



**CITY OF WILLIAMSTON  
REGULAR PLANNING COMMISSION MEETING AGENDA  
TO BE HELD IN THE CITY HALL COUNCIL CHAMBERS  
161 E. GRAND RIVER AVE., WILLIAMSTON, MI 48895  
TUESDAY, APRIL 2, 2024  
7:00 p.m.**

1. Call to Order
2. Pledge of Allegiance
3. Roll Call
4. Approval of Agenda
5. Audience Participation – Maximum 5 minutes per presentation. Subject matter on non-agenda items only.
6. Planning Commission Regular Meeting Minutes of February 6, 2024
7. Action Items
  - a. Dollar General – Final Site Plan
  - b. Master Plan RFPs
  - c.
  - d.
8. Discussion Items
  - a.
  - b.
9. Correspondence Received/Information Only
  - a.
10. Staff Reports
  - a.
11. Audience Participation - Maximum 5 minutes per presentation. Subject matter on non-agenda items only.
12. Planning Commissioner Comments
13. Adjourn to the Call of the Chair

In Accordance with Public Act 267 (Open Meetings Act) Posted and Copies Given to Newspapers.  
Individuals with disabilities requiring special assistance who are planning to attend the meeting should contact the Office of the City Clerk at 517-655-2774, for accommodations. This request must be made two (2) business days in advance of the meeting.

**The next regular meeting of the Williamston Planning Commission will be held on  
Tuesday, May 7, 2024 in the City Council Chambers at 7:00 p.m.**

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**CITY OF WILLIAMSTON  
PLANNING COMMISSION  
FEBRUARY 6, 2024  
REGULAR MEETING MINUTES**

**1. Call to Order:**

The meeting was called to order at 7:00 p.m. in the Williamston City Hall Council Chambers by Chairman Jeff Markstrom and the Pledge of Allegiance was recited.

**3. Roll Call:**

Chairman Jeff Markstrom, Commissioners Noah Belanger, Brandon Gilroy, Brandon Lanyon, Tim Ludwig, and Lee Fisher. Absent: None.

Also Present: City Manager John Hanifan, Deputy City Clerk Barbara Burke, City Attorney Timothy Perrone, City Planner (McKenna) Jeff Keesler, Allen Patrick with Kebs Inc., Dollar Times representative Craig Gonzalez, Dollar General representatives Jillian Benaglio (Atwell Group) and Tom Michaels, citizens Tammy Gilroy, Jim Carr, Jen Bennett, Terry Hansen, Wendy Shaft, Steve Jenkins, Ken Szymusiak, Chandra Owen, Henrik Hollaender, Mark Bartig, Derek Thorpe, Sharon Blizzard, and other members of the public.

**4. Approval of Agenda:**

Motion by **Gilroy**, second by **Lanyon**, to approve the agenda as presented. **Motion passed by voice vote.**

**5. Audience Participation on Non-Agenda Items:**

Chairman Markstrom called for public comments at this time and there were none.

**6. Planning Commission Regular Meeting Minutes of January 9, 2024:**

Motion by **Lanyon**, second by **Gilroy**, to approve the regular meeting minutes of January 9, 2024 as presented. **Motion passed by voice vote.**

**7. Action Items**

**7a. Dollar Tree Site Plan:**

Motion by **Lanyon**, second by **Belanger**, to approve the Dollar Tree final site plan for parcel ID 33-18-03-35-379-027, located at 825 W. Grand River, based on satisfying the zoning and engineering recommendations listed in the City Planner's letters dated January 23, 2024, and January 24, 2024. Yes: Fisher, Gilroy, Lanyon, Ludwig, Belanger, Markstrom. No: None. **Motion passed.**

**7b. Dollar General Preliminary Plan:**

Motion by **Lanyon**, second by **Gilroy**, to table the site plan review to construct a Dollar General store at 3055 North Williamston Road, until the following conditions are met:  
Site Design Standards -

- Submit the missing materials: a lighting plan, the overall width of the parcel, designated area for truck turnaround.
- City of Williamston engineering review showing compliance with engineering standards.

- The storm water management calculations are in conformance with the Ingham County Drain Commissioner Standards. A connection permit will be needed from the Drain Commissioner for tapping into the Tobias Drain.
- An existing drainage easement runs along the north side of the property. An encroachment permit will be needed from the Drain Commissioner.
- The City of Williamston standard notes and details for services lines for water and sanitary service should be included on the drawings.

**Williamston Road Overlay (WRO) Standards -**

- The overlay district calls for a 6 ft. wide multi-use pathway to be planned for the Williamston Rd. frontage. The plan shows a 5 ft. wide sidewalk currently.
- The sidewalk along the south side of the proposed building should be increased to 7' wide to allow for overhanging vehicles.
- The WRO district requires cross-access connections between properties along Williamston Road to provide side connections to multiple businesses. The current drawings do not show cross-access connections to Tractor Supply Company.
- An easement for a cross-access with Tractor Supply Company shall be recorded with the County Register of Deeds prior to any certificate of occupancy being granted by the City for the use.
- The WRO district regulates front sign setbacks to 65 ft. from the centerline of Williamston Rd. and to be placed under a canopy tree. The current proposed design shows a sign near the entrance to the property, between the road right-of-way and the sidewalk easement- much less than 65 ft. from the centerline of Williamston Rd.

Yes: Markstrom, Fisher, Gilroy, Lanyon, Belanger, Ludwig. No: None. **Motion passed.**

Manager Hanifan informed the audience the Master Plan will be reviewed this year and he strongly urged residents to participate.

**7c. Appointment of Vice Chair:**

Motion by **Lanyon**, second by **Gilroy**, to elect Noah Belanger as the Planning Commission Vice Chair. Yