, the rezoning process, and land use justification across various cities, counties, and villages along the east coast. This role provided her with valuable hands-on experience in understanding how zoning provisions, urban design, and development requirements impact private development.

Hema received a bachelor's degree in Architecture from Mumbai, India, and a master's degree in Urban and Regional Planning from the University of South Florida. She has always been passionate about understanding how land use planning and zoning processes influence architectural design and contribute to the unique character of different cities.

Project Experience

Development Advisory Services*

- Bell County, TX- Planning Services
- Blanco County, TX- Planning Services
- City of Austin, TX- Rezoning, Feasibility Analysis, and Planning Services
- City of Round Rock, TX- Rezoning and Land Use Analysis
- Fort Lauderdale, FL- Zoning Justification and Planning Services
- Fort Pierce, FL- Rezoning and Planning Services
- Port St. Lucie, FL-Planned Development Entitlement
- St. Lucie County, FL- Rezoning and Planning Services
- Travis County, TX- Planning Services and Land Use Acquisition
- Vero Beach, FL- Planning Services
- Village of Indian Town, FL- Planning Services
- Williamson County, TX- Planning and Development Services

Comprehensive & Master Planning

- City of Anderson, SC- Comprehensive Plan
- City of Downers Grove, IL- Comprehensive Plan
- City of Jefferson, MO- Comprehensive Plan
- Kershaw County, SC- Comprehensive Plan
- St. Charles County, MO- Comprehensive Plan

Land Development Regulations

- Draper, UT-UDO
- Eau Claire, WI-UDO
- Franklin, WI- Zoning Ordinance Update
- Kershaw County SC UDO
- Savoy, IL- Sign Code Update
- Thornton, CO-UDO presentation
- Town of Morrisville, NC- Zoning rewrite
- Waukesha, WI- Zoning Ordinance Update

Design Guidelines & Visualizations*

- City of Austin, Concept Planning
- City of Fort Pierce- Zoning Map (Specific Area)
- City of Port. St. Lucie- Planned Development
- Port St. Lucie, FL-Zoning Map (Specific Area)
- St. Lucie Count- Zoning Map (Specific Area)
- Travis County, Concept Planning



Nicole Campbell AICP

Planner II

Education

Bachelor of Science in Political Science,
Minor in Public Administration,
Northern Arizona University

Memberships

American Planning Association (APA)

Certifications

American Institute of Certified Planners
(AICP)

Nicole is a Planner II at Houseal Lavigne, where she works with communities to modernize zoning, sign, and subdivision ordinances. She helps municipalities develop clear, effective regulations that manage growth, promote quality design, and preserve community character. Drawing on a strong foundation in land use planning and project management, Nicole guides zoning updates from analysis through drafting and adoption, ensuring regulations are practical for staff to administer and easy for the public to understand.

Before joining Houseal Lavigne, Nicole worked as a planner for cities in California, where she contributed to development review, zoning administration, and community engagement efforts. She also completed a policy internship with the State of Arizona, gaining valuable experience in policy development and analysis. Nicole holds a Bachelor's degree in Political Science with a minor in Public Administration from Northern Arizona University. She is a member of the American Institute of Certified Planners (AICP), continually engaging with her community and engaging with best practices in planning and policy.

Project Experience

Land Development Regulations

- Aiken, SC - UDO
- Clarksville Montgomery County, TN - Zoning
- Jefferson County, MO - UDO
- Thornton, CO - Development Code
- Wauwatosa, WI

Comprehensive Plans

- Fontana, CA - Local Hazard Mitigation Plan*
- Loma Linda, CA - Environmental Justice Element*

Housing Plans

- Loma Linda, CA - Environmental Justice Element*

** Work conducted at another firm.*



Trisha Parks AICP

Studio Lead

Education

Masters of Urban Planning and Policy
with a Certificate in Geospatial
Analysis & Visualization
University of Illinois at Chicago

Bachelor of Science in Architecture,
University of Illinois at Champaign-
Urbana

Memberships

American Planning Association (APA)
IL GIS Association

Certifications

American Institute of Certified Planners
(AICP)

ArcGIS Desktop Associate,
Issued by Esri

ArcGIS Desktop Professional,
Issued by Esri

Presentations

Wisconsin Land Information Association
Persuading Citizens & Corporations
with Visualization

Esri User Conference
Using GIS for Regional Land Use
Decision Making

Esri Webinar Series
The Geospatial Advantage: Transforming
Planning Workflows Through GIS

Awards

2024 TAPA Outstanding Plan for Large
Jurisdiction - Clarksville Montgomery
County Comprehensive Plan

2024 APA-IN Hoosier Planning Award
Outstanding Comprehensive Planning
Fort Wayne - Allen County
Comprehensive Plan

2023 APA-NC Marvin Collins Award
Small Area Plan Honorable Mention
Holly Springs Northeast Gateway Master
Plan

2022 APA-CO General Planning Award
Your El Paso Master Plan

2022 APA-CO General Planning Award
Picture Cañon City Comprehensive Plan

2021 APA-CO General Planning Award
Gunnison 2030 Comprehensive Plan

2018 Special Achievement in GIS Award,
Oshkosh Lakeshore Development

Trisha is a Studio Lead at Houseal Lavigne, playing a pivotal role in shaping and advancing the firm's distinct visual style and cutting-edge 3D and GIS-based visualizations. With a focus on visual communication, she specializes in crafting illustrative maps, graphics, 3D renderings, plan branding collateral, and plan document layouts.

With expertise spanning various planning and design platforms such as ArcGIS, ArcGIS Pro, Adobe, SketchUp, and CityEngine, Trisha bridges the gap between the planning process and final deliverables, ensuring seamless integration and exceptional quality. With an eye for design, Trisha specializes in creating planning documents that are not only easy to understand but also compelling, engaging, and effectively communicate key information.

In her capacity as Studio Lead, Trisha upholds Houseal Lavigne's commitment to excellence, overseeing projects to ensure they meet the firm's rigorous standards. Her contributions have been instrumental in numerous award-winning projects, including those for Cañon City, Colorado; El Paso County, Colorado; Holly Springs, North Carolina; Fort Wayne and Allen County, Indiana; and Oshkosh, Wisconsin.

Trisha holds certification as a planner with the American Institute of Certified Planners, underscoring her dedication to professional excellence in the field. Additionally, she has earned the ArcGIS professional certification from Esri, attesting to her mastery of the program and her continuous pursuit of expertise.

Project Experience

Comprehensive Plans

- Algonquin, IL
- Aurora, CO
- Ardmore, OK
- Battle Creek, MI
- Bentonville, AR
- Brentwood, MO
- Cañon City, CO
- Clarksville-Montgomery County, TN
- Downers Grove, IL
- Eden Prairie, MN
- El Paso County, CO
- Fayette County, WV
- Fort Lupton, CO
- Galesburg, IL
- Glen Ellyn, IL
- Grand Junction, CO
- Gunnison, CO
- Huntley, IL
- Jenks, OK
- Lake Barrington, IL
- Lisle, IL
- Marion, IA
- McHenry County, IL
- Minooka, IL
- Morrisville, NC
- Naperville, IL
- Oak Creek, WI
- Opelika, AL
- Peoria Heights, IL
- River Forest, IL
- Springfield, MO
- Summerville, SC
- Westmoreland County, PA
- Woodstock, IL
- Wyoming, MI

Zoning Ordinances

- Bentonville, AR
- Bloomington, IL
- Cary, IL
- Marion, IA
- Roscoe, IL
- Sunset Hills, MO

Plan Branding

- Aurora, CO
- Cañon City, CO
- Clarksville-Montgomery County, TN
- Brentwood, MO
- Fayette County, WV
- Fort Lupton, CO
- Fort Wayne, IN
- Jenks, OK
- New Buffalo, MI
- Westmoreland County, PA

Downtown Plans

- Batavia, IL
- Lisle, IL
- Oshkosh, WI
- Springfield, MO
- St. Joseph, MI
- Wake Forest, NC

Corridor Plans

- Ames, IA
- Bradley, IL
- Hastings, MN
- Oak Brook, IL

Subarea Plans

- Elmhurst, IL
- Holly Springs, NC
- Huntley, IL
- Gunnison County, CO
- Oshkosh, WI
- Peoria Heights, IL
- Site Visualizations
- Ames, IA
- Battle Creek, MI
- Bentonville, AR
- Channahon, IL
- Diamond Willow Property, Sioux City, IA
- Elmhurst, IL
- Fort Lupton, CO
- Frederick, CO
- Gunnison, CO
- Hastings, MN
- Oshkosh, WI
- Norwegian American Hospital Health District Master Plan
- Peoria Heights, IL
- St. Cloud, MN
- Savoy, IL

Parks & Recreation Plans

- Bensenville, IL
- Fort Lupton, CO
- St. Cloud, MN



Sujan Shrestha

AICP, LEED GA
Senior Planner

Education

Master of Urban Design,
Carnegie Mellon University

Bachelor of Architecture,
Purbhanchal University

Memberships

American Planning Association (APA)

Certifications

American Institute of Certified Planners
(AICP)

Presentations/Exhibitions

Esri User Conference
Regional Geospatial Analysis
and Scenario Modeling, 2024

Esri Webinar Series
Navigating the Future: Integrating GIS and
Digital Twins for Effective Planning, 2023

“An Atlas of Commoning”,
Miller Institute of Contemporary Art,
Carnegie Mellon University, 2019

ICEE PDRP, “Urban Regeneration of
Taulachlon Tole, Bhaktapur”, 2016

ICEE PDRP, “Perception of Residents
on Housing Alternatives in the 2015
Gorkha Earthquake Post-Disaster
Reconstruction”, 2016

Awards

2024 TAPA Outstanding Plan for Large
Jurisdiction - Clarksville Montgomery
County Comprehensive Plan

2024 APA-IN Hoosier Planning Award
Outstanding Comprehensive Planning
Fort Wayne - Allen County
Comprehensive Plan

2022 APA-CA Inland Empire Excellence
Award Riverside Housing Element Update

2023 Special Achievement in GIS Award,
Riverside Housing Element Update

Sujan joined Houseal Lavigne in 2019 after receiving his Master of Urban Design from Carnegie Mellon University. As a Planner with the firm, Sujan collaborates with associate planners and project managers to develop meaningful illustrations and visualize data and urban policies across a range of community plans and project scales. Sujan’s proficiency in the latest GIS and graphic tools available to planners allows him to incorporate compelling visualizations and efficient workflows into the planning process.

While at Carnegie Mellon University, Sujan worked as a Data Visualization Research Assistant for the School of Architecture’s Remaking Cities Institute, which conducts research in place-making, public participation processes, and sustainable development. His work included participation on the study “3D/ Data Visualization for Urban Design and Planning.” A collaborative research with the City of Pittsburgh’s Department of City Planning. His primary role focused on developing comprehensive workflows that would aid planners and designers adopt the appropriate tools to perform a range of tasks valuable to city planning, urban design, and community engagement.

Prior to his studies at Carnegie Mellon, Sujan worked as an architectural designer and project lead for over 4 years on public and private sector projects in Nepal. His professional practice includes building design, site planning and landscape design for various residential, institutional, healthcare and pharmaceutical projects. He also held an adjunct faculty position at Khwopa Engineering College’s Department of Architecture, where he helped students research and document historic built environments. Other past experiences includes extensive research and presentations on post-disaster reconstruction of historic cities in Nepal.

Project Experience

Comprehensive Plans

- Claremont, CA - Housing Element
- Clarksville-Montgomery County
- Dallas, TX
- Fayette County, WV
- Fremont, NE
- Fort Wayne/Allen County, IN
- Glen Ellyn, IL
- Grand Junction, CO
- Gunnison, CO
- Hillsborough, CA - Housing Element
- Jenks, OK
- Lenexa, KS
- Naperville, IL
- Northfield, IL
- Oak Creek, WI
- Portage, MI
- Riverside, CA - Housing Element
- San Anselmo - Housing Element
- Springfield, MO
- Summerville, SC
- Wyoming, MI
- Dublin, OH
- Clemson, SC
- Kershaw County, SC
- Harvey, IL
- Wauwatosa, WI

Zoning Ordinances

- Bloomington, IL
- Carol Stream, IL
- Eau Claire, WI
- Franklin, WI
- Knightdale, NC
- New Buffalo, MI
- Oak Creek, WI
- Sunset Hills, MO
- Thornton, CO
- Verona, WI
- Yorkville, IL

Subarea Plans

- Palos Park, IL - Western Growth Area Plan Development Services
- Norwegian American Hospital, Chicago, IL
- Naperville, IL Entitlement Fee Study
- St. Joseph, MI - Berrien Hills Development Master Plan
- River Forest, IL - Madison Street Development Concepts

Development Services

- Norwegian American Hospital, Chicago, IL
- Naperville, IL Entitlement Fee Study
- St. Joseph, MI - Berrien Hills Development Master Plan
- River Forest, IL - Madison Street Development Concepts

Corridor Plans

- Detroit, MI - Jefferson Chalmers Mainstreet Master Plan
- Aurora, IL - Farnsworth Corridor Plan



Keyi Chai

Planner I

Education

Master of Urban Design:
Carnegie Mellon University

Bachelor of Urban and Rural Planning:
Huaqiao University

Exchange program in Landscape
Architecture: Chung Yuan Christian
University

Memberships

American Planning Association (APA)

Awards

2024 TAPA Outstanding Plan for Large
Jurisdiction - Clarksville Montgomery
County Comprehensive Plan

Keyi is a Planner I at Houseal Lavigne. Joining the team in 2023, Keyi brings a wealth of expertise in urban design, planning, geodesign. With a passion for enhancing the built environment and crafting effective urban planning and design strategies, Keyi specializes in GIS spatial analysis and visualization, leveraging her technology proficiency to drive informed smart decision-making throughout the planning process.

Keyi holds a Master of Urban Design from Carnegie Mellon University, where collaborative experiences with interdisciplinary research and design teams enriched her skill set. Keyi worked as a research assistant at the Center for Building Performance and Diagnostics, conducting advanced analyses such as mapping land surface temperature and creating urban heat correlation models alongside social environmental variables.

With a Bachelor's degree in Urban and Rural Planning from China and a certificate in Landscape Architecture from Taiwan, Keyi's international background provides a unique perspective on community planning. Previous internships and academic experiences have seen her engage in data collection, site analysis for mixed-use developments, and gain experience in various global urban milieus, including China, Hong Kong, Taiwan, Uruguay, and Argentina. These experiences have equipped Keyi with the ability to engage with diverse communities and tackle challenges on a global scale.

Committed to making a positive impact on communities, Keyi's blend of creative solutions and technical prowess make her an invaluable asset to every project she undertakes at Houseal Lavigne.

Project Experience

Comprehensive Plans

- Clarksville-Montgomery County RPC, TN
- Clemson, SC
- Dallas, TX
- Dixon, IL
- Downers Grove, IL
- Dublin, OH
- Galena, IL
- Jefferson County, MO
- Opelika, AL
- Plainfield, IL
- Portage, MI
- Willowbrook, IL

Downtown Plans

- Springfield, IL
- Wake Forest, NC

Zoning & Subdivision Regulations

- Eau Claire, WI
- Franklin, WI
- Fremont, NE
- Savoy, IL
- Wake Forest, NC
- Yorkville, IL

REFERENCES

We are proud of our work and the long-term relationships we maintain with clients. We believe each of these references demonstrate our ability to satisfy clients through an approach that meets the technical and financial needs of client communities. Below are the reference names and contact information as requested in the RFP.

PROJECT	CONTACT
Eau Claire, WI Unified Development Ordinance – Century Code Update	Ned Noel Planning Manager 715-839-8488 ned.noel@eauclairewi.gov
Knightdale, NC Unified Development Ordinance	Jason Brown Development Services Director 919-217-2240 jason.brown@knightdalenc.gov
Wake Forest, NC Unified Development Ordinance	Jennifer Currin Planning Director 919-435-9517 jcurrin@wakeforestnc.gov

TEAM	REFERENCE
John Houseal, FAICP	Stan Popovich Community Development Director Village of Downers Grove 630-434-6893 spopovich@downers.us
	Patrick Mulready City Planner City of Canon City 719-429-1195 psmulready@canoncity.org
Kari Papelbon, AICP	Matt Oldenburg City Administrator City of Galena 815-777-1050 Ext. 209 mjoldenburg@cityofgalena.org
	Tammy Szudy Planning & Zoning Manager City of Wauwatosa 414-479-3521 tszudy@wauwatosa.net

RELEVANT EXPERIENCE

SECTION 02

ZONING EXPERIENCE

Houseal Lavigne has in-depth expertise and experience updating municipal zoning, sign, and subdivision ordinances, including amendments; complete re-writes of entire code sections; developing entirely new ordinances; creating unified development ordinances, planned-unit development ordinances; landscape ordinances; sign ordinances; Zoning Board of Appeals and Plan Commission support and training; administrative and procedural components; and more. Our experience with zoning and development regulations, coupled with our extensive expertise in several other areas of planning (comprehensive planning, downtown planning, neighborhood planning, site planning and development review, corridor planning, and more) allows us to create a responsive, appropriate, modernized, and user-friendly zoning code that both implements and reflects the City’s vision, desires, and past planning efforts.

TRADITIONAL AND FORM-BASED CODES

Houseal Lavigne’s staff has extensive experience in assisting communities throughout the country in developing traditional and form-based development regulations. Our balanced approach of local character assessment, standards development and testing, stakeholder outreach, and analysis of appropriate procedures and review commissions takes into account the complete process of drafting and implementing locally appropriate regulations. Communities in which Houseal Lavigne has developed traditional or form-based codes include, but are not limited to:

- Ardmore, OK
- Benton Harbor, MI
- Bentonville, AR
- Bloomington, IL
- Cañon City, CO
- Carol Stream, IL
- Carpentersville, IL
- Cary, IL
- Chicago, IL
- Dunwoody, GA
- Eau Claire, WI
- Ferguson, MO
- Flint, MI
- Franklin, WI
- Hainesville, IL
- Harwood Heights, IL
- Homewood, IL
- Jackson, MO
- Jenks, OK
- Kenilworth, IL
- Knightdale, NC
- Marion, IA
- Melrose Park, IL
- Muskogee, OK
- New Buffalo, MI
- Northbrook, IL
- Oak Brook, IL
- Oak Creek, WI
- Palos Heights, IL
- Palos Park, IL
- Richton Park, IL
- River Forest, IL
- Riverside, CA
- Roscoe, IL
- Springfield, MO
- Sunset Hills, MO
- Thornton, CO
- Verona, WI
- Wake Forest, NC
- Willowbrook, IL
- Winnetka, IL
- Yorkville, IL

PLAN & REGULATION ALIGNMENT

Houseal Lavigne has unmatched experience working with communities to translate recent planning efforts into actionable regulation. Often, communities will adopt plans with a clear vision, only to “pull the reins back” on the regulations needed to achieve their objectives. The common rationale for this being stakeholders often feel that such regulations will drive development elsewhere. We are sensitive to this and understand that community and economic development is a competitive venture. However, our experience also shows that properly drafted codes can remove unnecessary barriers to investment by providing flexibility for potential developments, offsetting the requirements related to design. In this way, the zoning and land development ordinances offer an opportunity to make good development easy. Our team will focus on the overall usability and “friendliness” of the ordinances, from their clarity to the efficiency of review and approval procedures. This will maximize the likelihood of continued investment that leads to desirable development.

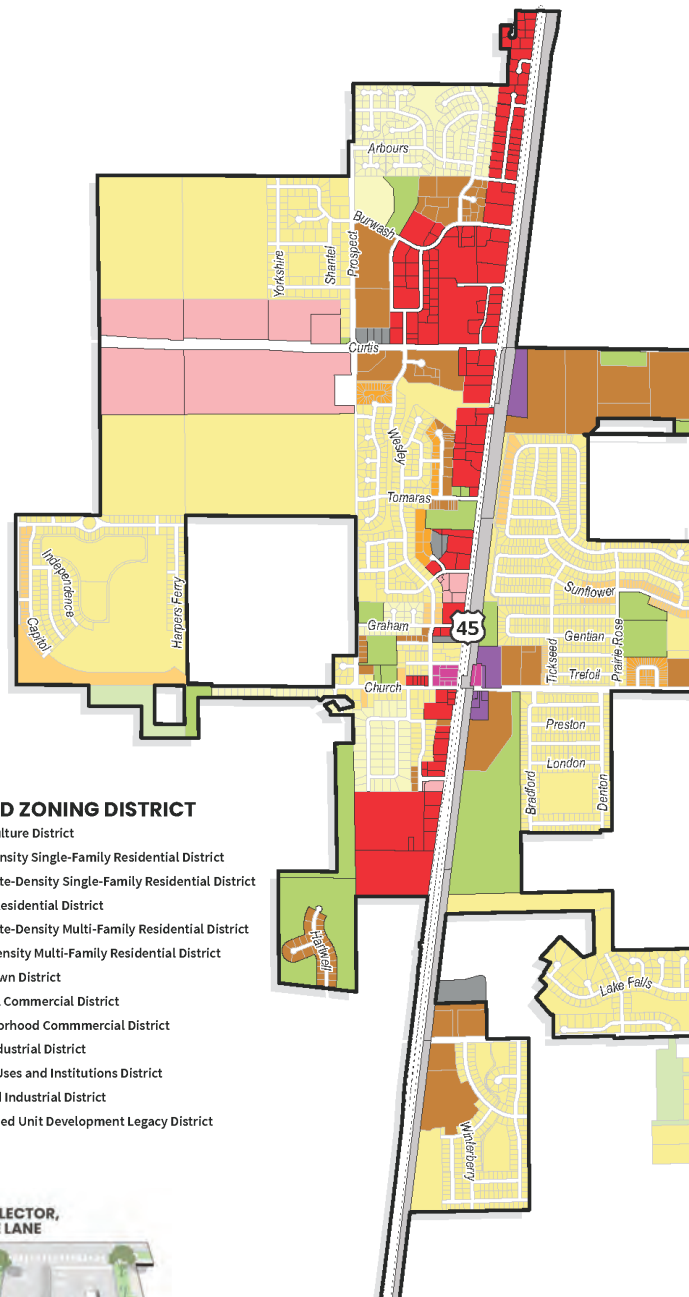
Subject Matter Experts

Houseal Lavigne has authored technical articles featured in the American Planning Association’s *Zoning Practice* publication. Topics of articles drafted by Houseal Lavigne staff include the integration of clear and user-friendly graphics in zoning ordinances, and the development of locally contextual and appropriate design guidelines and form-based codes.



UDO UPDATE

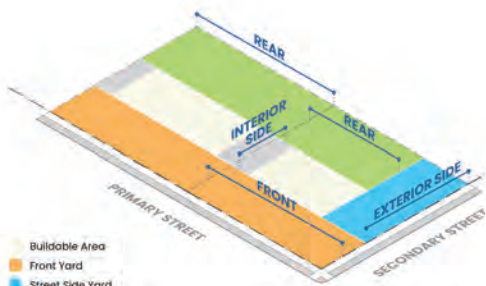
The Village of Savoy, IL engaged Houseal Lavigne to update their zoning and subdivision regulations and create a new Unified Development Ordinance (UDO). The Village's goal for the project was to modernize regulations, make the document more user-friendly, and ensure the new UDO is a useful tool in implementing their 2019 Comprehensive Plan. Over a two-year process, Houseal Lavigne worked with Village staff to engage the public and Plan Commission to reorganize the ordinance structure; modernize landscape, parking, and sign standards; establish a new downtown district; and update residential districts to minimize nonconformities and better reflect existing development patterns; introduce diagrams, tables, and other user-friendly features; and streamline review and decision-making processes. Adopted in February 2025, the new UDO will effectively govern development in Savoy for years to come.



Link: [Savoy UDO](#)

PROPOSED ZONING DISTRICT

- AG-1 Agriculture District
- R-1 Low-Density Single-Family Residential District
- R-2 Moderate-Density Single-Family Residential District
- R-3 Mixed Residential District
- R-4 Moderate-Density Multi-Family Residential District
- R-5 High-Density Multi-Family Residential District
- DT Downtown District
- C-1 General Commercial District
- C-2 Neighborhood Commercial District
- I-1 Light Industrial District
- P-1 Public Uses and Institutions District
- RR Railroad Industrial District
- PDL - Planned Unit Development Legacy District



- Buildable Area
- Front Yard
- Street Side Yard
- Interior Side Yard
- Rear Yard

LOCAL NONRESIDENTIAL, BIKE LANE



COLLECTOR, BIKE LANE

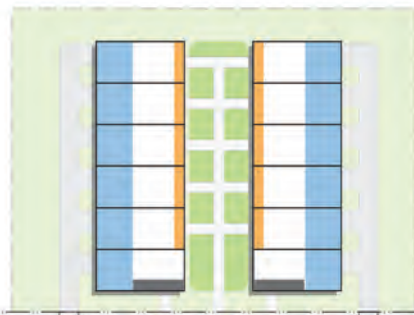
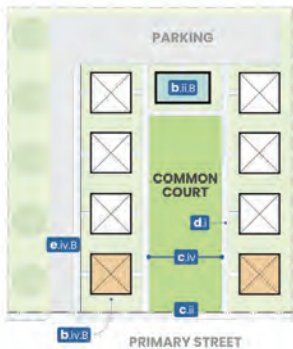


BUILDING 01

- 1 Roof Type: Gable
- 2 Roof Angle: 40°
- 3 Front Elevation Height: 35'
Front Elevation Length: 53'
- 4 Windows: Minimalistic Windows
- 5 Garage: Front Facing, attached

BUILDING 02

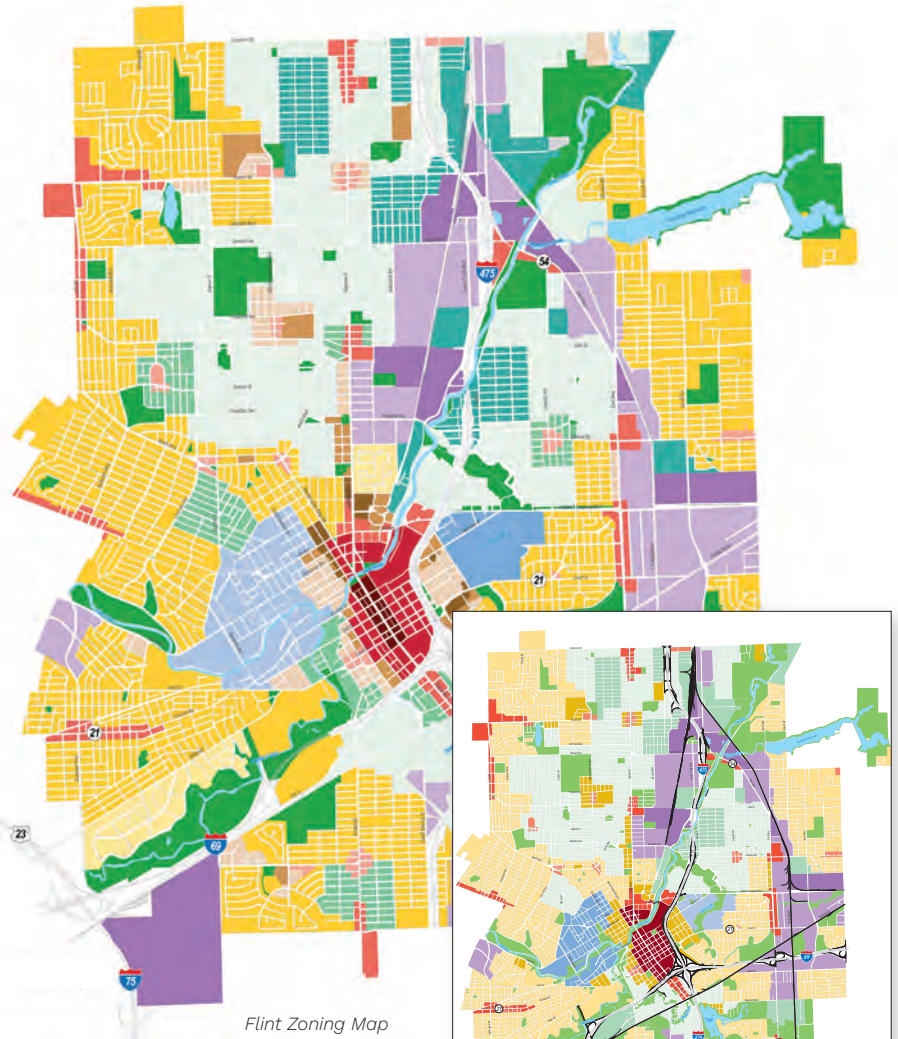
- 1 Roof Type: Hip
- 2 Roof Angle: 20°
- 3 Front Elevation Height: 26'
Front Elevation Length: 37'
- 4 Windows: Larger windows with Mu
- 5 Garage: N/A



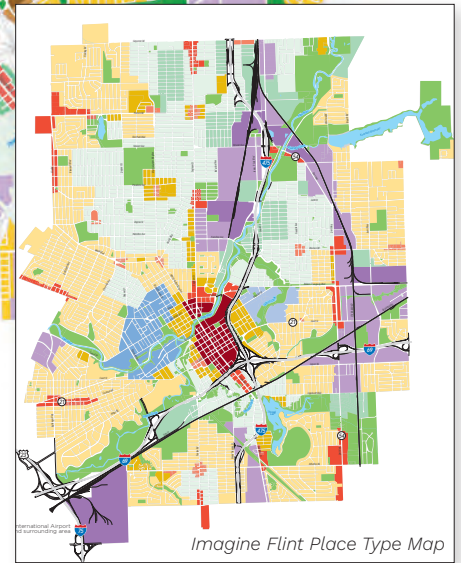
FLINT MASTER PLAN AND ZONING CODE

Flint is a community in transition. Once an industrial leader in the auto industry, the City now has areas characterized with vast brown-field sites, excessive neighborhood vacancy, and empty commercial districts. However, it also has a thriving downtown, nationally recognized cultural campus, multiple top tier universities, and historic residential, commercial, industrial, and institutional architecture. Building upon the Imagine Flint Master Plan, the City developed a new zoning code to support the transformation and preservation of the community.

Houseal Lavigne was retained to develop both the Flint Master Plan and new zoning code. The zoning code integrates a variety of approaches depending on priorities in different areas of the community. Historic areas utilize form-based regulations to preserve their character. Neighborhood regulations allow for local food production, native plantings and ecosystems, and centralized stormwater management. Large brownfields, under the newly created Green Innovation Zoning District, will be the testing ground for commercial energy production, materials recycling, and other emerging sustainable businesses reflective of the new green economy.



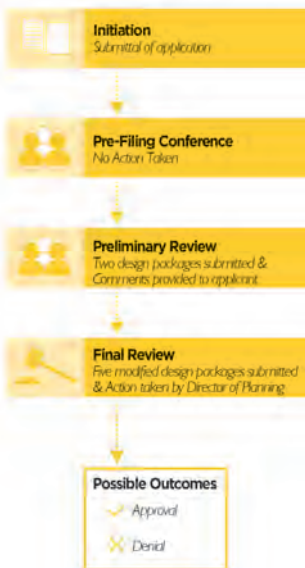
Flint Zoning Map



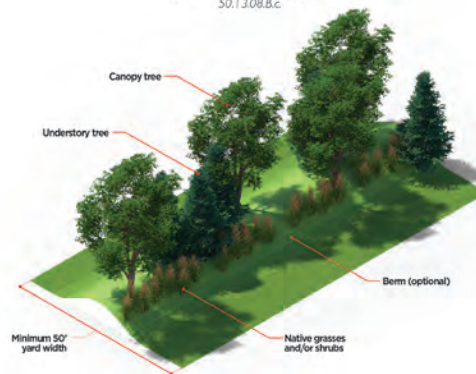
Imagine Flint Place Type Map

Link: [Flint Zoning Code](#)

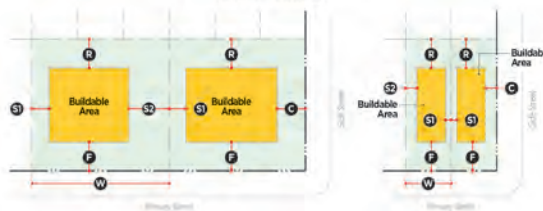
Site Plan Review 50.17.06.C-H



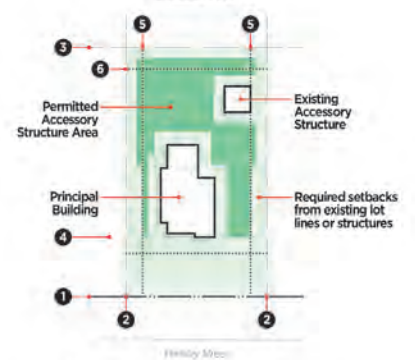
Transition Yards - Type 4 50.13.08.B.c



Residential Zone Bulk Standards GN-1, GN-2 Districts



Accessory Structure 50.8.9.1 Buildable Area



CENTURY CODE UPDATE

The Century Code Update project marked the 100th year anniversary of zoning in the City. To mark the occasion and plan for the next century, Eau Claire engaged Houseal Lavigne to take a critical eye to all its land development regulations and to update and rewrite them to align with the City's Comprehensive Plan; be more user-friendly; integrate graphics, illustrations, and tables; and modernize districts and standards. The two-year process prioritized robust community, stakeholder, and elected/appointed official engagement including 10 public open houses, 11 meetings with the Zoning Technical Advisory Committee, 11 meetings with the Zoning Policy Advisory Committee, and numerous meetings with targeted community groups like the Hmong population, people with disabilities, and neighborhood associations. The process included regulation testing and visualizations to help understand existing conditions and how standards can be rewritten to allow for context sensitive, gentle density infill development including duplexes, triplexes, quadplexes, and accessory dwelling units. The resulting Land Development Ordinance incentivizes affordable housing; balances housing affordability with the City's other goals of enhancing community character and the natural environment; ensures compatibility with existing neighborhoods and desirable development; and improves fair certainty and streamlines review and decision-making processes through the establishment of clear and objective design and development standards.

Link: [Eau Claire Zoning Code](#)



**BUILDING IN THE CC, NC, OR P DISTRICT
FRONT/STREET SIDE FAÇADE**

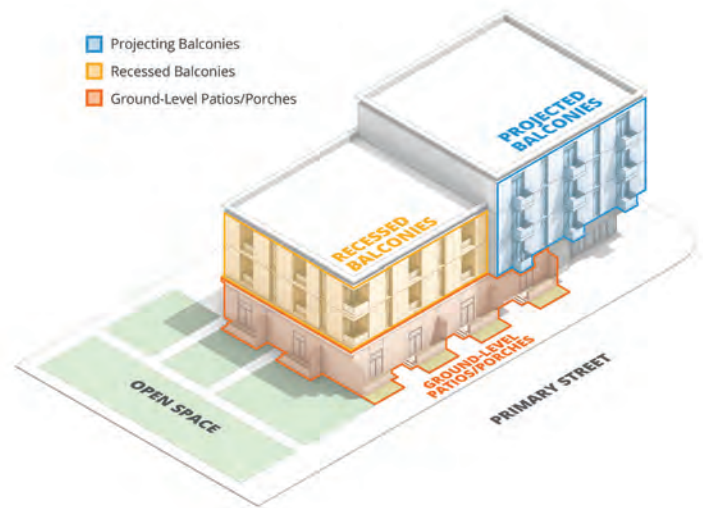
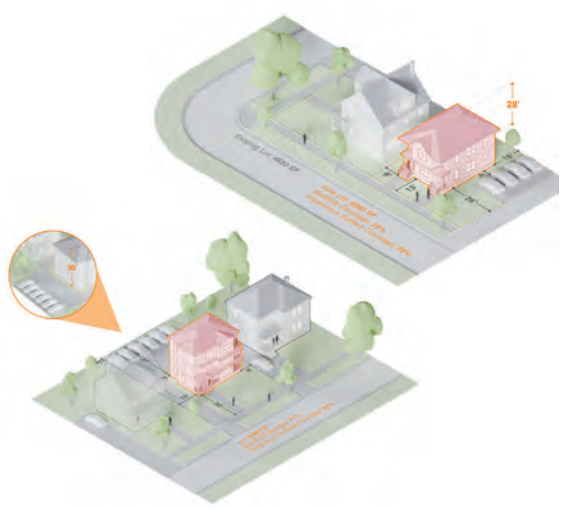
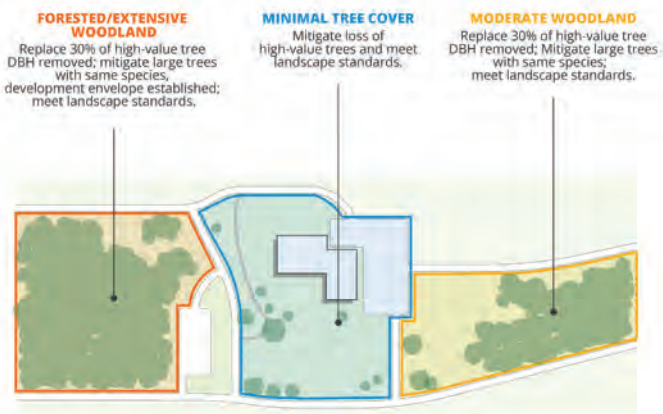
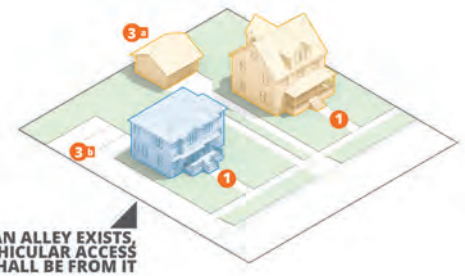


TWO-UNIT DWELLING

- 2** Roof Type: Hip
- C** Quality Enhancements: Front Porch, Roof Dormer, Bay Window

ONE-UNIT DWELLING

- 2** Roof Type: Gable
- C** Quality Enhancements: Front Porch, Roof Dormer, Covered Stoop, Ribbon Driveway



UNIFIED DEVELOPMENT ORDINANCE AND MANUAL OF SPECIFICATIONS AND STANDARDS OF DESIGN (MSSD) UPDATE

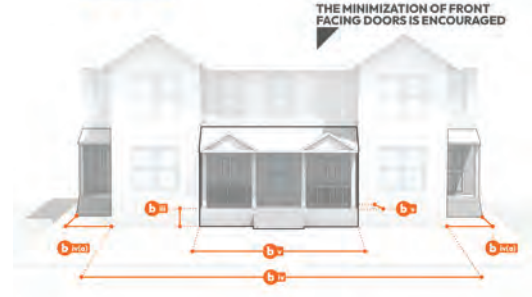
The Town of Wake Forest, NC engaged Houseal Lavigne to update their Unified Development Ordinance (UDO) to align with their recently adopted Land Use Plan and Downtown Plan, also prepared by Houseal Lavigne. Over a two-year process, Houseal Lavigne worked with Town staff to engage the public, a Technical Review Group, the Planning Board, and Board of Commissioners to reorganize the ordinance structure; update zoning districts to align with the Land Use Plan and Downtown Plan; diversify the types of housing allowed while ensuring compatibility with community character; incentivize affordable housing; improve placemaking and design; ensure development is pedestrian and transit oriented; conserve open space and sensitive natural features; modernize stormwater management with green infrastructure; protect tree canopy coverage; and streamline review and decision-making processes. The project also included an update to the Town's Manual of Specifications and Standards of Design (MSSD) to ensure alignment between the manual and the new UDO. The MSSD update was led by Toole Design.

Link: [Wake Forest UDO](#)

3.3.3.A.2



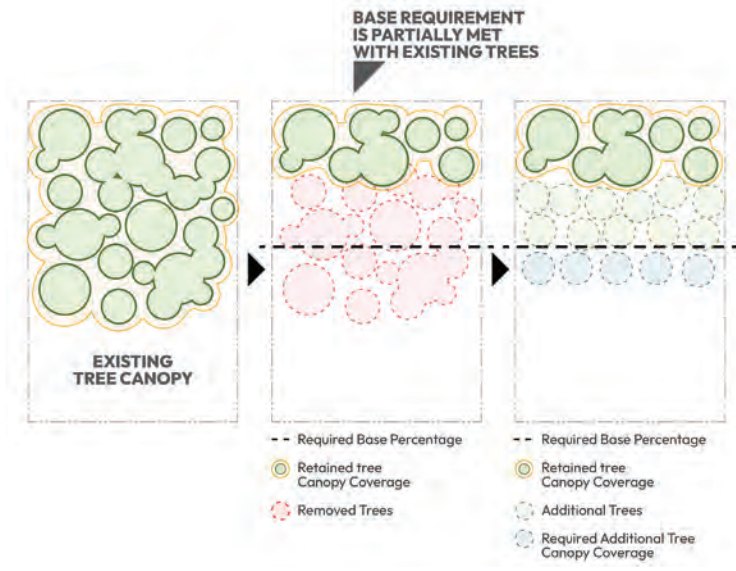
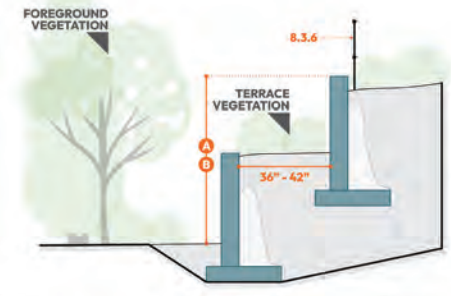
3.3.3.A.6



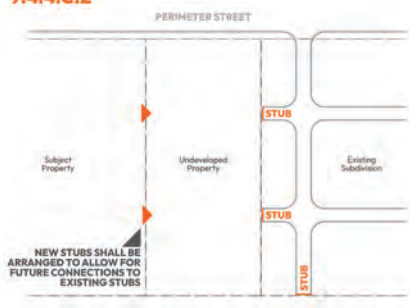
5.8



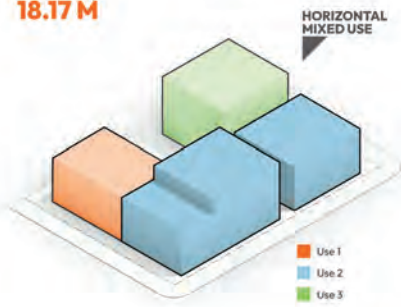
8.3



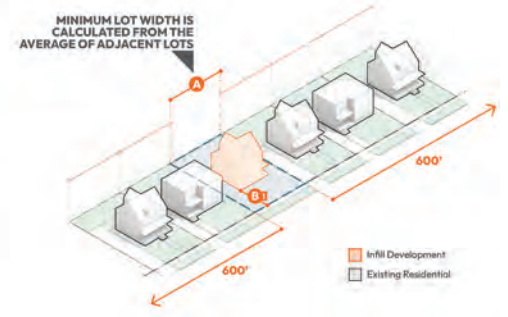
9.4.4.C.2



18.17 M



2.8.3

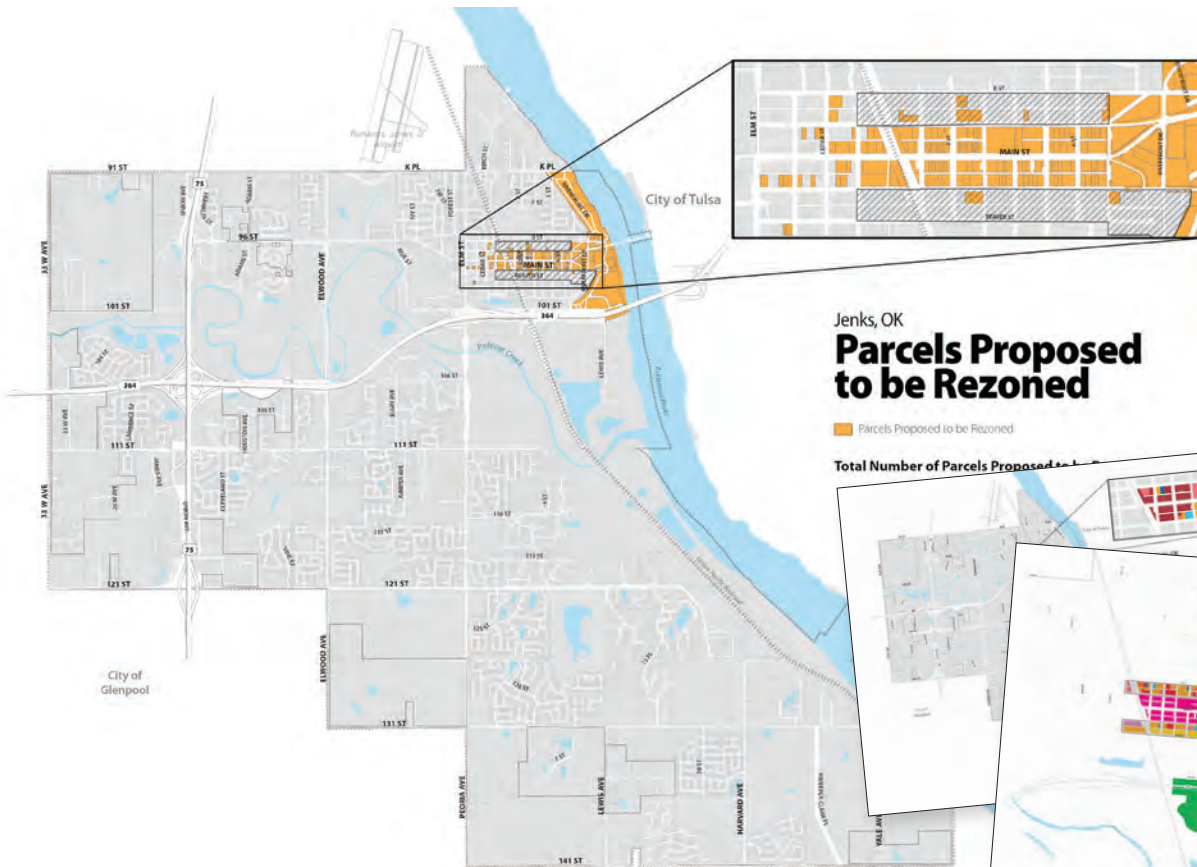
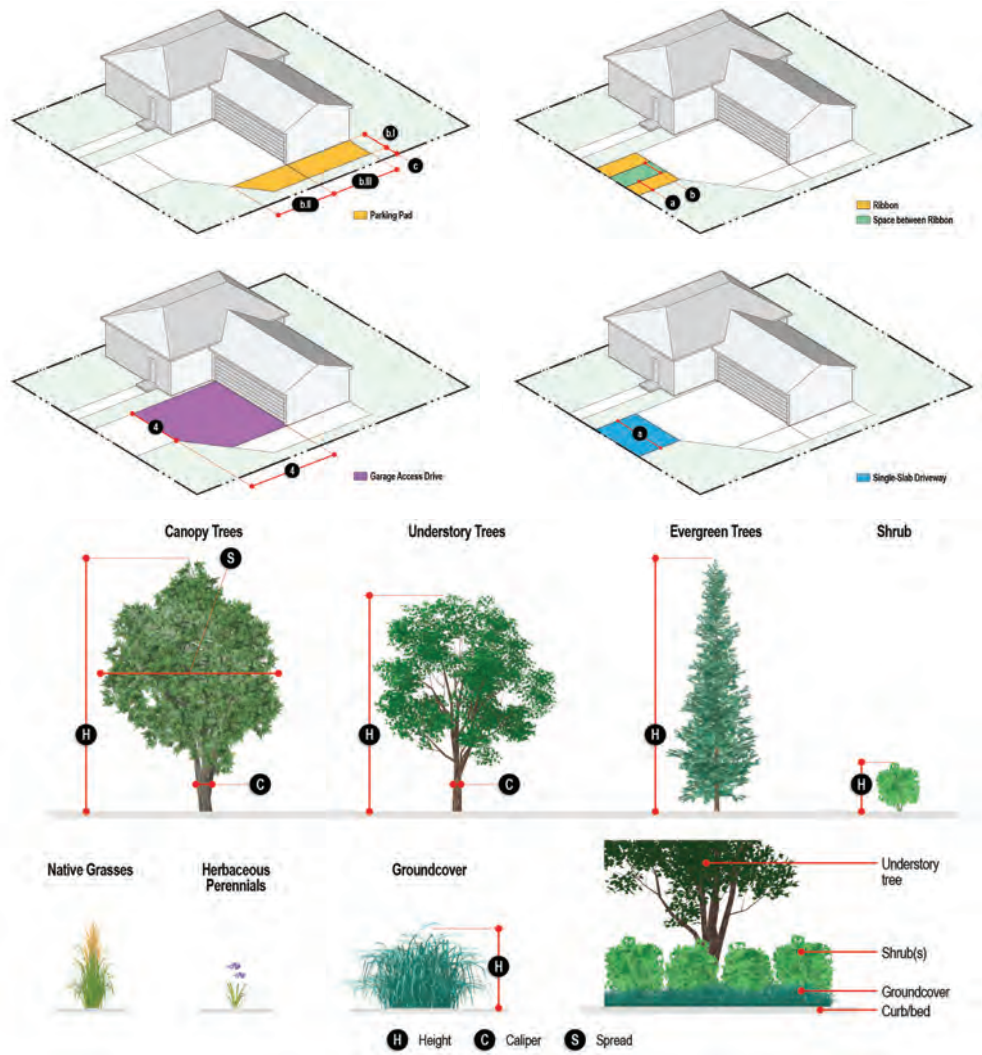


Jenks, Oklahoma

UNIFIED DEVELOPMENT ORDINANCE

Needing a new plan to guide the community through the evolution from a small suburban town to a fully built-out and vibrant city, the City of Jenks engaged Houseal Lavigne to prepare a new comprehensive plan to manage and guide the rapid growth while preserving and enhancing the community's beloved small town charm and sense of place. Building upon a robust community outreach campaign, the new plan focuses on guiding growth in targeted areas, prioritizing investment in the Riverfront and Downtown, improving connectivity and pedestrian mobility within and between key areas, and strategically enhancing park and open space amenities to bolster quality of life for residents. The Horizon Jenks Comprehensive Plan was followed up by the development of a new Unified Development Code by Houseal Lavigne, to ensure plan recommendations are supported by the regulations needed to help realize the community's vision.

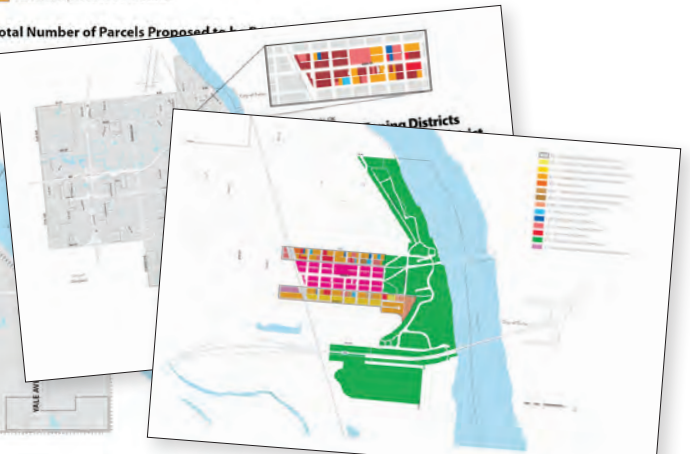
Link: [Jenks UDO](#)



Jenks, OK Parcels Proposed to be Rezoned

Parcels Proposed to be Rezoned

Total Number of Parcels Proposed

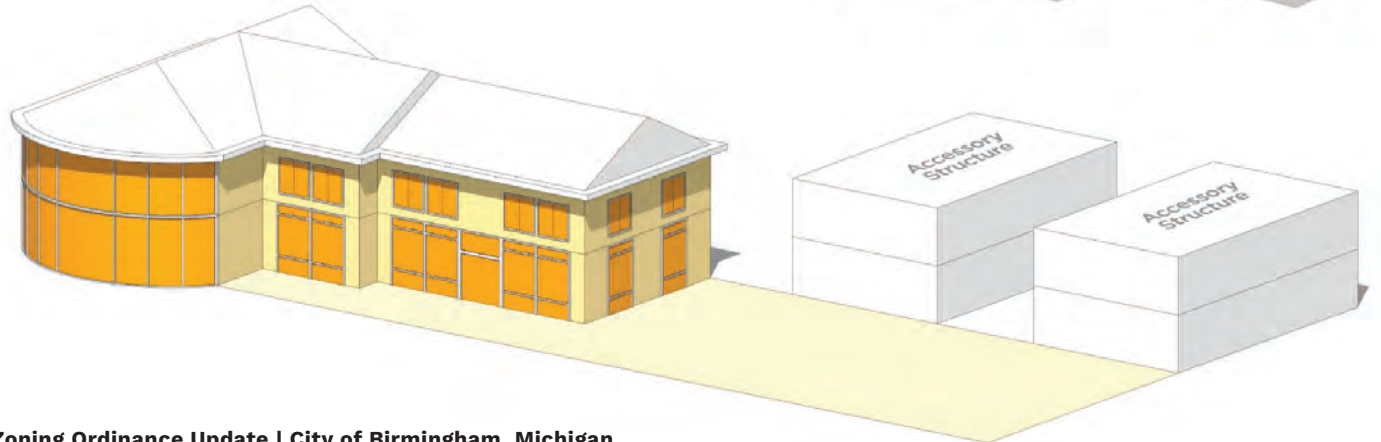
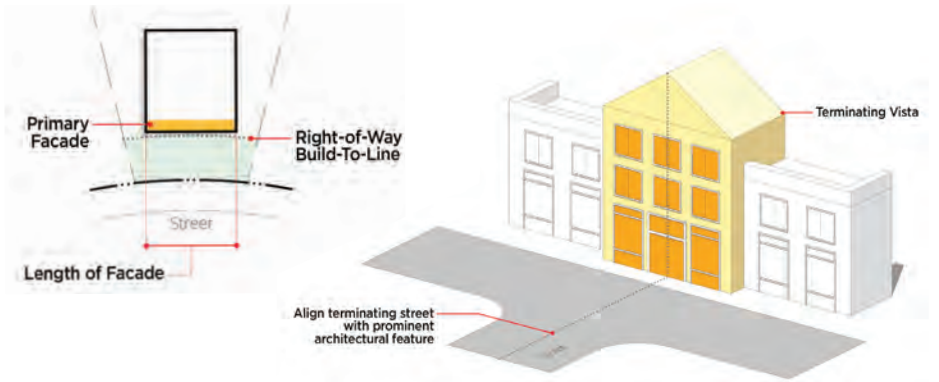
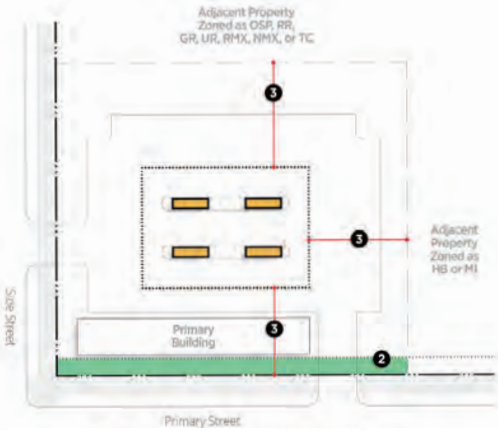
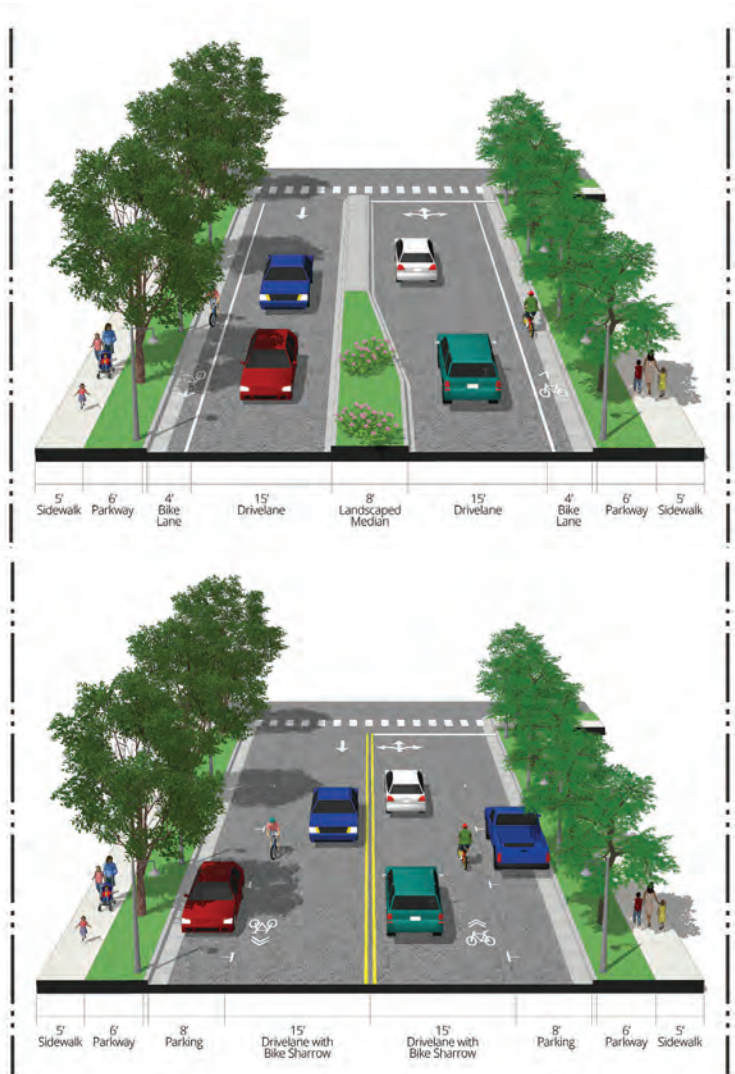


Town of Knightdale, North Carolina

UNIFIED DEVELOPMENT ORDINANCE UPDATE

In 2019, the Town of Knightdale engaged Houseal Lavigne to update their form-based Unified Development Ordinance (UDO) to align with their recently adopted KnightdaleNext 2035 Comprehensive Plan and to comply with changes to state statute (160D). KnightdaleNext 2035 establishes a vision for the community as it transitions from a suburb of Raleigh to an urban community. To realize this transition, the UDO was updated to accommodate the retrofit of auto-oriented commercial corridors into walkable, mixed-use centers through the introduction of standards for new building types including outlot/liner commercial buildings, requirements for public gathering space as a part of all new nonresidential and multifamily development, and the establishment of multi-building development standards. The updated UDO also works to implement the Town's goal of providing a wider variety of housing options through expanding allowances for accessory dwellings and requiring a mix of housing types in new residential subdivisions.

Link: [Knightdale UDO](#)



PROJECT APPROACH

SECTION 03

SCOPE OF WORK

Our proposed Scope of Work reflects the process Houseal Lavigne has established to effectively prepare the Zoning Ordinance Update including robust community education and engagement; data driven analysis; iterative Zoning Ordinance drafting, review, and refinement; and clear communication of proposed changes. The specific tasks have been tailored to meet Birmingham’s expectations as detailed in the RFP. Should the City favor our proposed approach, we will work closely with Birmingham staff and officials to further refine our proposed Scope of Work and community engagement process, ensuring that all local needs and requirements are met. Each step of our proposed Scope of Work is presented in detail on the following pages.

STEP 1: PROJECT INITIATION

To “kick off” the update process on the right foot, meetings will be conducted with City Staff and the Zoning Policy Advisory Committee before undertaking other community outreach activities. This approach allows Houseal Lavigne and the various City-designated individuals to discuss roles, responsibilities, scope, and issues and opportunities with existing regulations, to ensure the project gets off to a good start.

1a. City Staff Coordination Call

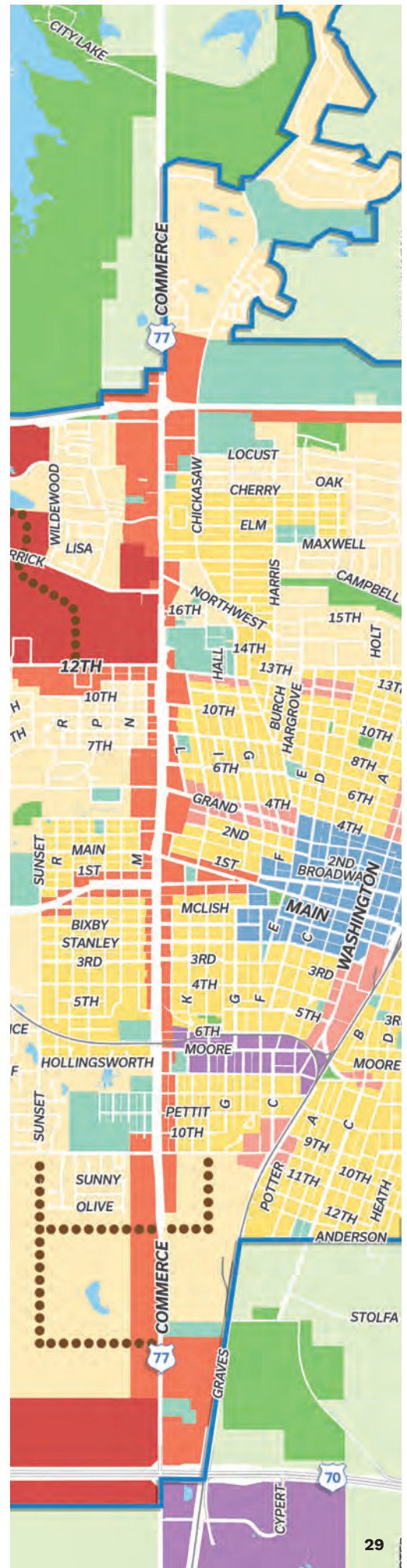
Houseal Lavigne will host a web meeting/conference call with the City’s Planning Department, and other key City staff, to discuss the Project Scope, confirm dates and times for the official staff kick-off and department head meetings and first ZPAC meeting. On this call, we will also discuss data needs and clarify any outstanding matters. To ensure consistent communication and coordination, the Project Manager will conduct regular and “as-needed” conference calls and/or web meetings with City Staff throughout the Zoning Ordinance Update process.

1b. Public Communications Strategy – Branding, Messaging, and Collateral

This task will run through the course of the project and play a significant role in garnering support for the update process and piquing public interest in the Zoning Ordinance. Houseal Lavigne’s graphic design and communications experts will use their expertise in community-based marketing to create an “identity” for the project as well as related outreach collateral, presentations, and documents. **The Project Team will discuss up to three branding designs with City Staff.**

1c. Zoning Policy Advisory Committee (ZPAC) Formation

Houseal Lavigne recommends establishing a Zoning Policy Advisory Committee (ZPAC) to provide policy direction throughout the Zoning Ordinance Update process. The ZPAC should include elected and appointed City representatives including City Commission members, Planning Board members, and representatives of other Birmingham boards, commissions, and committees.



1d. Staff Kick-off Meeting and Orientation “Tour” of the City

A kick-off meeting will be held with the Planning Department and other key City staff. This first face-to-face meeting will allow us to: 1) review the project scope of work; 2) discuss project goals, timeline, and key deliverables; 3) share information about potential issues and areas of concern; 4) review administrative procedures; and 5) clarify any outstanding matters. This meeting will conclude with a staff-led tour of the community to better understand the existing conditions and context of the various areas of Birmingham. We intend to function as a unified and integrated team alongside City staff and officials.

1e. Department Representatives Meeting

Immediately following the staff kick-off meeting, Houseal Lavigne will host a meeting with representatives from all the different City Departments. Since many City departments are responsible for the administration and/or enforcement of various portions of zoning it is essential to receive feedback from these users on what is working and what needs to be updated.

1f. OPTIONAL TASK - ZTAC Meeting #1 (in-person)

As part of Task 1c above, the City could choose to form a Zoning Technical Advisory Committee (ZTAC) to provide industry expertise and technical feedback throughout the Zoning Ordinance Update process. The ZTAC should include community and business leaders such as neighborhood association presidents, the president of the chamber of commerce, and engineers, architects, and developers with experience in Birmingham.

During the initial kick-off events, Houseal Lavigne will facilitate a meeting with the ZTAC to introduce Houseal Lavigne and the project and solicit their concerns and aspirations for the Zoning Ordinance Update. As the technical advisory committee for the project, it is important that the ZTAC have a chance to communicate and discuss their issues and concerns with existing regulations with Houseal Lavigne, as well as each other, at the beginning of the process.

1g. ZPAC Meeting #1 (in-person)

Houseal Lavigne will facilitate a meeting with the ZPAC to introduce them to the project and solicit their concerns and aspirations for the Zoning Ordinance Update. As the policy advisory committee for the project, it is important that the ZPAC have a chance to communicate and discuss their issues and concerns with existing regulations with Houseal Lavigne, as well as each other, at the beginning of the process.

STEP 2: COMMUNITY ENGAGEMENT

The Zoning Ordinance Update requires a unique approach to community outreach. Outreach for a planning process should encourage ambitious thinking and broad community input. For Zoning Ordinance Updates, outreach must consider the impact of ordinance changes on property owners, development rights, and investment in current development in the community. Zoning Ordinance Update engagement will also bring community members to the table who can shed light on local market realities, the level of tolerance for increased regulation, first-hand experience with development review and entitlement, and gauge public response to the introduction of new standards and regulations, in order to accomplish the long-term goals of the Birmingham community as established in the Birmingham Plan 2040.

2a. Project Hub Site

At the onset of the project, Houseal Lavigne will develop a project website using ArcGIS Hub. This online platform will seamlessly connect all ArcGIS technologies proposed to be utilized throughout the project as well as host a description of the project process, a timeline, information clarifying the relationship between the City’s Birmingham Plan 2040 and zoning, as well as educational resources. Throughout the project, information about meetings, draft documents, and other project related materials will be posted on the project hub site to keep the community informed and engaged.

2b. OPTIONAL TASK - Community Engagement Dashboard

This task will involve the development of an online dashboard that actively tracks in-person and online outreach and engagement activity to ensure the Zoning Ordinance Update is an open and transparent process. The dashboard will be embedded in the project hub site for easy access and will be active and updated throughout the project.

2c. Online Community Questionnaire

To provide another means for community participation, we will prepare an online questionnaire for Birmingham’s residents and business owners to offer community-wide opinions on the City’s current Zoning Ordinance. The online community questionnaire will be easily accessible on the project hub site. Once closed, a summary of the feedback received will be developed, posted on the project hub site for public review, and utilized as background information for the Preliminary Recommendations Report.

2d. Focus Group Discussion (up to 5)

Focus group discussions allow us to gain insight into the community that we might otherwise not be able to obtain. Up to five focus groups will be conducted to obtain additional information regarding issues with the existing Zoning Ordinance. Houseal Lavigne will work with Birmingham staff to identify those to involve. We recommend a broad sampling of participants who have experience going through a zoning or subdivision approval process in the community. Focus groups should include 3-10 individuals with a similar background such as selected property owners, neighborhood group representatives, developers, architects, real estate agents, and business owners. The focus groups will be scheduled by City staff and conducted in-person during scheduled visits related to other outreach events or via telephone/teleconference as needed.

2e. Communications Campaign #1

Communications campaigns are integrated throughout the scope of work and are timed with outreach efforts and major project milestones. This ensures that the community understands the project and is continually engaged and informed throughout the project process. The first campaign will focus on public education and introducing the project, its goals, and process to the community. It will work to build support for the initiative and counter perceptions and misinformation identified in the early stages of the project and include a call-to-action to provide feedback at the upcoming open house and via the online questionnaire. Materials will include social media and website posts, flyers, intercept signs at key locations with a QR code to the project website, and a press release. Communications will be pushed to community leaders and others identified by City staff to help engage hard-to-reach populations.

2f. Project Kick-Off Open House

The purpose of the Project Kick-Off Open House is to move from the general vision and ideas of the City's Birmingham Plan 2040, and into the primary objectives of the Zoning Ordinance Update. The goal of the open house will be to educate members of the public about the Zoning Ordinance and purpose of the Zoning Ordinance Update as well as to form a consensus among participants concerning the primary objectives of the Zoning Ordinance Update as identified in the RFP and by City staff. After the event, a summary of the feedback received will be developed, posted on the project hub site for public review, and utilized as background information for the Preliminary Recommendations Report.

STEP 3: EXISTING ZONING ORDINANCE ANALYSIS AND PRELIMINARY RECOMMENDATIONS

This task will include the preparation of a Preliminary Recommendations Report that will be informed by a detailed assessment of the City's current Zoning Ordinance and provide Houseal Lavigne's recommendations for the Zoning Ordinance Update. It will be based on issues and opportunities identified in outreach, alignment with Birmingham Plan 2040, information provided by the City and partner agencies, and the experience and expertise of Houseal Lavigne.

3a. Assessment of Current Zoning Ordinance and Recent Development Proposals

The review and assessment of the current Birmingham Zoning Ordinance will entail a detailed chapter-by-chapter, section-by-section review of the City's current code. The assessment will highlight areas where the existing regulations, standards, procedures, processes, and other requirements are problematic, when measured against national best practices, legal considerations, and effectively accommodating property investment while safeguarding and ensuring community character and sense of place. During this step, the City will provide a summary of recent history of development proposals and applications for zoning relief, identifying "pain points" in bringing forward development.

3b. Lot Standards Applicability Analysis

Houseal Lavigne will conduct a lot standards applicability analysis using ArcGIS Pro to evaluate existing development conditions against the lot area and width standards of the City's residential zoning districts. The analysis will include both a nonconformities analysis and a subdivision opportunities analysis. The nonconformities analysis compares the existing minimum lot area and width requirements of a district with existing development within that district and tests alternate standards. The analysis provides insight on whether regulations reflect existing development patterns or if they should be adjusted to ease the burden on landowners as they seek to reinvest in their property and on staff and elected/appointed officials as they consider variance requests. The subdivision opportunity analysis tests the alternate standards to determine whether they would create new subdivision opportunities that do not exist with the current standards.

3c. Land Use Plan and Zoning Map Alignment

If Birmingham is interested in pursuing proactive rezoning to align its zoning map with its land use plan, a land use plan and zoning map alignment analysis can be conducted. The analysis compares and scores the level of alignment between the land use plan category descriptions and zoning district purpose and intent statements, uses identified as desirable in the land use plan category and uses allowed by-right or conditionally in the zoning district, as well as the envisioned development pattern of the land use plan category and the existing development pattern of the zoning district. The resulting map helps to identify key rezoning opportunities as well as how existing districts can be updated to better align with land use plan categories.

3d. Comprehensive Master Plan and Zoning Ordinance Text Alignment

Regardless of whether Birmingham is interested in pursuing proactive rezoning to align its zoning map with its land use plan, a comparative analysis between the vision, goals, and implementation actions of the Birmingham Plan 2024 and the text of the Zoning Ordinance will be conducted. This level of analysis is essential to identifying regulatory barriers to realization of the community's vision for its future.

3e. Best Practices and Comparative Community Research

Houseal Lavigne will conduct best practices and comparative community research on up to three key topics to inform the City about approaches other communities have taken to address similar issues.

3f. Preliminary Recommendations Report

Finally, the findings of tasks 3a-3e will be packaged into a Preliminary Recommendations Report. The report will describe the issues with current regulations based on feedback received during Steps 1 and 2, alignment with Birmingham Plan 2040, and our expertise and analysis. The report will also include an overall recommended organization of the updated Zoning Ordinance as well as identify strategies for how to proceed, what to prioritize, and case studies and best practice approaches to be considered to resolve identified issues.

3g. City Staff Review Calls (up to 3)

Houseal Lavigne will facilitate review calls with City staff before making the report available for public review and meeting with the ZPAC. Appropriate revisions will be made based on City staff feedback.

3h. Communications Campaign #2

To keep the community engaged and informed throughout the Zoning Ordinance Update process, the Preliminary Recommendations Report will be posted on the project website and an online feedback form will be made available to receive public feedback. A series of 3-5 social media posts will be developed to market the availability of the report for public review and comment. Communications will be pushed to community leaders, residents, focus group participants, and others identified by City staff to help engage hard-to-reach populations.

3i. OPTIONAL TASK - ZTAC Meeting #2 (in-person)

Houseal Lavigne will meet with and present the Preliminary Recommendations Report to the ZTAC to gather feedback and input. Feedback received will be shared with the ZPAC for consideration. This meeting with the ZTAC will occur during the same trip as the second ZPAC meeting in 3j below.

3j. ZPAC Meeting #2 (in-person)

Houseal Lavigne will present the Preliminary Recommendations Report to the ZPAC. The intent will be to review and discuss recommendations, and the feedback received from the public in sufficient detail to provide Houseal Lavigne with the necessary direction to begin the development of draft Zoning Ordinance sections. A summary of the policy direction received at the meeting will be posted on the project hub site for public review.

3k: OPTIONAL TASK - Preliminary Recommendations Open House

A public open house will be conducted during the same trip as the ZPAC meeting in 3j above to obtain feedback from the public on the key Zoning Ordinance Update themes identified in the Preliminary Recommendations Report. Feedback from the open house will be summarized and posted to the project hub site.

STEP 4: DISTRICT AND USE STANDARDS

This step will entail the preparation of the first third of the Zoning Ordinance including base and overlay district specific standards and use standards. Applicable definitions will also be prepared and provided in a memo to assist in City staff, public, and ZPAC review.

4a. District Standards

This task will include revisions to district purpose and intent statements to align with the City's Birmingham Plan 2040. Bulk and dimensional standards will also be revised during this step based on the results of the conformity analysis conducted as a part of Step 3. Zoning map updates and amendments reflecting any new zoning districts or changes will also be made during this step if recommended in the Preliminary Recommendations Report.

4b. Use Standards

This task will include the drafting of a consolidated use table with modernized uses aligned to the updated districts. Supplemental use regulations that incorporate design principles and use limitations (such as hours of operation) relevant to specific uses will also be developed at this stage.

4c. City Staff Review Calls (up to 3)

Houseal Lavigne will facilitate review calls with City Staff before making the drafts available for public review and meeting with the ZPAC. Appropriate revisions will be made based on City staff feedback.

4d. Communications Campaign #3

To keep the community engaged and informed throughout the Zoning Ordinance Update process, the draft District and Use Standards will be posted on the project hub site and an online feedback form will be made available to receive public feedback. A series of 3-5 social media posts will be developed to market the availability of the documents for public review and comment. Communications will be pushed to community leaders, residents, focus group participants, and others identified by City staff to help engage hard-to-reach populations.

4e. OPTIONAL TASK - ZTAC Meeting #3 (in-person)

Houseal Lavigne will present the draft District and Use Standards to the ZTAC. The intent will be to review and discuss the technical merits of major proposed changes. Feedback received from the ZTAC will be shared with the ZPAC to help inform their policy direction. This meeting with the ZTAC will occur during the same trip as the third ZPAC meeting in 4f below.

4f. ZPAC Meeting #3 (in-person)

Houseal Lavigne will present the draft District and Use Standards to the ZPAC. The intent will be to review and discuss major proposed changes, and the feedback received from the public in sufficient detail to provide Houseal Lavigne with necessary direction for regulation refinement and the development of supporting diagrams. A summary of the policy direction received at the meeting will be posted on the project hub site for public review.

STEP 5: DEVELOPMENT AND SIGN STANDARDS

This step will entail the preparation of the heart of the new Zoning Ordinance including general development standards and sign standards. Applicable definitions will also be prepared and provided in a memo to assist in City staff, public, and ZPAC review.

5a. General Development Standards

This task will include objective, understandable, and context-sensitive standards and regulations for development throughout the City including landscape and buffering standards, parking and loading standards, building design standards, outdoor lighting standards, and fence/wall standards.

5b. Sign Standards

This task will modernize the City's sign ordinance, ensuring it complies with relevant case law, is content neutral, and furthers the City's goals for the appearance of the community.

5c. City Staff Review Calls (up to 3)

Houseal Lavigne will facilitate review calls with City staff before making the drafts available for public review and meeting with the ZPAC. Appropriate revisions will be made based on City staff feedback.

5d. Communications Campaign #4

To keep the community engaged and informed throughout the Zoning Ordinance Update process, the draft Development, Building, and Design Standards will be posted on the project hub site and an online feedback form will be made available to receive public feedback. A series of 3-5 social media posts will be developed to market the availability of the documents for public review and comment. Communications will be pushed to community leaders, residents, focus group participants, and others identified by City staff to help engage hard-to-reach populations.

5e. OPTIONAL TASK - ZPAC Meeting #4 (in-person)

Houseal Lavigne will present the draft Development and Sign Standards to the ZTAC. The intent will be to review and discuss the technical merits of major proposed changes. Feedback received from the ZTAC will be shared with the ZPAC to help inform their policy direction. This meeting with the ZTAC will occur during the same trip as the fourth ZPAC meeting in 5f below.

5f. ZPAC Meeting #4 (in-person)

Houseal Lavigne will present the draft Development and Sign Standards to the ZPAC. The intent will be to review and discuss major proposed changes, and the feedback received from the public, in sufficient detail to provide Houseal Lavigne with necessary direction for regulation refinement and the development of supporting diagrams. A summary of the policy direction received at the meeting will be posted on the project hub site for public review

STEP 6: SUBDIVISION STANDARDS AND DECISION-MAKING PROCEDURES

This task will entail the preparation of the latter third of the updated Zoning Ordinance, including subdivision standards and decision-making procedures. Applicable definitions will also be prepared and provided in a memo to assist in City staff, public, and ZPAC review.

6a. Subdivision Standards and Procedures

This task will modernize the City's subdivision standards and simplify and streamline subdivision approval procedures. Note: this task will not include revisions to engineering or construction standards or specifications.

6b. Decision-Making Procedures

This task will establish efficient and flexible decision-making procedures that improve clarity, efficiency, and transparency between City staff, elected and appointed officials, applicants, and the public. This section will also update the City's nonconformities standards.

6c. City Staff Review Calls (up to 3)

Houseal Lavigne will facilitate review calls with City staff before making the drafts available for public review and meeting with the ZPAC. Appropriate revisions will be made based on City staff feedback.

6d. Communications Campaign #5

To keep the community engaged and informed throughout the Zoning Ordinance Update process, the draft Sign Standards and Decision-Making Procedures will be posted on the project hub site, and an online feedback form will be made available to receive public feedback. A series of 3-5 social media posts will be developed to market the availability of the documents for public review and comment. Communications will be pushed to community leaders, residents, focus group participants, and others identified as by City staff to help engage hard-to-reach populations.

6e. OPTIONAL TASK - ZTAC Meeting #5 (in-person)

Houseal Lavigne will present the draft Subdivision Standards and Decision-Making Procedures to the ZTAC. The intent will be to review and discuss the technical merits of major proposed changes. Feedback received from the ZTAC will be shared with the ZPAC to help inform their policy direction. This meeting with the ZTAC will occur during the same trip as the fifth ZPAC meeting in 6f below.

6f. ZPAC Meeting #5 (in-person)

Houseal Lavigne will present the draft Subdivision Standards and Decision-Making Procedures to the ZPAC. The intent will be to review and discuss major proposed changes, and the feedback received from the public, in sufficient detail to provide Houseal Lavigne with necessary direction for regulation refinement and the development of supporting diagrams. A summary of the policy direction received at the meeting will be posted on the project hub site for public review.

STEP 7: DRAFT AND FINAL ZONING ORDINANCE

Based on the previous steps in the update process, the full draft and final Zoning Ordinance will be prepared and presented for local consideration and adoption.

7a. Draft Zoning Ordinance Document

Houseal Lavigne will prepare the draft Zoning Ordinance document based on direction received from the ZPAC. A consolidated chapter of definitions as well as diagrams and flowcharts will be embedded in the document at this stage.

7b. Final Legal Review and City Staff Review Calls (up to 5)

The draft Zoning Ordinance will be brought for final legal review to the City Attorney. Although the City Attorney may be involved throughout the process of developing the updated Zoning Ordinance, final legal review is necessary before the full draft document is made public. Houseal Lavigne will facilitate review calls with City staff to discuss the comments of the City Attorney and other City staff before making the document available for public review and meeting with the ZPAC. Appropriate revisions will be made based on City Attorney and other City staff feedback.

7c. OPTIONAL TASK - Major Changes Overview StoryMap

To summarize the proposed changes to the Zoning Ordinance clearly and concisely, a Major Changes Overview StoryMap will be developed. The StoryMap will include answers to frequently asked questions, provide an overview of the Zoning Ordinance Update process, highlight and provide the reasoning behind major proposed changes, and include parcel specific information and an opportunity to provide feedback. The StoryMap will be embedded on the project hub site and can be emailed to key community members engaged throughout the process.

7d. ZPAC Meeting #6 (in-person)

A final meeting will be conducted with the ZPAC to review and reach agreement on the full draft Zoning Ordinance document before proceeding with the public review and adoption process. Appropriate revisions to the draft Zoning Ordinance will be made based on feedback received and the final draft Zoning Ordinance will be prepared for public consideration.

7e. Final Draft Zoning Ordinance

Houseal Lavigne will prepare the draft Zoning Ordinance document based on the final direction received from the ZPAC.

7f. Informational Brochure

To summarize the major proposed changes to the Zoning Ordinance clearly and concisely, an Informational Brochure will be developed. The brochure will include answers to frequently asked questions, provide an overview of the Zoning Ordinance Update process, highlight and provide the reasoning behind major proposed changes, and include information about where to learn more and provide feedback. The brochure can be made available on the project hub site, at City Hall and other community facilities, and can be mailed to property owners and tenants, especially if any zoning map amendments are proposed.

7g. Communications Campaign #6

This final communications campaign will share the Informational Brochure and include a call-to-action to provide feedback at upcoming open houses. Language for press releases and social media posts will highlight the importance of the process for the future of Birmingham. Communications will be pushed to community leaders, residents, focus group participants, and others identified by City staff to help engage hard-to-reach populations.

7h. Pre-Adoption Open House

Members of Houseal Lavigne, along with City staff, will be present an in-person open house to allow residents and community stakeholders the opportunity to examine, discuss, and comment on the contents of the final draft Zoning Ordinance document. Houseal Lavigne will be available throughout the community open houses to present materials, answer questions, and get feedback before initiating the approval process. Feedback from the open houses will be shared with the Planning Board and City Commission during adoption meetings to inform their decision making.

7i. Planning Board Public Hearing (in-person)

Houseal Lavigne will present the final Zoning Ordinance at the Planning Board public hearing.

7j. City Commission Adoption (in-person)

Houseal Lavigne will present the final Zoning Ordinance to City Commission for consideration and adoption.

7k. Final Zoning Ordinance Document

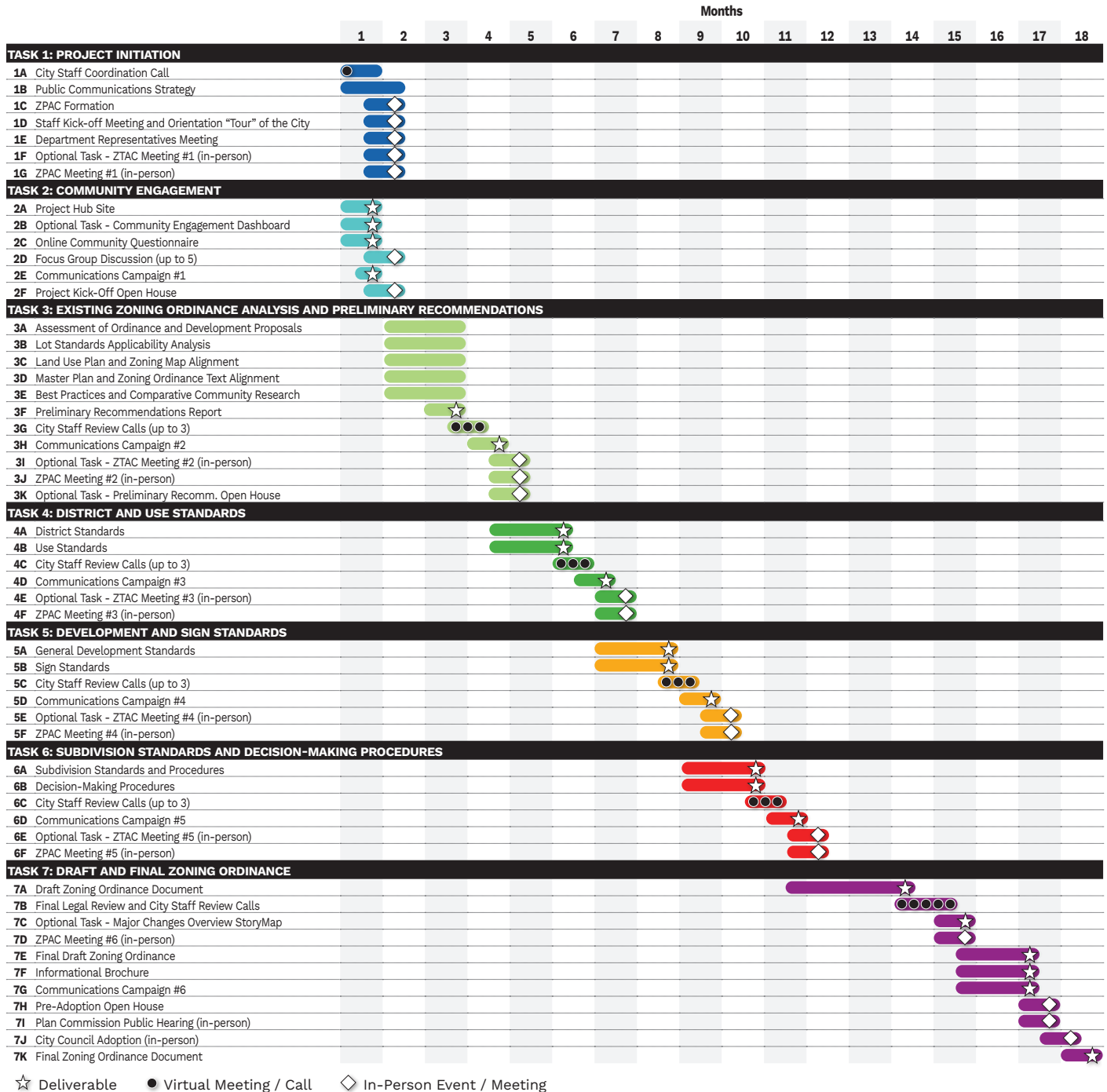
Following the adoption of the Zoning Ordinance, Houseal Lavigne will share the final document, components, and map with the City in fully editable documents including Word and PDF and supporting jpeg, png, and GIS files. The Project Team will provide 6 bound color copies of the Final Zoning Ordinance Document, and 6 color hard copies of the Zoning Map (24 inches x 36 inches).

PROJECT TIMELINE

SECTION 04

PROJECT TIMELINE

The timeline below provides an overall framework to complete each step outlined in our proposed Scope of Work. We anticipate completing the Zoning Ordinance Update in 18-months. We are ready to begin work immediately and committed to devoting the proposed personnel and resources for the entire length of time necessary to complete Birmingham Zoning Ordinance Update. Should the selection committee favor our basic approach, we will work with City staff to refine this Scope of Work and project schedule in a manner that is most advantageous to the assignment.



ATTACHMENTS

SECTION 05

ATTACHMENT B

BIDDER'S CONTRACT FOR ZONING ORDINANCE UPDATE

In submitting this proposal, as herein described, the Consultant agrees that:

1. They have carefully examined the specifications, terms and Contract of the Request for Proposal and all other provisions of this document and understand the meaning, intent, and requirement of it.
2. They will enter into a written contract and furnish the item or items in the time specified in conformance with the specifications and conditions contained therein for the price quoted by the proponent on this proposal.

John Houseal, FAICP

9-30-2025

PREPARED BY
(Print Name)

DATE

Partner/Co-Founder

TITLE

DATE



AUTHORIZED SIGNATURE

jhouseal@hlplanning.com

E-MAIL ADDRESS

Houseal Lavigne

COMPANY

188 W. Randolph Street, #200
Chicago, IL 60601

312-372-1008

ADDRESS

PHONE

Same as above

NAME OF PARENT COMPANY

PHONE

ADDRESS

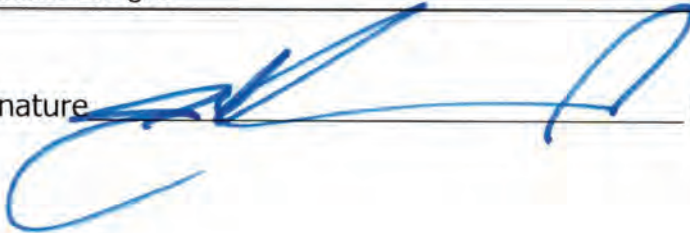
ATTACHMENT C

COST PROPOSAL FOR ZONING ORDINANCE UPDATE

In order for the bid to be considered valid, this form must be completed in its entirety. Additional sheets may be added if necessary. The cost for the Scope of Work as stated in the Request for Proposal documents shall be itemized as follows:

Project Elements	Cost
• Project Initiation and Background Review	\$ 15,625.00
• Public Engagement and Stakeholder Involvement	\$ 20,910.00
• Diagnostic Report and Recommendations	\$ 34,885.00
• Drafting of Updated Zoning Ordinance	\$40,880.00
• Zoning Map Revisions	\$ included with draft
• Administrative and Procedural Improvements	\$ 20,710.00
• Final Ordinance and Adoption Support	\$ 66,845.00
TOTAL AMOUNT	\$ 199,855.00
Additional Meeting Charge	\$ 4,140.00 /meeting
Additional Services (If Any)	
• ZTAC Meetings (5)	\$ 11,680.00
• Community Engagement Dashboard	\$ 3,340.00
• Preliminary Recommendations Open House	\$ 3,410.00
•	\$
TOTAL AMOUNT WITH ADDITIONAL SERVICES	\$ 226,005

Firm Name Houseal Lavigne

Authorized signature 

Date: 9-30-2025

ATTACHMENT D

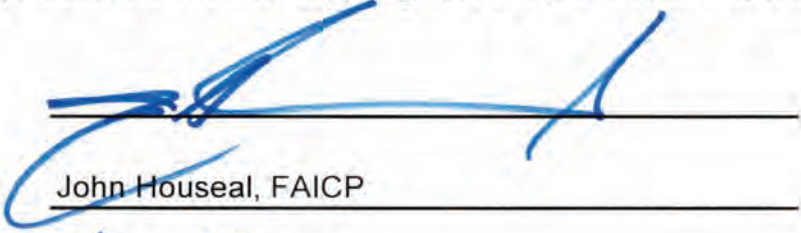
VENDOR CERTIFICATION THAT THIS IS NOT AN "IRAN LINKED BUSINESS"

Pursuant to Michigan law, (the Iran Economic Sanctions Act, 2012 PA 517, MCL 129.311 et seq.), before accepting any bid or proposal, or entering into any contract for goods or services with any prospective Vendor, the Vendor must first certify that it is not an "IRAN LINKED BUSINESS, as defined by law.

Consultant	
Legal Name	Houseal Lavigne
Street Address	188 W. Randolph Street, #200
City	Chicago
State, Zip	Illinois 60601
Corporate I.D. Number/State	
Taxpayer I.D. #	

The undersigned, with: 1) full knowledge of all of Vendors business activities, 2) full knowledge of the requirements and possible penalties under the law MCL 129.311 et seq. and 3) the full and complete authority to make this certification on behalf of the Vendor, by his/her signature below, certifies that: the Vendor is NOT an "IRAN LINKED BUSINESS" as required by MCL 129.311 et seq., and as such that Vendor is legally eligible to submit a bid and be considered for a possible contract to supply goods and/or services to the County of Oakland.

Signature of Consultants
Authorized Agent:



Printed Name of Consultant's
Authorized Agent:

John Houseal, FAICP

Witness Signature:



Printed Name of Witness:

NIKOLAI DAVIS

Proposal for the
**City of Birmingham,
Michigan**

Zoning Ordinance Update

September 30, 2025



KENDIG KEAST
COLLABORATIVE



Prepared by

**Kendig Keast Collaborative
with EnCodePlus, LLC**

77 Sugar Creek Center Blvd.
Suite 600
Sugar Land, TX 77478

Point of Contact:

Steve Sizemore, PhD, AICP
(812) 748-6070
steve@kendigkeast.com

September 30, 2025

Alexandria Bingham, City Clerk
City of Birmingham
151 Martin Street
Birmingham, MI 48009

Re: Proposal for the Birmingham Zoning Ordinance Update

Dear Ms. Bingham:

On behalf of Kendig Keast Collaborative (KKC), I am excited to respond to the City's Request for Proposals (RFP) for the Zoning Ordinance Update. KKC is a national planning firm in business since 1982. Our development code practice consists of seasoned planning and zoning professionals specializing in writing, implementing, and administering custom-crafted ordinances for communities like Birmingham across the United States.

Our familiarity with the Birmingham Zoning Ordinance extends from hosting of the ordinances in the enCodePlus code publishing platform, developed by our sister firm, enCodePlus, LLC. I am the Owner and CEO of both enCodePlus, LLC and KKC. KKC staff are currently spearheading three other Michigan Zoning Ordinance updates: a Zoning Code Overhaul in Portage, a Zoning Ordinance Reorganization in Bloomfield Hills, and a Zoning Ordinance Update for Northville Township.

For 42 years, KKC has earned a reputation for providing clients with highly customized and responsive approaches to challenging community planning issues, resulting in innovative yet viable solutions.

As a firm, **we have worked in 40** states on over 250 **similar land development regulations projects**. Our highly qualified specialists (including two FAICPs, six AICPs, a certified economic developer, and an architect among others) provide professional services in the areas of comprehensive and strategic planning, zoning and development regulations, growth management and resource protection, land planning, and various related specialties. Our approach is grounded by effectively facilitated public and leadership engagement (in-person and virtual, as appropriate), an open process of discovery and learning, field study and background analyses, iterative drafting, community dialogue, and consensus building. Our engagement strategy is inclusive and participatory, draws on diverse perspectives and builds trust with departmental staff, commissions and boards, and laypersons.

Our staff have advanced degrees and certifications in planning, and have years of local government experience prior to consulting. Having written, administered, and enforced zoning and development ordinances in the public sector, our team members have the expertise to draft regulations that are realistic and effective. In my view, experience as a consultant does not translate well without having "walked in your shoes". We take great pride in drafting regulations that exhibit a clear understanding of planning policy issues and context and provide direct linkages between plan strategies and the regulatory tools through which implementation can be ensured.

Bolstering community character through innovative and effective approaches to land use planning and regulation is the basis of books on Performance Zoning by our founder Lane Kendig. As co-authors of books on Community Character, Lane Kendig and Bret Keast have been at the forefront of this movement—providing communities with practical, comprehensive strategies to define, protect, and enhance their unique sense of place.

Our proposed Project Manager and **main project contact is Steve Sizemore, PhD, AICP [(812) 748-6070, steve@kendigkeast.com, 715 W. Saint Catherine Street, Louisville, KY 40203]**. Steve's project management experience, broad perspective, and informed code-writing skills would serve the City of Birmingham with invaluable technical expertise and strategic insight.

In response to the evaluation criteria in the RFP document, we can summarize qualifications you will find in this submittal:

www.kendigkeast.com

- ◆ **Qualifications and Experience of Firm and Team** - For 43 years, KKC has earned a reputation for providing clients with highly customized and responsive approaches to challenging community planning issues, resulting in innovative yet viable solutions. Our highly qualified specialists (including two FAICPs, six AICPs, a certified economic developer, and an architect, among others) provide professional services in the areas of comprehensive and strategic planning, Zoning and Unified Development Codes, growth management and resource protection, land planning, expert witness work, and various related specialties. Our team members have advanced degrees and certifications in planning, economics, and architecture, and have years of local government experience prior to consulting. In my view, experience as a consultant does not translate well without having “walked in your shoes”. Our team members have worked the front counter, written and presented staff reports, and negotiated terms of Planned Developments and Conditional Uses.
- ◆ **Quality of Past Work / References** - Our recent and current zoning and UDO clients are a mix of communities similar to Birmingham in terms of geographic region: Portage, MI; and Northville Township, St. Joseph County, Valparaiso, Michigan City, New Albany and Highland, IN; and Monroe, OH; or in terms of similar population: Elizabethtown, KY; Beloit, WI; Bellaire, TX; and Gadsden, AL. At KKC, the quality of our work and our emphasis on client service and relationships are important to us. Our references and project descriptions show that our team has a wealth of experience.
- ◆ **Understanding of Project and Timeline** - In addition to review of the current regulations and the 2040 Plan and sessions with City staff and the Zoning Advisory Committee, we will spend substantial time to gain greater local understanding of key issues: touring the community; observing on-the-ground outcomes; interviewing stakeholders; interacting with users of the regulations; and scouring agendas and minutes of meetings regarding development projects, Variances, and Special or Conditional Use Permits.
- ◆ **Community Engagement/Communications Strategy** - the ultimate success of a Zoning Ordinance can be directly attributed to the extent of public engagement in the process, and the level of community consensus and buy-in that accrues as a result. With all of our projects, KKC administers a robust public and leadership engagement process that provides avenues for multiple constituencies to become involved and play a meaningful role in the planning process.
- ◆ **Cost Proposal / Fee Structure** - Our fee estimate of \$199,600 is competitive and adequate to complete this project, and within the City’s expectations.

Our team is excited about the prospect of working with you and the citizens and elected and appointed officials of Birmingham to carry forward the vision of the *2040 Plan*. We appreciate this opportunity to outline our credentials and our proven approach to updating the Zoning Ordinance. We are ready to begin work immediately, and we look forward to hearing from you.

Respectfully,



Bret C. Keast, AICP
Owner and CEO
Kendig Keast Collaborative
EnCodePlus, LLC



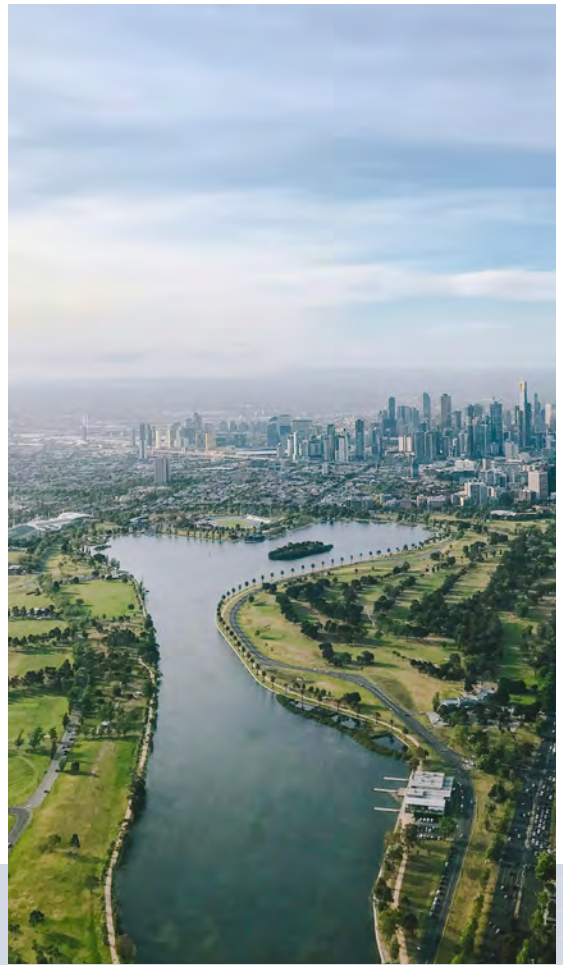


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A. QUALIFICATIONS

About Kendig Keast Collaborative

For over 40 years, Kendig Keast Collaborative (KKC) has been a trusted partner to local governments across the United States, providing expert guidance in comprehensive planning, zoning and land development regulations, growth management, and resource protection. Our firm is dedicated to helping communities establish forward-thinking policies and regulatory frameworks that promote sustainable growth, economic vitality, and a high quality of life.

With a balanced focus between long-range planning and development codes, KKC ensures that community visions translate into practical and effective land use regulations. In addition to comprehensive planning and zoning code updates, our work includes downtown and corridor plans, redevelopment strategies, growth management and annexation studies, and land use impact assessments.

A key part of KKC's commitment to innovation is enCodePlus, a sister company of KKC and the nation's premier cloud-based software for digital code management, online publishing, and interactive zoning and development regulations. enCodePlus enables local governments to modernize their regulatory frameworks with dynamic features such as intelligent GIS mapping, integrated calculators, interactive navigation, and real-time codification. The platform provides unparalleled efficiency, transparency, and accessibility for staff, elected officials, and the public.

KKC's legacy is built on the pioneering work of Lane Kendig, a nationally recognized authority in urban planning. Originally founded as Lane Kendig, Inc. in 1982, the firm evolved in 2007 under the leadership of Bret C. Keast, AICP, who transitioned the firm into Kendig Keast Collaborative. Today, KKC is led by Bret as Chief Executive Officer, alongside President Gary Mitchell, FAICP, and Vice President Brian Mabry, AICP. Together, they direct a team of specialists in planning, zoning, economic development, urban design, GIS, and graphic design.

Our collaborative approach, technical expertise, and deep understanding of land use planning allow us to craft tailored solutions that align with each community's unique needs. With over 500 successfully completed projects total (250+ codes and 250+ plans), KKC continues to be a leader in shaping vibrant, resilient, and well-planned communities.

Community Character

Community character goes beyond aesthetics, architecture, or the labels of "urban" or "new urban" development. It is defined by the thoughtful balance of buildings, open space, landscaping, and both pervious and impervious surfaces. These core elements shape the physical and visual identity of a place—and in doing so, influence a wide range of outcomes including land use compatibility, urban design, mobility (like walkability), environmental sustainability, and stormwater management.

KKC CORPORATE OFFICE

77 Sugar Creek Center Blvd.
Suite 600
Sugar Land, TX 77478
(281) 242-2960

ADDITIONAL OFFICES:

Chicago, IL
Clearwater, FL
Louisville, KY
Milwaukee, WI
South Bend, IN



The City of Birmingham
houses the Zoning Ordinance
in enCodePlus.

<https://online.encodeplus.com/regs/birmingham-mi/index.aspx>



How these components interact—functionally and spatially—affects not only the look and feel of a community, but also its economy, ecology, infrastructure, and overall livability. Integrating community character into planning ensures that decisions around land use, transportation, utilities, open space, and economic development all align with the community’s long-term vision.

Our Community Planning Practice

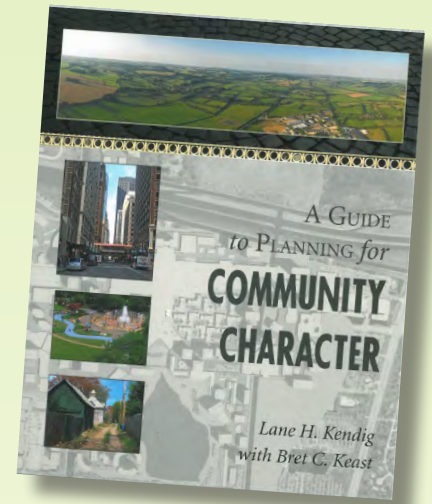
Our principals and senior staff have led multidisciplinary teams and played pivotal roles in developing plans for more than 100 jurisdictions across the United States. With a deep well of experience, we bring both broad and specialized expertise to every project—whether it’s a full-scale comprehensive plan or a focused, stand-alone planning initiative. Our services span the full spectrum of community planning:

- ◆ Comprehensive Planning
- ◆ Land Use Planning
- ◆ Community Character & Design
- ◆ Environmental & Resilience Planning
- ◆ Housing & Economic Development
- ◆ Mobility & Transportation
- ◆ Parks, Recreation, and Trails
- ◆ Strategic Planning
- ◆ Implementation & Policy Development

Our Development Code Practice

At KKC, we believe that great plans deserve equally strong tools for implementation. Through detailed analysis and genuine community engagement, we develop regulatory strategies that not only align with local visions but also promote creative, context-sensitive, and consensus-driven development. Our regulatory work is rooted in practicality and shaped by the unique conditions of each community we serve. Our practice includes:

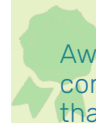
- ◆ **Code Evaluation & Performance Audits** – By assessing existing regulations against adopted plans and best practices, we identify inconsistencies, gaps, and opportunities for refinement to ensure codes support community goals.
- ◆ **Zoning Ordinance Drafting** – By creating clear, customized zoning ordinances and interim measures, we help communities establish a strong regulatory foundation that promotes sustainable growth, protects character, and supports modern development needs.
- ◆ **Targeted Ordinance Amendments** – By tailoring updates to address specific challenges like housing affordability, mixed-use development, or transit-readiness, we ensure regulations are responsive to changing conditions and priorities.
- ◆ **Unified Development Ordinances** – By consolidating zoning, subdivision, and other regulations into a cohesive framework, we streamline processes, enhance usability, and reduce administrative burden for both staff and applicants.



Bolstering **community character** through innovative and effective approaches to land use planning and regulation is the basis of our founder's (**Lane Kendig's**) books on Performance Zoning. As co-authors of books on Community Character, Lane Kendig and **Bret Keast** have been at the forefront of providing communities with practical, comprehensive strategies to define, protect, and enhance their unique sense of place.



- ◆ **Modernization via enCodePlus** – By leveraging enCodePlus, we provide communities with a modern, cloud-based platform for publishing, maintaining, and administering codes. This powerful tool improves accessibility, transparency, and efficiency, offering real-time updates, advanced formatting, interactive zoning maps, and collaborative editing capabilities.
- ◆ **Zoning Map Revisions** – By updating zoning maps to reflect new comprehensive plans or area-specific strategies, we ensure spatial consistency and effective implementation of land use policies.
- ◆ **Form-Based Codes & Design Standards** – By developing form-based codes and tailored design guidelines, we reinforce community character, improve public realm quality, and offer flexible alternatives to conventional zoning.
- ◆ **Administrative Tools & Training** – By providing implementation manuals, process charts, and staff training, we support day-to-day code administration and long-term regulatory consistency.
- ◆ **Procedural Reform** – By rethinking and refining development review procedures, approval processes, and administrative protocols, we help communities create more transparent, predictable, and efficient systems that better serve staff, applicants, and the public.
- ◆ **Special Area Regulations** – By crafting place-specific standards for areas such as historic districts, downtowns, or environmentally sensitive zones, we support context-driven solutions that reinforce local identity, promote quality design, and manage change more effectively.
- ◆ **Legal Consistency & Risk Mitigation** – By reviewing codes for legal soundness and compliance with evolving state and federal mandates, we help reduce legal exposure and improve defensibility.



Awards exemplify our commitment to quality results that exceed the expectations of our clients and merit recognition for their innovation, comprehensiveness, and successful outcomes. Recent recognition that includes development ordinance projects:

◆ **2023 TEXAS APA COMMUNITY OF THE YEAR AWARD: Borger, TX**

KKC Projects: Comprehensive Plan; Downtown Plan; Parks, Trails, and Recreation Master Plan; and Unified Land Development Ordinance

◆ **2022 HOUSTON APA COMMUNITY OF THE YEAR: Fulshear, TX**

KKC Projects: Comprehensive Plan, Major Thoroughfare Plan, and Coordinated Development Ordinance

◆ **2021 KENTUCKY APA OUTSTANDING PROJECT, PROGRAM, OR TOOL: Covington, KY**

Neighborhood Development Code

◆ **2020 TEXAS APA COMMUNITY OF THE YEAR AWARD: Dayton, TX**

KKC Projects: Comprehensive Plan, Downtown Revitalization Plan, Parks Master Plan, and Unified Development Code



Project Team Organizational Chart

KKC maintains an intentionally small firm so that we can provide exemplary service to our clients and ensure the direct involvement of firm principals on all projects. Our team of key project personnel will be supported by other KKC specialists in comprehensive planning, urban design, economic development, architecture, landscape architecture, GIS, technical illustration, and website and graphic design.

Our team is technically competent, deeply experienced and well-suited to modernize the City’s Zoning Ordinance. We apply Best Practices in every solution, and provide expertise in all of the skill sets specified in the RFP, with the addition of experienced and innovative Public Engagement, Consensus-Building, design to promote Walkable Communities and preserve Community Character.

- ✓ Urban Planning
- ✓ Urban Design
- ✓ Land Use
- ✓ Sustainability
- ✓ Zoning and Form-Based Code
- ✓ Parking

BRIAN MABRY, AICP
 Vice President
PRINCIPAL-IN-CHARGE
*Quality Assurance,
 Deliverables Review*



STEVE SIZEMORE, PHD, AICP
 Senior Associate
PROJECT MANAGER
*Ordinance Drafting Lead,
 Engagement Lead*



**JENNIFER MAK, AIA, NCARB,
 AICP, LEED GREEN ASSOCIATE**
 Architect and
 Senior Urban Designer
*Engagement,
 Ordinance Drafting*



RACHEL BOOTH, CNU-A
 Senior Associate
*Form Based Code Specialist,
 Engagement*



JANIS BURALL, AICP
 Senior Associate,
GIS Specialist



Project Management Team References

Steve Sizemore, PhD, AICP - PROJECT MANAGER

- ◆ 17 Years of planning experience (6 in consulting, 11 in public sector)
- ◆ Project Manager or Deputy Project Manager for two Unified Development Ordinance projects and 14 other development ordinance-related projects while with KKC
- ◆ Ph.D. from the University of Louisville in the Urban and Public Affairs program with a specialization in planning
- ◆ Adjunct faculty member, the University of Louisville's Masters of Urban Planning program; courses on planning history, planning theory, neighborhood planning, and studios

References

1. Ms. Kameryn Jones, Assistant Development Director, City of Monroe, OH
 233 Main Street, Monroe, OH 45050
 (513) 539-7374
jonesk@monroehio.org
 PROJECT: Planning and Zoning Code Update for Monroe, OH
2. Mr. Joe Reverman, AICP, Planning Director, City of Elizabethtown, KY
 200 West Dixie Avenue, Elizabethtown, KY 42701
 (270) 982-3264
Joe.Reverman@elizabethtownky.gov
 PROJECT: Zoning Districts Update for Elizabethtown, KY

Brian Mabry, AICP - PRINCIPAL-IN-CHARGE

- ◆ 24 Years of planning experience (13 in consulting, 11 in public sector)
- ◆ KKC Vice President and KKC's Code Practice Leader
- ◆ Principal-In-Charge, Project Manager, or Deputy Project Manager for 17 Unified Development Code projects and ten other development code-related projects while with KKC.
- ◆ Public sector experience includes almost six years as Planning Director in City of Temple, TX

References

1. Mr. Tom West, AICP, Economic Development Director, City of Covington, KY
 20 West Pike Street, Covington, KY 41011
 (859) 292-2168
twest@covingtonky.gov
 PROJECT: Neighborhood Development Code for Covington, KY
2. Mr. Bobby Lewis, Development Services Director, City of Copperas Cove, TX
 914 South Main Street, Suite G, Copperas Cove, TX 76522
 (254) 547-4221 ext. 6251
rlewis@copperascovetx.gov
 PROJECT: Zoning Ordinance Update for Copperas Cove, TX



BACKGROUNDS IN LOCAL GOVERNMENT

The local government planning background of each of our team members is a valuable asset, essential to crafting regulations that are easy to administer by staff, understandable to members of boards and commissions, and that articulate development and design standards that produce predictable and desirable outcomes.



Project Team Member Resumes



Brian K. Mabry, AICP

VICE PRESIDENT

YEARS OF EXPERIENCE: 24

PROJECT ROLE: PRINCIPAL-IN-CHARGE

Brian joined KKC as a Principal Associate in 2017 and was promoted to Code Practice Leader in 2019. He continues the advancement of the firm’s focus on crafting flexible, transparent, and attractive development regulations. Brian has made a career of drafting understandable, practical, and enforceable development regulations, providing his expertise to local governments seeking better zoning regulations since 2001.

Having worked in both the private and public sectors, Brian knows the importance of client service and the realities involved in the day-to-day administering of zoning regulations. Brian pragmatically advocates for the simplification of regulations, the empowerment of Planning staff for making administrative approvals where appropriate, and hybrid codes that provide the familiarity of Euclidean zoning, the flexibility of performance zoning, and the design orientation of form based codes. His primary work characteristic is his drive to provide development regulations that respect the property rights of all and that create desirable community character.

Brian has spoken at planning conferences in Texas, Indiana, and Kentucky on vested rights, unified development code best practices, and public engagement techniques.

In the public sector, Brian worked as Senior Planner and Planning Director in his hometown of Temple, Texas; as Planning, Zoning, and Code Enforcement Manager for Elkhart County, Indiana; and, prior to joining KKC, as Planning & Design Supervisor for the combined City / County government of Louisville, Kentucky where he dealt with both urban and rural growth issues.

RECENT SIMILAR PROJECT EXPERIENCE

- ◆ Broken Arrow, OK Zoning Ordinance Update (Project Manager, Adopted November 2023 [Map May 2025])
- ◆ Baytown, TX Unified Development Code Update (Project Manager, Adopted September 2024)
- ◆ Dickinson, TX Unified Development Code (Adopted August 2024)
- ◆ Copperas Cove, TX Zoning Ordinance Update (Project Manager, Adopted October 2023)
- ◆ Lubbock, TX Unified Development Code (Deputy Project Manager, Adopted May 2023)
- ◆ Littleton, CO Unified Land Development Code (Deputy Project Manager, Adopted October 2021)
- ◆ Harrisburg, NC, Unified Development Ordinance Update (Deputy Project Manager, Adopted August 2021)
- ◆ Covington, KY Neighborhood Development Code (Project Manager, Adopted September 2020)

EDUCATION

- ◆ Master of Urban Planning, Texas A&M University, 2001
- ◆ Bachelor of Arts, Sociology and Theatre, Southwestern University, 1996

PROFESSIONAL REGISTRATION

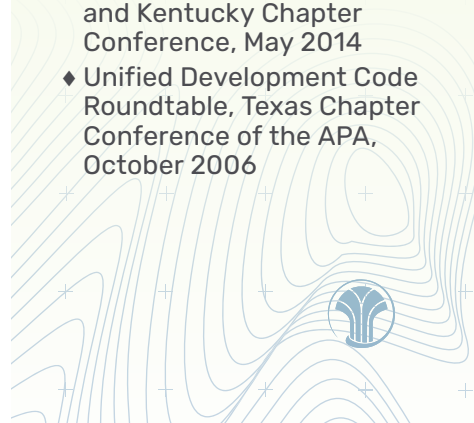
- ◆ American Institute of Certified Planners (AICP), #018662, 2003

PROFESSIONAL AFFILIATION

- ◆ American Planning Association (APA)

PRESENTATIONS

- ◆ Streamlining Your Residential Zoning Code, Indiana Chapter Conference of the APA, March 2022
- ◆ Conserving the Covington Context, Kentucky Chapter Conference of the APA, September 2021
- ◆ A Zoning Update in Amish Country, Indiana Chapter Conference of the APA, October 2019
- ◆ Ethics Panel, Southern Indiana Section of the APA, September 2019
- ◆ Public Engagement Tools, Old and New, Kentucky Chapter Conference of the APA, May 2017
- ◆ What to Expect When You’re Expecting (A New Code), Indiana Chapter Conference of the APA, March 2014 and Kentucky Chapter Conference, May 2014
- ◆ Unified Development Code Roundtable, Texas Chapter Conference of the APA, October 2006





Steve Sizemore, PhD, AICP

SENIOR ASSOCIATE

YEARS OF EXPERIENCE: 17

PROJECT ROLE: PROJECT MANAGER

Steve joined KKC as a code Project Manager in 2019, bringing with him extensive public sector experience as a professional planner. Throughout his career, Steve has been committed to promoting the idea that all plans and regulations should contribute to fostering desirable community character while also enhancing healthy, resilient, and equitable outcomes for all citizens. He continues this approach in his projects for KKC.

In 2019, he completed his Ph.D. at the University of Louisville in the Urban and Public Affairs program, specializing in planning. His doctoral dissertation focused on analyzing local government policy responses to the affirmatively furthering fair housing provision of the 1968 Fair Housing Act.

During his time in the public sector, Steve held various roles focused on neighborhood and long-range planning, conservation planning, code writing, active transportation, affordable housing, and promoting healthy city initiatives. As a Senior Planner for Louisville (KY) Metro Government, he played a pivotal role in multiple capacities, including extensive work on the neighborhood and long-range planning team.

Since 2007, Steve has served as adjunct faculty in the University of Louisville’s Masters of Urban Planning program, teaching courses on planning history, planning theory, neighborhood planning, and leading studio courses. He has also shared his expertise at national planning conferences, as well as regional conferences in Kentucky, Ohio, and Louisiana, covering topics such as neighborhood planning, active transportation, fair and affordable housing, and conservation subdivisions.

Having resided in South America for a time, Steve is proficient in speaking Spanish.

RECENT SIMILAR PROJECT EXPERIENCE

- ◆ New Albany, IN Zoning Code Update (Project Manager, Ongoing)
- ◆ Gunnison, CO Land Development Code (Project Manager, Ongoing)
- ◆ Moab, UT Zoning Title Update (Project Manager, Ongoing)
- ◆ Dunedin, FL Land Development Code Update (Project Manager, Ongoing)
- ◆ Los Fresnos, TX Unified Development Code (Project Manager, Ongoing)
- ◆ Leesburg, VA Zoning Ordinance Rewrite (Ongoing)
- ◆ Northville Township, MI Zoning Ordinance Update (Ongoing)
- ◆ Baytown, TX Land Development Code (Deputy Project Manager, Adopted September 2024)
- ◆ Monroe, OH Planning and Zoning Code (Project Manager, Adopted April 2024)
- ◆ Borger, TX Unified Land Development Ordinance (Adopted July 2022)
- ◆ Marshalltown, IA Zoning Ordinance Rewrite (Project Manager, Adopted April 2022)
- ◆ Littleton, CO Unified Land Use Code (Adopted October 2021)

EDUCATION

- ◆ Doctor of Philosophy, Urban and Public Affairs, University of Louisville, 2019.
- ◆ Master of Community Planning, University of Cincinnati, 2004.
- ◆ Bachelor of Arts, Kinesiology, University of Kentucky, 1997.

PROFESSIONAL REGISTRATION

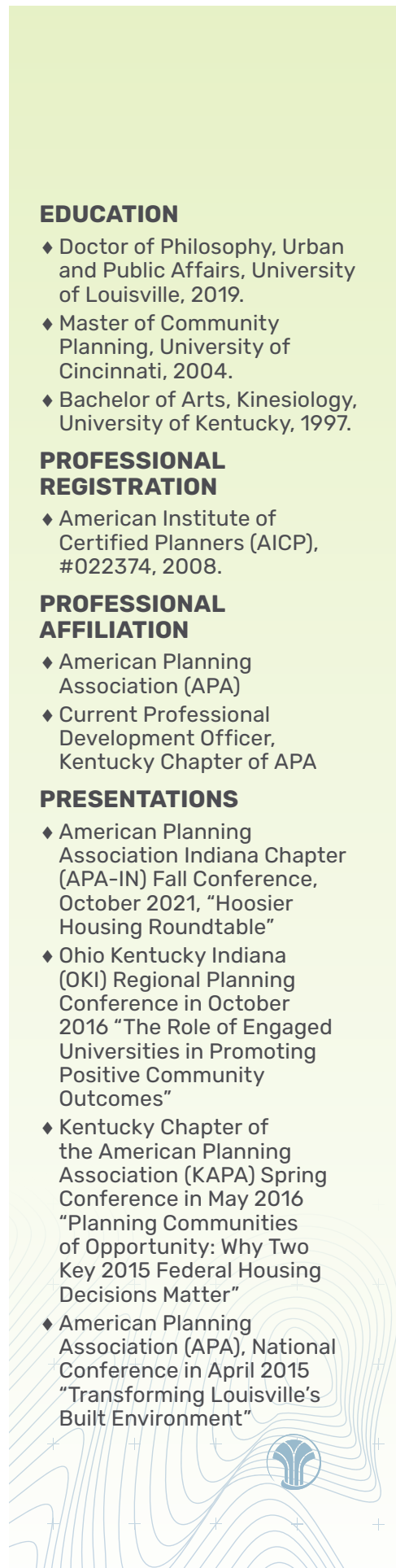
- ◆ American Institute of Certified Planners (AICP), #022374, 2008.

PROFESSIONAL AFFILIATION

- ◆ American Planning Association (APA)
- ◆ Current Professional Development Officer, Kentucky Chapter of APA

PRESENTATIONS

- ◆ American Planning Association Indiana Chapter (APA-IN) Fall Conference, October 2021, “Hoosier Housing Roundtable”
- ◆ Ohio Kentucky Indiana (OKI) Regional Planning Conference in October 2016 “The Role of Engaged Universities in Promoting Positive Community Outcomes”
- ◆ Kentucky Chapter of the American Planning Association (KAPA) Spring Conference in May 2016 “Planning Communities of Opportunity: Why Two Key 2015 Federal Housing Decisions Matter”
- ◆ American Planning Association (APA), National Conference in April 2015 “Transforming Louisville’s Built Environment”





Rachel Booth, CNU-A

SENIOR ASSOCIATE

YEARS OF EXPERIENCE: 19

PROJECT ROLE: FORM-BASED CODE SPECIALIST

Rachel has been an urban planner since 2005 with experience in the public and private sectors. She has focused her efforts on community revitalization through New Urbanist principles and excels in leading collaborative projects that foster equitable, inclusive, and walkable communities. Her expertise includes comprehensive planning, land use, zoning, code writing, and financial tools like tax increment financing and grants.

Rachel is skilled in conducting stakeholder interviews and public meetings to build consensus and generate support for redevelopment projects. Her experience in both sectors gives her a unique understanding of client needs and the realities of project management. She is also a recognized speaker on multi-modal planning for community redevelopment.

Rachel has consistently championed equitable communities and affordable housing throughout her career, notably through innovative projects like the Pinellas County Manufactured/Mobile Home Strategy. Her diverse skill set includes data analysis, market and feasibility studies, and a deep understanding of redevelopment and housing policies and tools. Rachel combines her passion, extensive knowledge, and collaborative approach to deliver successful outcomes in every project.

RECENT SIMILAR PROJECT EXPERIENCE

- ◆ Newton County, GA Unified Development Ordinance Update (Deputy Project Manager, Ongoing)
- ◆ Bedford, TX Zoning Ordinance Update (Deputy Project Manager, Ongoing)
- ◆ Commerce City, CO Land Development Code (Ongoing)
- ◆ Sioux City, IA Comprehensive Plan (Ongoing)
- ◆ Del Rio, TX Comprehensive Plan
- ◆ Dunedin, FL Douglass Avenue Corridor Study
- ◆ Dunedin, FL Patricia Avenue Corridor Study
- ◆ Gainesville, FL Southeast Gainesville Renaissance Initiative Community Redevelopment Area (CRA); Finding of Necessity, CRA Plan, and Catalyst Sites Analysis
- ◆ Gainesville, FL Southeast Gainesville CRA Charrette
- ◆ Lealman, FL Form Based Code
- ◆ Lealman, FL Tax Increment Financing (TIF) Projections and Benchmarking
- ◆ Palm Harbor, FL Form Based Code
- ◆ Pinellas County, FL CRA Plan and Implementation Plan
- ◆ Pinellas County, FL *PlanPinellas* Comprehensive Plan and Land Development Code

EDUCATION

- ◆ Master of Arts (History), Eastern Washington University
- ◆ Florida State University: Completed 45 hours of graduate credit towards American & Urban Studies, Concentration in African American Studies and Policy.
- ◆ Bachelor of Science (Double Major) in Sociology (Urban Populations) and English, Florida State University

PROFESSIONAL REGISTRATION

- ◆ Congress for New Urbanism - Accredited (CNU)

PROFESSIONAL AFFILIATION

- ◆ American Planning Association (APA)





Jennifer Mak, AIA, NCARB, AICP, LEED Green Associate

ARCHITECT AND SENIOR URBAN DESIGNER
YEARS OF EXPERIENCE: 16
PROJECT ROLE: URBAN DESIGN LEAD

Jennifer is a highly creative Architect and Planner with 16 years of experience in the public and private sectors. She has been involved in all project aspects from planning and urban design on small and large scale projects through building construction administration in a variety of market types including healthcare, higher education, K-12, aviation, civic, office, transportation, mixed-use, hospitality and residential.

Jennifer is passionate about creating sustainable sites, environments and buildings as well as engaging the community especially the underserved. She enjoys educating and interacting with stakeholders and transforming their needs and vision into reality while also taking into consideration the impacts that each decision may have on the users, community and the environment.

Jennifer joined Kendig Keast Collaborative (KKC) as a Senior Urban Designer in 2022 and is based in Sugar Land, TX. She works on urban design project components for a range of projects including zoning and land development codes, parks and recreation plans, small area plans and comprehensive plans for clients nationwide. Jennifer was the primary leader and project manager for the Dickinson Parks, Trails and Recreation Master Plan and is the deputy project manager for the Edinburg and Manvel Comprehensive Plans.

Jennifer began her professional career at Llewelyn-Davies Sahni (LDS), an award-winning, Houston-based architectural, planning and urban design consulting firm. As a Project Manager with the firm, Jennifer worked on a variety of projects including urban design guidelines, framework plans, master plans, strategic plans and various architecture projects. In all planning and urban design projects, Jennifer worked closely with community members and stakeholders to determine the appropriate strategies to implement their vision. In the course of her projects, Jennifer has assisted in visioning exercises and design charrettes with a range of activities including identification of goals and facts; opportunities and constraints identification; developing concepts, site and building plan gaming; and visual preferencing activities. Jennifer synthesized input and presented findings and recommendations to staff, community members, and elected officials.

RECENT SIMILAR PROJECT EXPERIENCE

- ◆ Leesburg, VA Zoning Ordinance Rewrite (Ongoing)
- ◆ Commerce City, CO Unified Land Development Code (Ongoing)
- ◆ Dickinson, TX Unified Development Code (Adopted August 2024)
- ◆ Dickinson, TX Parks, Trails and Recreation Master Plan (Project Manager, Adopted July 2023)
- ◆ Dickinson, TX City Center, Boardwalk and Neighborhood Mixed-Use Plans (Completed 2023)
- ◆ Lubbock, TX Development Guidebook (March 2024)
- ◆ Monroe, OH Development Guidebook (April 2024)

EDUCATION

- ◆ Bachelor of Architecture (Cum Laude), University of Houston, 2008
- ◆ Bachelor of Science, Environmental Design (Cum Laude), University of Houston, 2008
- ◆ Minor in Global Business (Cum Laude), University of Houston, 2008
- ◆ Certificate of Intrapreneurship (Cum Laude), University of Houston, 2008

PROFESSIONAL REGISTRATIONS

- ◆ Licensed Architect, Texas #30166, 2022
- ◆ NCARB Certificate, #104764, 2022
- ◆ American Institute of Certified Planners (AICP), #34922, 2023
- ◆ LEED Green Associate, #10611395, 2021

PROFESSIONAL AFFILIATIONS

- ◆ American Institute of Architects (AIA)
- ◆ American Planning Association (APA)





Janis Burall, AICP
SENIOR ASSOCIATE
YEARS OF EXPERIENCE: 37
PROJECT ROLE: GIS SPECIALIST

Janis’s focus for most of her career has been in applying concepts of Geographic Information Systems (GIS) to diverse community and urban

planning projects. She has designed and integrated spatial databases for infrastructure inventories, transportation feasibility studies and corridor alternatives analysis, demographic and socioeconomic analysis, growth management and land use analysis, market and service area analysis, and environmental impact statements. Project scales have ranged from small-area studies like downtown parking inventories to multi- corridor planning projects which spanned the U.S. from coast to coast.

A large part of Janis’s diverse experience has been in support of Comprehensive Plans and Zoning Ordinance development. She has developed numerous future land use plans and thoroughfare plans, and created many maps showing annexation histories, infrastructure service gaps, and traffic volumes. She has created parkland and open space inventories and performed service area analysis for many parks plans. She has prepared field maps for land use inventories and from them, prepared many Official Zoning Ordinance Maps and atlases.

Janis has provided both introductory and technical GIS training for clients, contracted with clients to provide on-call GIS assistance, conducted technical training for GIS staff and taught professional growth sessions for engineers on GIS topics. She enjoys participating in mentoring activities and educational events such as career fairs and GIS Day.

RECENT SIMILAR PROJECT EXPERIENCE

- ◆ Sweetwater, TX Zoning and Land Use Ordinance Update (Ongoing)
- ◆ Gadsden, AL Zoning Ordinance and Zoning Map Update (Ongoing)
- ◆ Manvel, TX Strategic Plan, Comprehensive Plan and Thoroughfare Plan (Ongoing)
- ◆ Broken Arrow, OK Zoning Map Update (Adopted November 2023 [Map May 2025])
- ◆ Paducah/McCracken County, KY Joint Comprehensive Plan (Adopted March 2025)
- ◆ Lake Charles, LA Planning and Zoning Services, (Zoning Map Adopted January 2024)
- ◆ Dickinson, TX Unified Development Code and Zoning Map (Adopted August 2024)
- ◆ Northville Township, MI Comprehensive Plan Future Land Use and Character Map (Adopted August 2023)
- ◆ Harrisburg, NC, Unified Development Ordinance Zoning Map Update (Adopted August 2021)
- ◆ Covington, KY Neighborhood Development Code Character Map (Adopted September 2020)
- ◆ Littleton, CO *Envision Littleton Comprehensive Plan* Character and Land Use Map (Adopted October 2019)

OFFICE LOCATION

Sugar Land, TX

EDUCATION

- ◆ B.F.A, Advertising Art, University of North Texas, with minors in Computer Science and Technical Communication

PROFESSIONAL REGISTRATION

- ◆ American Institute of Certified Planners, #022528

PROFESSIONAL AFFILIATION

- ◆ American Planning Association (APA)



B. PREPARATION OF SIMILAR UPDATES



ZONING ORDINANCE REWRITE FOR BROKEN ARROW, OK

The City of Broken Arrow, one of Oklahoma’s fastest-growing cities, selected KKC to lead a major update and rewrite of its Zoning Ordinance. This update aimed to align the city’s zoning regulations with the recently-adopted Comprehensive Plan, ensuring predictable, high-quality development outcomes. It also focused on creating a more user-friendly, understandable, and equitable process for zoning and land development approvals. This was accomplished by transforming the ordinance into an accessible and interactive set of zoning regulations, available online through the enCodePlus™ platform.

To begin, the team conducted a comprehensive Diagnostic Review of existing regulations to identify areas for improvement, then developed an

Annotated Outline for the proposed rewrite, including revised zoning districts and code additions. The KKC team worked with a Stakeholder Advisory Committee (SAC) and Staff Technical Team (STT) to ensure the ordinance met community and city staff needs. During the ordinance update, the City extended the project’s scope to create a fully digital, GIS-compatible Zoning Map for easier maintenance and updates.

The updated ordinance was adopted in November 2023; in a separate review process, the Zoning Map was created and adopted in May 2025.

PROJECT DURATION

Ordinance: June 2021 - November 2023

Map: January 2023 - May 2025

KEY PERSONNEL

Bret C. Keast, AICP
 Brian Mabry, AICP
 Janis Burall, AICP

REFERENCE

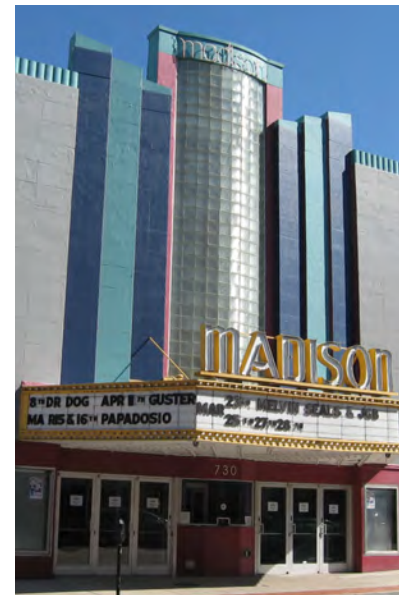
Mr. Rocky Henkel
 Community Development Director
 City of Broken Arrow
 220 S. First Street
 Broken Arrow, OK 74012
 (918) 259-2400

RHenkel@brokenarrowok.gov

LINK TO ZONING ORDINANCE

<https://online.encodeplus.com/regs/brokenarrow-ok/page/homepage>





NEIGHBORHOOD DEVELOPMENT CODE FOR COVINGTON, KY

Under contract to the City of Covington, KY (a suburb of Cincinnati with a full spectrum of character from suburban to urban), KKC led a team which assisted the City in drafting a new Neighborhood Development Code (NDC). Because the city consists of numerous locally and nationally designated historic districts and eclectic neighborhoods, the desire was for the NDC to include districts and standards that integrate, where applicable, historic preservation standards, specific form-based regulations and contextual redevelopment standards that apply to much of the City.

A major goal also was to rework the current Zoning Ordinance so that infill and redevelopment of underutilized properties fits within the context of their neighborhoods. KKC also developed provisions that allow cluster subdivisions by-right, where the applicant gets a density bonus, public hearings are eliminated, and the written standards of the Code protect adjacent neighborhoods and provide predictability.

The team conducted “open door” meetings at which attendees related the key development issues in the community and each respective neighborhood, along with public charrettes and education events at key project milestones. Short- and long-range visions were translated into the form-based code and zoning regulations.

During the code development process, KKC prepared a corresponding map of updated districts in GIS. The NDC was adopted in September 2020, and the map data was integrated into the GIS system the City uses, created and maintained by a consortium of public entities in Northern Kentucky for mutual beneficial use called LINK*GIS.

PROJECT DURATION

December 2018 - September 2020

KEY PERSONNEL

Bret C. Keast, AICP
 Brian K. Mabry, AICP
 Steve Sizemore, PhD, AICP
 Janis Bural, AICP

REFERENCE

Mr. Tom West, AICP
 Economic Development Director
 City of Covington
 20 West Pike Street
 Covington, KY 41011
 (859) 292-2168
twest@covingtonky.gov

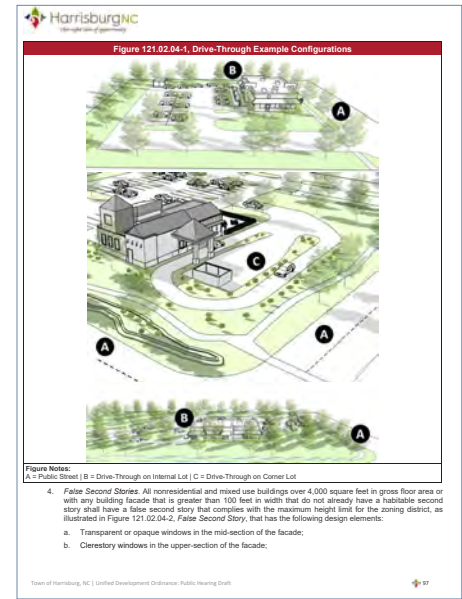
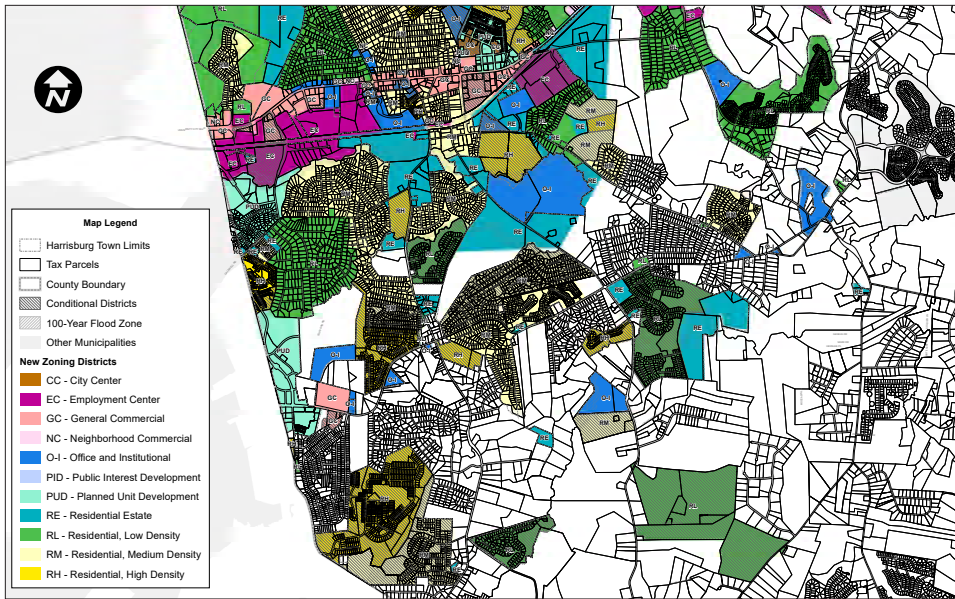
AWARD WINNER!

Outstanding Project, Program, or Tool, 2021, from the Kentucky Chapter of the American Planning Association

LINK TO ONLINE CODE

<https://online.encodeplus.com/regs/covington-ky/>





UNIFIED DEVELOPMENT ORDINANCE FOR HARRISBURG, NC

The Town of Harrisburg, NC (population 19,000; 11.15 square miles) hired Kendig Keast Collaborative (KKC) to assist in updating their Unified Development Ordinance (UDO) to ensure compliance with the changes to the North Carolina General Statutes that clarified several sections of enabling language related to planning and zoning. The updates also included streamlining procedures and improving quality of the built environment. KKC’s work created a logical and defensible code, with the ultimate goal of implementing the HALUP (Harrisburg Area Land Use Plan).

As part of the community outreach effort, conducted during the 2020-2021 COVID-19 pandemic, the Town Council wanted to be sure that as many residents and business owners as possible had an opportunity to weigh in on the contents of the UDO. KKC engaged technical and casual users of the UDO for a detailed look at the intricacies in reworking the

document with virtual stakeholder interviews, open-door sessions and Steering Committee Meetings.

KKC also created an online survey consisting of ten multiple choice questions and six open-ended questions related to land use issues using the SurveyMonkey® platform, designed to be completed in about five minutes. In order to be sure that respondents understood all questions, KKC illustrated terms such as “single-family detached”, “townhouse”, and “accessory dwelling unit”. Over 400 respondents provided direction on zoning concepts, including housing variety, buffering and open space, and neighborhood commercial compatibility.

KKC also updated the official Zoning Map to reflect the consolidation and addition of zoning districts as a result of the revised UDO. The new UDO and Zoning Map were adopted in August 2021 and are hosted online in the enCodePlus™ platform.

PROJECT DURATION

March 2020 - August 2021

KEY PERSONNEL

Bret C. Keast, AICP
 Brian Mabry, AICP
 Janis Burall, AICP

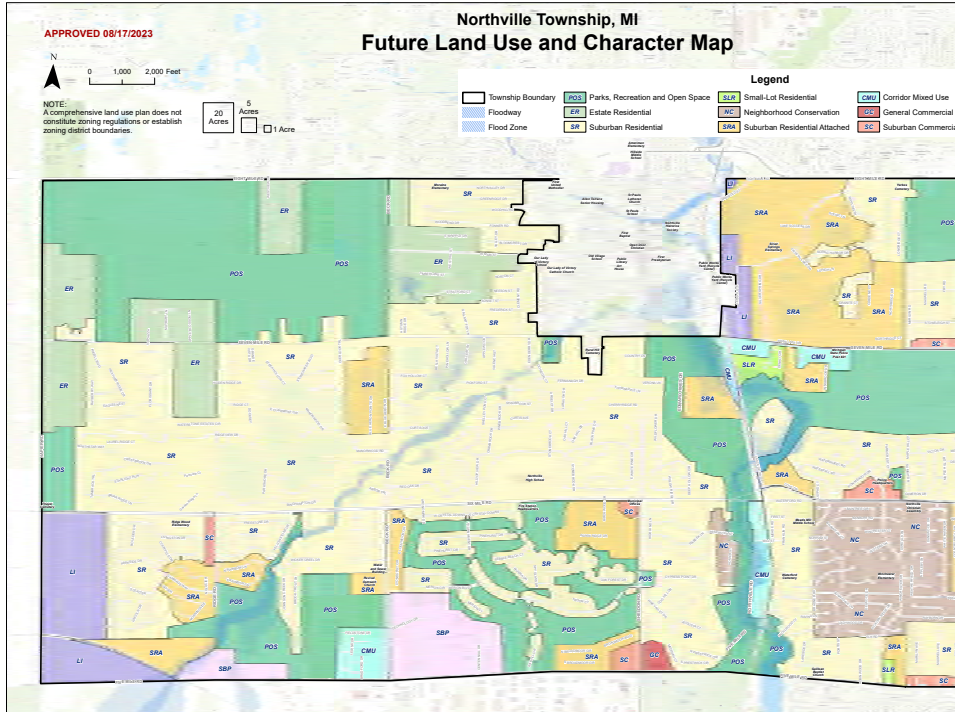
REFERENCE

Sushil Nepal, AICP
 Former Director,
 Planning and Economic
 Development
 (704) 854-6692
Sushil.Nepal@gastonianc.gov

LINK TO ONLINE CODE

<https://online.encodeplus.com/regs/harrisburg-nc/>





ZONING ORDINANCE UPDATE FOR NORTHVILLE TOWNSHIP, MI

In 2023, Kendig Keast Collaborative (KKC) completed the Northville Township Master Plan. Following the Planning Commission and Board of Trustees approval of the Master Plan in August, Township staff asked KKC to prepare a scope and fee for an update of the Zoning Ordinance to align it with the newly adopted Master Plan, with its major component being a Future Land Use and Character Map.

A critical task of the project was to rework the existing zoning districts into a more manageable system that reflects the envisioned form and building types permitted. This has included consolidating some districts. KKC presented the proposed overall reorganization in an Annotated Outline as a follow-up to the critique of the existing ordinance.

Another important task for KKC was tailoring the dimensional, use, and design standards for each zoning district. The KKC team has also clarified use types and standards with improved descriptions, tables,

and graphics, and updated the use regulations to promote a diversity of housing types. Additionally, KKC is streamlining the review procedures to provide a predictable procedural outcome. As a final step, KKC will review the draft code against federal and state laws to ensure compliance.

Phase One, which includes kickoff meetings and a review and critique of the existing Zoning Ordinance, was completed in May 2024. Drafting of the updated Zoning Ordinance text (Phase Two) in two modules is nearly complete. This iterative Phase is scheduled to conclude in Fall 2025, with KKC summarizing input for staff from the public comment period on the public review draft. Phase Three, which focuses on finalizing the draft Zoning Ordinance and presenting it to the Planning Commission and Board of Trustees for adoption, is slated for late 2025, with adoption anticipated in January 2026.

PROJECT DURATION

January 2024 – January 2026 (projected)

KEY PERSONNEL

Steve Sizemore, AICP
Brian Mabry, AICP

REFERENCE

Ms. Jennifer Frey
Township Planner
Northville Township
44405 Six Mile Road
Northville, Michigan 48168
(248) 662.0487
jfrey@twp.northville.mi.us



C. SCOPE OF WORK

Next Generation enCodePlus Zoning Technology for Birmingham



In 2019, the City of Birmingham approached enCodePlus, a sister company of KKC, to reformat the Zoning Ordinance and publish it online in an interactive format. The ordinance includes hover-over definitions, hyperlinks to cross-references and ordinance amendments, in-line graphics, quick tables, zoning map link and a district index.

The Zoning Ordinance Update would allow the City to take the next step in the development and evolution of enCodePlus, including:

- ◆ Collaborative drafting, review and staff commenting using the password-protected Admin portal;
- ◆ Version control and redline tracking, ensuring that all proposed changes are transparent, auditable, and easily accessible.
- ◆ Mobile-friendly design that allows residents, business owners, and developers to engage with the ordinance anytime, anywhere.
- ◆ Dynamic publishing of amendments so that adopted changes are codified online in days rather than months, keeping the ordinance current and reliable.
- ◆ District and use comparison tables that help users evaluate options side by side without flipping between sections.

In addition to the above no-cost offerings, the city may opt to include premium features, such as:

- ◆ **Public Engagement Tools** – integrated surveys, visual preferencing, and project website.
- ◆ **Interactive GIS Zoning Map Integration** – parcels linked directly to applicable zoning districts and ordinance standards.
- ◆ **Zoning Navigator** – quick, guided pathway to locate standards by property, district, or use.
- ◆ **GeoZone 3D** – parcel-level 3D zoning visualization and scenario modeling.
- ◆ **Development Calculators** – built-in tools for density, floor area ratio, parking, open space, and other zoning metrics.
- ◆ **Document Galleries & Linked Resources** – central hub for plans, guidelines, and related documents tied to ordinance content.

MICHIGAN CLIENTS:

- ◆ Bloomfield Hills (current project)
- ◆ Marquette
- ◆ Northville Township (current project)
- ◆ Oshtemo Charter Township
- ◆ Portage (current project)

PROJECT EXAMPLES

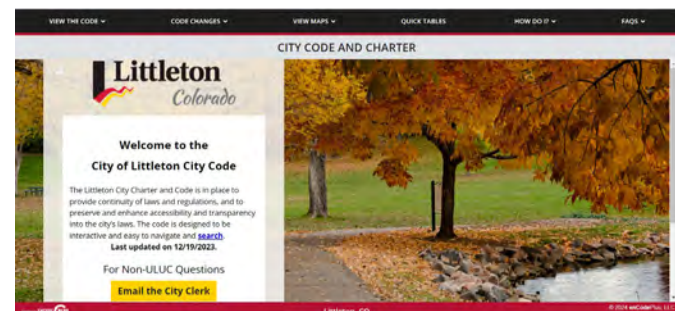
- ◆ Broken Arrow, OK



- ◆ Covington, KY
- ◆ Harrisburg, NC



- ◆ Savannah, GA
- ◆ Littleton, CO



PROJECT UNDERSTANDING

Birmingham is unsurpassed among communities of its size in Michigan and across the country for the high quality of life it provides for its residents. There's simply no other place like it. Strategic leadership that balanced fiscal responsibility with a commitment to maintain the very identifiable physical character of its neighborhoods and downtown enabled Birmingham to fend off the mid-twentieth century push to demolish traditional, walkable commercial districts and residential areas and replace them with auto-dominated, soulless commercial corridors and indistinct housing. Multitudes of American suburbs are now looking for planning, zoning, and financing solutions to recreate (or establish for the first time) vital, fully functional downtowns, walkable neighborhoods with varied housing types and styles and places to walk to, and well distributed parks and open spaces. These are all attributes that Birmingham has had for generations.

A Hybrid Code

With the adoption of *The Birmingham Plan 2040* in 2023, the City established a Future Land Use Map that essentially serves as a regulating plan for a citywide form-based code. In light of that, we recognize that a significant part of our work will be to create the form-based standards to activate the regulating plan for Planning Districts, District Seams, and Destinations. But we also note that there are numerous other Key Actions in the *2040 Plan* that suggest the city is looking for a hybrid code in which form-based components would be blended into a broader zoning or land development code framework. These actions include "Consolidate zones and uses as much as is practical," along with adjusting zoning boundaries to match housing types, creating a transition district to enable residential infill, and establishing a new zoning district for neighborhood destinations. KKC has extensive current and recent experience in crafting hybrid codes that we will bring to the Birmingham update.

Further, there are other zoning policy areas that are either absent, inadequate, or in need of an update in Chapter 126. Stormwater management requirements for new residential construction, streetscape and alley standards, outdoor lighting, landscaping and bufferyard standards, enabling ADUs, and drafting new design standards for the South Woodward Gateway, are few examples. We are well-versed on these issues and are 100 percent up-to-date on current best practices in Michigan and other states.

A Top Tier Code

Beyond the substantive new content, we will apply our practical expertise to deliver a document that is written in plain English, is well-organized, extensively illustrated, and above all, understandable. The current, very wordy and repetitive Chapter 126 will be transformed into an easy-to-use reference document with detailed illustrations, diagrams, photos, and tables to present the new and revised regulations. To be clear, the use of graphics and tables will extend beyond the form-based requirements to every code chapter including the land use table, development standards, and other procedural sections.

We know that hybrid codes often prompt questions about how the form-based chapters will be administered alongside the conventional requirements. Our approach is to make the processes as seamless as possible by merging any new development review procedures with the updated existing procedures. Our objective will be to ensure an efficient, effective, and time-sensitive process for applicants, property owners, and staff for all application and permit types regardless of their origin.



SCOPE OF WORK

We have designed our methodology to align with the City’s proposed Scope of Work tasks proposed in the RFP. Further refinement if necessary may be anticipated before project start-up.

TASK 1 | PROJECT INITIATION AND BACKGROUND REVIEW

Task 1.1: Virtual Kick-off Meeting

The KKC Team will host a virtual meeting with the City’s Planning Director and staff who will be involved in the update which will cover the following:

- ◆ Team introductions.
- ◆ Project logistics, methods and timing of communications; Staff Technical Team); KKC-provided monthly progress reports and billing procedures.
- ◆ Composition and responsibilities of a Zoning Ordinance Advisory Committee to guide the update. Discuss all plans, reports, that the City can provide to KKC (e.g., adopted housing plans, multimodal plans, sustainability plans, history of variance requests/decisions, recent and uncodified code amendments, etc.);
- ◆ Identify data and information for KKC needs. This will include staff-generated lists of needed zoning revisions; Variance requests and decisions from the prior 3- to 5 years; Planning Director and City Attorney interpretations; and GIS analysis of existing and future land use and zoning discrepancies.

Meeting:

- » Virtual Kick-Off Meeting - One-to two-hour meeting to be scheduled immediately after the city provides KKC with a Notice to Proceed

Task 1.2: Project Schedule

A detailed project schedule and timeline will be prepared that shows all public involvement activities; project deliverables; KKC trips to Birmingham; recurring check-in meetings; code drafting schedule; and dates for public hearing drafts, public hearings, and adoption.

Deliverable:

- » Detailed Project Schedule

Task 1.3 Public Engagement Strategy

KKC will draft a Public Engagement Strategy that will outline every meeting and event we can anticipate holding to which Birmingham residents, focus group participants, City Commissioners, Planning Board members, and all other stakeholders would be invited.

Deliverable:

- » Draft Public Engagement Strategy

STAYING ON THE SAME PAGE

We begin every project with a “kick-off” meeting to review the final work program, establish a definitive project schedule with specific meeting and delivery dates, and to clarify roles and responsibilities in coordination with client staff. This close consultation and communication with client staff continues throughout the project as we complete our background work and outreach activities, as well as through scheduled coordination meetings.



Those who do business in the city, work directly with the Zoning Ordinance, and those who bring new investment to the community are valuable contributors to the zoning update process.



Task 1.4 Annotated Outline

- ◆ KKC will prepare an Annotated Outline (AO). It will contain our proposed Article, Chapter, and Section titles and a numbering system into which the new ordinance content will be placed. New content, such as form-based standards, will be labeled as such. A table will display the existing Chapter 126 outline and where the content of those sections – which ultimately may be substantially revised, lightly edited, or removed entirely – will be located in the new ordinance. Once the AO is finalized, enCodePlus will transform it into an online template for the new ordinance, into which all new and revised ordinance content will be written and organized.

Deliverable:

- » Annotated Outline of the new Zoning Ordinance

Task 1.5 Document Review

This task includes a review of all applicable documents to identify warranted amendments in the update of the Zoning Ordinance from the policies, strategies and recommendations from applicable policies, documents, and plans, such as:

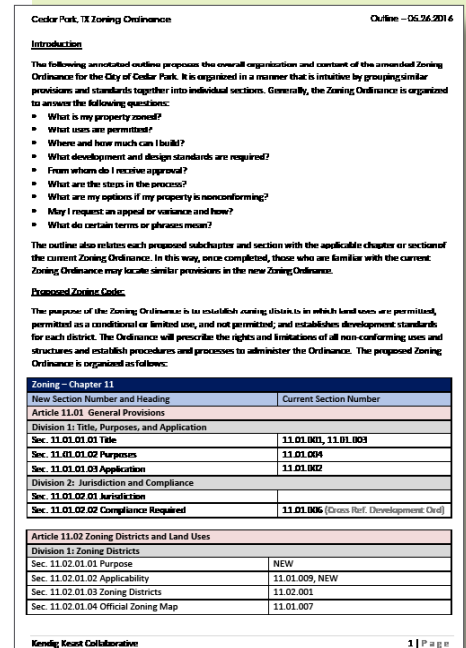
- ◆ Current Zoning Ordinance and Zoning Map
- ◆ Current Subdivision Regulations
- ◆ *The Birmingham Plan 2040 (“2040 Plan”)* (2023)
- ◆ *Birmingham Wayfinding and Signage Master Plan* (2023)
- ◆ Historic Preservation Ordinance, Historic District Guidelines and Executive Summary
- ◆ *Multi-Modal Transportation Plan* (2013) and the most recent available draft of the ongoing update
- ◆ *Downtown Birmingham Plan* (2016) and Andres Duany’s presentation of Recommendations for the Future of Downtown Birmingham
- ◆ *Ad Hoc Rail District Report* (2016)
- ◆ *Activating Urban Space: A Strategy for Alleys & Passages* (2012)
- ◆ Other resources that the City deems appropriate

TASK 2 | PUBLIC ENGAGEMENT AND STAKEHOLDER INVOLVEMENT

The Public Engagement Strategy document delivered as part of Task 1 will be carried out over the life of the project, beginning in earnest with our first trip to Birmingham. The following subtasks describe what we anticipate will be the major components of that Strategy. It will be launched with KKC’s first visit to Birmingham. This trip can be planned for and scheduled immediately after the Notice to Proceed.

Deliverable:

- » Zoning Code Update: Project Overview (in PowerPoint format)



Sample Annotated Outline Excerpt Showing Existing and Proposed Ordinance Structure



Task 2.1 | Convene Residents, Stakeholders, and Local Officials

Task 2.1.1 Focus Groups, One-on-One Meetings, Briefings for Local Officials

- ◆ On our first visit, KKC will lead up to eight one-hour focus groups with residents and stakeholders who are knowledgeable about the existing Zoning Ordinance or whose interests intersect with it. Each event will begin with a brief, focused overview presentation of the project by KKC.
- ◆ Staff will be responsible for identifying and inviting the participants. We suggest that participants be drawn from these professions and interest areas: Architects and engineers; residential and commercial developers; landscape architects; realtors and brokers; neighborhood groups; business owners and operators; historic preservation representatives; alternative transportation groups; climate and environment interests; business owners, and civic organizations.
- ◆ In addition to the Focus Groups, we will be available to meet one-on-one with the City Manager, City Commissioners, Planning Board members, or any other elected and appointed officials to brief them on the project and get their initial input on the Zoning Ordinance Update. This option will also be extended to key stakeholders who would prefer this over a focus group setting.



The Zoning Advisory Committee meetings ensure the project remains practical and implementable by providing expert insight on technical, environmental, and operational considerations throughout the zoning update process.

Meetings:

- » Trip 1, Up to 8 Focus Group Meetings; One-on-One Meetings (upon request);

Task 2.1.2 | Zoning Ordinance Advisory Committee

Staff will be tasked with convening an Advisory Committee that will meet four or five times at key points over the course of the project. Key participants from the focus groups can be asked to further participate on this Committee, which should also include City Commissioners and interested members of the Planning Board, Board of Zoning Appeals, Architectural Review Committee, and Design Review Board.

Note that if the Advisory Committee is assembled by the time of KKC’s first in-person visit, we will deliver the Project Overview presentation and lead a discussion of the existing Zoning Ordinance and the form-based regulating plan.

Meetings:

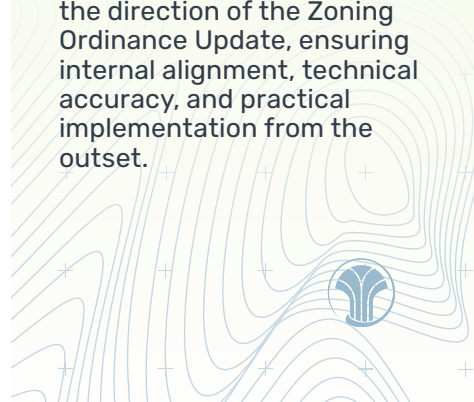
- » Trip 1, Zoning Advisory Committee Meeting (tentative)

Task 2.1.3 | Staff Technical Team

This group will be KKC’s direct point of contact over the course of the project, and would include the Planning Director, the project manager for the Zoning Ordinance Update (if different from the director), as well as current planning staff, city engineers, and other department representatives with knowledge of or expertise in the Zoning Ordinance.



The Staff Technical Team will work collaboratively with the KKC Project Team and will be integral to framing the direction of the Zoning Ordinance Update, ensuring internal alignment, technical accuracy, and practical implementation from the outset.



Meetings:

- » KKC/Staff Technical Team Recurring Check-In Calls (approximately every 2-4 weeks)

Task 2.1.4 | Birmingham Boards and Committees

At staff’s direction, beginning with KKC’s first visit and continuing through the process of drafting the new Zoning Ordinance, KKC can brief the full City Commission and Planning Board on the project. The purpose would be to explain the Zoning Ordinance Update and, later, to give them updates on the new and revised contents of the draft ordinance at key junctures. KKC could provide the same overview and updates to Zoning Board of Appeals, Architectural Review Committee, Design Review Board or other entities.

Meetings:

Trips 1 through 5, Board and Committee Briefings (upon request)

Task 2.1.5 | Open Door Availability

KKC will maintain an open-door policy for virtual or in-person meetings with stakeholders and interested residents throughout the project duration.

Task 2.2: Design Workshops

Task 2.2.1 | Design Workshop 1.

In this first of two Design Workshops, KKC will facilitate an in-person, interactive workshop attended by residents and stakeholders to learn about community’s vision for new development and redevelopment in the Planning Districts.

Task 2.2.2 | Design Workshop 2.

The second Design Workshop could include a brief presentation by KKC on the outcomes of Design Workshop 1 and our recommendations for the new zoning code. Alternately, it could be an opportunity to focus on additional Planning Districts or subareas. Staff and KKC can discuss the proposed content of both Workshops during the kick-off visit.

We would encourage the participation of members of the Zoning Advisory Committee, the City Commission, and the Planning Board. The events would be held during KKC’s second and third in-person trips to Birmingham. Our proposed budget assumes two communitywide events led by four KKC team members.

Meetings:

- » Trip 2 and Trip 3: Design Workshops

Deliverables:

- » Summary Report of the Design Workshops with recommendations and graphics
- » enCodePlus Public Engagement Tools

KKC'S SERVICE DELIVERY APPROACH

- ◆ Provision of monthly progress reports that describe project status, document significant work accomplished, and upcoming activities.
- ◆ Preparation of a project schedule that ensures steady progress while assuring adequate time for involvement and meaningful review prior to the public hearings.
- ◆ Timely submittal of deliverables in strict adherence with the project schedule.
- ◆ A step-wise drafting process whereby draft deliverables are iteratively prepared, reviewed, and discussed individually at public meetings.
- ◆ An initial research, analysis, and document review phase to catalog key community issues discovered through intensive public involvement and consultant reconnaissance.
- ◆ A City Commission briefing during the project to provide a status report and allow dialogue about the direction and outcomes of the City's Zoning Ordinance.



Task 2.3: EnCodePlus Public Engagement Tools

Task 2.3.1 | Online and In-Person Polling Tool

To provide multiple, convenient ways for the public to engage in the zoning rewrite, we will create a tool to poll residents and stakeholders on their interests and ideas regarding the policy directions of the revised ordinance. This tool can be launched on the project website soon after the project gets underway. KKC would use a version of the poll as part of the in-person Design Workshop.

Task 2.3.2 | Visualization Tools

These are fast-paced exercises where participants can rank varying housing and nonresidential building types and site elements that already exist or could be built in Birmingham. The takeaway for KKC and staff would be community consensus on preferred building types and development intensities in multiple districts, and can be hosted on the project's website to enable ongoing input.

Deliverables:

- » Online and In-Person Polling Tools; Visualization Tools

Task 2.4: Ongoing Public Engagement

Task 2.4.1 | Open Houses

KKC will host two in-person public open house events. KKC will review findings of the Diagnostic Report and present new content of the Zoning Ordinance (after it has been reviewed by staff and the Advisory Committee).

Deliverables:

- » Two presentations: Module 1 and Module 2 new zoning text and graphics
- » Up to six 36"x48" poster boards for each Open House
- » Stakeholder Summary Reports for each Open House

Task 2.4.2 | Zoning Advisory Committee

The committee will be provided with drafts of the new ordinance as KKC completes each portion, or module, of the document. The Committee will meet four to five times in the course of the project to discuss the draft content and provide KKC and staff detailed feedback.

Meetings:

- » Trips 1 (tentative), 2, 3, 4, and 5: Zoning Advisory Committee Meetings

Deliverables:

- » Stakeholder Summary Reports for all Advisory Committee Meetings

Task 2.4.3 | Project Website

KKC and enCodePlus will design and launch a project website. Content will include PDFs of all project deliverables. The enCodePlus online polling and visualization tools will remain live on the project website to enable residents and stakeholders to engage when it is convenient for them. The website will be hosted by enCodePlus with links to it from the City's website.



As consultants in this line of work, effective engagement, facilitation, negotiation, and consensus-building are musts to garner adoption and success. At KKC, this success hinges on our ability to communicate, build relationships and rapport, and to see issues from all perspectives. We often say that we "speak neighbor, engineer, landowner, developer, and elected official" as this acquired skill is warranted to listen, understand, inquire, interact, and appreciate, and then articulate both the technical merits and practicable impacts or solutions to garner trust, and a constituency of support necessary to gain adoption.



Deliverable:

- » Zoning Update project website, hosted by enCodePlus

Task 2.5. Field Reconnaissance

As part of our first visit to Birmingham, KKC will request a planning staff-led tour of the city to see examples of positive and problematic outcomes of the existing Zoning Ordinance. Specifically, we would like to see the location and characteristics of the Planning Districts presented in the *2040 Plan*; preferred development types and forms in residential, commercial, and civic areas; and other elements of the built environment including signs, parking, landscaping, public gathering places, and pedestrian connections. The observations and photo inventory we make during this tour will be reflected in the Diagnostic Report and will inform the recommendations we make regarding what will be addressed in the ordinance update.

Meetings:

- » Trip 1: Field reconnaissance with staff and on our own.

TASK 3: DIAGNOSTIC REPORT AND RECOMMENDATIONS

Task 3.1: Diagnostic Report

KKC will prepare a Diagnostic Report on Chapter 126, Zoning, of the City Code that will identify existing gaps and shortcomings in the existing regulations relative to the *2040 Plan* goals and our expertise, knowledge of best practices in zoning and form-based codes, and all input we will have received to date from the focus groups, stakeholders, local officials and staff, and guidance provided in the best practices tool kits published by the Michigan Economic Development Corporation. We will flag inadequate and missing standards, outdated provisions, and needed improvements to the content of the regulations and its format and organization. The Diagnostic Report will also address existing ordinance's use of language; format and user friendliness; quality of graphics and tables; and legal standing. The Report's recommendations will provide a roadmap for KKC and staff to begin drafting the content of the next code.

Meetings:

- » Trip 2, Presentation of the Diagnostic Report to the Zoning Advisory Committee and to the City Commission and Planning Board (upon request).

Deliverable:

- » Diagnostic Report of Chapter 126 and Recommendations for the New Zoning Ordinance (in PowerPoint format)

Task 3.2: enCodePlus Web-Based Platform

KKC uses enCodePlus, a cloud-based collaborative drafting, editing, and publishing software to facilitate the ordinance drafting process. City staff will have password access to make comments and revision to draft content in

One of KKC's notable strengths is their ability to communicate effectively with diverse stakeholders. Whether engaging with community members, City officials, or builders, KKC demonstrated a high level of professionalism and a great understanding of the intricacies of zoning issues.

- Robert (Bobby) Lewis,
Development Services
Director, Copperas Cove
(Zoning Ordinance adopted
October 2023)



Module 1 and 2. Drafting the ordinance directly in the online format offers:

- » Automated formatting and numbering to ease the drafting and editing process.
- » Internal and external cross-referencing, which automatically updates all cross-references if a chapter or section is moved elsewhere within the ordinance.
- » Integrated in-line tables and graphics.
- » A commenting feature, which will allow City staff to comment on individual chapters or sections of the draft ordinance. Comments can be logged and tabulated.
- » Online track-changes feature, which corresponds to the comments and responses and displays the resulting changes to the draft ordinance.
- » MS Word and Adobe PDF exporting feature.

Task 3.3: enCodePlus Premium Features (Post-Adoption, Optional)

Please note: This item is not included in the proposed budget.

- ◆ Beyond ordinance drafting and editing, enCodePlus software has additional online content management capabilities and code publishing and viewing tools. Popular features for KKC ordinance update clients include a Parcel Summary Tool, a Zoning Compare Tool, and Development Calculators for signs, parking, landscaping, and other zoning requirements. Training for staff on enCodePlus tools would be scheduled after the new Ordinance is adopted.

Deliverables:

- » enCodePlus Premium Features

The City will also have the option to license enCodePlus on an ongoing basis. This would enable the new ordinance to be published to the City’s website as a fully-searchable electronic ordinance which would be linked to the full Municipal Code. The enCodePlus license would further allow City staff to author, draft, update, amend, change, or modify its regulations in-house, all within the online format. Other components include Archive Manager, Cloud Library, and an E-Reader.

Additional enCodePlus features may also be of interest to the City of Birmingham. More information can be found at encodeplus.com.

TASK 4 | DRAFTING OF UPDATED ZONING ORDINANCE

Task 4.1: Ordinance Drafting in Two Modules

Task 4.1.1. Ordinance Drafting

- ◆ The new Zoning Ordinance will be drafted, presented, and discussed in two “modules” or parts. This approach helps keep the project on schedule and it allows the staff and the Zoning Update Advisory Committee to go through it in a routine, iterative fashion.
- ◆ Module 1 will include all revised zoning districts, the use table, illustrated form-based dimensional standards for blocks, lots, residential and nonresidential buildings, accessory uses, measurements and terminology; and all related definitions. Development Standards (Landscaping, Signs, Outdoor Lighting, Outdoor Display and Storage, Tree Protection).
- ◆ Module 2 will include chapters and sections new and revised ordinance content on Review Bodies: Review and Approval Procedures; listed in Task 6, as well as- Nonconforming Uses, Structures, and Lots; and Violations and Enforcement.



Deliverables:

- » Two drafts of Module 1 and Module 2 delivered via enCodePlus web-based format and PDF format

Task 4.1.2 Review and Revisions

- ◆ KKC will deliver a draft of each module to staff for their review and requested changes. KKC will make all changes and deliver a revised draft to staff who would then deliver it to the Zoning Update Advisory Committee. The finalized modules will be assembled into a Public Review Draft and will be available for one final round of comments from the reviewers. KKC will then produce a Public Hearing Draft including tables, graphics, and a glossary of acronyms and definitions.
- ◆ KKC will ask that the city’s project director to take responsibility for coordinating, compiling and vetting all staff and Advisory Committee comments, and doing the same for the Public Review and Hearing Drafts, beyond the comments provided directly to KKC personnel during project meetings.

Meetings:

- » Trips 3, 4, and 5: Three in-person Zoning Advisory Committee meetings to discuss Module 1 and Module 2 new ordinance text and graphics
- » Recurring Check-In Calls with Staff Technical Team to discuss Module content (regulatory strategies, relationships to existing standards and procedures, review and approval procedures).
- » In-person meetings with the Staff Technical Team to discuss draft Ordinance content

Deliverables:

- » Two rounds of revisions to drafts of Module 1 and Module 2 (with staff comments incorporated) delivered via enCodePlus web-based format and PDF format to Zoning Advisory Committee

Task 4.2: Graphics and Illustrations

- ◆ KKC will prepare customized graphics and additional modified stock graphics to display the new form-based standards; measurements; lot and building dimensions; definitions.
- ◆ The KKC team of talented planners and designers have produced high-quality graphics through years of producing regulatory codes for clients. KKC will incorporate custom and stock graphics and illustrations while drafting each module; organize all graphics in a library file tree format for storing in the cloud platform; and link each graphic to the applicable section and add a text label to meet Web Content Accessibility Guidelines.

Deliverables:

- » Graphics integrated into the two modules.

ZONING GRAPHICS



TASK 5 | ZONING MAP REVISIONS

Task 5.1 Assemble GIS Files

- ◆ Review GIS files (City Limits, parcel, street centerlines, Future Land Use, and current zoning) acquired from the City to verify their currentness and consistency.
- ◆ Acquire a digital map layout template, if there is a preference, so that the new map of proposed districts will have a look consistent with the existing map for easier comparison.

Task 5.2 Create Proposed Districts

- ◆ Create proposed zoning districts using conversion parameters determined in earlier tasks. For example, proposed districts may translate from current zoning districts one-to-one, or consolidate districts or land uses, or aggregate or disaggregate districts or uses into new proposed districts based on other factors, boundaries, or proximity.

Task 5.3 Prepare Draft Zoning Map

- ◆ Import layer of proposed zoning districts into map layout and complete labeling, legend, and symbol updates.
- ◆ Export draft revised zoning map from GIS to a poster-sized PDF and deliver for City staff and public review.

Task 5.4 Create Final Zoning Map

- ◆ Incorporate feedback from reviews into final Zoning Map for delivery as a poster-sized PDF.

Deliverables:

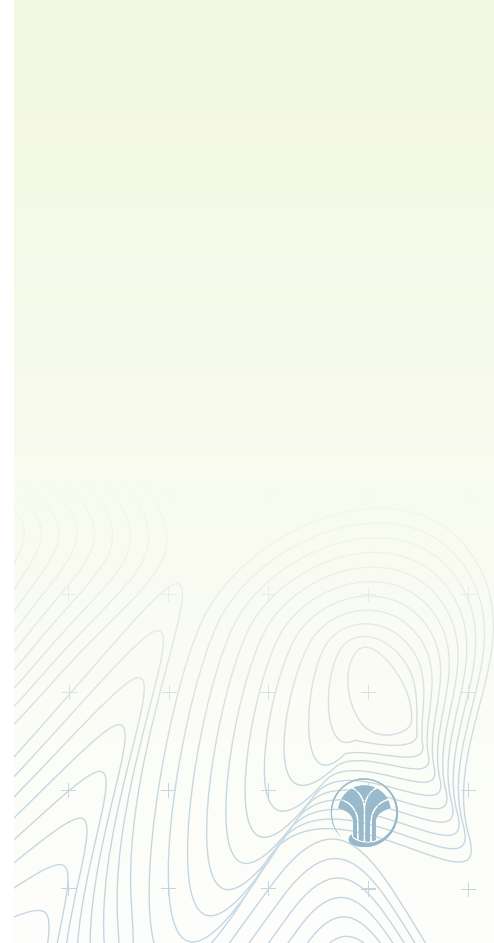
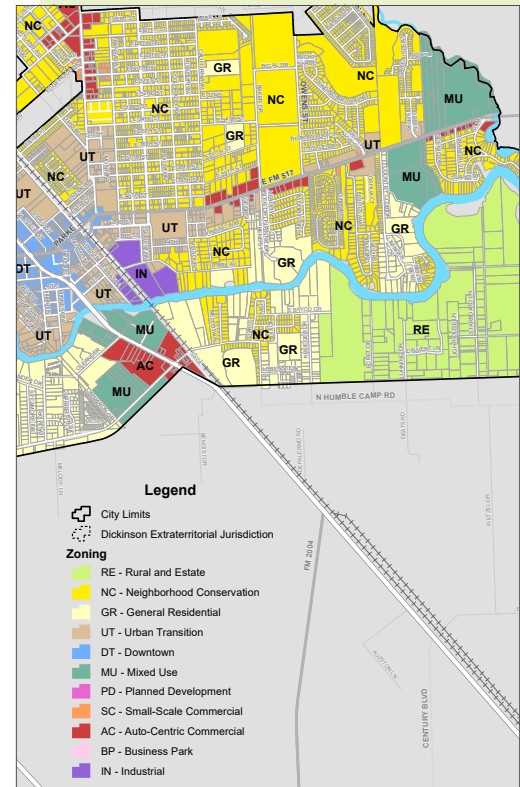
- » Draft Zoning Map for review
- » Final Zoning Map

TASK 6 | ADMINISTRATIVE AND PROCEDURAL IMPROVEMENTS

Task 6.1 Administrative and Procedural Improvements

Deliverable:

- » Module 2 New ordinance text and graphics content covering administrative and procedural improvements will be prepared and delivered after Module 1 content (See Task 4.)



TASK 7 | FINAL ORDINANCE AND ADOPTION SUPPORT

Task 7.1 Consolidated and Public Review Drafts

Assemble the revised modules into a single consolidated draft for consultant team and internal staff review.

- ◆ Perform a quality control review to identify and correct formatting or numbering errors, incorrect cross-references and table/figure titles, and typographical errors.
- ◆ Review the regulations for consistent use of terms and phrases, needed measurements and definitions, and conflicts with other regulations and guidelines.
- ◆ Receive and act on comments and edits outlined through City staff review.

Deliverables:

- » Public review draft for distribution to the City Commission, Planning Board, and others as appropriate.
- » Trip 5, Presentation of the public review draft to the Zoning Advisory Committee for their final review and recommendations.

Task 7.2 Public Hearings and Adoption

7.2.1 Planning Board Public Hearing

- ◆ Present the public review drafts of the updated Zoning Code and Zoning Map to the Planning Board before a public hearing and document any proposed changes by the Commission.
- ◆ Publish a proposed public hearing draft for final review and consideration by the City Commission.

Meeting:

- » Trip 6: Planning Board public hearing to present public review draft

Task 7.2.2. City Commission Meeting

- ◆ Present the public hearing draft, including the amendments recommended by the Commission, and the Zoning Map before a public hearing of the City Commission.
- ◆ Attend the City Commission adoption meeting for any final questions or discussion.

Meeting:

- » Trip 7, City Commission public hearing to present public hearing draft

Task 7.3 Final Deliverable and Project Closeout

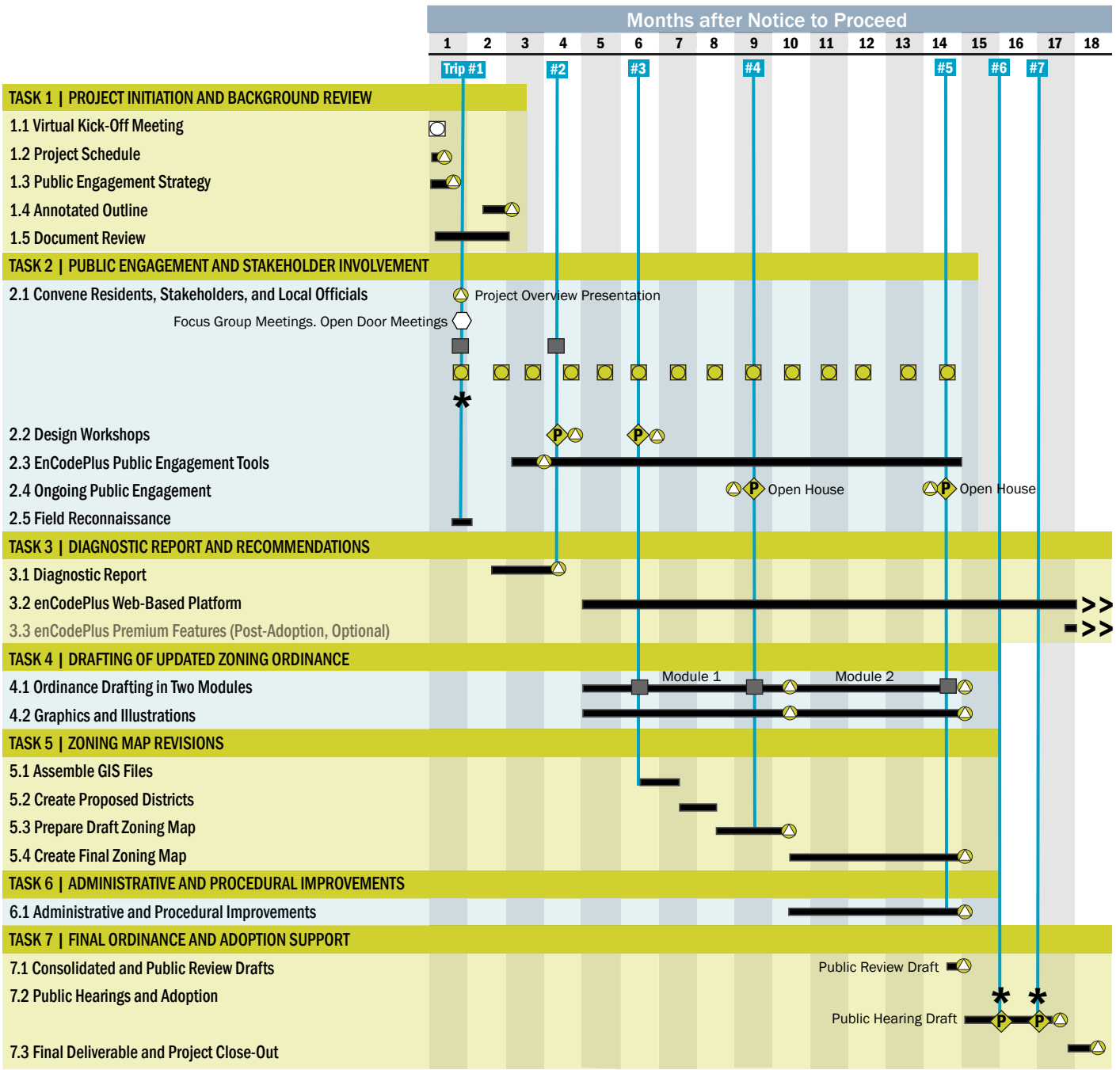
- ◆ Make appropriate changes and corrections directed by the City Commission, and deliver the final versions of the Zoning Ordinance and the Zoning Map.
- ◆ Hold virtual close-out coordination meeting with City Staff.

"In a world of constant hustle riddled with negativity and complaints, I just want to say that the presentation that your consultant did on the new Land Development Ordinance was in my estimation, the BEST user-friendly version of any Land Development Ordinance I have ever seen, and I have seen hundreds. Kudos to you and [Brian Mabry] for producing a very impressive product."

*– Patrick G. Heller,
Stanley Martin Homes,
Columbia, SC
in an email to the Planning
Director of Blythewood, SC*



D. PROPOSED TIME FRAME



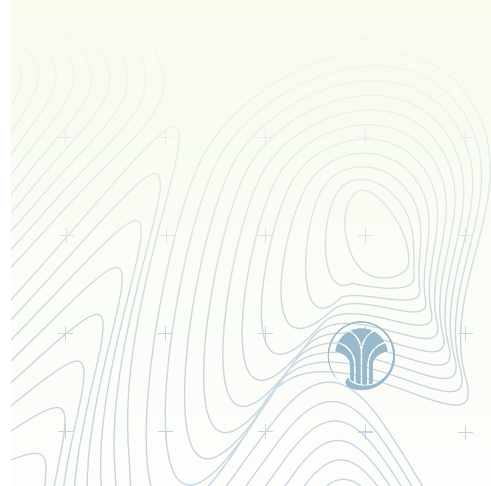
Symbol Key:

Task Duration	Deliverable	Video Conference	Staff Technical Team Meeting	Zoning Advisory Committee Meeting	City Commission (CC)/ Planning Board (PB)	Public Engagement Meeting



KKC would collaborate with City staff to develop a workable and detailed project work plan and schedule for the Zoning Ordinance Update project. We have proposed a shorter schedule than the 24 months allowed in the RFP, with a Public Hearing Draft of the updated Zoning Ordinance ready at Month 16. The graphic shows two months following for adoption and post-adoption activities to begin.

KKC's philosophy is that a project schedule should be aggressive enough to ensure steady progress and maintain interest but not so fast-paced that participants in the process feel rushed in their deliberations or ability to offer input. As needed, portions of the project schedule may be accelerated to meet other community milestones or taken at a slower pace in order to build in more community participation or explore regulatory concepts in more detail.



E. ATTACHMENTS

- ◆ Attachment A – Executed Contract
- ◆ Attachment B – Bidders Contract
- ◆ Attachment C - Cost Proposal
- ◆ Attachment D - Iran Sanctions Act Vendor Certification





ATTACHMENT A

CONTRACT FOR ZONING ORDINANCE UPDATE

THIS CONTRACT is entered into this **30th** day of **September**, 2025, by and between the **CITY OF BIRMINGHAM**, whose address is 151 Martin Street, Birmingham, MI 48009 (hereinafter referred to as the City) and **Kendig Keast Collaborative**, a whose address is **77 Sugar Creek Ctr Blvd. Ste 600, Sugar Land TX 77478** (hereafter referred to as Consultant) and the foregoing shall collectively be referred to as the parties, and effective upon the date of the Mayor's signature.

WHEREAS, the City desires to modernize the community's land use regulations to better align with current planning practices, support sustainable development, and synthesize the recommendations outlined in the City's comprehensive Master Plan, the Birmingham Plan 2040, and in connection therewith has requested proposals for a Zoning Ordinance Update; and

WHEREAS, Consultant has qualifications that meet the project requirements and has provided a response and cost proposal to perform the requested Zoning Ordinance Update.

NOW, THEREFORE, in consideration of the foregoing preambles, the adequacy of which is acknowledged by and between the parties to this Contract, the parties agree as follows:

1. MUTUALLY AGREE: It is mutually agreed by and between the parties that the City's Request for Proposal for Zoning Ordinance Update dated September 2, 2025, which includes the Consultants response shall be fully incorporated herein by reference and shall become a part of this Contract, and shall be binding upon both parties hereto. (Attached hereto as Attachment "A.") In the event of a conflict in any of the terms of this Contract and the Request for Proposal and the Consultant response, the terms of this Contract shall prevail.

2. TERM: This Contract shall have a term ending December 31, 2027. The City shall have the right to unilaterally terminate this Contract, with or without cause, on thirty (30) days written notice. In the event of termination, the Consultant shall receive compensation for services up to the date the termination takes effect and the City shall be entitled to retain and use the results of all documents, services, goods and information prepared by the Consultant through such date.

3. FEES: The fees for this entire project, which includes (but is not limited to) Project Initiation and Background Review, Public Engagement and Stakeholder Involvement, Diagnostic Report and Recommendations, Drafting of Updated Zoning Ordinance, Zoning Map Revisions, Administrative and Procedural Improvements and Final Ordinance & Adoption Support shall be a total of not to exceed **One hundred ninety-nine thousand six hundred** Dollars (\$**199,600**.00), as are contained in "Attachment A."

4. TERMS OF PAYMENT: The Consultant will invoice monthly for all labor supplied and work completed. In no event shall invoices be submitted more than 45 days after completion of services. Submitted invoices shall include the following detailed information: the type of work performed, the time spent on the work, the individual who performed the work and the per hour billing rate charged. The City may, at its sole discretion demand review and the right to request at any time further detailed accounting information for any or all bills. The right to inspection of any bill and invoice shall never be at any cost or billings to the City, nor shall preparation of said invoices be billed to the City or against the general retainer. Payment terms will be net 30 days unless otherwise specified by the City.

5. GOOD MORAL CHARACTER: Consultant shall employ personnel of good moral character and fitness in performing all services under this Contract.

6. USE OF GENERATIVE ARTIFICIAL INTELLIGENCE: The parties agree that Generative Artificial Intelligence (AI) technologies may be used as a tool in the execution of this project, provided that such use is:

- A. Consistent with the objectives of this project;
- B. Consultant discloses in writing to the City that AI is being utilized in any portion of the project;
- C. Compliant with all applicable laws, regulations, industry standards and code of ethics, including but not limited to those related to data protection, privacy, intellectual property, and discrimination.

Consultants utilization of AI tools shall include a commitment to ensuring that all AI generated content is reviewed by the consultant team, as the Consultant will remain fully responsible for the accuracy, legality, and performance of any outputs derived from AI tools and shall not rely on AI to avoid liability or obligations under this contract.

7. INSURANCE SUBMISSION REQUIREMENTS: The Consultant has submitted proof to the City that it meets all City insurance requirements. Insurance, with coverage amounts at no less than the City's minimum requirements, must be held by the Consultant throughout the term of this Contract. Certificates of insurance as stated below will be required upon the Consultant's acceptance of the terms of this Contract.

8. CONFIDENTIAL AND OR PROPRIETARY INFORMATION: The Consultant acknowledges that in performing services pursuant to this Contract, certain confidential and/or proprietary information (including, but not limited to, internal organization, methodology, personnel and financial information, etc.) may become

involved. The Consultant recognizes that unauthorized exposure of such confidential or proprietary information could irreparably damage the City. Therefore, the Consultant agrees to use reasonable care to safeguard the confidential and proprietary information and to prevent the unauthorized use or disclosure thereof. The Consultant shall inform its employees of the confidential or proprietary nature of such information and shall limit access thereto to employees rendering services pursuant to this Contract. The Consultant agrees to use such confidential or proprietary information only for the purpose of performing services pursuant to this Contract.

9. INDEPENDENT CONTRACTOR: The Consultant and the City agree that the Consultant is acting as an independent contractor with respect to the Consultant's role in providing services to the City pursuant to this Contract, and as such, shall be liable for its own actions and neither the Consultant nor its employees shall be construed as employees of the City. Nothing contained in this Contract shall be construed to imply a joint venture or partnership and neither party, by virtue of this Contract, shall have any right, power or authority to act or create any obligation, express or implied, on behalf of the other party, except as specifically outlined herein. Neither the City nor the Consultant shall be considered or construed to be the agent of the other, nor shall either have the right to bind the other in any manner whatsoever, except as specifically provided in this Contract, and this Contract shall not be construed as a contract of agency. The Consultant shall not be considered entitled or eligible to participate in any benefits or privileges given or extended by the City, or be deemed an employee of the City for purposes of federal or state withholding taxes, FICA taxes, unemployment, workers' compensation or any other employer contributions on behalf of the City.

10. COMPLIANCE WITH LAWS: Consultant agrees to fully and faithfully carry out the duties of set forth herein using its best efforts in accomplishing all assignments from the City, and further, in addition to upholding all federal, and state laws and applicable codes of professional conduct to which Consultant is subject, Consultant hereby agrees to be bound by all Federal, State, or City of Birmingham ordinances, rules, regulations and policies as are amended from time to time, and including without limitation the Fair Labor Standards Act, the Equal Employment Opportunity rules and regulations, the Transportation Safety Act and the Occupational Safety and Health Acts.

11. NON-COMPLIANCE WITH INSURANCE REQUIREMENTS: Failure to deliver and maintain insurance in accordance with the terms of this Contract will be cause for the City, by and through its City Manager, to terminate this Contract, or at the City's option, the City may purchase on the open market such required insurance and shall be entitled to charge any additional cost to the Consultant, either by offset to any amounts due and owing Consultant for services provided to the City, or, by separate bill and demand for payment. Nothing in this paragraph shall be deemed to create or be interpreted as establishing a "for cause" termination; Consultant agrees and understands that its engagement is at will and may be terminated by the City Manager for any cause or no cause.

12. INDEMNIFICATION: To the fullest extent permitted by law, the Consultant and any entity or person for whom the Consultant is legally liable, agrees to be responsible for any liability, defend, pay on behalf of, indemnify, and hold harmless the City of Birmingham, its elected and appointed officials, employees and volunteers and others working on their behalf against any and all claims, demands, suits, or loss, including all costs and reasonable attorney fees connected therewith, and for any damages which may be asserted, claimed or recovered against or from the City, its elected and appointed officials, employees, volunteers or others working on their behalf, by reason of personal injury, including bodily injury and death and/or property damage, including loss of use thereof, which arise out of the acts, errors or omissions of the Consultant including its employees and agents, in the performance of this Contract. Such responsibility shall not be construed as liability for damage caused by or resulting from the sole act or omission of its elected or appointed officials, employees, volunteers or others working on behalf of the City.

13. STANDARD INSURANCE REQUIREMENTS:

The Consultant shall maintain during the life of this Contract the applicable types of insurance coverage and minimum limits as set forth below:

A. Workers' Compensation Insurance:

For Non-Sole Proprietorships: Consultant shall procure and maintain during the life of this Contract, Workers' Compensation Insurance, including Employers Liability Coverage, in accordance with all applicable statutes of the State of Michigan.

For Sole Proprietorships: Consultant shall complete and furnish to the City prior to the commencement of work under this Contract a signed and notarized Sole Proprietor Form, for sole proprietors with no employees or with employees, as the case may be.

B. Commercial General Liability Insurance: Consultant shall procure and maintain during the life of this Contract, Commercial General Liability Insurance on an "Occurrence Basis" with limits of liability not less than **\$1,000,000** per occurrence combined single limit, Personal Injury, Bodily Injury and Property Damage. Coverage shall include the following extensions: (A) Contractual Liability; (B) Products and Completed Operations; (C) Independent Consultant Coverage; (D) Broad Form General Liability Extensions or equivalent; (E) Deletion of all Explosion, Collapse and Underground (XCU) Exclusions, if applicable.

C. Motor Vehicle Liability: Consultant shall procure and maintain during the life of this Contract Motor Vehicle Liability Insurance, including all applicable

no-fault coverages, with limits of liability of not less than \$1,000,000 per occurrence combined single limit Bodily Injury and Property Damage. Coverage shall include all owned vehicles, all non-owned vehicles, and all hired vehicles.

D. Additional Insured: Commercial General Liability and Motor Vehicle Liability Insurance, as described above, shall include an endorsement stating the following **Additional Insureds: The City of Birmingham, including all elected and appointed officials, all employee and volunteers, all boards, commissions and/or authorities and board members, including employees and volunteers thereof.** This coverage shall be primary to any other coverage that may be available to the additional insured, whether any other available coverage by primary, contributing or excess.

E. Professional Liability: If applicable, professional liability insurance with limits of not less than \$2,000,000 per claim if Consultant will provide services that are customarily subject to this type of coverage.

F. Coverage Expiration: If any of the above coverages expire during the term of this Contract, Consultant shall deliver renewal certificates and/or policies to the City at least (10) days prior to the expiration date.

G. Proof of Insurance Coverage: Consultant shall provide the City of Birmingham at the time the Contract is returned for execution, Certificates of Insurance and/or policies, acceptable to the City of Birmingham, as listed below.

- 1) Two (2) copies of Certificate of Insurance for Workers' Compensation Insurance, or a signed and notarized copy of the Sole Proprietor Form;
- 2) Two (2) copies of Certificate of Insurance for Commercial General Liability Insurance;
- 3) Two (2) copies of Certificate of Insurance for Vehicle Liability Insurance;
- 4) Two (2) copies of Certificate of Insurance for Professional Liability Insurance, if applicable;
- 5) If so requested, Certified Copies of all policies mentioned above will be furnished.

H. Maintaining Insurance: Upon failure of the Consultant to obtain or maintain such insurance coverage for the term of the Contract, the City of Birmingham may, at its option, purchase such coverage and subtract the cost of obtaining such coverage from the Contract amount. In obtaining such coverage,

the City of Birmingham shall have no obligation to procure the most cost-effective coverage but may contract with any insurer for such coverage.

14. WRITTEN NOTICES: Written notices regarding this Contract shall be addressed to the following:

City: City of Birmingham
151 Martin Street
Birmingham, Michigan 48009
Attn: Nicholas Dupuis, Planning Director

Consultant: **Kendig Keast Collaborative**
77 Sugar Creek Center Boulevard, Suite 600
Sugar Land, TX 77478

Attn: BRET C. KEAST

15. AMENDMENTS: No amendment, modification or supplement to this Contract shall be binding unless it is in writing and signed by authorized representatives of the parties.

16. WAIVER OF BREACH: No waiver by either party of any breach of any of the terms, covenants or conditions herein contained by the other party shall be construed as a waiver of any succeeding breach of this same or of any other term, covenant or condition.

17. COMPLETE CONTRACT: The parties agree that the conditions set forth in this Contract sets forth all terms and conditions of Consultant's contract with the City of Birmingham. This Contract supersedes all prior contracts or understandings between the parties. There are no promises, conditions or understandings other than those stated herein, and, that any prior negotiations, terms or conditions discussed between the City and the Consultant shall not constitute a part of this Contract. The term "Contract" as used in this clause shall include any future written amendments, modifications, or supplements made in accordance herewith.

18. DIRECT OR INDIRECT INTEREST: If, after the effective date of this Contract, any official of the City, or spouse, child, parent or in-law of such official or employee shall become directly or indirectly interested in this Contract or the affairs of the Consultant, the City shall have the right to terminate this Contract without further liability to the Consultant if the disqualification has not been removed within thirty (30) days after the City has given the Consultant notice of the disqualifying interest.

Ownership of less than one percent (1%) of the stock or other equity interest in a corporation or partnership shall not be a disqualifying interest. Employment shall be a disqualifying interest.

19. FAILURE TO PERFORM. If Consultant fails to perform its obligations hereunder, the City may take any and all remedial actions provided by the general specifications or otherwise permitted by law.

20. LEGAL PROCEEDINGS: Any controversy or claim arising out of or relating to this Contract, or the breach thereof, shall be settled either by commencement of a suit in Oakland County Circuit Court, the 48th District Court or by arbitration. If both parties elect to have the dispute resolved by arbitration, it shall be settled pursuant to Chapter 50 of the Revised Judicature Act for the State of Michigan and administered by the American Arbitration Association with one arbitrator being used, or three arbitrators in the event any party's claim exceeds \$1,000,000. Each party shall bear its own costs and expenses and an equal share of the arbitrator's and administrative fees of arbitration. Such arbitration shall qualify as statutory arbitration pursuant to MCL §600.5001 et seq., and the Oakland County Circuit Court or any court having jurisdiction shall render judgment upon the award of the arbitrator made pursuant to this Contract. The laws of the State of Michigan shall govern this Contract, and the arbitration shall take place in Oakland County, Michigan. In the event that the parties elect not to have the matter in dispute arbitrated, any dispute between the parties may be resolved by the filing of a suit in a federal or state court with jurisdiction over Oakland County, Michigan.

21. RESPONSE TO REQUESTS FOR PROPOSALS: The Consultant shall be held to and bound by all terms, conditions, warranties and representations which it made in its written response dated September 30, 2025 to the City's Request for Proposals dated September 2, 2025. In the event of a conflict in any of the terms of this Contract and the Consultant's response dated September 30, 2025, the terms of this Contract shall prevail. (Attached hereto as "Attachment A.")

22. FAIR PROCUREMENT OPPORTUNITY: Procurement for the City of Birmingham will be handled in a manner providing fair opportunity for all businesses. This will be accomplished without abrogation or sacrifice of quality and as determined to be in the best interest of the City of Birmingham.

APPROVED:

Jana L. Ecker, City Manager
(Approved as to Substance)

Nicholas Dupuis, Planning Director
(Approved as to Substance)

Mary M. Kucharek, City Attorney
(Approved as to Form)

Mary Chavez, Finance Director
(Approved as to Financial Obligation)



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

2/4/2025

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

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 AssuredPartners Austin 1120 S Capital of Texas Hwy Bldg 3, Suite 300 Austin TX 78746	CONTACT NAME: Kimberly S Flores	
	PHONE (A/C, No, Ext): 512-328-7676	FAX (A/C, No):
E-MAIL ADDRESS:		
INSURER(S) AFFORDING COVERAGE		NAIC #
INSURED Kendig Keast Collaborative 77 Sugar Creek Blvd, Suite 600 Sugar Land TX 77478	KENDKEA-01	INSURER A : Continental Casualty Company 20443
		INSURER B : Allied World Assurance Company 19489
		INSURER C : National Fire Insurance Company of Hartford 20478
		INSURER D : Continental Insurance Company 35289
		INSURER E : INSURER F :

COVERAGES

CERTIFICATE NUMBER: 531975787

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 type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			4017981888	1/16/2025	1/16/2026	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 \$
C	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY			4017981891	1/16/2025	1/16/2026	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 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 <input type="checkbox"/> DED <input checked="" type="checkbox"/> RETENTION \$ 10,000			4017983253	1/16/2025	1/16/2026	EACH OCCURRENCE \$ 2,000,000 AGGREGATE \$ 2,000,000 \$
D	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	N/A	4017979512	1/16/2025	1/16/2026	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
B	Errors & Omissions			0305-2601	1/16/2025	1/16/2026	Limit 2,000,000

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

CERTIFICATE HOLDER**CANCELLATION**

For informational purposes

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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ATTACHMENT B

BIDDER'S CONTRACT FOR ZONING ORDINANCE UPDATE

In submitting this proposal, as herein described, the Consultant agrees that:

1. They have carefully examined the specifications, terms and Contract of the Request for Proposal and all other provisions of this document and understand the meaning, intent, and requirement of it.
2. They will enter into a written contract and furnish the item or items in the time specified in conformance with the specifications and conditions contained therein for the price quoted by the proponent on this proposal.

Bret C. Keast, AICP

09/19/25

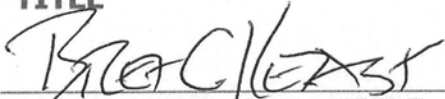
PREPARED BY
(Print Name)

Owner and CEO

DATE

09/19/25

TITLE



DATE

bret@kendigkeast.com

AUTHORIZED SIGNATURE

E-MAIL ADDRESS

Kendig Keast Collaborative

COMPANY

77 Sugar Creek Center Boulevard, Suite 600, Sugar Land TX 77478 (281) 721-4102

ADDRESS

PHONE

--- NA ---

NAME OF PARENT COMPANY

PHONE

--- NA ---

ADDRESS

ATTACHMENT C


COST PROPOSAL FOR ZONING ORDINANCE UPDATE

In order for the bid to be considered valid, this form must be completed in its entirety. Additional sheets may be added if necessary. The cost for the Scope of Work as stated in the Request for Proposal documents shall be itemized as follows:

Project Elements	Cost
• Project Initiation and Background Review	\$ 27,307
• Public Engagement and Stakeholder Involvement	\$ 33,022
• Diagnostic Report and Recommendations	\$ 7,997
• Drafting of Updated Zoning Ordinance	\$ 101,625
• Zoning Map Revisions	\$ 9,625
• Administrative and Procedural Improvements	\$ 11,200
• Final Ordinance and Adoption Support	\$ 8,824
TOTAL AMOUNT	\$ 199,600
Additional Meeting Charge	\$ 5,600 /meeting
Additional Services (If Any)	
•	\$
•	\$
•	\$
•	\$
TOTAL AMOUNT WITH ADDITIONAL SERVICES	\$ 199,600

Firm Name **Kendig Keast Collaborative**

Bret C. Keast, AICP, Owner and CEO

Authorized signature  Date: **09/26/25**

ATTACHMENT D

VENDOR CERTIFICATION THAT THIS IS NOT AN "IRAN LINKED BUSINESS"

Pursuant to Michigan law, (the Iran Economic Sanctions Act, 2012 PA 517, MCL 129.311 et seq.), before accepting any bid or proposal, or entering into any contract for goods or services with any prospective Vendor, the Vendor must first certify that it is not an "IRAN LINKED BUSINESS, as defined by law.

Consultant	
Legal Name	Kendig Keast Collaborative
Street Address	77 Sugar Creek Center Boulevard, Suite 600
City	Sugar Land
State, Zip	Texas 77478
Corporate I.D. Number/State	5293-167-3 / Illinois
Taxpayer I.D. #	36-3216421

The undersigned, with: 1) full knowledge of all of Vendors business activities, 2) full knowledge of the requirements and possible penalties under the law MCL 129.311 et seq. and 3) the full and complete authority to make this certification on behalf of the Vendor, by his/her signature below, certifies that: the Vendor is NOT an "IRAN LINKED BUSINESS" as required by MCL 129.311 et seq., and as such that Vendor is legally eligible to submit a bid and be considered for a possible contract to supply goods and/or services to the County of Oakland.

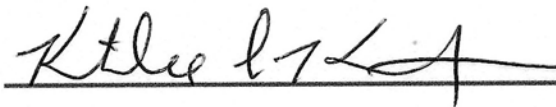
Signature of Consultants
Authorized Agent:



Printed Name of Consultant's
Authorized Agent:

Bret C. Keast, AICP, Owner and CEO

Witness Signature:



Printed Name of Witness:

Kimberlee Keast, Business Manager



MCKENNA

PROPOSAL TO PREPARE

Zoning Ordinance Update

CITY OF BIRMINGHAM, MICHIGAN

SEPTEMBER 30, 2025

Communities for real life.

“Zoning Ordinance updates can be lengthy and arduous processes that are extremely vital for informing the community’s desired future development of the built environment. Eastpointe’s education-centered approach to incorporate zoning elements to encourage a more inviting, walkable, and vibrant community, exceeds the typical undertaking of this process.

Our team is wonderfully impressed with the Steering Committee Meeting Packets prepared by McKenna to track the project’s progress, prioritize a diversity of development pressures and interests, and serve as an educational tool for new planning and development approaches.”

— RRC Memorandum to the City of Eastpointe regarding McKenna’s 2022/23 Zoning Ordinance Rewrite





September 30, 2025

Nicholas Dupuis
Planning Director
151 Martin Street
Birmingham, Michigan 48220

Dear Mr. Dupuis,

McKenna is pleased to submit the enclosed proposal to rewrite the City of Birmingham's Zoning Ordinance. We understand that Birmingham seeks to create a new Zoning Ordinance that is aligned with current planning best practices, development trends, community needs, applicable law, and importantly, the Birmingham 2040 Plan. We share the City's values as expressed in the RFP and commend the ambition for clear, predictable, and user-friendly development regulation. Our Team's approach will deliver a cohesive and graphically rich code, supported by stakeholders and with up-to-date, technically sound regulations that address the City's equitable and sustainable development objectives.

Our firm has extensive relevant expertise in Ordinance rewrites similar to this one in other premier communities. The most recent recognition of this fact is the 2025 Outstanding Planning Project award from the Michigan Association of Planning (MAP) that we received for writing the City of Ludington Unified Development Ordinance. We've also won MAP awards for Zoning Ordinance rewrites in Holland (2023) and Eastpointe (2022). Recently, we have completed similar projects in Grosse Pointe Park, Ferndale, Harper Woods, and Hazel Park.

We also have a history of successful partnership with Birmingham, are familiar with the community, and have proven to closely work with the City Administration and its Departments. Our experience helping to lead the Birmingham Plan 2040 and collaborating with the City to produce both the 2018 and 2023 Parks and Recreation Master Plans will allow us to quickly and efficiently engage the Zoning Ordinance update.

PROJECT EXPECTATIONS

The enclosed project approach and work program ensures that the following expectations are met for Birmingham, and that the revised Zoning Ordinance and Zoning Map will accomplish the following:

- Implement the goals and objectives of the Birmingham Plan 2040.
- Incorporate user-friendly formatting techniques including, but not limited to, hyperlinking text, tables, graphics, and illustrations.
- Make the ordinance more accessible with easy-to-understand language.
- Incorporate administrative best practices to streamline development and reduce red tape, where appropriate.
- Include provisions to help the city achieve high-quality development projects, consistent with the character of Birmingham.
- Establish internal consistency and ensure legal compliance with recent state and federal land use case law.

HEADQUARTERS

235 East Main Street
Suite 105
Northville, Michigan 48167

☎ 248.596.0920
✉ 248.596.0930
MCKA.COM

Communities for real life.



A COMMUNITY DRIVEN PROCESS

McKenna understands that Birmingham is seeking an innovative approach that is based on comprehensive community engagement, and we share that philosophy. To achieve the highest level of community input, we propose a structured, multi-pronged approach to engage residents and stakeholders throughout the process. Specifically, our approach includes (but is not limited to) the following:

- Parallel Virtual Engagement. An interactive website with a variety of polls, short surveys, and live-streaming meetings to determine achievable Birmingham Plan 2040 goals and obtain feedback on key issues (determined in coordination with Birmingham staff) such as sustainability, equitable development, and maintaining the city's character.
- Community-Wide Open House. A community-wide educational and listening session (early in the process) to help identify specific goals and objectives.
- Mobile Conversation Tours. Community field days (aligned with existing Birmingham events) to meet people where they are and when it is convenient and possible for them to engage, to educate, garner input on strategic issues, and validate preliminary recommendations.
- Focus Groups (roundtable discussions). Smaller invited group discussions (including with harder to reach segments of the population) to test and validate new regulations and policies
- Walking Tours / Audits. Guided and facilitated walking tours through different areas of the community (ex: downtown, residential neighborhoods, etc.) to provide a pedestrian-scale approach to design and standards.
- Joint Public Presentations. A series of public presentations to the Planning Board, City Commission, etc. to maximize information sharing and project progress to the community.

Please note, we will adjust the proposed methods or levels of engagement as necessary and based on input from the Planning Department.

To truly empower citizens, Birmingham needs a planning and zoning firm that values civic input and knows how to turn ideas into actions. McKenna is that firm. Based in Northville with extensive work throughout the Detroit suburbs and in Birmingham, we have a unique advantage and head start in crafting the best modern and accessible Zoning Ordinance for the Birmingham community.

If you have any questions, please do not hesitate to contact us at (248) 596-0920 or by email at jjackson@mcka.com. We look forward to the prospect of working with Birmingham on this exciting project! Thank you.

Respectfully submitted,

McKENNA

John Jackson, AICP, NCI
President



Zoning Ordinance Update



CITY OF BIRMINGHAM, MICHIGAN

SEPTEMBER 30, 2025

Prepared by:

MCKENNA

235 East Main Street, Suite 105
Northville, Michigan 48167

O (248) 596-0920

F (248) 596-0930

E info@mcka.com

MCKA.COM

MCKENNA

Communities for real life.



NO DOGS in
Playground
Area

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Title Page
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MERWINS ANTIQUES

MERWINS ANTIQUES



Handwritten text on a black chalkboard sign, likely listing items for sale or prices.

Executive Summary



McKenna's Zoning Ordinance Team is ready to hit the ground running on updating Birmingham's zoning regulations into a user-friendly format that will implement the 2040 Plan. Our Team's expertise, local knowledge, and history of successful partnership with Birmingham allow us to hit the ground running and ensure the best outcome.

PROJECT TEAM

Laura Haw, AICP, NCI – Project Director

Paul Urbiel, AICP – Project Manager

Mario Ortega, AICP – Lead Code Author

MCKENNA ADVANTAGE

- 47-year track record of successfully writing zoning ordinances and land use codes.
- Leaders in creating innovative and easy to use codes that spur investment and promote sustainability.
- Experienced in right-sizing regulations to help the redevelopment of Midwest cities.
- Thorough knowledge and recent success planning in the Birmingham community.

PROJECT SUMMARY

We understand that Birmingham seeks to rewrite its Zoning Ordinance to modernize land use regulations and align with current best practices, support sustainable development, and synthesize the recommendations outlined in the City's comprehensive Master Plan. McKenna's approach will deliver a cohesive and graphically rich code supported by stakeholders with up-to-date, technically sound regulations that address the City's inclusive, equitable, and sustainable development objectives. The process will include meaningful opportunities for collaboration:

1. Convening a Steering Committee representative of key stakeholder cohorts and facilitating the Committee's strategic guidance of the process.
2. A thorough diagnostic review of the Zoning Ordinance, existing regulations, Birmingham's physical context, and related Planning initiatives, plans and documents.

3. Meetings with the Planning Board, City staff, and/or other key elected officials, committees, or stakeholders to discuss issues and craft appropriate standards.
4. A robust, educational, and continuous public engagement process which includes:
 - Interactive website with ongoing opportunities for feedback and input (polls, surveys, GIS mapping, etc.).
 - Community-wide open house (visioning and education workshop).
 - Mobile conversation tours (community field days).
 - Focus groups (roundtable discussions)
 - Walking tours / audits.
 - Joint presentations to the Planning Board and City Commission.
5. A user-friendly format, with clickable links, tables, and graphics that support the text.
6. Zoning updates that implement the Birmingham 2040 Master Plan, including form-based elements for targeted areas, modernize regulations and processes, and promote sustainable development.

PROJECT FEE AND SCHEDULE

McKenna will prepare a new Zoning Ordinance for \$185,000 over 11-months. We are always willing to adjust the scope and timeline to meet your needs.



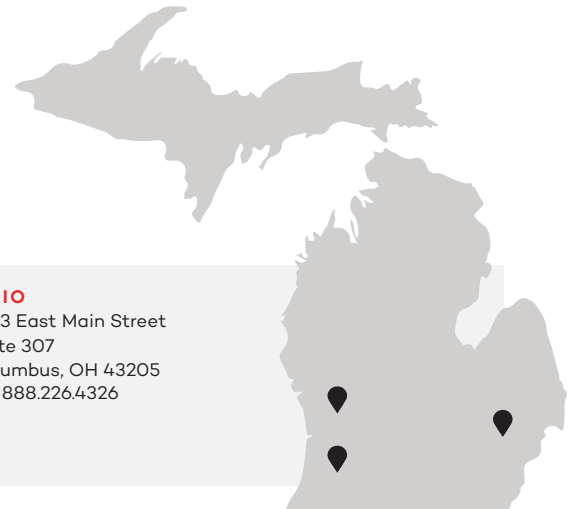
MCKENNA



McKenna is a corporation formed under the laws of Michigan on May 2, 1978 with headquarters in Northville, Michigan and branches in Grand Rapids and Kalamazoo, Michigan.

Northville, MI – Headquarters

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 47-year record of client satisfaction and on-time, on-budget delivery.



HEADQUARTERS

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○ 888.226.4326

MCKA.COM | INFO@MCKA.COM

HISTORY

McKenna helps community leaders and private investors create more vital, interesting, safe, functional and prosperous places in which to live, work, shop, play and do business. We provide planning, zoning, landscape architecture, community and economic development and design assistance to cities, villages, townships, counties, and regional agencies, as well as select private clients. Our success can be measured by the physical improvements to hundreds of McKenna client communities, and by our 44-year record of client satisfaction and on-time, on-budget delivery.

McKenna currently provides project services to more than 200 communities and private land investors throughout the Great Lakes region. The leaders of these organizations count on McKenna for:

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

EXPERIENCE

Each McKenna client has access to McKenna's 30+ member team of planning, design and communication professionals who are at the leading edge of current practice—an invaluable resource for each client.



Grand Rapids, MI

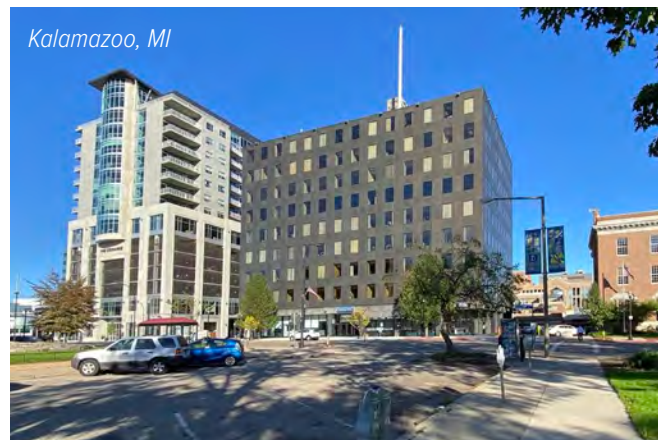
EQUITY STATEMENT

It is our job and our passion to support great communities. A great community is one that is equitable and inclusive. A great community is one where all feel safe living there and welcomed visiting there. A great community is one with fair and equal access to housing, transportation, employment, health care, education—as well as green space and parks amenities. A great community is one where residents' voices are heard, and the needs of all residents are respected. A great community is great for all.

For far too long, the structural and systemic inequalities that pervade our society and towns have gone unchallenged and unmoved—but we are committed to working to change that. As community planners, we endeavor to imbue our day-to-day work with compassion and inclusion. We constantly work to better listen and thoughtfully identify our opportunities for responsible transformation.

McKenna provides equal employment opportunity without regard to race, color, sex, age, disability, religion, national origin, marital status, height, weight, ancestry, or status as a veteran. Further, we expand our commitment beyond equal employment to providing equal opportunity for engagement in local government decision-making.

As professionals, and as organizations, we strive to be representative and reflective of the communities we serve. We are committed to fostering equity and inclusion within our companies, our work, and the communities we serve. Our Community Planners follow the American Institute of Community Planner's Code of Ethics.



Kalamazoo, MI

Areas of Service



Community Planning

- Master Plans (Cities, Villages, Townships, Counties and Regions)
- Strategic Planning Facilitation
- Neighborhood Preservation Plans
- Redevelopment Plans
- Corridor Plans
- Downtown Plans
- Growth Management Plans
- Park and Recreation Plans
- Capital Improvements Programs
- Community and Fiscal Impact Analysis
- Waterfront Planning
- Open Space Planning
- Historic Preservation Plans
- Transportation and Parking Plans
- GIS Analysis and Alternative Testing
- Access Management

Economic Development

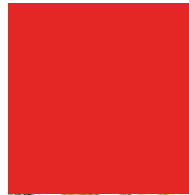
- Public/Private Partnerships
- Brownfield Redevelopment Planning
- Downtown Redevelopment Action Plans
- Corridor Redevelopment
- Tax Increment Finance Plans
- Grant Applications
- Redevelopment Project Management
- Market Studies: Retail, Commercial, Residential, Industrial, Institutional
- Redevelopment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

Building Department Administration

- Zoning Administration
- Building Code and Zoning Enforcement
- Building Inspection
- Electrical, Mechanical and Plumbing Inspections
- Property Maintenance and Housing Inspection
- Landscape Construction Observation
- Code Enforcement
- Compliance with State
- Department Management Plans

Parks and Recreation

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



On-Site Management Services

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

Development Codes

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



Complete Streets and Transportation Planning

- Complete Streets Policy Development
- Complete Streets Design Guidelines
- Complete Streets Procedure and Implementation
- Corridor Plans
- Streetscape Plans
- Bicycle and Pedestrian Plans
- Bicycle Parking Plans
- Bicycle Sign Plans
- Bike Share Feasibility Studies
- Intersection Design and Crossing Plans
- Zoning and Regulatory Review
- User Maps and Wayfinding Studies
- Transportation Master Plans
- Site Plan Review of Transportation Facilities
- Circulation Studies Vehicles and Pedestrian
- TOD Studies
- Education and Training
- Transportation and Parking Plans
- Access Management
- Parking Studies

Public Participation (NCI Certified)

- Charrettes
- Hands-on Workshops
- Focus Groups
- Roundtable Discussions
- Surveys (telephone, online, direct mail)
- Public Hearings
- Open Houses
- Interactive Citizen Advisory Committees
- Youth Outreach
- Community Walks and Bike Rides
- Pop-Up / Storefront Workshops
- Consensus Building
- Participatory Decision-Making
- Interviews (one-on-one, intercept)
- Community Preference Surveys

Community Development

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

Urban Design

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

Sustainability Plans

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

Landscape Architecture

- Residential Development Plans (single family detached/ attached; multi-family, elderly, mixed use, townhouses) Conventional and Cluster
- Site Analysis and Design
- Site Layout and Planning
- Construction Drawings and Construction Observation
- Landscape Architecture (MSHDA-approved)
- Arborist Services (tree surveys and maintenance plans)
- Greenways and Trail Planning and Design
- Native Plant Landscapes
- Wayfinding, Signs, and Interpretive Stations
- Environmental Performance Standards
- Public Art Development
- Public Space Design—Greenways, Bikeways, Streetscapes
- Wetlands, Woodlands, Groundwater, Aesthetic, and Vista Protection Regulations
- Sustainable Landscape Design



Project Approach



STREAMLINED PROCESSES

McKenna’s approach to Birmingham’s new Zoning Ordinance is based on our success in modernizing and updating land use regulations for dozens of communities, many of which wish to streamline their planning and zoning processes while maintaining regulatory excellence. We will help your staff collect, organize, and include the necessary revisions to your ordinance - to not only assist the public (residents, developers, other stakeholders) but to also allow your team to more effectively administer the ordinance.

As reflected in the Birmingham Plan 2040, we understand that Birmingham seeks a cohesive ordinance that incorporates form-based design standards and removes barriers to sustainability and economic development. Capitalizing on the momentum generated through the Master Plan process, rewriting the Zoning Ordinance will ensure that the City has the regulations in place to achieve the community’s Vision for the future.

The new Ordinance will be user-friendly, with clear regulations, clickable hyperlinks, tables, and effective graphics that support the text.

FOCUS ON DESIGN OF PLACES

The conventional zoning model in place in most communities throughout the United States is based on a separation of uses, density controls, and rigid standards for key development attributes (such as setbacks or building height). The primary concern of conventional ordinances is the regulation of use, with little or no attention paid to physical form. The impacts of this paradigm—the loss of traditional urban form and the rise of prototype development styles that have no relation to local context—have been written into the American landscape over the past seventy years.

Design-based planning and zoning, as is recommended in the Birmingham Plan 2040, has the potential to revolutionize how local communities regulate development. The fundamental premise underlying form-based codes is that regulating physical development form—and providing flexibility for use—is the key to producing a better built environment.

IMPLEMENTING BIRMINGHAM PLAN 2040 AND ENSURING USABILITY

We know how to implement master plan recommendations that will result in development consistent with Birmingham's vision for the future – specifically, the policies and recommendations of Birmingham Plan 2040. Working with you, the McKenna team will review, analyze, select, and prepare a new Zoning Ordinance in an approach that best fits Birmingham and its needs.

Our approach is based on the following essential elements:

- **Bring the ordinance up-to-date.** McKenna will provide a thorough diagnostic review of the current City Zoning Ordinance to ensure consistency with current Michigan legislation, State and Federal case law, and state-of-the-art zoning practices. We will present this diagnostic review to the Planning Board in a format that clearly communicates existing issues to be addressed.
- **Include diagrams, tables, and illustrations.** The new Zoning Ordinance will include an array of graphics which clarify regulations and make the document as user-friendly as possible. The use of diagrams, tables, and illustrations will reduce the need for lengthy sections of text and results in a concise document.
- **Create a predictable process.** Clear, detailed processes and procedures will be included in the new Zoning Ordinance. Having a clear and predictable regulatory process is essential to promoting continued investment and sensible development in Birmingham.
- **New zoning districts and overlay districts.** Include new zoning districts and overlay districts with form-based elements, where necessary, to align with Birmingham Plan 2040's 'District Destinations,' 'Mixed Use District Fabric,' and 'District Seam' future land use designations.





A COMPREHENSIVE DRAFTING PROCESS

With respect to the actual drafting of the Ordinance, McKenna has found the following 3-step approach to be successful:

1. **Make use of existing resources.** There are two facets to this:
 - Incorporate existing planning and zoning work into the revision process. Some of the relevant work to be considered in addition to the Birmingham Plan 2040 includes, for example, the 2023 Parks & Recreation Master Plan, the Birmingham Shopping District 2023 Strategic Plan, and the ongoing work of the Planning Department.
 - Tap the intellectual resources of the Planning Department, Planning Board, and Board of Zoning Appeals. The professionals and appointed officials who have been at the front lines are best able to interpret planning documents, convey the City's vision, and provide an understanding of the details that must be addressed in the ordinance in general, and the form-based code, in particular.
2. **Involve the public to a substantial degree.** We present a proposed plan to engage the Birmingham community comprehensively for this process, incorporating the strategic use of traditional and digital media. We will engage stakeholders early and often so that we can holistically understand strategic issues, and validate assumptions and preliminary recommendations before the revised Ordinance is complete.
3. **Seek early buy-in regarding organization and format.** McKenna has found that it is important to seek buy-in from the stakeholders regarding the organization and format of the proposed ordinance before the drafting process begins. This step provides an understanding of what the final ordinance will look like and how each of the chapters and sections relate to each other.



KEY ISSUES – TECHNICAL APPROACH

We are excited to partner with Birmingham to realize the aspirations and vision articulated in the Birmingham 2040 Plan. With our strong understanding of the community’s character and values, we are well positioned to quickly identify and address specific zoning issues that matter most.

Our Team will ensure that Birmingham’s modernized Zoning Ordinance reflects the following key priorities:

Embrace
Managed
Growth

Support
Mixed-Use
Districts

Retain
Neighborhood
Quality

Advance
Sustainability
Practices

EMBRACE MANAGED GROWTH

Birmingham is a community that wishes to support all residents and provide more diverse housing options in appropriate locations

Inclusive housing options represent a wide range of housing types, sizes, and prices to fit the needs of the population, regardless of background or income. We understand that, to realize the Birmingham 2040 plan, adjustments to enable more opportunities for a wider range of housing types are necessary. Our Ordinance update will provide the framework for enabling new smaller-scale multifamily housing, and enacting appropriate regulations to enable Accessory Dwelling Units in already compatible zones.

RETAIN NEIGHBORHOOD QUALITY

Birmingham’s desirable, tree-lined walkable neighborhoods are among its greatest assets, and the Zoning Ordinance must adapt regulations to manage and preserve that character.

As part of this process, we will analyze and document predominant architectural elements that continue to Birmingham’s residential fabric, and align Ordinance provisions to maintain the physical character that makes the neighborhoods healthy and livable. We understand that this requires regulations that help control the pace of demolitions, encourage or require appropriate scale and character of new housing, and encourage renovation.



ADVANCE SUSTAINABILITY PRACTICES

Birmingham is a community that is deeply committed to sustainable practices and development. Our Ordinance rewrite will position the City to reach its sustainability goals

Our Team's revised Ordinance will encourage the use of fossil fuel alternatives, such as solar energy systems and green buildings. Green building strategies include incentivizing the use of recycled materials, building reuse, and implementing construction waste management best practices. The Ordinance can also require or encourage certain types of development to qualify for "green" ratings under third-party guideline and certification programs such as LEED or ENERGY STAR.

Regulating tree planting and removal can provide many benefits, such as improving aesthetics, increasing pedestrian safety, and addressing environmental aspects such as reducing stormwater runoff and providing weather protection. The revised Ordinance can provide for the protection, preservation, and reforestation of the community tree canopy for both public and private property.

SUPPORT WALKABLE, MIXED-USE DISTRICTS

Birmingham's mixed-use districts are essential to the community's walkability, vibrancy, and desirability. We will align Ordinance provisions to enable the vision articulated in the Birmingham 2040 Plan for these essential places.

The 2040 Plan articulates specific actions for enabling vibrant, mixed-use areas that retain their unique character while evolving into a more connected, sustainable, and urbanized part of Birmingham, and we are well-equipped to align regulations to these desired improvements.



Scope of Work



TASK #1. PROJECT INITIATION AND BACKGROUND REVIEW

PROJECT KICK-OFF

The McKenna Team will facilitate an initial, internal project Kick-Off Meeting with the City Planning Department and other key staff. At this meeting, we will refine the scope, schedule, and dates and discuss public engagement methods, ensuring that all parties share the same expectations.

Following this, a second Kick-Off Meeting will be held with the designated Steering Committee. We are happy to advise on the mix of steering committee members, which could include representatives from the Planning Board, the City Commission, the Board of Zoning Appeals, the Building Official, the Attorney, planning staff, and other City boards and commissions (ex: the Birmingham Shopping District, Architectural Review Committee, Environmental Sustainability Committee, etc.). This Kick-Off meeting will be used to discuss overall project goals and issues, the public engagement strategy, and the public communications strategy.

Public Engagement Strategy

At this stage, McKenna will also prepare a detail public engagement strategy, followed by a communications/marketing strategy. We will advertise the project and provide updates on the City's website. If desired, the City's official social media will be used to raise awareness of the project. Our Team will provide the content for all print and digital media advertisements.

Monthly Check-In Meetings

To ensure constant communication and feedback loops with the City, our Team proposes to host (virtually) monthly check-in meetings. This is an important time to prepare for upcoming public engagement events and review findings and discuss draft revisions to the Ordinance. We propose a total of 11 check-in meetings.

BACKGROUND REVIEW

In tandem with the project kick-off, McKenna will begin our analysis by reviewing the existing Zoning Ordinance, the Birmingham Plan 2040 (Plan 2040), subdivision regulations, and other relevant plans, policies and codes.

MEETINGS:

- » One (1) internal Kick-Off Meeting with the Planning Department and other key staff.
- » One (1) Kick-Off Meeting with the Steering Committee.
- » First of eleven (virtual) monthly check-in meetings with the City.

DELIVERABLES:

- » Finalized project meeting schedule and timeline (with key milestones).
- » Finalized Public Engagement Strategy.
- » Initial Public Communications and Marketing Strategy.
- » Summary report of the existing document / plan review.



TASK #2. A TRANSPARENT AND CITIZEN-LED PROCESS



COMMUNITY OUTREACH EFFORTS

We believe that forming a carefully selected Steering Committee representing key stakeholder cohorts, paired with an interactive, online website and continuous, in-person events and educational opportunities (i.e., mobile conversation tours, community-wide open house, focus groups, walking tours/audits, and public presentations) is collectively the best approach for civic engagement and consensus-building. As mentioned in Task 1, our Team will develop a communications strategy and materials to advertise the project publicly, and to plan and facilitate public outreach.

Additionally, we realize that we are living in an increasingly virtual world, and we are ready to be flexible in format (in-person—indoors or outdoors, virtual, or hybrid) as necessitated by current events; we routinely host events in all formats. The following public engagement opportunities can be adjusted to accommodate different needs / preferences of the community:

Steering Committee

We believe that the formation of a Steering Committee, composed of representative leaders from key stakeholder cohorts (including boards and commissions) will make this process efficient and effective. Throughout the process, the Committee will meet to review progress and findings, discuss key issues, help identify potential 'hot button' issues and plan for engagement activities. Committee members will be engaged frequently and provided with content and 'homework' in between meetings to ensure they remain fully engaged.

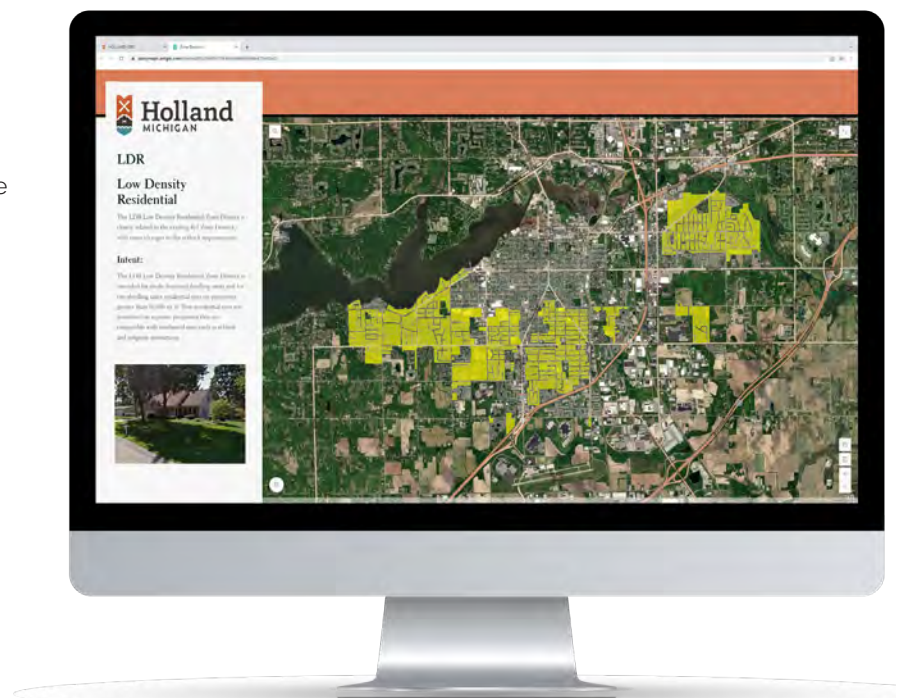
We propose that the Steering Committee meet seven (7) times throughout the project, and it is anticipated that each meeting will be between 2-3 hours in length.

Interactive, Online Website

McKenna will develop an interactive, online tool ("Social Pinpoint") where residents and the business community can suggest ideas, participate in polls, design surveys, and GIS mapping exercises, and react to what others have posted and shared.

Our Team will curate and moderate the website, generating robust, yet respectful, discussion. The can be linked directly from the City's website, and will feature updated content throughout the process. The site will be a one-stop repository for all information related to the project, including:

- The Diagnostic Report and other analysis.
- Educational materials related to the process, and background documents / plans.
- Details regarding upcoming events and opportunities on how to participate in the process.
- Public engagement summaries and findings.
- Public presentations.
- Draft zoning ordinances and the zoning map.



Community-Wide Open House (Visioning and Education Session)

This workshop will occur early in the process and is designed to educate stakeholders on the process and solicit input on strategic issues. It will include a kick-off presentation and targeted listening sessions to gather input on priorities and challenges.

Mobile Conversation Tours

We have found that meeting people where they are—both physically and with engagement techniques that work for them - is the most effective means of public engagement. Hosting public outreach in conjunction with another City event, such as a farmer’s market, is the best way to engage a large and diverse group.

As the draft ordinance is prepared, McKenna will work with the City to plan four (4) Mobile Conversation Tours. These ‘field days’ allow the public to identify key issues and begin to design the standards of the new Zoning Ordinance in collaboration with the McKenna Team and City staff members.

We envision the first two field days will help advertise and introduce to the project, explain the process and gather early feedback on key strategic issues as identified in Plan 2040. The third and fourth field days are proposed to occur later in the process, when draft recommendations have been developed, to present proposed updates to the code and solicit input on these changes.



Focus Groups (Roundtable Discussions)

Listening and feedback sessions are necessary in order to reach specific groups (such as the business community) but also to engage harder to reach populations in the process (such as seniors or individuals that are not tech savvy). These meetings will serve to inform the key stakeholders of the potential updates, as well as solicit feedback on specific elements of the code. A total of three (3) focus groups are proposed.

Walking Tours / Audits

McKenna proposes three (3) walking tours / audits with different stakeholder groups to explore the built environment from the perspective of the pedestrian. The walking tours will be planned routes with various stops for discussion, facilitated by our Team. Tour locations would be finalized with City Administration, and could include Downtown Birmingham, residential neighborhoods, and other commercial / mixed-use corridors.

Public Presentations

Presentations at the Planning Board, City Commission, etc. are essential to ensure on-going transparent communication with the public. The McKenna Team will prepare and attend up to four (4) presentations throughout the project. It is recommended that several of these presentation be joint meetings to maximize the sharing of information.

MEETINGS / EVENTS:

- » *Interactive website with on-going opportunities for feedback and input (polls, surveys, GIS mapping, etc.).*
- » *One (1) community-wide open house (visioning and education session).*
- » *Four (4) mobile conversation tours (community field days).*
- » *Three (3) focus groups (roundtable discussions).*
- » *Three (3) walking tours / audits.*
- » *Four (4) joint presentations to the Planning Board and City Commission.*
- » *Steering Committee Meetings (seven total, as identified in other Task sections).*

DELIVERABLES:

- » *Interactive, online website that also acts as a repository for all documents and project updates.*
- » *Public input reports.*

TASK #3.

DIAGNOSTIC REPORT: ANALYSIS AND RECOMMENDATIONS



McKenna will review the 2040 Plan and consult with the City Planning Department as a prelude to preparing a Diagnostic Review of the existing Zoning Ordinance. The purpose of the Diagnostic Report is to determine the strengths and weaknesses of the current ordinance and arrive at a plan of action for its revisions.

During this task, McKenna will examine the existing ordinances in light of current best-practice regulatory methods, recent legislation and court decisions, and in consideration of goals and objectives expressed in Plan 2040. The McKenna Team will:

- Review Board of Zoning Appeals decisions to identify recurring variances and pain points.
- Consult with the City Attorney regarding any relevant zoning litigation.
- Determine whether the current Zoning Ordinance and other land development ordinances are consistent with current law, administrative rules, procedures, and regulations, and federal and state pre-emptions (such as laws regarding child and adult care, telecommunications towers, etc.).
- Advise the City on the impact of State and Federal laws and court decisions.
- Evaluate Birmingham's existing zoning districts in relation to the planned future land uses and align the district with the 2040 Plan.

- Analyze the implementation strategies for realizing the recommendations of the 2040 Plan.
- Conduct a windshield survey to document the range and condition of existing housing types. This visual survey will help establish a neighborhood-by-neighborhood understanding of the City's residential architectural styles and building types. This includes an analysis of lot sizes and other dimensional considerations.
- Complete a building height analysis, especially as it related to the downtown and other commercial / mixed-use corridors.
- Compile and analyze a variety of data points to identify strategies to align residential district boundaries and regulations to better match existing housing.

MEETINGS:

- » One (1) presentation to the Steering Committee on results of the Diagnostic Report.
- » One (1) joint public presentation to discuss results of the Diagnostic Report.

DELIVERABLES:

- » Final Diagnostic Report and Recommendations (including an analysis of the existing housing stock).



Use	R-1	R-2	MXD-1	MXD-2	GBC	I-1	I-2	PLD	WHH
Residential Uses									
Detached, Single-Family Dwelling	P	P	P	P	P	P	P	P	P
duplex (Attached or Detached)	P	P	P	P	P	P	P	P	P
Triplex	P	P	P	P	P	P	P	P	P
Fourplex	P	P	P	P	P	P	P	P	P
Multiple-Unit (2-4 units)	P	P	P	P	P	P	P	P	P
Upper Level Residential	P	P	P	P	P	P	P	P	P
Low-Rise (5-6)	P	P	P	P	P	P	P	P	P
Accessory Dwelling Unit (ADU)	P	P	P	P	P	P	P	P	P
Manufactured Housing	P	P	P	P	P	P	P	P	P
Mobile-Home (Manufactured)	P	P	P	P	P	P	P	P	P
Board Room (single)	P	P	P	P	P	P	P	P	P
Adult Foster Care, Family Home (1-6 persons)	P	P	P	P	P	P	P	P	P
Adult Foster Care, Small Group Home (7-12 persons)	P	P	P	P	P	P	P	P	P
Adult Foster Care, Large Group Home (13-20 persons)	P	P	P	P	P	P	P	P	P
Child Care, Family Home (0-7 children)	P	P	P	P	P	P	P	P	P
Child Care, Group Home (8-18 children)	P	P	P	P	P	P	P	P	P
Public Care, Family Home (0-6 children)	P	P	P	P	P	P	P	P	P
Public Care, Group Home (7-18 children)	P	P	P	P	P	P	P	P	P
Transitional Housing - Shelter	P	P	P	P	P	P	P	P	P
Senior Living Facility (planned / independent)	P	P	P	P	P	P	P	P	P
Public / quasi-Public Uses									
Government (no building)	P	P	P	P	P	P	P	P	P
Government (with a building)	P	P	P	P	P	P	P	P	P
Government (Municipal Facility)	P	P	P	P	P	P	P	P	P
Library	P	P	P	P	P	P	P	P	P
Inclusion of Higher Education Trade / Vocational School	P	P	P	P	P	P	P	P	P
K-12 School	P	P	P	P	P	P	P	P	P
Community Cultural Center	P	P	P	P	P	P	P	P	P
Parking Lot (as the Principal Use)	P	P	P	P	P	P	P	P	P
Parking Structure (as the Principal Use)	P	P	P	P	P	P	P	P	P
Recreation - outdoor	P	P	P	P	P	P	P	P	P
Recreation - outdoor	P	P	P	P	P	P	P	P	P
Religious Institution	P	P	P	P	P	P	P	P	P
Wireless Communication Facility	P	P	P	P	P	P	P	P	P

TASK #4. ZONING ORDINANCE FIRST DRAFT



4A. ANNOTATED OUTLINE AND FORMAT

McKenna will next prepare a detailed outline of the new ordinance, with cross-references to comparable sections of the existing ordinance. We will also prepare a format for typical pages, including headers and footers, font type and size related to the hierarchy of content, margins, graphics, and indexing.

McKenna will present the results of the outline and format to the Steering Committee for comment and to obtain general agreement about the scope and nature of the proposed changes.

4B. INTERNAL FIRST DRAFT OF THE ORDINANCE

Our Team will track and present a section-by-section summary of changes from the existing Ordinance. This first draft will be presented internally to the City Administration for feedback. Following revisions, the updated first draft will be presented to the Steering Committee for additional review and feedback.

Key considerations of the first draft will include:

- Zoning Districts, Use- and Form-Based Elements: establishing the zoning districts, with both use- and form-based standards as appropriate.
- General Regulations: addressing supplemental regulations that support and enhance the use and design standards.

MEETINGS:

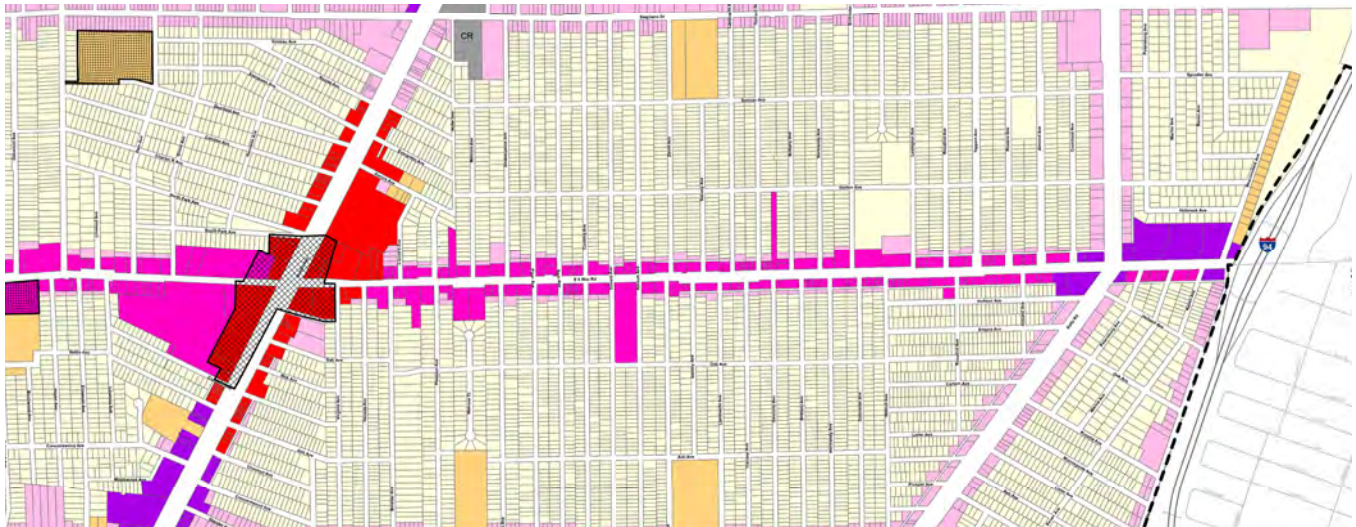
- » One (1) meeting with the City Administration
- » Two (2) meetings with the Steering Committee

DELIVERABLES:

- » Detailed annotated outline of the ordinance.
- » Formatted and designed pages for review and approval.
- » First Draft of new Zoning Ordinance.



TASK #5. ZONING MAP REVISIONS



Concurrently to the preparation of the first draft of the Ordinance, McKenna will complete a comprehensive, parcel-by-parcel review of the current Zoning Map to:

- Reflect any new or consolidated zoning districts and adjust district boundaries as needed, in alignment with the recommendations of Plan 2040.
- Identify and document any zoning changes recommended by the public engagement feedback and Steering Committee / City Administration.
- Develop a Regulating Plan for any form-based zoning districts created through this update.

As part of the Zoning Map update, McKenna will:

- Design a new, high-quality Zoning Map using contemporary best practices in map and color design, ensuring it is clear, easy to read, and accessible to the public.
- Produce a second, color-blind accessible version of the map to ensure equitable access for all users in the community.

To specifically review the draft Zoning Map, our Team proposes the following meetings:

- An internal review meeting with the City Planning Department to evaluate the draft changes and district boundaries.
- Following the internal review, a meeting with the Steering Committee to review the updated Zoning Map and provide an opportunity for additional feedback, prior to finalization.

The new Zoning Map will be adopted simultaneously with the new Zoning Ordinance.

MEETINGS:

- » *One (1) internal meeting with the City Planning Department.*
- » *One (1) Steering Committee meeting to review the draft Zoning Map.*

DELIVERABLES:

- » *Updated Zoning Map, with digital files that are suitable for both online display and print reproduction.*

TASK #6. ADMINISTRATION AND PROCESSES



McKenna will review and update the City’s administrative standards and processes with the goal of improving clarity, efficiency, and transparency in the development review process. Flowcharts, graphics, and tables will be used to clearly define each step in the required procedures.

These revisions will not only benefit the public and the development community, they will support the various City Departments that administer Birmingham’s Zoning Ordinance on a daily basis.

At a minimum, revisions will include:

- Comprehensive checklists outlining submittal requirements, to ensure applications are complete prior to acceptance.
- Tables and graphics that clearly define the “what” and “how” of zoning code administration, including procedures for development reviews —ranging from sign and fence permits to new mixed-use buildings.
- Timelines and responsible parties for each step of the review process, including coordination with other City departments, as well as County and State agencies.
- Tables that differentiate requirements based on project scope—for example, re-occupancy, minor building additions, or new construction—along with the associated processes for each.
- All procedural and administrative requirements will be aligned with the Michigan Zoning Enabling Act, P.A. 110 of 2006, as amended.

In preparation of these changes, McKenna will engage with both the public and the City to identify “pain points” in the development review processes. Several meetings are proposed with the community in order to accomplish this, see below for additional details.

MEETINGS:

- » *Up to two (2) focus groups with the building community (ex: developers, residential builders, business owners, etc.) to understand what the current “pain points” are in the development processes.*
- » *One (1) internal meeting with the City Administration, Building Department, Code Enforcement, etc. to review processes and present recommendations.*

DELIVERABLES:

- » *Summary of feedback regarding City development processes and procedures.*
- » *Second draft of the Zoning Ordinance, including the revised administrative and process sections.*

TASK #7. FINAL ORDINANCE AND ADOPTION SUPPORT



7A. SECOND DRAFT REVIEW AND PREPARATION OF THE ADOPTION DRAFT

After finalization of the second draft, McKenna will again meet with the Steering Committee, Planning Board, and/or City staff to review the second draft Zoning Ordinance.

Following revisions to the second draft, McKenna will prepare a final adoption draft which will be a focal point of community feedback. The adoption draft will be available on the project website, at City Hall and other community institutions, and presented as several public meetings.

5. ROWHOUSE

TABLE A.4.1. ROWHOUSE - SPECIFIC REQUIREMENTS

- Residential units existing side-by-side within building envelope with each unit extending from foundation to roof.
- Parking of cars or within building or ground floor with parking entrance at rear of building.
- Side parking lots prohibited.
- Garage entrance with through access and/or openings appear to have been "jammed" or through power in a ring binder.
- Pattern of windows and entry generated by the vertical and horizontal alignment of windows and doors in vertically repeating units.
- Window grilles encouraged, with groups of up to 3 allowed.
- Ground floor finished floor 24" to 30" above grade.
- Min. 6" x 6" deep required front porch maximum 30" above grade with decorative rail 20" - 30" above porch floor grates may be indicated or absent and continuous across front of building.
- Individual entry entrance articulated. Porch may be shared entrance may have separate doors or share a vestibule.
- Window screens to be made of metal or, if non-metallic structure, window to have 2 1/2" x 6" painted wood screen attached beneath sill to south of casing opening.
- Floor to base height limited to 12' 4".

TABLE A.4.2. ROWHOUSE - NUMERICAL PARAMETERS

Metric	Range	Height/Depth	Depth	Lot/Block	Depth of Section	Depth of Plot
Building Size	32' to 60'	24' to 30'	10'	20'	10'	10'
Minimum Depth	27' to 30'	10' to 12' min	10' to 12' min	10' to 12' min	10'	10'
Maximum Depth	30' to 32'	12' to 12' max	10'	20'	10'	10'
Minimum Width	12' to 12'	10'	10'	20'	10'	10'
Maximum Width	12' to 12'	10'	10'	20'	10'	10'
Minimum Height	10'	10'	10'	10'	10'	10'
Maximum Height	12'	12'	12'	12'	12'	12'

TABLE A.4.3. ROWHOUSE - ALLOWABLE MATERIALS

Building Material	Brick	Stone/Clay	Stucco	Concrete	Painted Concrete	Stucco/Glue	Other
Brick	X	X	X	X	X	X	Painted wood (see Section 4.1.1)
Stone/Clay	X	X	X	X	X	X	Painted wood (see Section 4.1.1)
Stucco	X	X	X	X	X	X	Painted wood (see Section 4.1.1)
Concrete	X	X	X	X	X	X	Painted wood (see Section 4.1.1)
Painted Concrete	X	X	X	X	X	X	Painted wood (see Section 4.1.1)
Stucco/Glue	X	X	X	X	X	X	Painted wood (see Section 4.1.1)

TABLE A.4.4. ROWHOUSE - ALLOWABLE USES

Residential

Other

DELIVERABLES:

- » Adoption draft Zoning Ordinance (the word format will be Municode compliant).
- » Adoption draft Zoning Map.
- » Summary of Changes Document.



7B. PUBLIC HEARINGS AND ADOPTION

1. Public Hearing Presentations. McKenna will prepare for and present the adoption draft of the new Zoning Ordinance at two (2) public hearings, one before the Planning Board (per State law), and one before the City Commission for adoption. McKenna will be prepared to answer questions and explain the reasoning behind the regulations. If no further revisions are requested, the adoption draft will then be considered the adoption copy of the new Zoning Ordinance.
2. Revised Adoption Draft (if necessary). Following the Planning Board public hearing, if necessary, McKenna will revise the adoption draft of the new Zoning Ordinance as directed by the Planning Board. We will maintain a list of changes throughout the public hearing process to track the revisions and provide a record for decision makers as they consider approval. The revised adoption draft will then be considered the Adoption Copy of the new Zoning Ordinance.

3. Adoption Copy of the new City Zoning Ordinance and Map. Following adoption, McKenna will provide six (6) final copies of the adopted Zoning Ordinance in hard copy and digital format, and a final copy of the Zoning Map in hard copy and digital format.

MEETINGS:

- » Two (2) public hearing presentations (Planning Board, followed by the City Commission).

DELIVERABLES:

- » All public hearing notices, resolutions and supporting adoption documents.
- » Adoption copies of new City Zoning Ordinance and Zoning Map.



Proposed Schedule



We propose an 11-month schedule to complete the Birmingham Zoning Ordinance Update.

WORK TASK	MONTH											
	1	2	3	4	5	6	7	8	9	10	11	
Project Initiation												
a) Kick-off Meetings (2 total)	X											
1. Public Engagement – A Transparent and Citizen-Led Process												
a) Steering Committee Meetings (7 total)	X		X	X	X	X	X	X				
b) Online, Interactive Website (on-going)												
c) Community-Wide Open House (visioning and education session, 1)		X										
d) Mobile Conversation Tours (community field days, 4 total)			XX				XX					
e) Focus Groups (roundtable discussions, 3 total)			XX			X						
f) Walking Tours / Audits (3 total)				XXX								
g) Public Presentations to Boards / Commissions (4 total)				X		X		X		X		
2. Diagnostic Report: Analysis and Recommendations												
a) Complete Written Report		XX										
3. Drafting of Updated Zoning Ordinance												
a) Detailed Ordinance Outline												
b) Formatted and Designed Pages for Review					X							
a) Zoning Districts/Form-Based Elements												
b) General Regulations												
c) Complete First Draft												
4. Zoning Map Revisions												
a) Zoning Map												
5. Administrative and Procedural Improvements												
a) Draft Administration Sections									XX			
b) Complete Second Draft										X		
6. Final Ordinance and Adoption Support												
a) Public Hearing Presentations (2 meetings)												XX
b) Zoning Ordinance Draft Review by City Staff										X		
c) Preparation of Adoption Draft												
d) Revised Adoption Draft (if necessary)												
e) Adoption Copies												

X = Meeting

* Not shown on the timeline chart are the monthly, virtual meetings with City Administration and the McKenna Team (total of 11 meetings).

Client References



McKenna has a proven history of successful partnerships with communities of all sizes across the Midwest. Our work consistently delivers results—grounded in innovation and best practices, informed by market realities, and shaped by meaningful community input.

We are confident that our Team is the most qualified partner to support Birmingham in developing a clear, predictable, and user-friendly Ordinance that promotes equitable growth and economic development while balancing environmental goals, protects Birmingham's community character, and supports existing and future residences and businesses.

We encourage you to reach out to our references, who can speak directly to the quality of our work, responsiveness, and long-term impact.

HAZEL PARK, MICHIGAN FORM-BASED ZONING ORDINANCE

James Finkley
Planning & Economic Development Director
City of Hazel Park
111 E. Nine Mile Rd.
Hazel Park, MI 48030
(248) 546-4075

GROSSE POINTE PARK, MICHIGAN MODERN ZONING ORDINANCE (LED BY TEAM MEMBER LAURA HAW)

Terry Brennan
Building Official
City of Grosse Pointe Park
15115 E. Jefferson Avenue
Grosse Pointe Park, MI 48230
(313) 590-5701

LIVONIA, MICHIGAN VISION 21 ZONING ORDINANCE

Mark Taormina, AICP
Planning and Economic Development Director
City of Livonia
33000 Civic Center Drive
Livonia, MI 48154
(734) 466-2200

FERNDALE, MICHIGAN MODERN ZONING ORDINANCE (LED BY TEAM MEMBER LAURA HAW)

Former Community Development Director for the
City of Ferndale
*Moved: currently the Director for Hollywood, FL
City Hall, Old Library
2600 Hollywood Blvd
Hollywood, FL 33020
(248) 546-2363

HOLLAND, MICHIGAN UNIFIED DEVELOPMENT ORDINANCE

Mark Vanderploeg
**Director of Community and Neighborhood
Services**
City of Holland
270 S. River Avenue
Holland, MI 49423
(616) 355-1300

Related Project Experience



We offer the following recent project examples that demonstrate our experience incorporating innovative zoning mechanisms into existing and new zoning codes. The table below illustrates our use of innovative techniques in each community.

ZONING TECHNIQUE	FERDALE	GROSSE POINTE PARK	LUDINGTON	HOLLAND	LIVONIA	CHELSEA	EASTPOINTE	BATTLE CREEK	OXFORD	HAZEL PARK	SAULT STE. MARIE
Unified Development Ordinance											
Combining different ordinances into a single one-stop document.			✓	✓		✓					
Form-Based Code											
Coding for the design of the built environment, more than the use of the building interior.	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓
Lean Zoning											
Reducing the number and complexity of regulations to only those that achieve specific community goals.	✓	✓			✓	✓	✓	✓	✓	✓	✓
Innovative Zoning Districts											
Districts for specific character areas, districts with few requirements to spur redevelopment, consolidation of districts, districts for unusual situations—zoning for real life!	✓	✓	✓	✓	✓	✓	✓		✓	✓	
Sustainability and Resiliency											
Protecting natural resources, promoting environmental justice, preventing sprawl, and ensuring high quality of life.	✓		✓	✓	✓	✓	✓	✓	✓	✓	
Modern Organization and Usability											
Organized with the end user in mind, including hyperlinks, tables, charts, and making sure the most used portions of the ordinance are in the front of the book.	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓

Ferndale's Zoning Code Modernization

FERNDALE, MICHIGAN

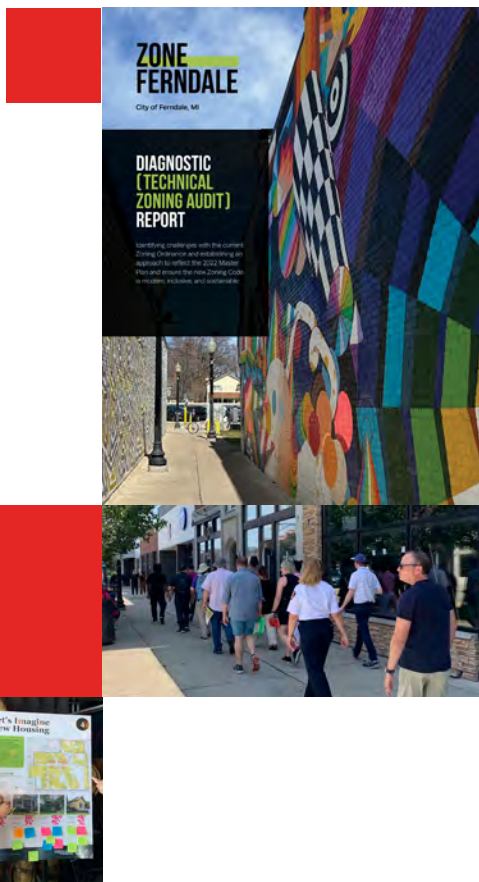
To align with its recently adopted Master Plan and support inclusive, sustainable development, the City of Ferndale partnered with McKenna to overhaul its decades-old zoning ordinance. The goal was to replace an outdated, rigid ordinance with a modern, user-friendly zoning code that reflected the community's evolving needs and values.

McKenna led the effort with a strong focus on **public engagement**, ensuring community voices were at the heart of the process. Through workshops, surveys, stakeholder interviews, and public open houses, Ferndale residents and business owners had multiple opportunities to shape the ordinance. This inclusive approach helped highlight key priorities—such as expanding housing options, improving walkability, and preserving neighborhood character.

A **steering committee** made up of city staff, local leaders, and community representatives worked closely with McKenna throughout the process. This group ensured that the zoning code stayed true to the Master Plan's goals while reflecting a broad range of perspectives from across the city.

The resulting zoning ordinance is **clear, modern, and equity-focused**. It contains form-based elements to encourage thoughtful design, supports mixed-use and missing middle housing types, and includes updated parking and sustainability standards. New zoning districts reflect Ferndale's diverse neighborhoods and encourage vibrant, walkable development patterns.

By grounding the ordinance in **community input** and the city's long-term vision, McKenna helped Ferndale move from regulation to inspiration—creating a zoning code that not only manages growth but actively supports the inclusive, dynamic future the city envisions.



Zoning Ordinance Rewrite

CITY OF GROSSE POINTE PARK, MICHIGAN

Building on a community-driven Master Plan that emphasized walkability, housing variety, and neighborhood character, the City of Grosse Pointe Park partnered with McKenna to modernize its Zoning Ordinance and bring the plan's vision to life. Working closely with residents, stakeholders, and City leaders through a blend of in-person open houses and robust online engagement tools, McKenna crafted a user-friendly, form-based code focused on reinvigorating the city's primary business and shopping corridors: Kercheval Avenue, Charlevoix Street, and Mack Avenue.

The new Zoning Ordinance introduced mixed-use districts that prioritize walkable urban design, human-scale development, and strong transitions to surrounding neighborhoods. These districts allow for a mix of residential, retail, and office uses in flexible, form-based formats that encourage active street life without overwhelming existing community fabric.

To ensure a seamless fit within the city's diverse residential context, the Ordinance also provides for a range of neighborhood-specific design standards, from compact cottage courts and duplexes to larger single-family homes and waterfront residences. Each set of standards reinforces the unique identity of Grosse Pointe Park's neighborhoods while supporting infill development and architectural quality.

In addition to the new form-based code, the Ordinance includes a streamlined, easy-to-navigate structure featuring intuitive tables, graphics, and hyperlinks. The user-friendly format empowers residents, developers, and city staff alike to understand and apply the regulations with confidence.



Unified Development Ordinance

CITY OF LUDINGTON, MICHIGAN

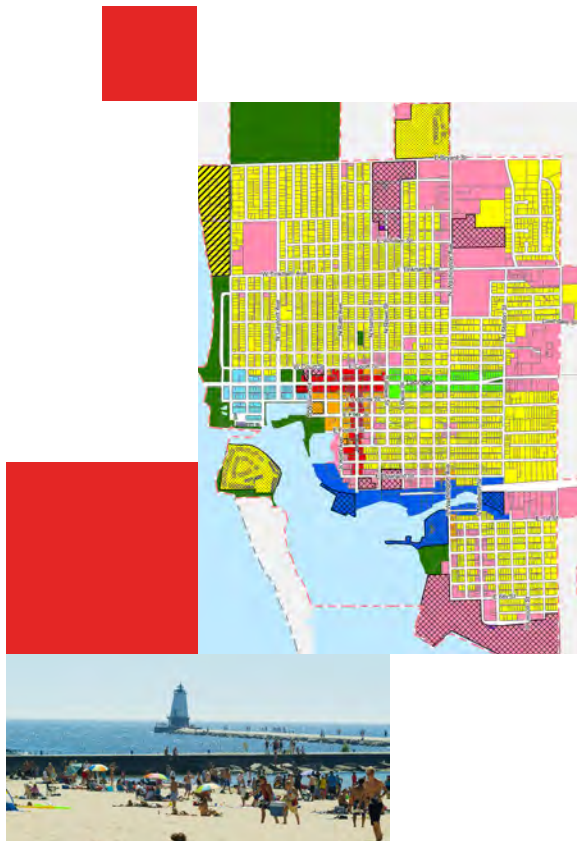
The historic coastal City of Ludington faced intense development pressure, with people and businesses drawn to its pristine beaches, working harbor, and high quality of life. But the City's confusing and dated Zoning Ordinance was slowing the pace of investment without protecting the community's character.

Along with a Steering Committee representing diverse community interests, McKenna was tasked with creating a new "Unified Development Ordinance" to better steer growth and redevelopment.

The formal public engagement process was multi-faceted and included neighborhood outreach meetings, stakeholder workshops, and multiple community surveys on specific topics. At the end of the process, the Planning Commission and City Council agreed upon a multi-step system to resolve outstanding issues while allowing adoption to proceed smoothly.

The UDO included a number of innovative features that reflect, and even advance, best practices in zoning and other development regulations:

- The Ordinance began with a user guide, to make navigating the document easier both zoning professionals and average residents.
- There were no single-family residential districts. All residential districts were consolidated into a single "Neighborhood" Zoning District that allowed the City to approve up to three dwelling units on all lots, with additional units permitted on larger lots.
- There were no commercial districts. They were replaced by mixed use districts to allow for much-needed housing in areas previously reserved for auto-oriented strip development.
- The Form-Based Districts were carefully crafted to the needs of both Downtown Ludington and some of the City's historic neighborhoods, such as the historic Ludington Avenue corridor and the organically-developed mixed use areas that surround the downtown and had confounded the City's previous Euclidian zoning.
- The Ordinance addressed the City's multiple waterfronts, including regulations to protect Lake Michigan and its irreplaceable dunes, as well as ensuring high quality development and public access along the City's Pere Marquette Lake waterfront.



Unified Development Ordinance

CITY OF HOLLAND, MICHIGAN

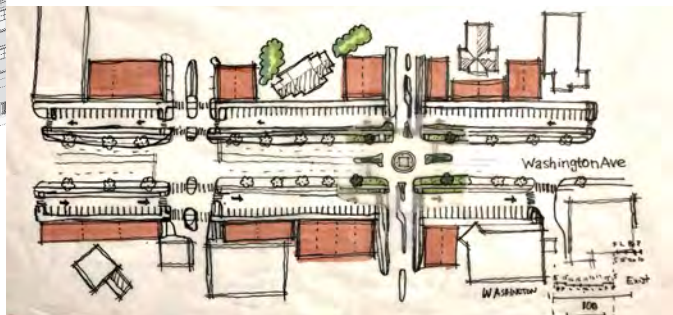
The City of Holland is a historic and beautiful community, with waterfront, neighborhood business districts, legacy industrial areas, and one of Michigan’s most successful downtowns.

But the City’s zoning ordinance was originally written in 1943 and amended—but never fully rewritten—dozens of times since then. The City engaged McKenna to engage in a comprehensive rewrite. The ordinance even got a new name – the Unified Development Ordinance, indicating the inclusion of not only zoning regulations, but also the subdivision ordinance and other development-related regulations.

McKenna and City staff engaged in comprehensive public outreach program, including a week-long charrette, neighborhood meetings, online surveys, stakeholder engagement, and a series of public hearings held around the City.

The ordinance included a number of innovative elements, including:

- A Form Based Code for the downtown and select corridors and neighborhood business districts.
- A “Greenfield” mixed use district to ensure that undeveloped sites on the edge of the city would be built out in an urban format.
- A “Redevelopment” mixed use district for legacy industrial areas in the core of the City.
- An airport overlay, consistent with MDOT and FAA regulations, to ensure development near the airport would not be incompatible with aviation.
- A progressive landscaping section rooted in sustainability.





MCKENNA

Communities for real life.

What we did:

DESIGN

Zoning
Form-Based Code

PLANNING

Regulation for Redevelopment
Housing

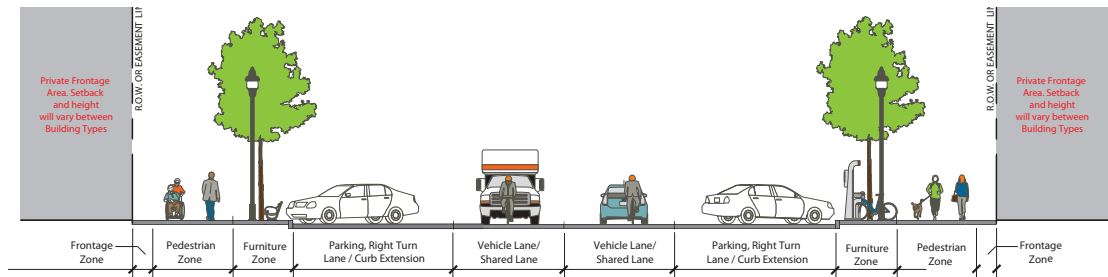
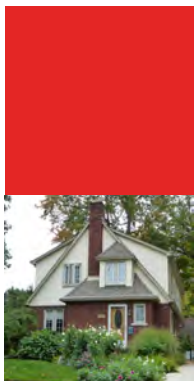
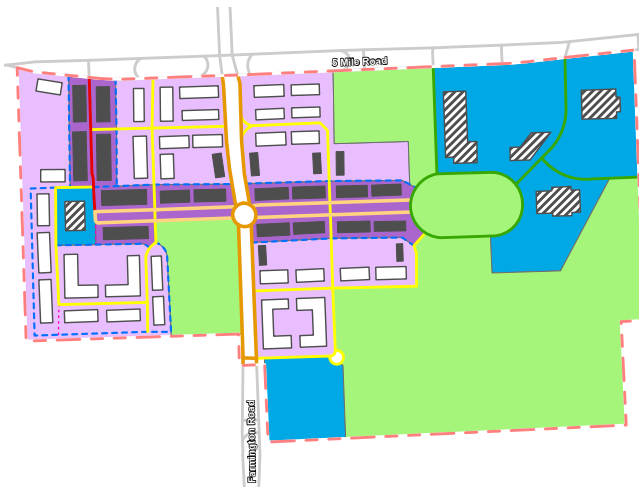
Livonia Vision 21, Zoning Ordinance

CITY OF LIVONIA, MICHIGAN

McKenna partnered with the City of Livonia to modernize its zoning ordinance and implement the Livonia Vision 21 Master Plan. The Livonia Vision 21 Zoning Ordinance is designed to create practical and reliable regulations to preserve and improve the City's quality of life.

The Livonia Vision 21 Comprehensive Master Plan outlines several regulatory objectives. 1) reduce and consolidate commercial and residential zoning districts, 2) incorporate standards for new and emerging uses, like solar power, and 3) create new form-based districts to encourage walkable development in the City's priority redevelopment areas, notably, the Civic Campus.

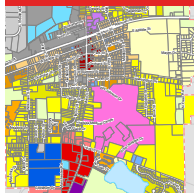
McKenna worked with a technical committee, appointed by City Council, consisting of the ZBA, Planning Commission, Code Enforcement, Building Department, Planning Department, and Attorney, to complete a diagnostic review of the City Ordinance to outline both structural and substantive modifications to accomplish all of the City's goals. McKenna worked with the City of Livonia to create a fresh Zoning Ordinance that remained consistent with community standards.



Zoning Ordinance

CITY OF CHELSEA, MICHIGAN

chelsea
ZONING ORDINANCE 2020



The City of Chelsea is a vibrant community regionally known for the quality of housing, recreation, education, and employment opportunities provided to nearby communities in Washtenaw County. Seeking to update its 2010 Zoning Ordinance, the City of Chelsea aspired to: streamline planning and development procedures; increase the diversity of housing types permitted in the City; consolidate the City's zoning districts; introduce form-based development standards for its historic downtown and key growth areas; and make the ordinance more user-friendly.

McKenna was tasked with conducting a technical assessment of the existing ordinance and completing a comprehensive update of the City's Zoning Ordinance and Map. Through our extensive experience modernizing zoning ordinances, we understand the importance of delivering regulatory excellence centered on the public's needs. As such, comprehensive public engagement during this planning process was critical to ensure the Zoning Ordinance aligned with the community's vision, particularly around hot-button issues like housing affordability, growth management, and community character. Together, McKenna and the City of Chelsea were able to formulate a new Zoning Ordinance and Map that will ensure the City continues to grow intentionally and with respect to its existing community assets. Key updates included a set of form-based development standards, modernization of parking standards, and introduction of new missing middle housing types in residential districts.



Zoning Ordinance Update

CITY OF EASTPOINTE, MICHIGAN

Eastpointe is a community located just outside of the eastside of Detroit with a population of over 30,000 people. Like many communities in Michigan, Eastpointe experienced the pains of an outdated, non-user and non-business friendly zoning ordinance. However, Eastpointe's visionary and guiding documents like the Master Plan and the 9 Mile Strategic Corridor Plan represent their true core values such as creating a more walkable, accessible, business friendly and retail diverse city.

In order to meet these goals and implement their visionary documents, the city of Eastpointe called upon McKenna to perform a holistic update of the zoning ordinance.

McKenna created a work plan that prioritized community engagement and Redevelopment Ready Community Best Practices. Along with city administration, McKenna created a steering committee that consisted of members from the Planning Commission, City Council, Downtown Development Authority, Zoning Board of Appeals, City leaders and the Redevelopment Ready Community Planner. In order to make the process interactive, McKenna created worksheets for each Steering Committee meeting. Worksheets contained creative and educational material to guide the committee members in not only understanding complex planning and zoning policy, but also leading them to make the best decisions for their future growth and development needs. One concept that McKenna helped cultivate was the Central Business District Overlay, which is a zoning tool that helps preserve the iconic four corners of the city's downtown: Gratiot and 9 Mile. Even though this major intersection, or major node, sees a lot of vehicle traffic, it is the heart of the city's downtown. Therefore, the committee created the overlay, which requires elevated design standards and edited business uses for these specific four corners. With the new zoning ordinance, the City designed its community to be the community they always knew it could be but didn't quite have the tools.



Project Team



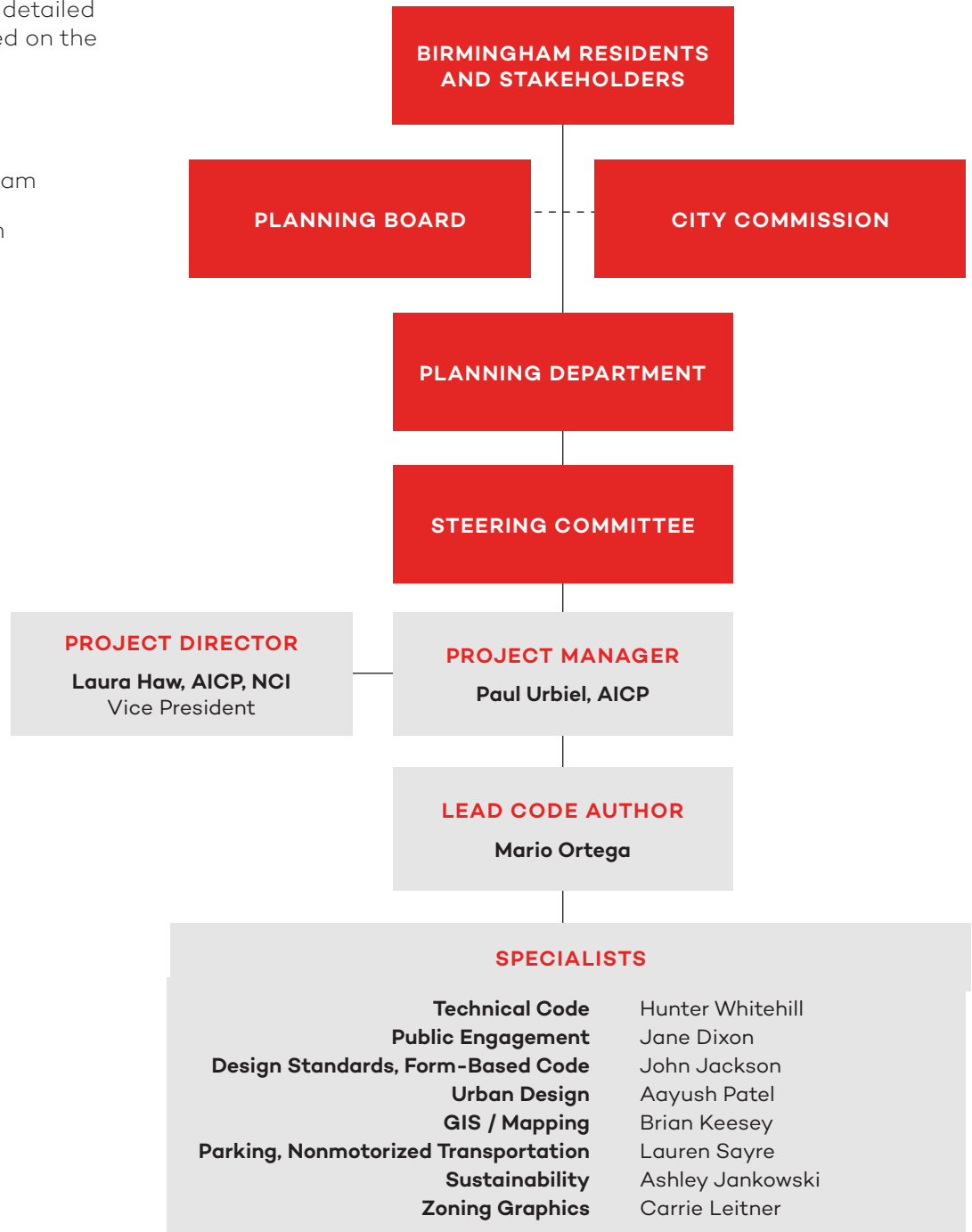
Organization Chart

TEAM ORGANIZATION SUMMARY

We have assembled an exceptionally well-qualified team of professionals to work on the Birmingham Zoning Ordinance Update. Each team member will play a critical role in development of your Ordinance—consider this team an extension of your internal capacity.

The organizational chart below describes the McKenna Team structure and detailed resumes are provided on the following pages.

- Birmingham Team
- McKenna Team





Laura E. Haw, AICP, NCI

VICE PRESIDENT

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

Lean Zoning / Ordinance and Regulatory Review

Prepares complete zoning ordinances, overlay districts, form-based standards, and comprehensive text and map amendments for cities, villages, and townships in Michigan. Streamlines and re-structures zoning ordinances to reduce red-tape, add clarity, and ensure quality building form. Prepares amendments to address new development trends including elderly housing and accessory dwelling units, urban agriculture, non-traditional historic districts, and planned unit developments. Recent zoning ordinance re-write projects include: City of Eastpointe and City of Wayne.

Comprehensive Master Plans and Corridor Planning

Prepares 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. Focuses on downtown districts, feasibility analyses, catalytic impact assessments, and ease of development opportunities. Recent master plan projects include: City of Birmingham, Charter Township of Plymouth, Village of Blissfield, City of Clio, City of Eastpointe, and Village of Lake Orion.

Public Engagement

Organizes and facilitates public engagement events, including community-wide public workshops, charrettes, focus groups, steering committees, and open houses to inform and capture the visions and ideas of stakeholders. Designs innovative materials for exercises, including presentations, visioning and mapping activities, and priority ballot voting exercises to ensure interactive and meaningful public engagement. Organizes and manages online public engagement platforms, including social media, and the development of communication plans.

Parks and Recreation / Open Space Planning

Develops 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. Performs open space planning, including greenways (site analysis, traffic calming, low-impact design techniques, gateways and wayfinding signage, local public art and a community maintenance plan) and develops vacant land re-activation strategies rooted in green infrastructure and conversation. Recent 5-Year Recreation Plan projects include: City of Royal Oak, City of Mt. Pleasant, and Village of Lake Orion.

Site and Urban Design

Skilled in the preparation and review of site plans, special land use requests, zoning amendments, and variance applications. Experience in the site design of residential and mixed-use neighborhoods in Michigan, including empty-nester housing, townhomes, and high-rise apartment complexes. Background in creating planned unit developments for luxury campgrounds (550+ units in SC and CO) with recreational attractions, pedestrian amenities, and natural resource conservation / eco-tourism.



PROFESSIONAL EXPERIENCE

On-site Planning, Zoning and Economic Development Services

Handles all day-to-day planning and zoning matters, addressing questions from the public, Township officials and developers; working through project planning; coordinating planning activity with Engineering and Department of Public Works. Provides guidance to Code Enforcement regarding ordinance requirements on an ongoing basis and works actively with Code Enforcement official(s) on ongoing basis to enforce Zoning Ordinance regulations and finding solutions to zoning related issues. Provides ongoing planning and zoning advisory services, including reviews for site plans, special land uses, zoning amendments, and variance applications. Coordinates with municipal staff to deliver excellent customer service to residents, businesses, and applicants.

Non-Motorized Transportation Planning

Instrumental collaborator on non-motorized transportation projects, including BIKE/WALK Livonia, a non-motorized plan for the City of Livonia.

Graphic Design / Document Layout

Prepares document layouts for annual reports and master plans, including innovative and creative approaches to tables, maps, and information graphics and documenting successful urban planning and design projects. Additional experience creating of brand identity, marketing materials (brochures, flyers, presentation boards, etc.) and other graphics for clients.

Downtown Development Authority (DDA) / Tax Increment Financing (TIF)

Prepares downtown plans for a wide range of Michigan downtowns that focus on detailed projects to implement, with prioritize phasing and cost estimates. Examples of recent Downtown TIF Plans include: City of Ecorse, City of Wayne, Village of Lake Orion, and Village of Blissfield.

MEMBERSHIPS

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

CERTIFICATIONS

National Charrette Institute (NCI)

Charrette Systems and Management and Facilitation

PUBLIC SERVICE

Commissioner, Environmental Leadership Commission, Charter Township of Plymouth.

June 2020 - Present

Project Manager and Research Fellow, Policy Team, New Story Non-Profit.

April 2020 - October 2021

Adjunct Professor of Urban & Regional Planning, Eastern Michigan University

January 2023 - Present

PUBLIC SPEAKING AND SEMINARS

“Do Creative and Helpful Staff Reports Exist?” Michigan Association of Planning (MAP) Annual Conference, Mackinac Island, Michigan, 2022.

“Do Creative and Helpful Staff Reports Exist?” Student Michigan Association of Planning (SMAP) Annual Conference, Ypsilanti, Michigan, 2023.

“Develop Your Parks Inventory with One (or-Two) Clicks” National Planning Conference (NPC) - American Planning Association, Philadelphia, Pennsylvania, 2023.



Paul Urbiel, AICP

SENIOR PRINCIPAL PLANNER

EDUCATION

Master of Urban Planning
Taubman College
University of Michigan

Bachelor of Science in Architecture
University of Michigan

PROFESSIONAL EXPERIENCE

Comprehensive and Neighborhood Planning

Manages multi-disciplinary planning processes for areas and neighborhoods, analyzing complex planning problems and developing recommendations to improve social, economic and cultural welfare for communities in six states, as well as Canada, Saudi Arabia, Malaysia, and Yemen.

Public Engagement

Leads community and stakeholder engagement for neighborhood, district and parks and recreation plans. Designs engagement plans and facilitates exercises that ensured broad community input. Interprets data about community desires and integrates into plan recommendations.

Urban Design and Site Design

Prepares design guideline documents and performs conceptual site planning activities for development feasibility of mixed-use, commercial, residential, and industrial projects.

Parks and Recreation / Open Space Planning

Develops parks and recreation master plans, per MDNR requirements, including facilities assessment, natural features inventory, deficiencies analysis, and action plan programming. Develops recreation plans that lead contributions to the realization of sustainability, equity and inclusion goals. Experience in Phase II of Parks and Recreation master planning, including successful MDNR grant applications. Recent 5-Year Recreation Plan projects include: City of Birmingham, City of Royal Oak, City of Fraser, and Village of Lexington.

Zoning

Conducts zoning and regulatory analysis to support conceptual design / development feasibility studies. Formulates recommendations for code and policy revisions to successfully create walkable, vibrant mixed-use districts. Administers zoning ordinances in multiple communities. Reviews permit applications; guides applicants through the review process. Educates the public about related codes and ordinances.

Development Review

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

Economic Development

On behalf of a planning/host committee of public, private and non-profit sector leaders, planned and implemented a multifaceted economic development initiative to improve the built environment and maximize visitor experiences in downtown Detroit leading up to Super Bowl XL and related events. Designed and managed stakeholder input processes to galvanize support and a vision for the Dequindre Cut rail-to-trail conversion, leading to the implementation of the 3-mile greenway that now connects the Eastern Market to the Detroit Riverfront, two of metropolitan Detroit's most vibrant and cherished places.



PROFESSIONAL EXPERIENCE

Funding and Grant Management

Managed diverse public, private and non-profit stakeholders to formulate a shared vision, then wrote a successful grant application for the first cohort of the BUILD Health Challenge. Collaborated on the writing and production of a Business Case for the Eastern Market Reinvestment Strategy to secure more than \$11 million in philanthropic commitments that transformed the management and the built environment of the market district.

Downtown Development Authority (DDA) / Tax Increment Financing (TIF)

Prepares downtown plans for community downtowns that focus on detailed projects to implement. Examples of recent Downtown TIF Plans include: City of Tecumseh, City of Garden City.

Data Analysis

Conducts research and analysis of existing physical, economic and social condition data including: demographic, land use, property, historic urban form, transportation systems and neighborhood assets. Performs GIS-based land use and property analysis for the creation of a transit-oriented improvement authority, conflicting land use mitigation, and development opportunity identification.

AFFILIATIONS

American Institute of Certified Planners
Urban Land Institute
Leadership Detroit Class 30
LEED AP

SPEAKING ENGAGEMENTS AND COMMUNITY INVOLVEMENT

Growing Sustainability, Accessibility and Community Building in Your Parks

Michigan Municipal Executives 2023 Summer Workshop

Non-Traditional Partnerships for Community Health

deBeaumont Foundation Board of Directors Guest Speaker Series, Bethesda MD

Guest Critic/Lecturer for Undergraduate Architectural Design and Graduate Physical Planning Studios

University of Michigan, Taubman College of Architecture and Urban Planning
University of Detroit Mercy School of Architecture

Guest Critic/Mentor

ACE Mentor Program, SE Michigan
Give Merit Park Student Design Project Detroit, MI



Mario Ortega, AICP

PRINCIPAL PLANNER

EDUCATION

Master of Science, Urban & Regional Planning
Eastern Michigan University

Bachelor of Arts, History
University of Michigan

PROFESSIONAL EXPERIENCE

Continuing Planning Services

Provides planning and zoning consultation to several Michigan and Illinois communities including site plan and rezoning review for legislative bodies and Planning Commissions, community staff and community legal consultants. Advises elected officials and staff on potential residential, commercial, industrial and recreational projects' compliance with applicable planning and zoning standards.

TIF Redevelopment Plan Creation

Conducts field evaluations of structures and uses within a designated area to determine eligibility for establishing a Redevelopment Project Area. Conducts analysis of equalized assessed values to determine a redevelopment project budget based on tax increment financing. Creates redevelopment plans for project area outlining effective public projects to stimulate private sector growth.

Project Management

Creates budgets, assigns tasks, and provides support to project assistants for master plans and other planning projects. Project manager, lead planner and primary client contact for planning and elected officials in multiple Midwest communities in Michigan, Illinois and Wisconsin.

Community Visioning Facilitation

Creates background information and analysis and facilitates community visioning sessions to obtain public input for master plans, recreation plans and downtown development plans.

Financial Management And Policy Creation

Managed financial records of Section 8 Chicago non-profit organization. Developed financial goals and policies to help organization grow 400% in annual revenue. Developed activities and promoted events to raise funds for the Chicago Fire Foundation charity and increased annual donations by 18 times. Managed board members and set financial goals in specific fields of the organization.

Neighborhood Planning

As project manager, conducted demographic and market research, land use analysis, land use charrettes, created land use and district and corridor policies and created catalytic projects for the Milwaukee Near West Side Neighborhood.

Manager Financial and Business Operations

Managed financial records of professional soccer organization. Provided assistance with annual budget and outlined financial goals for club. Managed payroll for over 20 employees. Coordinated travel for team over course of season.

MEMBERSHIPS

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

SOFTWARE EXPERTISE

ESRI ArcView GIS 3.1
ESRI ARC/INFO 7.2
ESRI ArcGIS

AutoCAD LT
Microsoft Office
Adobe Creative Suite



Hunter Whitehill

PRINCIPAL PLANNER

EDUCATION

**Bachelor of Science,
Urban and Regional Planning**
Michigan State University

**Associate of Science
Environmental Science and Society**
Washtenaw Community College

PROFESSIONAL EXPERIENCE

Neighborhood Planning

Develops comprehensive neighborhood plan with action-oriented recommendations. Recommendations emphasize the ability to meet daily needs, access to parks and open space, walkability, access to transit and bike networks, access to food, access to multiple housing opportunities, and neighborhood schools.

Development Review and Zoning

Assists with ongoing development review services including site plan, special land use, land division, variance, and rezoning. Analyzes applications based on applicable zoning and other regulations and present findings to community staff and commissioners. Reviewed and approved zoning permits, including fence and sign permits. Researches and drafts zoning ordinance amendments and complete code rewrites for Michigan cities and townships.

Zoning

Prepares zoning ordinance updates and reorganizations. Researches and drafts zoning ordinance amendments, including lean zoning, for a wide variety of communities. Includes the regulation of signs, landscaping, parking, wind energy systems, and much more.

Climate Resilience and Sustainability

Studied abroad in Europe studying best climate resilience practices including geothermal energy science in Iceland, wind and solar energy location and process in Germany, as well as the harnessing of hydroelectric energy in Portugal.

Transportation Planning

Project manager for long-range transportation plans including public involvement, systems analysis, performance improvements, and implementation programs. Grant applications and project evaluations for various Federal, state, and foundation funding opportunities.

Parks and Recreation Planning

Development Parks and Recreation Master Plans per State standards. Involving an inventory of existing facilities, assessing the condition of equipment, and compilation of findings. Leads public engagement activities including the creation of online surveys, social media presence, and public input sessions.

Comprehensive and Master Planning

Master Plan project management including public involvement design, data analysis including maps, alternatives evaluation, and plan implementation. Online community survey construction, stakeholder interviews, and larger format public visioning sessions. Develops plan scope, drafts individual sections, and sees project through adoption according to proper regulatory framework. Assists Planning Commissions with annual community planning and development work programs that loop into comprehensive planning outcomes.

MEMBERSHIPS

American Planning Association
Michigan Association of Planning
Sierra Club



Jane Dixon, AICP, NCI

PRINCIPAL PLANNER

EDUCATION

Master of Urban and Regional Planning
Taubman College
University of Michigan

**Bachelor of Arts in Political Science /
Bachelor of Arts in History**
Oakland University

HONORS

Certificate of Women in Leadership, Michigan Municipal League 16/50 Project

PROFESSIONAL EXPERIENCE

Public Engagement

Designed and conducted engagement for various municipal projects, including master planning, parks and recreation, downtown development, and annexation. Planned and organized engagement events—focus groups, surveys, interviews, public meetings—across the full lifetime of projects. Facilitated on-site meetings and engages with residents and public officials. Designed engagement plans to ensure under-reached residents are brought into the conversation. All public engagement focusing on authentic, equitable, and continuous involvement.

Community Planning

Developed comprehensive plans, aging-in-place plans, parks plans, downtown development plans, market studies, and housing analysis for small communities to large townships. Researched and analyzed existing conditions, gathered and balanced public feedback, and created effective, clear, community-specific recommendations.

Provided day-to-day planning services for Michigan communities of all sizes, including interacting with the public and local officials. Evaluated development proposals, such as site plans and variance requests, for compliance with local regulations and planning best practices. Believes that all community planning work focuses on identifying common visions for the future and creating concrete strategies that improve residents' quality of life.

Administration and Program Management. Administered municipal boards and commissions, including planning commissions, downtown development authorities, and transportation commissions. Coordinated meetings, materials, and public and staff relations. Managed both long-term and day-to-day planning projects for multiple municipalities and maintained high-quality, timely task delivery.

MEMBERSHIPS

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

CERTIFICATIONS

National Charrette Institute (NCI)
Charrette Systems and Management and Facilitation

PUBIC SERVICES

Treasurer, Board of Directors People's Food Co-op of Ann Arbor



John R. Jackson, AICP, CNU, NCI

PRESIDENT

EDUCATION

Master of Urban Planning
Taubman College
University of Michigan

Bachelor of Environmental Design
Miami University, Oxford, OH

HONORS

Planning Excellence Award for Implementation of "Downtown Grosse Pointe Revitalization Program"
City of Grosse Pointe, MI, Michigan Association of Planning.

Outstanding Planning Project Award for Open Space Development,
Hamburg Township (Livingston County), MI, Michigan Association of Planning and Michigan Society of Planning Officials.

PROFESSIONAL EXPERIENCE

Community Planning and Zoning

Directs preparation of the master plans, urban design plans, and updated zoning ordinances. Provides day-to-day advisory services on comprehensive planning, zoning, site design and subdivision regulations for municipal, legal and real estate clients.

Zoning

Prepares complete zoning ordinances, overlay districts, form-based standards, and comprehensive text and map amendments for cities, villages, and townships in Michigan. Advises 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.

Urban Design

Prepared and implemented regulatory instruments addressing architectural design, form-based standards, aesthetic character, historic preservations, site plan review, and streetscape design.

Form-Based Zoning

Prepares form-based and hybrid zoning ordinances for municipalities to promote quality predictable development.

Agriculture and Open Space Preservation Planning

Prepares strategies incorporating specific state and county programs for the preservation of viable agricultural businesses including transfer of development rights, purchase of development rights, and other incentive-based zoning techniques.

Economic Development Planning and Management

Provides planning and execution assistance in all phases of economic and community development and tax increment financing including planning, acquisition, rehabilitation, public improvements, citizen participation, financing and administration for redevelopment projects using DDA, TIFA, LDFA, and Brownfield mechanisms.

Comprehensive Planning

Prepares comprehensive plans for rural and urban communities based upon community goals and land capability. Prepares zoning ordinances, capital improvement programs and regulatory mechanisms for communities from 4,000 to 60,000 populations.



PROFESSIONAL EXPERIENCE

Real Estate Development

Creates redevelopment strategies for single and multiple sites in Michigan communities. Tasks includes 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.

Central Business District Planning

Directs major urban design efforts for downtowns of cities, including retail, office, institutional, tourism, redevelopment, placemaking, circulation and parking planning and redevelopment financing.

Commercial Corridor Redevelopment

Directed preparation of corridor plans to revitalize older commercial strips and to accommodate public and private improvements through merchant and citizen involvement in the economic development process.

Court Testimony

Provides testimony in Wayne County Circuit Court cases involving litigation of eminent domain issues. Provides expert witnessing in zoning litigation in Wayne County, Lapeer County, and Livingston County, Michigan.

Smart Growth Initiatives

Presents on issues regarding smart growth policies including a panel discussions sponsored by the Suburban Alliance.

Building Department Administration

Manages Building Department operations for two Midwest cities including reporting to City Manager and supervising clerical staff. Supervises inspection and compliance staff issuing permits for building, electrical, plumbing, mechanical, rental and code enforcement and business licensure processes.

MEMBERSHIPS

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

Michigan Downtown Association
Michigan Farmland and Community Alliance
American Institute of Architects, Affiliate Member

CERTIFICATIONS

M|place Partnership Initiative Placemaking Curriculum

Module 1: People, Places and Placemaking
Module 2: Form Planning and Regulations
Module 6: Applied Placemaking

National Charrette Institute

Charrette Systems and Management and Facilitation

ACTIVITIES & PUBLIC SERVICE

Past Chair, Michigan Associate of Planning (MAP) Planners in Private Practice division

Lecturer, Michigan Association of Planning (MAP), Basic Training and Redevelopment Planning

Lecturer, Lapeer County Annual Planning Conference, Specific Planning, Zoning, Rural Preservation, and Economic Development Topics

Co-Chair, American Planning Association's Chicago Urban Innovation Project

Co-Chair, University of Michigan Urban Planning Student Caucus



Aayush Patel

ASSOCIATE PLANNER

EDUCATION

Master of City Design
College of Urban Planning and Public Affairs
University of Illinois at Chicago

Bachelor of Architecture
Aditya College of Architecture
Mumbai University

PROFESSIONAL EXPERIENCE

Urban Design and Subarea Planning

Assisted in developing visionary concept ideas for suburban and urban communities across Chicago and Michigan. Led vision development plans for the West Standale area in the City of Walker, Michigan using rezoning and overlay tools, and balancing urban design principles like walkability, bike-ability with drivability around a mixed-use development. Contributed to illustrating the development vision for Tecumseh's revitalization efforts for the South Evans corridor and the Tecumseh Products site—a brownfield site by incorporating multi-modal transportation strategies, safe pedestrian and vehicular circulation and increasing access to public recreational facilities. Developed and illustrated neighborhood revitalization plan for the City of Hamtramck (Michigan). Assisted in making wayfinding design and planning or bike trail networks in Michigan. Collaborated in placemaking and urban design vision for lower village area in Cascade township (Michigan).

Architecture Planning and Design

Managed and assisted principal architects in site planning and architecture design for single family-residential projects in India and Dubai. Collaborate with site engineers and civil engineers for appropriate construction solutions for projects. Provide site administration and project management services for the company to ensure seamless project execution. Developed construction drawing sets independently for architecture projects and assisted senior design staff in preparation of interior design drawing sets and presentations. Participated in design development of various interior and architecture space planning projects with principal architects and senior design staff. Developed 3D models and visualizations using industry standard software and rendering platforms.

Public Engagement

Assisted in developing public engagement strategies to generate high-quality community feedback from Chicago's McKinley Park neighborhood by facilitating charrette activities, public workshops, focus groups, and presentations for an urban planning and design project. Designed, developed and managed community and business surveys in English, Mandarin, and Spanish followed by managing the collected database and access using QR codes. Managed and assisted in public workshops for planning and design projects in the City of Portage (Michigan) and City of Walker (Michigan).

Zoning Analysis, Comprehensive planning and GIS Mapping

Experienced in creating maps and spatial datasets for communities and cities like Walker, Grandville, Cascade, Port Sheldon. Designed graphically pleasing maps illustrating demographics, land use, zoning, transportation conditions, utilities and natural features on both urban and regional scales. Developed comprehensive master plan text and graphics for communities, villages and townships throughout Michigan along with writing and analyzing recommendations based on best planning practices. Assisted in reviewing site plans and special land use application for communities. Assisted in drafting text, developing graphics and analysis of public feedback for amendments for the City of Portage's form-based code district.

MEMBERSHIPS

American Planning Association
American Institute of Architects
Council of Architecture, India

CERTIFICATIONS

LEED Green Association (Pursuing) U.S. Green Building Council
Licensed Architect (India) Council of Architecture, India



Brian Keeseey, AICP

SENIOR PRINCIPAL PLANNER / GIS MANAGER

EDUCATION

Master of Urban & Regional Planning
Michigan State University

Bachelor of Landscape Architecture
Michigan State University

PROFESSIONAL EXPERIENCE

Project Direction and Management

Responsible for the oversight of large and small planning and zoning projects, leading teams of multi-disciplined professionals to the successful adoption of Master Plans, Zoning Ordinances and amendments, Capital Improvement Programs, Parks and Recreation Plans, Safety Audits, and grant administration. Leads an internal team of 6-8 planners and design professionals on career development and business-related tasks and objectives.

Land Use Planning and Zoning Administration

More than 15 years of experience providing support for citizens and developers with land use information and application procedures, reviewing small and large scale development proposals, site plans, and special use applications and recommending action to Planning Commissions and elected officials. Conducts agency review meetings, public hearings, and public input forums to ensure comprehensive analysis and sound planning and design principles. Provides land use and conceptual layout guidance for residents and landholders. Prepares annual planning reports, Capital Improvement Programs, and other State-required planning functions.

Zoning Ordinance Preparation

Zoning specialist who prepares large ordinance re-writes, minor ordinance revisions, and specialty/topical ordinance expertise. Well-versed in rural, suburban, and urban applications and requirements in zoning. Recent and current experience crafting regulations around signage, wind and solar energy, building design, bulk, and form, sustainable initiatives, and more. Presents recommendations and provides guidance to Planning Commissions and elected officials.

Comprehensive Planning and Implementation

Facilitates visioning and goal-setting sessions to guide master plan development. Provides demographic analysis, geographic analysis, and market studies highlighting community trends for the municipality to address. Guides the creation of policies to support municipal development goals. Utilizes data to address difficult land use, equity, housing, and environmental impacts of land use plans and development patterns, with the intent to align local goals and objectives with actionable tasks that can be assigned to stakeholders to encourage accountability and buy-in.

Geographic Information System (GIS) Management, Analysis, and Modeling

McKenna GIS Manager responsible for the overall direction of company mapping product offerings, implementation, and design. Coordinates data analysis deliverables and information dissemination for clients and external agencies. Conducts U.S. Census, FEMA, USGS, and County-level data source analysis based on project needs to glean actionable insights for communities. Prepares map layouts and templates for cohesive and visually appealing deliverables to clients. Designs zoning and future land use maps for administration and comprehensive plans and develops online versions for public consumption using the ArcGIS Online platform. Administers databases of utility and infrastructure information. Drafts site plans, engineering details and design documents using AutoCAD.

MEMBERSHIPS

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



Lauren Sayre, AICP

SENIOR PLANNER

EDUCATION

Master of Urban Planning
Wayne State University

**Bachelor of Science in Geography
and Sustainable Planning**
Grand Valley State University

PROFESSIONAL EXPERIENCE

Community Planning and Development

Provides planning and zoning administration services to municipalities across Michigan, including site plan reviews, pre-development meetings, and permitting. Supports Planning Commissions, Zoning Boards of Appeals, and City Councils through staffing and presentations. Prepares comprehensive, parks and recreation, and subarea plans informed by research, analysis, and robust community engagement. Develops resources to support local development, with specialized expertise in child care readiness and reducing zoning and administrative barriers to child care.

Zoning

Conducts zoning audits, researches emerging topics, and prepares ordinance updates ranging from text amendments to complete rewrites. Creates and maintains accessible, easy-to-use zoning maps tailored to community needs.

Parks and Recreation Planning

Develops MDNR-approved master plans that include facility assessments, natural feature inventories, needs analyses, and programmatic action plans. Produces clear inventories and plans that align with community recreation priorities and goals.

GIS Mapping

Produces professional maps using both spatial datasets and conceptual drawings. Creates online mapping tools to support real-time data collection and public engagement. Designs visually clear maps to illustrate demographics, land use, and zoning patterns, while managing spatial databases and analyzing community trends.

Transportation Planning

Prepares non-motorized transportation plans grounded in census data, site visits, and spatial analysis. Works with communities through workshops, surveys, and stakeholder meetings to establish actionable goals and a framework for system improvements.

SELECT PUBLIC SPEAKING

“Is Your Community Child Care Ready?”
Michigan Association of Planning (MAP) Annual Conference, Grand Rapids, Michigan, 2024.

“Planning and Zoning for Child Care.” American Planning Association (APA) Ohio Planning Webcast Series, Online, 2025.

“Who Put this Land Use in My Transportation Policy?” Michigan Transportation Planning Association (MTPA) Annual Conference, Holland, Michigan, 2025.

“Building Blocks for Child Care: Planning Tools for Stronger Communities.” American Planning Association (APA) Ohio Annual Conference, Toledo, Ohio, 2025.

PUBLICATIONS

“Creating a Childcare-Friendly Community.” American Planning Association (APA) Zoning Practice, June, 2025.

MEMBERSHIPS

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



Ashley Jankowski

ASSOCIATE PLANNER

EDUCATION

Master of Urban and Regional Planning
University of Michigan

Bachelor of Arts, Environmental Studies
New York University

**Master of Environment and Sustainability,
Environmental Justice Specialization**
University of Michigan

Bachelor of Arts, Journalism
New York University

PROFESSIONAL EXPERIENCE

Community Engagement and Development:

Assists in preparing and facilitating creative community engagement strategies to gather and amplify community knowledge, concerns, and visions for the future. Experience in interviewing, survey writing, and quantitative and qualitative data synthesis regarding master planning, parks and recreation, economic development, mobility, and housing.

Facilitates public education of and engagement with local planning efforts through original journalistic writing and reporting, and develops citizen journalism trainings and other community storytelling resources.

Comprehensive and Master Planning:

Co-creates community-driven plans for diverse cities, downtowns, parks, corridors, and neighborhoods. Assists with demographic and conditions analyses, public participation processes, community visioning efforts, and implementation strategies

Economic Development:

Experience supporting municipalities in achieving Redevelopment Ready Certification, including drafting RRC-compliant Board and Commission Application Forms, Orientation Packets, and Bylaws.

Co-designs Development Handbooks and Microbusiness Best Practices to facilitate ease and diversity of small business ownership in midwestern cities.

Zoning Administration

Completes technical reviews detailing recommended changes to zoning ordinances. Conducts research, zoning ordinance comparisons across multiple communities, and assisted in writing zoning ordinance amendments.

Sustainability and Equity:

Experienced in developing and implementing multi-stakeholder Sustainability Action Plans at the campus and municipal scale, and in promoting sustainability literacy through creative outreach and storytelling campaigns. Assisted cities across North America in measuring, managing, and disclosing their GHG emissions and environmental data to CDP.

Integrates principles of justice, equity, diversity, and inclusion into all planning efforts through equity analyses, deep community listening, participatory planning strategies, and inclusive design.

CERTIFICATIONS

Redevelopment Ready Communities Best Practices Training

Graduate Teaching Certificate, University of Michigan

Diversity, Equity, and Inclusion Certificate, University of Michigan

Certified Carbon Literate, The Carbon Literacy Project, University of Manchester



Carrie Leitner

ART DIRECTOR

EDUCATION

Bachelor of Fine Arts in Graphic Design
University of Michigan

Internet Professional Curriculum Courses
Washtenaw Community College

PROFESSIONAL EXPERIENCE

Document Design and Layout - Planning and Zoning

Designed and produced simple and complex layouts for documents including community master plans, zoning ordinances, and urban design plans.

Downtown and Retail Corridor Branding

Created brands and identities for private firms and Michigan downtowns and corridors. Developed multiple concepts for elaboration in a range of styles. Branding included downtown logos, document design, banners, brochures, and wayfinding signage.

Art Director Municipal Projects

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

Image Editing and Production

Edited complex photographic and illustration graphics using Photoshop and Illustrator for zoning ordinances and master plans. Managed elaborate projects including color correction, recreation plan renderings, and branding for municipal electrical energy use education.

Illustration and Visualization – Zoning, Planning, and Design

Produced graphic ideas quickly and successfully which conveyed the clients' vision. Rendered detailed zoning graphics, facade improvements, and corridor and neighborhood visualization using Adobe Photoshop.

Website Design and Implementation for Public Engagement

Planned website architecture to clearly deliver content for stakeholder use under simplified navigation. Formatted websites to include municipal documents for public review and comments.

Hand Renderings and Art Work

Created privately-commissioned portraits in pencil and charcoal. Created the first annual Charlevoix (MI) Venetian Festival poster in oil pastel. Appeared in the Charlevoix Waterfront Art Fair exhibiting pen and watercolor paintings of local street scenes and building sketches. Rendered several site and landscape concept plans with pen and ink.

SOFTWARE EXPERTISE

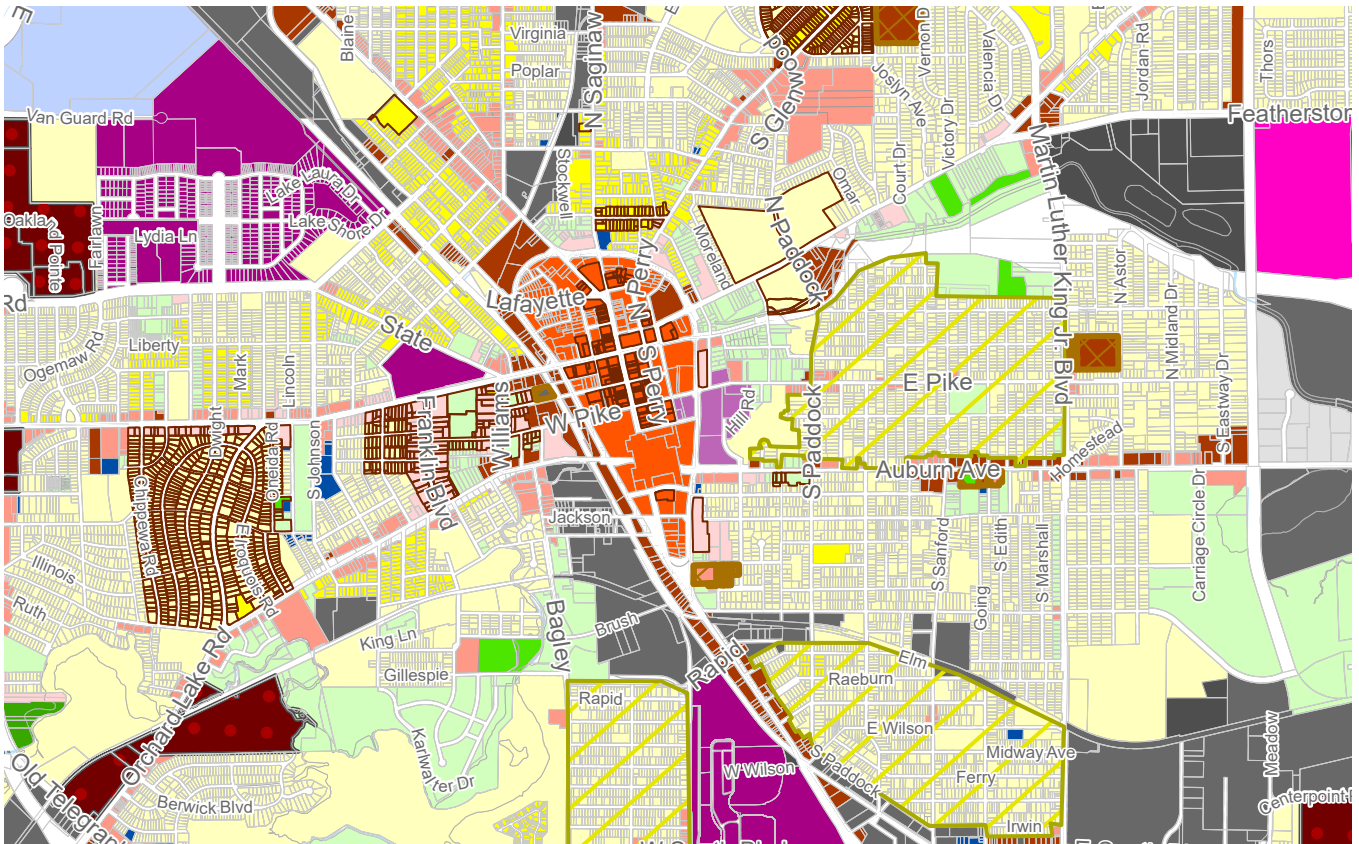
Highly proficient and skilled in Adobe Creative Suite (InDesign, Illustrator, Photoshop) and Microsoft Office (Word, PowerPoint).

Final Deliverables and Pricing





Final Deliverables



DELIVERABLES SUMMARY

In addition to all community outreach materials, including publicity fliers, public notices, maps, graphics, charts, and boards that will be brought to engagement events, as well as result summaries, the following final deliverables will be provided at adoption:

Final Zoning Ordinance:

- One (1) reproducible PDF digital file and six (6) bound hard color copies of the completed Zoning Ordinance.
- One (1) digital source file of the final Zoning Ordinance.

Final Zoning Map:

- One (1) reproducible high resolution PDF digital file and six (6) 24 in. x 36 in. hard color copies of the completed Zoning Map.
- All GIS shapefiles or other mapping files related to the Zoning Map.
- One (1) digital source file of the final Zoning Map.

All data, illustrations and projections created or compiled throughout the project will become the sole property of the City of Birmingham.

Pricing Proposal



McKenna proposes to complete the Birmingham Zoning Ordinance Update for a lump sum of \$185,000.

Additional services beyond the scope of work described in this proposal can be provided at the hourly rates listed below. This fee is based on the desired work program included in the RFP with the anticipated City staff and Steering Committee contributions as described therein.

SCOPE OF WORK	ITEMIZED FEE
Task #1: Project Initiation and Background Review	\$8,500
Task #2: Public Engagement – A Transparent and Citizen Led Process	\$37,000
Task #3: Diagnostic Report: Analysis and Recommendations	\$22,000
Task #4: Drafting of Updated Zoning Ordinance	\$75,000
Task #5: Zoning Map Revisions	\$13,500
Task # 6: Administrative and Procedural Improvements	\$8,000
Task #7: , Final Ordinance and Adoption Support	\$21,000
	\$185,000

General administrative burden or overhead, costs of supplies and materials, transportation costs, and other direct costs are accounted for in the task-by-task fee breakdown above.

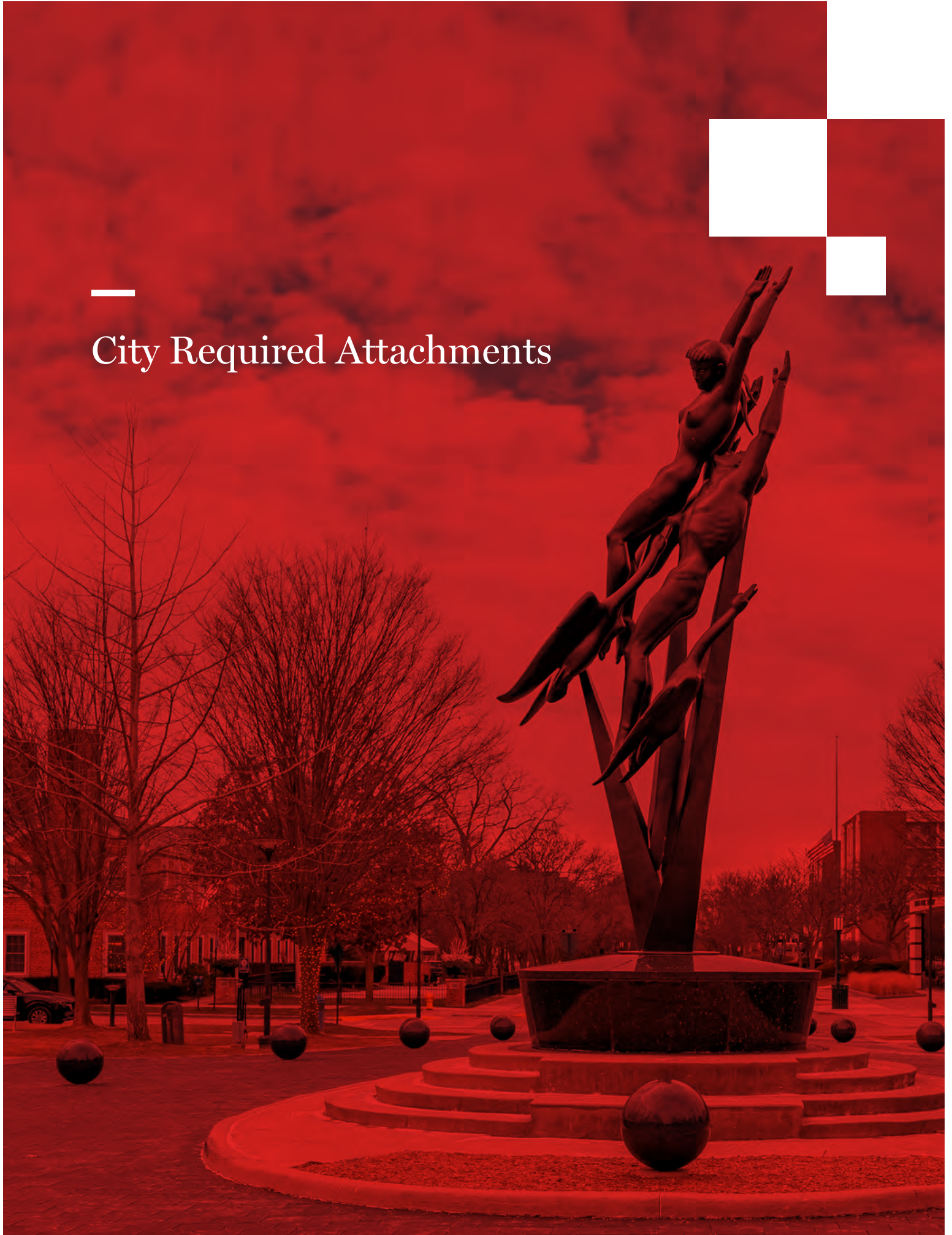
MCKENNA PROFESSIONAL FEE SCHEDULE

Additional services beyond the scope can be provided, at the City’s request based on McKenna’s professional fee schedule (to the right) or a separate negotiated fee.

Additional meetings with the City are \$700 per meeting. For public presentations or additional Steering Committee meetings, additional preparation would be invoiced hourly.

PROFESSIONAL CLASSIFICATION	RATE PER HOUR
President	\$220.00
Executive or Senior Vice President	\$200.00
Vice President	\$190.00
Director	\$180.00
Senior Principal or Manager	\$175.00
Principal	\$145.00
Senior	\$130.00
Associate	\$110.00
Assistant	\$100.00

City Required Attachments



ATTACHMENT B

BIDDER'S CONTRACT FOR ZONING ORDINANCE UPDATE

In submitting this proposal, as herein described, the Consultant agrees that:

1. They have carefully examined the specifications, terms and Contract of the Request for Proposal and all other provisions of this document and understand the meaning, intent, and requirement of it.
2. They will enter into a written contract and furnish the item or items in the time specified in conformance with the specifications and conditions contained therein for the price quoted by the proponent on this proposal.

John R. Jackson

September 29, 2025

PREPARED BY
(Print Name)

DATE

President

September 29, 2025

TITLE

DATE



info@mcka.com and/or jjackson@mcka.com

AUTHORIZED SIGNATURE

E-MAIL ADDRESS

McKenna Associates, Inc.

COMPANY

235 East Main Street, Suite 105, Northville, MI 48167

248.596.0920

ADDRESS

PHONE

McKenna Associates, Inc.

248.596.0920

NAME OF PARENT COMPANY

PHONE

235 East Main Street, Suite 105, Northville, MI 48167

ADDRESS

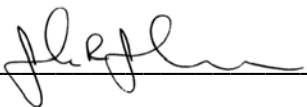
ATTACHMENT C

COST PROPOSAL FOR ZONING ORDINANCE UPDATE

In order for the bid to be considered valid, this form must be completed in its entirety. Additional sheets may be added if necessary. The cost for the Scope of Work as stated in the Request for Proposal documents shall be itemized as follows:

Project Elements	Cost
• Project Initiation and Background Review	\$ 8,500
• Public Engagement and Stakeholder Involvement	\$ 37,000
• Diagnostic Report and Recommendations	\$ 22,000
• Drafting of Updated Zoning Ordinance	\$ 75,000
• Zoning Map Revisions	\$ 13,500
• Administrative and Procedural Improvements	\$ 8,000
• Final Ordinance and Adoption Support	\$ 21,000
TOTAL AMOUNT	\$
Additional Meeting Charge	\$ 700 /meeting
Additional Services (If Any)	
•	\$
•	\$
•	\$
•	\$
TOTAL AMOUNT WITH ADDITIONAL SERVICES	\$ 185,000

Firm Name McKenna Associates, Inc.

Authorized signature  Date: September 29, 2025

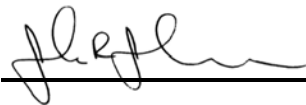
ATTACHMENT D

VENDOR CERTIFICATION THAT THIS IS NOT AN "IRAN LINKED BUSINESS"

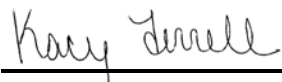
Pursuant to Michigan law, (the Iran Economic Sanctions Act, 2012 PA 517, MCL 129.311 et seq.), before accepting any bid or proposal, or entering into any contract for goods or services with any prospective Vendor, the Vendor must first certify that it is not an "IRAN LINKED BUSINESS, as defined by law.

Consultant	
Legal Name	McKenna Associates, Inc.
Street Address	235 East Main Street, Suite 105
City	Northville
State, Zip	Michigan, 48167
Corporate I.D. Number/State	
Taxpayer I.D. #	38-2213606

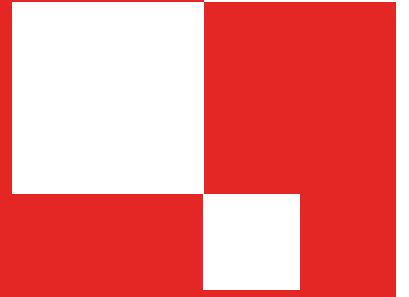
The undersigned, with: 1) full knowledge of all of Vendors business activities, 2) full knowledge of the requirements and possible penalties under the law MCL 129.311 et seq. and 3) the full and complete authority to make this certification on behalf of the Vendor, by his/her signature below, certifies that: the Vendor is NOT an "IRAN LINKED BUSINESS" as required by MCL 129.311 et seq., and as such that Vendor is legally eligible to submit a bid and be considered for a possible contract to supply goods and/or services to the County of Oakland.

Signature of Consultants
Authorized Agent: 

Printed Name of Consultant's
Authorized Agent: John R. Jackson

Witness Signature: 

Printed Name of Witness: Kacy Terrell



MCKA.COM

Response to Birmingham Zoning Update Request for Proposals



Prepared By:



Point of Contact: Brad Lonberger
1129 Woodmere Ave, Suite K5
Traverse City, MI 49686
817.269.1863
brad@placestrategies.com

Prepared For:



Nicholas Dupuis, Planning Director
City of Birmingham
151 Martin Street
Birmingham, MI 48009

RE: Response to Birmingham Zoning Ordinance Update Request for Proposals

Our small but nimble team of expert planners and engagement consultants presents this proposal for updating the Birmingham Zoning Ordinance. Through work experience, cultural ties, and thought leadership, we understand the City of Birmingham and similar communities..

On behalf of Place Strategies, Inc., together with our sub-consultants Placecraft and The Side Partners, we are pleased to submit our proposal to lead the Birmingham Zoning Ordinance Update. We are excited by the opportunity to work with the City of Birmingham to align the updated ordinance with Birmingham Plan 2040, while advancing clarity, predictability, equity, sustainability, and housing diversity.

Place Strategies brings deep experience in urban planning, architecture, redevelopment, and regulatory frameworks. Placecraft boasts strengths in community-based planning, inclusive engagement, and local insights, which are especially relevant in Michigan contexts. Side Partners contributes creative design thinking and a commitment to exceeding expectations in implementation and design excellence.

We believe our combined team is uniquely qualified to deliver a modern, user-friendly ordinance that reflects Birmingham's values, supports its growth management goals, and enhances the quality of life for all residents. We are committed to the timeline and quality expectations outlined in the RFP and look forward to partnering with you on this critical project.

This response includes the desired scope of work and offers additional service options that the City may find helpful. However, there is no obligation to go beyond the scope as outlined. We aim to demonstrate that our services are comprehensive, but our focus is on what our clients need to achieve success, not just meaningless exercises.

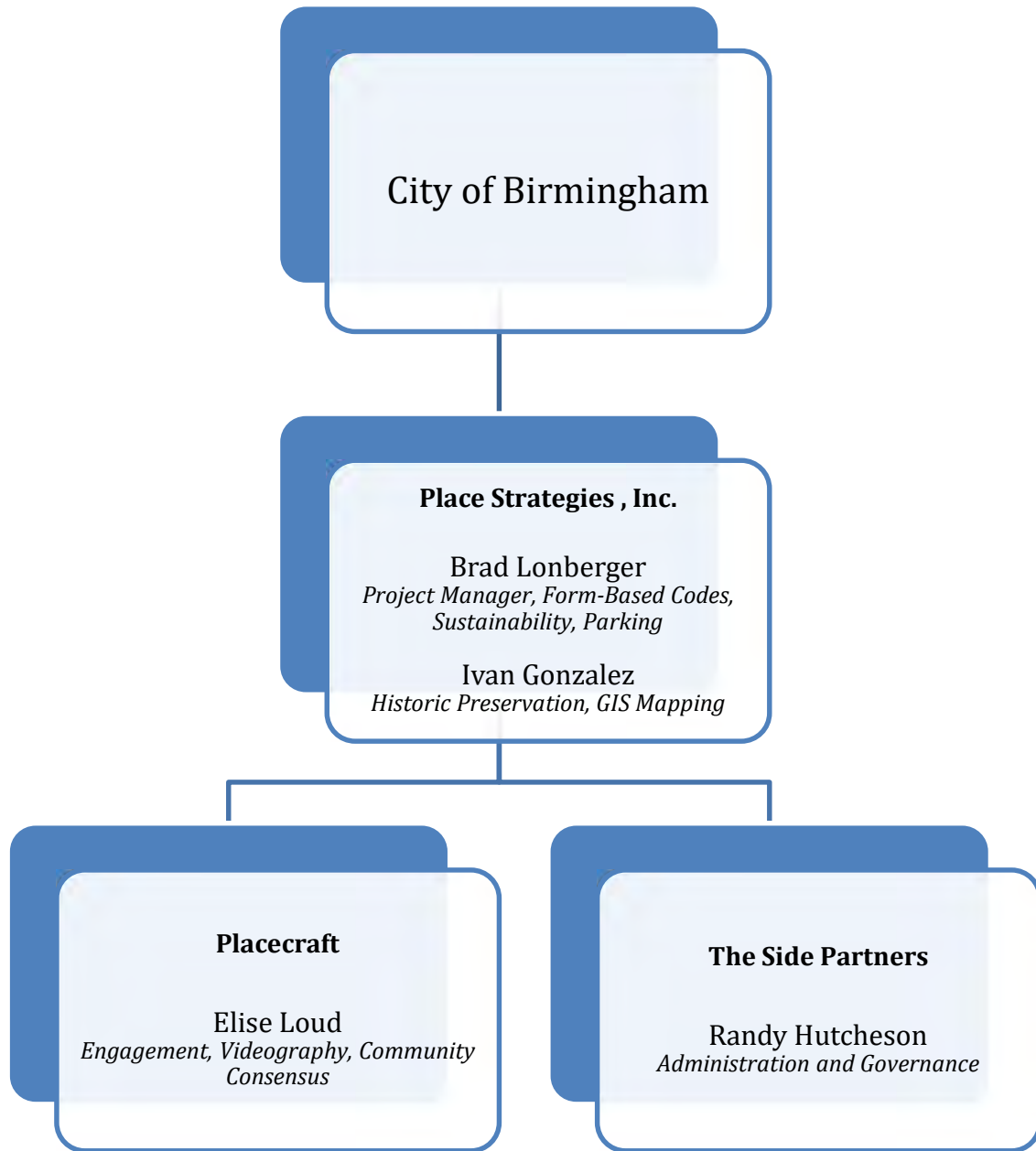
We appreciate this opportunity to respond to your request and are available to answer any questions you may have as you make your selection.

Deepest regards,



Brad Lonberger, AIA, AICP, CNU-A
Principal and Founder, Place Strategies Inc.

Firm Qualifications & Team Overview



Place Strategies, Inc.

Place Strategies is an Architecture + Planning firm based in Traverse City, Michigan and Fort Worth, Texas. The firm specializes in master planning, urban design, form-based codes, unified development codes, incremental neighborhood development, special district implementation, and infrastructure and phasing plans. As a certified Minority Business Enterprise (MBE-Texas), Place Strategies integrates equity and inclusion into each project. Our team has led multiple zoning ordinance updates and redevelopment strategies for walkable, traditional, and historic communities and neighborhoods. The team brings a unique perspective of public administrators of codes as well as a private development applicability.

Placecraft (Michigan)

Founded in 2018 by Elise Loud, Placecraft is a Michigan-based planning consultancy with deep experience in community engagement, inclusive planning, and local development strategy. Placecraft's approach emphasizes listening and creating policies and programming that serve all residents. The firm's track record in Michigan communities aligns strongly with Birmingham's goals under Plan 2040, particularly in addressing neighborhood identity, housing diversity, and inclusive public input.

The Side Partners

With 20 + years of government service in planning and development, Randy Hutcheson delivers creative municipal planning and zoning leadership focused on expanding **administrative authority**, enabling **by-right development**, and implementing **ordinance reform** and **process streamlining** to increase **permitting efficiency** and reduce **discretionary review**; he couples **staff training** and cross-departmental coordination with **clear objective standards**, **form-based code** expertise, and **historic preservation** practice to create predictable, transparent decision-making, faster approvals, and community-centered design review tools that protect Birmingham's character while promoting efficient development efforts.



Brad Lonberger

Architect + Place Maker

IN BRIEF

Brad is an architect, urban designer, and policy mechanic focused on creating inviting and walkable spaces for real communities. His work has paved the way for top-rated walkable neighborhoods and downtowns that are cherished by residents and visitors alike. Brad believes in the authenticity of a community being the driving force behind attracting tourism and employment in today's experience economy.

PRO SKILLS

- AUTOCAD
- ARCMAP
- ADOBE SUITE
- REVIT
- DRAWING

CERTIFICATIONS

- AICP**
American Institute of Certified Planners
#33169
- AIA**
American Institute of Architects #38021631
Michigan Registered Architect #1301072183
National Council of Architectural Registration Board (NCARB) Certification #100928
- CNU-A**
Congress for the New Urbanism Accredited
March 2013

CONTACT

- Traverse City, Michigan
- 817.269.1863
- brad@placestrategies.com
- linkedin.com/in/cblonberger
- instagram.com/placestrategies

EXPERIENCE

DOWNTOWN PLAN + IMPLEMENTATION IN 2020-2021

CITY OF ALEDO

The Aledo Downtown Plan was an extension of a three-day experience district workshop. This plan identified and promoted catalytic projects within the Downtown core and provided the necessary vision for upcoming redevelopment projects. Place Strategies is continuing on implementing new zoning, parks and trails plan and acting as City's representation in discussions with master plan developments.

CORINTH COMPREHENSIVE PLAN IN 2019-2020

CITY OF CORINTH

The Corinth Comprehensive Plan showcased a TOD and City Center implementation plan and strategic actions coupled with a master plan for the study area that would prep Corinth for a successful mobility hub and infill development.

OAK STREET REVITALIZATION IN 2010-2017

CITY OF ROANOKE

Master planning, zoning support and project review on behalf of the City of Roanoke to inform, recommend and advance appropriate downtown development programs along Oak Street and in the Civic Mixed-Use expansion of Oak Street.

DOWNTOWN MASTER PLAN + CODE IN 2014-2016

CITY OF ROGERS, ARKANSAS

Master planning, form-based code and implementation strategies to revitalize and strengthen the community support of Downtown Rogers.

EDUCATION

EXECUTIVE MASTER OF BUSINESS ADMINISTRATION IN 2019-2020

QUANTIC SCHOOL OF BUSINESS AND TECHNOLOGY
General Business Administration

MASTER OF ARCHITECTURE IN 2006-2007

UNIVERSITY OF MIAMI

Suburb & Town Design/Urban Design/Planning

BACHELOR OF ARCHITECTURE IN 2001-2006

UNIVERSITY OF MIAMI

Professional Degree

REFERENCES

HELEN-EVE BEADLE
CITY OF CORINTH
phone: 469.360.6618
email: heleneve40@gmail.com

KYLE CLIFTON
CITY OF CLAREMORE
phone: 918.341.2066
email: kclifton@claremorecity.com

NOAH SIMON
CITY OF ALEDO
phone: 817.627.5890
email: cityadministrator@aledotx.gov

MATT CYR
CITY OF JUSTIN
phone: 940.648.2541 x 106
email: mcyr@cityofjustin.com



Iván G. Gonzalez

Urban Planner + Implementor

IN BRIEF

Iván is a planner, preservationist, and urban designer that has over seven years of experience in designing, facilitating, and implementing planning and development projects from the public and private sector. Iván is passionate about restoring urban downtown cores based on how they functioned originally. Iván has been successful in working with community groups in both his municipal planning positions with regard to land use, transportation, and development.

PRO SKILLS

- ARCMAP
- AUTOCAD
- ADOBE SUITE
- HTML/CSS
- SKETCHUP

CERTIFICATIONS

AMERICAN INSTITUTE OF CERTIFIED PLANNERS

Certified since June 6, 2019
 Certification #31581

FACILITATION TRAINING

Attended Technology of Participation facilitation training in Chicago, Illinois in 2018.

CONTACT

- Fort Worth, Texas
- 806.317.0206
- ivan@placestrategies.com
- linkedin.com/in/ivan-gonzalez-aicp
- twitter.com/igonzalezisu

EXPERIENCE

UNIFIED DEVELOPMENT CODE IN 2021-2023 CITY OF ALEDO

The Aledo Downtown Plan was an extension of a three-day experience district workshop. This plan identified and promoted catalytic projects within the Downtown core and provided the necessary vision for upcoming redevelopment projects. Place Strategies is continuing on implementing new zoning, parks and trails plan and acting as City's representation in discussions with master plan developments.

CORINTH COMPREHENSIVE PLAN IN 2019-2020 CITY OF CORINTH

The Corinth Comprehensive Plan showcased a TOD and City Center implementation plan and strategic actions coupled with a master plan for the study area that would prep Corinth for a successful mobility hub and infill development.

LUBBOCK PLANNING ADMINISTRATION IN 2018-2020 CITY OF LUBBOCK

Administration of zoning, platting, and building review for the City of Lubbock and all development within the core including the Downtown District, special PUD districts, and historic districts.

CEDAR RAPIDS PLANNING ADMINISTRATION IN 2015-2018 CITY OF CEDAR RAPIDS

Administration of long range planning initiatives, preservation and neighborhood programs, and housing initiatives within the core of Cedar Rapids including the Downtown District, NewBo District, and two historic districts.

EDUCATION

BACHELOR OF SCIENCE IN 2007-2011 IOWA STATE UNIVERSITY

Graduated with a major in Community and Regional Planning from the College of Design.

BACHELOR OF SCIENCE IN 2007-2011 IOWA STATE UNIVERSITY

Graduated with a major in International Studies from the Collage of Human Sciences.

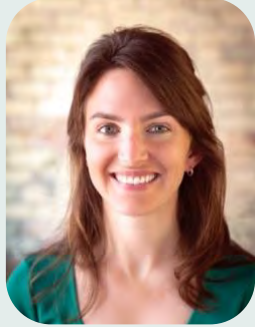
REFERENCES

BRYAN ISHAM CITY OF LUBBOCK

phone: 806.775.2108
 email: bisham@mylubbock.us

JENNIFER PRATT CITY OF CEDAR RAPIDS

phone: 319.286.5041
 email: j.pratt@cedar-rapids.org



ELISE LOUD

PLACECRAFT // www.placecraftmi.com

Move at the speed of trust. Focus on critical connections more than critical mass – build the resilience by building the relationships.

- adrienne maree brown

ABOUT ELISE

Professionally certified community planner experienced in facilitating community listening processes and coordinating teams to inform and implement equitable and actionable plans and projects. Based in Traverse City, MI.

CONTACT

elise@placecraftmi.com
(231) 313-7116

EDUCATION

Western Michigan University
2011-2013
MA in Geography

Aquinas College
2007-2010
BA in Geography, Sociology, Writing

SKILLS

Community Belonging
Relationship Building
Public Engagement
Active Listening
Project Management
Meeting Facilitation
Communications
Team Management

WORK EXPERIENCE

Owner and Principal, Placecraft LLC

Jan 2018—Present

- Leverage 10 years of experience in community engagement, land use planning, real estate development, and community development to assist non-profit and municipal clients, with community listening processes, comprehensive planning, and project implementation.
- Facilitate community listening processes that foster a sense of belonging for all participants, no matter their age, ability, race/ethnicity, gender, sexual orientation, income, education level, language, and/or lived experience.
- Incorporate community feedback into meaningful action plans with clearly delineated roles, timelines, and budgets.
- Coordinate plan and project implementation and lead teams to deliver collaborative and equitable outcomes.

Community Planner, Networks Northwest

Feb 2016—Jan 2018

- Provided planning technical assistance to municipalities and non-profits in 10-county region.
- Assessed data to identify existing conditions and opportunities.
- Facilitated community conversations regarding stakeholders' needs and priorities.
- Incorporated community feedback into strategic and action plans with clearly delineated roles, timelines, and budgets.

Planner, Mansfield Land Use Consultants

Aug 2015—Feb 2016

- Coordinated land use approval applications, site plans, and written descriptions and represented private and real estate developer clients during public land use approval process.
- Researched land use regulations and private and public incentives to inform real estate development proposals.

Planning/Zoning Administrator, Peninsula Township

Aug 2013—Aug 2015

- Built relationships with residents, contractors, developers, and others to ensure compliance with zoning regulations.
- Developed policy recommendations based on land use goals, existing land use activity, and best practices.

COMMUNITY INVOLVEMENT

- Director, Grand Traverse Regional Community Foundation
- Director, Commonplace Coworking
- Director, Garden Theatre



Education:

Auburn University

College of Architecture, Design & Construction
M.C.P. – Urban Design

University of Oslo

School of Architecture
Scandinavian Architecture and Design

Auburn University

College of Liberal Arts
B.A. – Geography
Minor – Psychology/Sociology

Awards:

- **2019 CLIDE Award**
Stockyards Form Based Code
- **2018 CLIDE Award**
Historic Preservation Ordinance
- **2018 Historic Fort Worth, Inc. Award**
Historic Preservation Ordinance
- **2017 International Downtown Association Award** – Downtown Fort Worth Urban Design Standards and Guidelines
- **2012 Texas APA – State Award**
Camp Bowie Form Based Code
- **2011 CLIDE Award**
Near Southside Form Based Code
- **2009 CLIDE Award**
Trinity Uptown Plan and Code
- **2008 Driehaus Form Based Code Institute Code Award**
Near Southside Form Based Code
- **2007 Texas APA – State Award**
Trinity Uptown

Affiliations:

- **Community Design Fort Worth**
Chair – Board of Directors
- **Congress of the New Urbanism (CNU)**
Accredited Member
- **Center Fort Zoning Solutions**
Steering Committee Member
- **Downtown Fort Worth, Inc.**
Design Review Committee Member

/sidē/ Partners

Randy Hutcheson – Sole Owner & Principal

A planning and urban design firm specializing in form-based coding, zoning solutions, development process improvements, code peer review, and staff training.

Job Assignments and Recent Projects:

- City of Fort Worth Design and Preservation Manager 2007 -2023
 - Historic Preservation Manager
 - Heritage Park and Plaza Restoration Manager
 - Department wide development process improvements
 - Form Based Codes and Design Manager
- Subcontractor – HR&A Advisors 2023
 - City of Dallas Historic and Cultural Preservation Strategic Plan
 - Recommendations for streamlining regulatory processes
 - Recommendation for reorganization of Planning & Urban Design Department
- Subcontractor – Place Strategies 2023 - Present
 - City of Justin, Texas Unified Development Code & Old Town Form Based Code
 - City of Fort Worth – Camp Bowie Form Based Code Update
- Subcontractor Livable Plans and Codes – 2024 - Present
 - City of Fort Worth Commercial Corridors & Panther Island Form Based Codes
 - City of Arlington, Texas Pilot Form Based Code Project
- Prime Contractor – Side Partners 2025
 - City of Fort Worth Conservation Districts – Staff Training and Draft Ordinance
 - City of Miami, Florida Historic District Process Improvements

Number of Years at /sidē/ Partners

- 3

Relevant Experience:

- Metro Nashville Planning Department, 1998 - 2004
- Nashville Civic Design Center, 2000 - 2004
- City of Fort Worth, Texas Development Services Department, 2005 – 2023
 - Senior Planner
 - Planning Manager
 - Acting Assistant Director
- Community Design Fort Worth Board Chair – 2023 – Present
- Center for Zoning Solutions Steering Committee – 2024 - Present

Direct Experience – Government Administration:

- **Advanced Federal Housing Reform:** Assisted Smart Growth America through research to support the ROAD to Housing Act of 2025, a bipartisan Senate package to expand housing supply and promote affordability.
- **Simplified Urban Infrastructure Coordination:** Co-developed user-friendly manuals with Downtown Fort Worth, Inc. to streamline construction staging and micro cell facility installation.
- **Modernized Preservation Policy:** Rewrote Fort Worth’s historic preservation ordinance to expand administrative review and accelerate approvals.
- **Supported Long-Term Staff Development:** Actively contributed to a decade-long training initiative aimed at improving development processes, cross training staff, and enhancing customer satisfaction.
- **Streamlined Development Workflows:** Directed cross-divisional teams to enhance efficiency and responsiveness in development review.
- **Simplified Zoning Language:** Implemented changes to simplify zoning ordinance language making it easier for average people to understand.

Relevant Experience

Our team has extensive experience in zoning updates, comprehensive plan implementation, and form-based code projects. The following pages highlight brief descriptions of key project examples.

Development Codes

The Place Strategies Team has worked on development codes across the country, encompassing small area plans, historic downtowns, aging main streets, and whole city code rewrites. We often support the visioning of the communities we work with, but for Birmingham, we will aim to validate your community engagement to ensure the code meets the established vision, as well as address any hot topics that may have arisen since the comprehensive plan's adoption.

Form-Based Codes

Our team has worked on and led the development of over 100 form-based codes throughout our careers, and we've administered and supported the administration of over a dozen of those codes. We find that with a strong knowledge of how to administer the codes, we can deliver a customized process that fits the needs and expertise of city staff, council, and commissions.

Community Engagement

We bring experience to our engagements that is fine-tuned to the community's culture. We will conduct the standard meetings that are required, but we find that these approaches rarely encourage a great turnout. So our team will lead a process that will explore strategies that have been successful in other communities, such as:

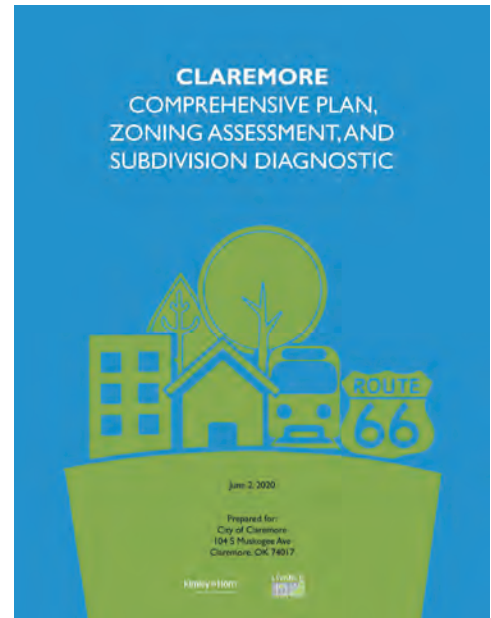
- Renting a vacant shopfront to host education sessions for the general public, oriented around hot topic items.
- Hosting events that include food experiences from local restaurants (purchased, not donated).
- Utilizing advanced marketing videography to make the community aware of the rock star shop owners, foodies, and implementers in Birmingham.

Each of these has been used in other communities and has brought awareness, appreciation, and a fresh approach to truly engaging residents and businesses. Place Strategies and Placecraft teamed up to support the Village of Empire in updating its master plan in 2024. The process we crafted resulted in a 95% response rate to our community survey, with 55% of the responses coming from full-time residents. By working together with locals, the steering committee, and City staff, we can achieve great results.

Each of the following projects demonstrates our ability to work collaboratively with communities, integrate public input, and translate policy goals into user-friendly zoning ordinances.

City of Claremore Unified Development Code

Project Contact: Kyle Clifton | (918) 341-2066 | kclifton@claremorecity.com



Site Details

City of Claremore City Limits

Scope/Services

Unified Development Code, Form-Based Code, Pattern Zones, and Diagnostics

Services

\$325,000

Start/Completion Date

2019 - 2021

Creative Options in Housing

Claremore, Oklahoma, is located northeast of Tulsa in the heart of Rogers County. The City had been experiencing exponential growth and had issues expanding the built environment to capture a larger share of the residential and commercial market. Administration of their existing code had been experiencing issues with conflicting regulations.

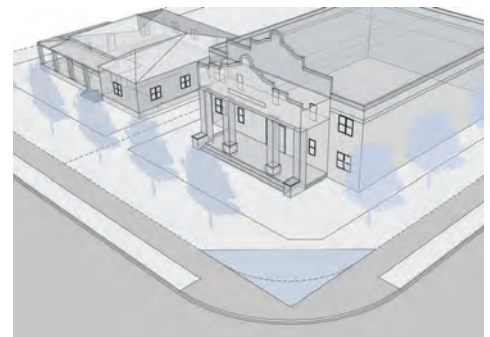
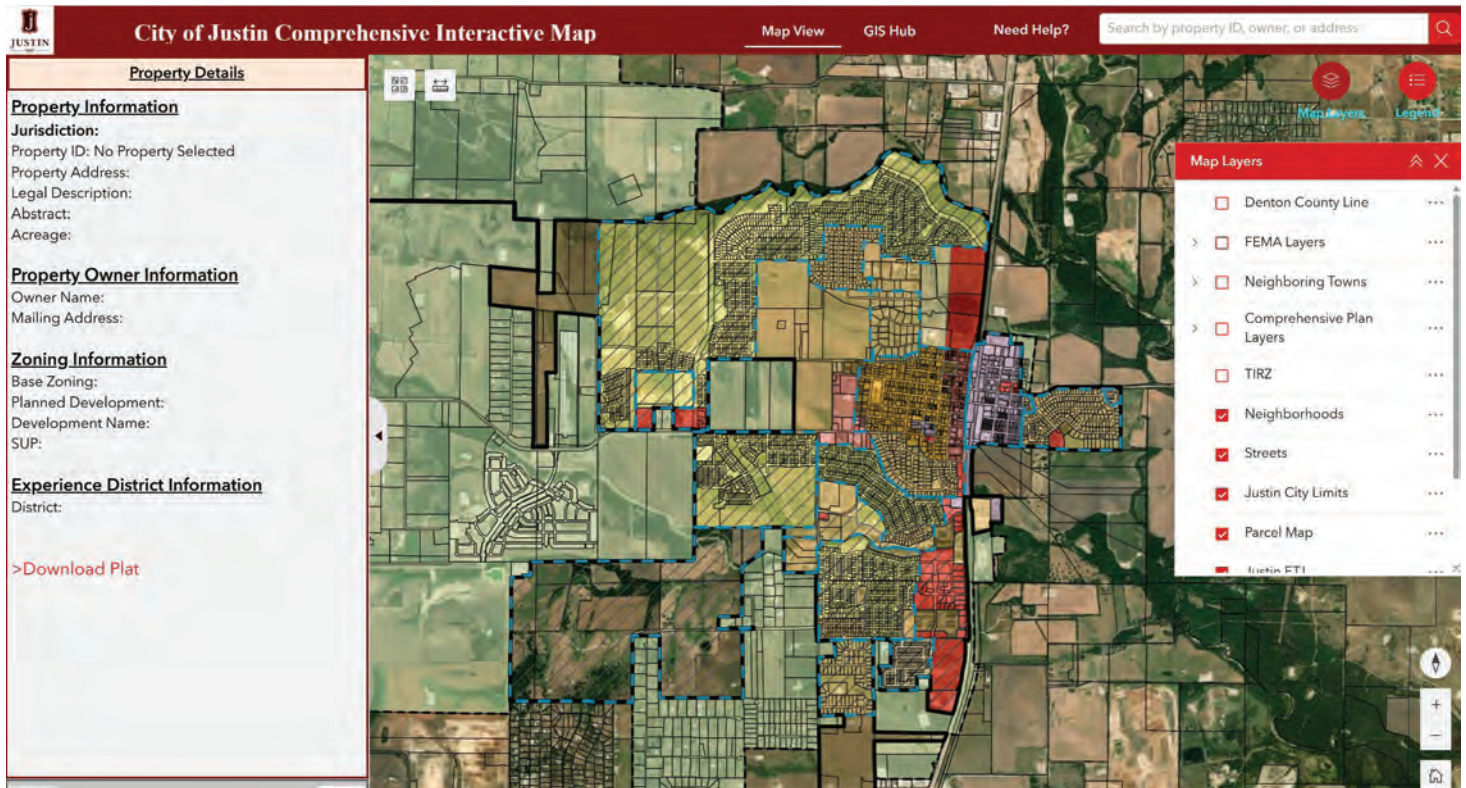
Brad and Iván were able to build on their existing Comprehensive Plan to expand into a flexible, and goal driven Unified Development Code with special attention to incorporating form-based codes by Place Strategies and pattern zones designed by MBL. This approach allowed for development of creative building solutions that had not been done before or were too different to be tried in the open market.

Education and engagement through the process achieved a level understanding by the community to embrace the creative building regulations brought forth by the Unified Development Code. This included an outdoor food festival named "A Taste of Rogers County," which helped bring local resources together to raise awareness of placemaking opportunities in Downtown Claremore.

<https://claremore.com/wp-content/uploads/2022/08/Unified-Development-Code-Final-Version.pdf>

City of Justin Unified Development Code

Project Contact: Matt Cyr | (940) 648-2541 x 106 | mcyr@cityofjustin.com



Site Details

City of Justin City Limits

Scope/Services

Unified Development Code, Form-Based Code, and Diagnostics

Services

\$180,000

Start/Completion Date

2023 - 2024

Managing Growth and Preserving History

Justin, Texas is in the growth corridor between Fort Worth and Denton. It has traditionally been left untouched until recent growth has expanded within Denton County. Its historic Old Town is the original founding of the train depot town that serves as a testament to the country roots of the community. With growth poised to take the 7,000 population to over 20,000 in the next 20 years, there was real concern that new development would muddy the cultural ties to its history and the small town feel.

Place Strategies, after completing the Comprehensive Plan for the City of Justin, began to craft their Unified Development Code, which includes all development standards within the City. It supported the form-based approach to historic development in Old Town along with more hybrid development patterns of the new growth area.

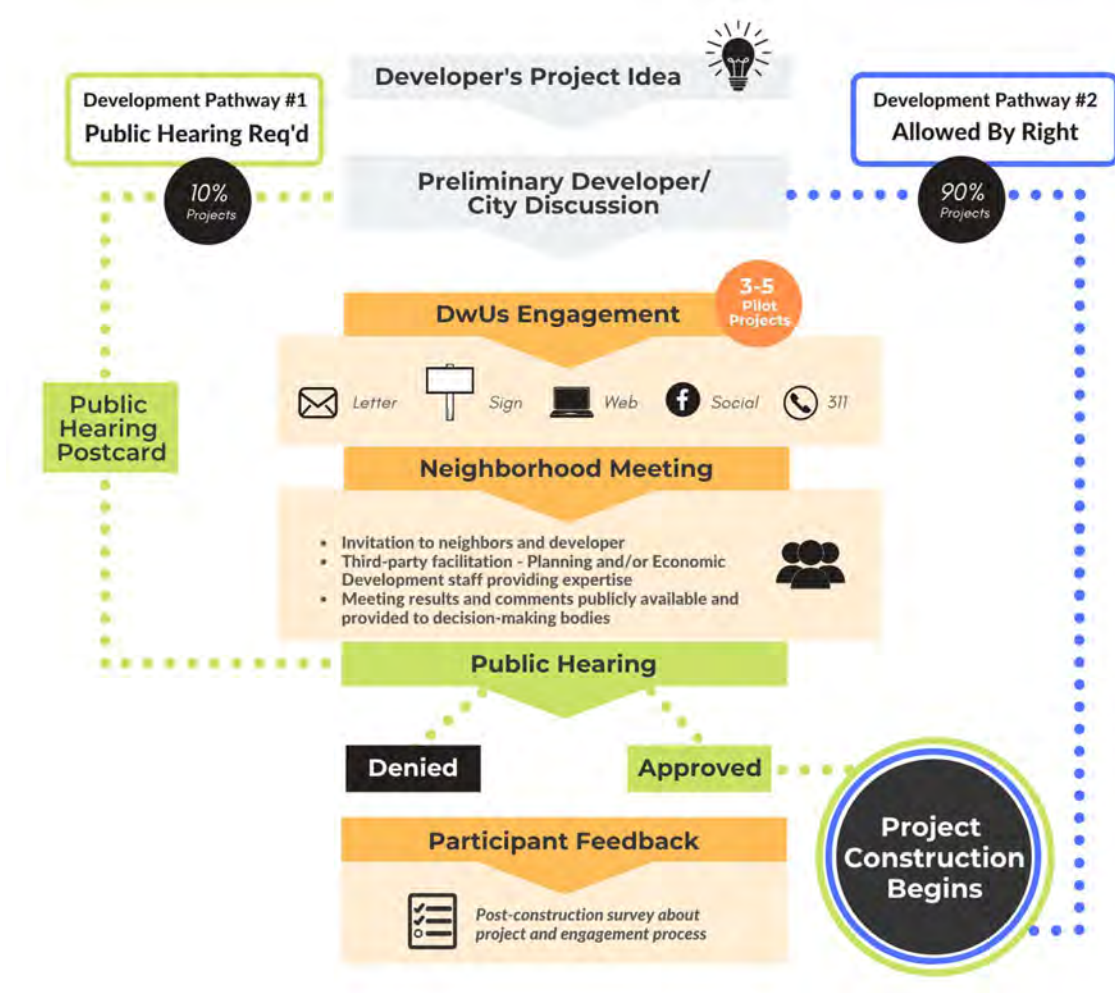
The primary focus of the UDC included extensive exercises and discussions on hot topics, creative solutions to frustrating outcomes in landscaping, signage, and transitioning commercial and residential districts. Education series were held post adoption to help staff adapt to the new code.

<https://www.cityofjustin.com/DocumentCenter/View/2066/Ordinance-793-25-FINAL>

Development with Us Program – PLACECRAFT – Engagement Lead

Client: City of Grand Rapids

Reference Contact: Rowan Brady, AICP, rbrady@grand-rapids.mi.us, (616) 456-4318



Project Description:

Development with Us is a new program of the City of Grand Rapids, designed to connect proposed development projects with the neighborhood(s) most impacted by the development and focused heavily on project form and site design. Placecraft is part of a diverse team of community engagement specialists, tasked with facilitating discussions with neighbors and development teams at the early stages of a development plan. These discussions aim to give neighbors an opportunity to provide feedback to the development team before an introduction at the Planning Commission. Meetings are held in locations that are welcoming and accessible to the neighborhood, and facilitators are assigned to projects that are appropriately aligned with their lived experience, to reduce unintentional barriers to participation.

Project Understanding and Approach

The Birmingham Plan 2040 outlines a forward-thinking vision for growth, sustainability, and housing. Our team understands the importance of aligning zoning tools with these priorities. Key aspects include:

Modernizing and simplifying the zoning ordinance to ensure clarity and predictability.

Our team has worked as administrators of codes, which brings a different perspective than many other code-writing firms. Our approach emphasizes clear language with minimal legalese and a streamlined process that aligns with the needs and expertise of our client communities.

Supporting housing diversity, including missing middle housing and accessory dwelling units.

Our team is at the forefront of techniques that include missing middle housing, promoting accessory dwelling units, and incentivizing incremental infill development. Our work has implemented pattern zones in special areas of Claremore, Oklahoma, and supported the inclusion of infill housing types in Bryan, Texas. We continue to support housing improvements by volunteering our time on the board of Housing North in Northwest Michigan and teaching for the Incremental Development Alliance.

Promoting walkability, sustainability, and context-sensitive design.

We are actively designing traditional neighborhoods for mixed-income developments, focusing on their walkability, promoting the preservation of unique open spaces, and preserving urban farms, while integrating life-cycle sustainability into development. Our focus is always on how to move people, not vehicles, and we integrate pedestrian-oriented spaces, streets, and paths to support interconnectivity within and between neighborhoods.

Ensuring Equity and Inclusivity in Community Engagement.

Our team has partnered with Community Housing Development Organizations and Housing Corporations to develop the first Community Land Trust in Fort Worth, Texas. We have worked in some of the most underrepresented neighborhoods in Little Rock, Arkansas, Austin, Texas, and Dearborn, Michigan. We expand further on our engagement approach within this proposal.

Aligning zoning districts with Future Land Use categories from Plan 2040.

As we progress in the process, we will align the land use categories and zoning districts. However, our team takes it a step further, exploring the transitions between land uses, identifying 'hot topic' items that cause frustration in neighborhoods, and supporting critical decisions to protect the quality of life in Birmingham.

Community Engagement Approach

Our scope of services integrates community engagement throughout the entire process. Our proposed approach, described below, is one way to engage the Birmingham community. Our team anticipates that this approach will be adjusted upon conversation with Birmingham staff and leadership. Regardless of the specific activities we facilitate, we hold the following values in every community engagement process:

Community Engagement Values

People are experts in their own experiences.

Community engagement relies on sharing a person's lived experience: what is working well, what is not working, what is missing in their knowledge? Our process honors, trusts, and dignifies this expertise. This is the foundation for building consensus in any community conversation.

Everyone engages differently.

Some community members are very comfortable navigating public communication and engagement activities, and some are not. We employ a human-centered design approach with all our engagement activities. How will this feel to someone new to this process? Can people of all abilities participate in this exercise? Is the right facilitator in the room? Do we share a common lived experience that helps build trust in the process, or are we unintentionally discouraging participation?

Engagement is a relationship that requires repetition and flexibility.

At every step of the engagement process, we listen and confirm with our audience to ensure we understand their needs, build trust in the process, and ensure accuracy. We also hold our teams flexible—ready to respond to a variety of needs and perspectives that might surface. And, we recognize that our engagement process is only one short-term step in a client's long-term relationship with their community. We seek opportunities to establish lasting relationships with community members that will continue beyond our involvement in future projects, regardless of our role in them.

Reaching new audiences requires building relationships with trusted partners.

The most effective way to reach new audiences (people who have not traditionally engaged in a community planning process) is to build relationships and work alongside individuals and organizations that have community capital within those audiences. This goes beyond sending an email and requires the time of the consultant team, certainly, but most importantly, the client.

Proposed Community Engagement Process

1. *Prepare Community Engagement Plan* in partnership with the client. The plan will identify community engagement phases, activities, target audiences, engagement partners, and communication strategies to reach those audiences. The plan should incorporate best practices from recent community engagement processes in Birmingham, specifically the 2023 Master Plan update. What worked well and should be repeated? What did not work well and should be avoided?

2. *Host a series of pop-up community education sessions to build consensus regarding topics of critical importance* to kick off the project. Host these sessions over the course of one week, in a welcoming, refreshing, and inspiring location in Birmingham. An example location is a vacant storefront in a lively corridor. An example schedule could include:

Evening 1: How the *Birmingham Plan 2040* will guide this project

Evening 2: Connect the City

Evening 3: Growing Well

Evening 4: Sustainability

The purpose of these sessions is to share, inspire, and build consensus regarding the importance of these topics to the future of Birmingham. Each session would be led by a local subject matter expert and include local food and beverages. Optionally, the consultant team could engage a videographer to film these sessions and share them widely with community members who are unable to attend. Additionally, the videographer could capture community feedback at the events, providing a space to record ideas, reactions, and feedback organically and compellingly.

3. Host a series of neighborhood listening sessions to share the results of the diagnostic report and recommendations, in different locations of the city. A specific number of sessions is to be determined, but we envision about eight sessions, with multiple neighborhoods invited to each session. If appropriate, we'd propose gathering neighborhoods that are currently separated by Woodward Avenue (for example, Kenning and Pierce) to emphasize the community's desire to overcome the Woodward divide. Feedback invitations would focus on the recommendations of the diagnostic report.

4. Host a community open house and online survey regarding the draft zoning ordinance and map revisions. Feedback invitations would focus on key revisions proposed, the resolution of some of the hot topic issues discussed, and what elements build predictability in development for the community.

Work Plan & Scope of Services

Our scope of services directly aligns with the RFP and includes the following phases:

Task 1 - Project Initiation, Management, and Background Review

1.1 – Project Initiation Meeting and City Tour (1 Meeting) - The Place Strategies Team will conduct a kick-off meeting to discuss our understanding of the project, the project schedule, scope, City staff and consultant team communication methods, and to receive data from City staff, as required. Recommended attendees include City staff who will ultimately guide the plan's progress, findings, and recommendations. City staff will provide an in-person meeting room with options for virtual attendees. During the kick-off meeting, the Place Strategies Team will tour key areas and locations in the City of Birmingham with staff to gain a deeper understanding of the place, opportunities, and challenges facing the community.

1.2 – Kick-off Joint Work Session with Planning Board (PB) and City Commission (1 Meeting) – The Place Strategies Team will conduct an education session with the PB and City Commission in a joint work session to discuss the process, engage in dialogue about topics of concern for zoning and development, and go through educational exercises on what zoning updates will do for the City.

1.3 – Progress Meetings (Every month - up to 12 meetings) – The Place Strategies Team will meet in person or virtually with key City staff to discuss project progress, key action items and responsibilities, and the project schedule. Place Strategies will prepare an agenda and a checklist with action items, responsibilities, and due dates for appropriate team members. They will schedule and notify attendees of the meetings via email.

1.4 – Internal Team Meetings (Every 2 weeks – up to 24 meetings) – The Place Strategies Team will meet internally (including sub-consultants) virtually or in person to coordinate internal tasks and assignments. Place Strategies will prepare an agenda and a checklist with action items, responsibilities, and due dates for appropriate team members. They will schedule and notify attendees of the meetings via email.

1.5 - Background Review – The Place Strategies Team will read thoroughly the Plan 2040, diagram the items that are relative to development, or that can be impacted by development, and those key elements that might be other regulations the City should be mindful about. We will also review all existing GIS data, review gaps, and summarize takeaways in a memorandum.

Task 2 – Public Engagement & Stakeholder Involvement

2.1 - Engagement Plan – The Place Strategies Team will collect information from interviews about past engagement and produce an engagement plan that will serve as the roadmap for our engagement process and set all deliverables and expectations from our team and the City team.

2.2 - Specialized Engagement Event – Our team is excited about an opportunity to produce an education series that could be featured in Birmingham and serve as a community stop-in for the course of a week. This would feature office hours through the week and an education event each evening. As an option, videography for interviews, and production into a video for future use.

2.2 – Open House During Review Process – The Place Strategies Team and City staff will identify opportunities to reach out to the public through public events, festivals, and regular meetings of partner organizations. In addition, a public open house will be provided to review the contents of the new code and answer questions.

2.3 – Web-Based Engagement – Online tools are basic forms of communication today. For this project, web-based engagement will be designed by the Place Strategies Team and can be hosted by the team, or hosted by the City, to make information more broadly available (to anyone who chooses to go online), more convenient (whenever someone is online or connected), and with more flexible (by using a variety of online and social networking tools). The Place Strategies Team will design tools to assist City staff in integrating them into the day-to-day management of the project. The final components of the web strategy will be determined in consultation with the City. These tools and techniques could include:

- **Interactive Website.** An interactive planning and engagement website that provides general project information, including meeting dates, background details, and contact information. It will also provide a means for obtaining public input and serve as the main portal for videos, presentations, workshop information, and downloadable reports. This will also serve as the primary access point for open virtual meetings related to the initiative.
- **Social Media.** Plugging into existing city communication channels to engage readily available interested citizens.

Task 3 – Diagnostics & Recommendations (Simultaneous to Task 5)

3.1 - Zoning Audit – The Place Strategies Team will conduct a performance audit to correlate the goals and outcomes of Plan 2040 to the current zoning standards. This will highlight, at a basic level, the positive, neutral, or negative impacts of the zoning and its ability to meet Plan 2040's goals. These will be analyzed section by section, and the reasons for each rating will be noted. As we discuss the outcomes with City staff, we will explore potential alternative approaches to address the negatives and move them to a neutral or positive status.

3.2 - Hot Topics Coordination – A common approach is to develop 'hot topic' issues that create frustration, negative feelings, or confusion for the community in coordination with the Steering Committee, Planning Board, and City Commission. This list will outline the key elements that the team will work to address, in addition to the diagnostic elements identified in the Zoning Audit. The hot topics will also inform our community engagement discussions, work sessions, and open houses.

Task 4 – Draft Zoning Ordinance & Map Revisions

4.1 – Zoning Structure, Format, and Specific Topics – Place Strategies to develop a new code framework, including a Table of Contents and structure for the overall development-related ordinances with a specific focus on code administration (approval process for different application types and roles of appointed and elected boards and staff) and zoning district categories (including any recommend changes/modifications to current districts) with a master land use table. Framework to identify/incorporate special district standards for the different areas.

- i. Determine the relevance of the land uses identified in the Plan 2040 Comprehensive Plan.
- ii. Refine the boundaries of any Special or Form-Based district for zoning purposes.
- iii. Align a draft zoning map update, along with a district transition table to understand how any districts are amended or combined in the future draft.
- iv. 1-day work session with city staff to review code framework (including an agreement on the phasing of the code development phase of the project).
- v. Three (3) work sessions with the Steering Committee, PB, and/or City Commission (recommend a joint work session of all bodies) to review specific topics that the groups choose.

4.2 – Code Development

- i. Develop drafts of the overall code (zoning, signage, and other development standards, including the code standards for the special/form-based districts) in a phased/incremental manner (to be agreed upon at the end of the Code Framework Phase) for internal and staff review. Includes no more than three (3) complete drafts and no less than two (2) complete drafts; additional drafts and edits will be charged hourly.
- ii. Creation of the draft zoning map for review.
- iii. Review draft code with the Steering Committee, Planning Board, and City Commission, including preparation time and joint meeting. Additional meetings are charged hourly.

Task 5 – Administrative & Procedural Improvements (Simultaneous to Task 3)

5.1 – Administrative Diagnostics – Place Strategies will analyze the current workflows and application processes, and compare them to the state statute-mandated process versus the local preferred process. This will be used to determine the minimum requirements and how it can be lifted to accommodate any preferences for alternative or digital submittals and processing, while also looking at how the process can be streamlined, when appropriate.

Task 6 – Final Ordinance & Adoption Support

Task 6.1 – Final Draft Zoning Code and Zoning Map

- i. Provide a complete draft for stakeholder and public review/comment.
- ii. One public open house to review the draft code before adoption hearings.

Task 6.2 – Support Code Adoption

- i. Support adoption with City staff (formal public hearings at PB (one hearing) and City Commission (up to two hearings) – Deliverable: Final Zoning Code and PowerPoint presentation.

Each phase includes deliverables, public review, and refinement to ensure alignment with Birmingham's goals.

Deliverables

Our deliverables will include:

- Interim reports, presentations, and memoranda resulting from each task and engagement process.
- Draft and final zoning ordinance in PDF and editable formats.
- Updated zoning map (digital and hard copy formats, with GIS shapefiles).
- Graphic illustrations to clarify complex regulations.
- Public hearing presentations and adoption support materials.

Final Deliverables

1. One (1) reproducible PDF digital file and six (6) bound hard color copies of the completed Zoning Ordinance; and
2. One (1) digital source file of the final Zoning Ordinance.

The Consultant will also provide the Zoning Map update in the following formats upon adoption of the final version of the Zoning Map:

1. One (1) reproducible high-resolution PDF digital file and six (6) 24 in. x 36 in. hard color copies of the completed Zoning Map;
2. All GIS shapefiles or other mapping files related to the Zoning Map; and
3. One (1) digital source file of the final Zoning Map.

All data, illustrations, and projections created or compiled throughout the project shall become the sole property of the City of Birmingham.

Proposed Project Schedule

We propose a schedule from January 2026 through December 2027, with major milestones as follows:



Cost Proposal

Attachment C Provided.

The cost proposal is negotiable, and our team can customize based on any revisions to scope or optional preferences that the City would like to include.

Additional Services

Optional services we can provide include:

- Staff training workshops after adoption. This includes class sessions either virtually or in-person to support the understanding of project flow, recording any deficiencies in the process for adjustments, and building approval programs. This could also include education sessions for the Planning Board and City Commission.
- Pattern Zone – Ready to build design plans. If selected, a supporting pattern zone design for ideal and incentivized building types will be developed in coordination with City staff, the Steering Committee, the Planning Board, and the City Commission.
- Videography to support the engagement process. Advanced recording of public meetings, interviews of local citizens and business owners, and productions of marketing videos for the advancement of economic development in Birmingham.

Required Attachments

Our proposal includes the following attachments as required by the RFP:

- Attachment B: Bidder's Contract Form
- Attachment C: Cost Proposal Form
- Attachment D: Iran Sanctions Certification

BIDDER'S CONTRACT FOR ZONING ORDINANCE UPDATE

In submitting this proposal, as herein described, the Consultant agrees that:

1. They have carefully examined the specifications, terms and Contract of the Request for Proposal and all other provisions of this document and understand the meaning, intent, and requirement of it.
2. They will enter into a written contract and furnish the item or items in the time specified in conformance with the specifications and conditions contained therein for the price quoted by the proponent on this proposal.

C. Brad Lonberger	09-25-25
PREPARED BY (Print Name)	DATE
Founder, Vice President	09-25-25
TITLE	DATE
	brad@placestrategies.com
AUTHORIZED SIGNATURE	E-MAIL ADDRESS
Place Strategies, Inc.	
COMPANY	
1129 Woodmere Ave, Suite K5, Traverse City, Michigan 49686	817-269-1863
ADDRESS	PHONE
Not Applicable	
NAME OF PARENT COMPANY	PHONE
ADDRESS	

COST PROPOSAL FOR ZONING ORDINANCE UPDATE

In order for the bid to be considered valid, this form must be completed in its entirety. Additional sheets may be added if necessary. The cost for the Scope of Work as stated in the Request for Proposal documents shall be itemized as follows:

Project Elements	Cost
• Project Initiation and Background Review	\$ 15,000
• Public Engagement and Stakeholder Involvement	\$ 50,000
• Diagnostic Report and Recommendations	\$ 10,000
• Drafting of Updated Zoning Ordinance	\$ 50,000
• Zoning Map Revisions	\$ 8,000
• Administrative and Procedural Improvements	\$ 12,000
• Final Ordinance and Adoption Support	\$ 15,000
TOTAL AMOUNT	\$ 160,000
Additional Meeting Charge	\$ 5,000 /meeting
Additional Services (If Any)	
• Education After Adoption	\$ 5,000 per education session
• Pattern Zone Pre-Designed Package	\$ 15,000 each plan
•	\$
•	\$
TOTAL AMOUNT WITH ADDITIONAL SERVICES	\$ 200,000 (2 education sessions and 2 pattern zones)

Firm Name Place Strategies, Inc.

Authorized signature  Date: 9-25-25

VENDOR CERTIFICATION THAT THIS IS NOT AN "IRAN LINKED BUSINESS"

Pursuant to Michigan law, (the Iran Economic Sanctions Act, 2012 PA 517, MCL 129.311 et seq.), before accepting any bid or proposal, or entering into any contract for goods or services with any prospective Vendor, the Vendor must first certify that it is not an "IRAN LINKED BUSINESS, as defined by law.

Consultant	
Legal Name	Place Strategies, Inc.
Street Address	1129 Woodmere Ave, Suite K5
City	Traverse City
State, Zip	Michigan 49686
Corporate I.D. Number/State	Michigan - 823497682
Taxpayer I.D. #	82-3497682

The undersigned, with: 1) full knowledge of all of Vendors business activities, 2) full knowledge of the requirements and possible penalties under the law MCL 129.311 et seq. and 3) the full and complete authority to make this certification on behalf of the Vendor, by his/her signature below, certifies that: the Vendor is NOT an "IRAN LINKED BUSINESS" as required by MCL 129.311 et seq., and as such that Vendor is legally eligible to submit a bid and be considered for a possible contract to supply goods and/or services to the County of Oakland.

Signature of Consultants
Authorized Agent:



Printed Name of Consultant's
Authorized Agent:

C. Brad Lonberger

Witness Signature:



Printed Name of Witness:

Elise Loud



MEMORANDUM

Planning Department

DATE: October 22, 2025

TO: Planning Board Members

FROM: Nicholas Dupuis, Planning Director

SUBJECT: Project Updates & Information

The following report contains the most recent updates on projects that have completed by the Planning Board and are on to the next steps of approval. In addition, other significant development-related projects that have been reviewed or embarked upon by boards/commissions such as the Historic District Commission, Design Review Board, Multi-Modal Transportation Board, or similar bodies have been included for reference as well.

Site Plan & Design Reviews

- 2159 E. Lincoln – Lincoln Yard – Temporary Certificate of Occupancy has been issued
- 35001 Woodward – Land lease executed by City Commission/design development, site plan extension granted on April 23, 2025
- 239 N Old Woodward – Bloom Bistro – Under construction
- 300 S. Old Woodward – Restoration Hardware – Under construction – Inspections
- 243 Merrill – La Strada – Final inspections
- 320 Martin – Birmingham Post Office – Construction
- 34350 Woodward – Fred Lavery Porsche – Permitting, site plan extension request granted on March 26, 2025.
- 479 S. Old Woodward – Birmingham Tower – Under construction
- 33866 Woodward – The Vault – Permitting
- 370 E. Brown – Under construction

City Commission

- 298 S. Old Woodward – Daxton – Public Hearing adjourned, awaiting submittals from Applicant.

Ordinance Amendments/Master Planning

- -

Non-Planning Board Projects

- 33680 Woodward – Petrucci Studio – Under construction
- 138 W. Maple – Blakeslee Building – Façade renovations, permitting
- 106 S. Old Woodward – O’Neal Building – Façade renovations, construction

- Historic Preservation Master Plan – In progress.

ADMIN APPROVAL - PB

App Date	Case #	Scope of Work	Property Address	Status
07/11/2025	PAA25-0058	Paint exterior brick, replace mansard shingle roof with standing seam metal, replace wood vertical siding with James Hardie siding, and infill rear door @ Jets with brick to match existing.	151 N ETON ST	COMPLETED - APPROVED
08/20/2025	PAA25-0072	Minor exterior color changes were made from original submission. Submission being made per the request of Planning Director	33687 WOODWARD AVE	COMPLETED - APPROVED
09/02/2025	PAA25-0077	Building use change to one floor of retail, two floors of office and two floors of residential. Plus the removal of one level of underground parking.	35001 WOODWARD AVE	COMPLETED - APPROVED
09/09/2025	PAA25-0078	Replace asphaltry roof on stair enclosure/porch area with standing seam copper roof.	566 ANN ST	COMPLETED - APPROVED
09/18/2025	PAA25-0079	DEMO CONCRETE AT SOUTH SIDE OF BUILDING, EXPAND PARKING LOT AND REDUCE WALK TO 4' TO CREATE STRAIGHTER PARKING SPACES	1964 SOUTHFIELD RD	COMPLETED - APPROVED
09/19/2025	PAA25-0081	2 split AC units to cool the elevator equipment inside the elevator shaft.	2400 E LINCOLN ST	COMPLETED - APPROVED
09/24/2025	PAA25-0082	Two parking spots to be assigned to Suite 201, a space converted to an apartment. New windows that open and satisfy egress. addition of shower and new HVAC.	391 HAMILTON ROW -395	COMPLETED - APPROVED
10/06/2025	PAA25-0085	Outdoor dining - april 1st - oct 31st	215 N OLD WOODWARD AVE	COMPLETED - APPROVED

Total Processes For Type:**8**



AGENDA

REGULAR MEETING OF THE BIRMINGHAM PLANNING BOARD

WEDNESDAY NOVEMBER 12, 2025 – 7:30 PM

151 MARTIN ST., CITY COMMISSION ROOM 205, BIRMINGHAM MI *

-
- A. Roll Call
 - B. Review and Approval of the Minutes of the Regular Meeting of [October 22, 2025](#)
 - C. Chairpersons' Comments
 - D. Review of the Agenda
 - E. Meeting Open to the Public for Items Not on the Printed Agenda
 - F. Unfinished Business
 - G. Rezoning Applications
 - H. Community Impact Studies
 - I. Special Land Use Permits
 - J. Site Plan & Design Reviews
 - K. Study Session
 - 1. [Zoning Ordinance Update](#)
 - L. Miscellaneous Business and Communications:
 - 1. Pre-Application Discussions
 - 2. Communications
 - i. [Project Updates](#)
 - 3. Administrative Approval Correspondence
 - i. [October 17, 2025 – November 7, 2025](#)
 - 4. Draft Agenda – [December 10, 2025](#)
 - 5. Action List – [2025](#)
 - 6. Other Business
 - M. Planning Division Action Items
 - 1. Staff Report on Previous Requests
 - 2. Additional Items from Tonight's Meeting
 - N. Adjournment

* Please note that board meetings will be conducted in person once again. Members of the public can attend in person at Birmingham City Hall OR may attend virtually at:

Link to Access Virtual Meeting: <https://zoom.us/j/111656967>

Telephone Meeting Access: 877-853-5247 US Toll-Free

Meeting ID Code: 111656967

NOTICE: Due to Building security, public entrance during non-business hours is through the Police Department — Pierce St. Entrance only. Individuals with disabilities requiring assistance to enter the building should request aid via the intercom system at the parking lot entrance gate on Henrietta St.

Persons with disabilities that may require assistance for effective participation in this public meeting should contact the City Clerk's Office at the number (248) 530-1880, or 248-644-3405 (TDD) at least one day before the meeting to request help in mobility, visual, hearing, or other assistance.

Las personas con incapacidad que requieren algún tipo de ayuda para la participación en esta sesión pública deben ponerse en contacto con la oficina del escribano de la ciudad en el número (248) 530-1800 o al (248) 644-5115 (para las personas con incapacidad auditiva) por lo menos un día antes de la reunión para solicitar ayuda a la movilidad, visual, auditiva, o de otras asistencias. (Title VI of the Civil Rights Act of 1964).



AGENDA

REGULAR MEETING OF THE BIRMINGHAM PLANNING BOARD

WEDNESDAY DECEMBER 10, 2025 – 7:30 PM

151 MARTIN ST., CITY COMMISSION ROOM 205, BIRMINGHAM MI *

-
- A. Roll Call
 - B. Review and Approval of the Minutes of the Regular Meeting of **November 12, 2025**
 - C. Chairpersons' Comments
 - D. Review of the Agenda
 - E. Meeting Open to the Public for Items Not on the Printed Agenda
 - F. Unfinished Business
 - G. Rezoning Applications
 - H. Community Impact Studies
 - I. Special Land Use Permits
 - J. Site Plan & Design Reviews
 - K. Study Session
 - 1. **Zoning Ordinance Update**
 - L. Miscellaneous Business and Communications:
 - 1. Pre-Application Discussions
 - 2. Communications
 - i. **Project Updates**
 - 3. Administrative Approval Correspondence
 - i. **November 7, 2025 – December 5, 2025**
 - 4. Draft Agenda – **January 14, 2026**
 - 5. Action List – **2025/2026**
 - 6. Other Business
 - M. Planning Division Action Items
 - 1. Staff Report on Previous Requests
 - 2. Additional Items from Tonight's Meeting
 - N. Adjournment

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Planning Board Action List – 2025

Topic	General Goals	City Commission Directive?	2040 Plan	Quarter	Status	
					In Progress	Complete
Comprehensive Zoning Ordinance Update	Update the Zoning Ordinance based on recommendations of the 2040 Plan.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Ongoing	<input type="checkbox"/>	<input type="checkbox"/>
Triangle District Bonus Height Requirements	Create a new list of bonus height provisions for the Triangle District	<input type="checkbox"/>	<input type="checkbox"/>	1 st (January-March)	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Impervious Surface, Open Space & Lot Coverage	Review and improve standards for impervious surfaces and ensure consistency with open space and lot coverage goals	<input type="checkbox"/>	<input type="checkbox"/>	1 st (January-March)	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Public Project Review Process	Develop a comprehensive set of guidelines for the review of public development projects	<input type="checkbox"/>	<input type="checkbox"/>	2 nd (April-June)	<input type="checkbox"/>	<input type="checkbox"/>
“Create a Woodward Safety and Beautification Plan.”	Begin to address the Woodward divide.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	3 rd (July-September)	<input type="checkbox"/>	<input type="checkbox"/>
Ordinance Enforcement	Maintain a vibrant community.	<input type="checkbox"/>	<input type="checkbox"/>	4 th (October-December)	<input type="checkbox"/>	<input type="checkbox"/>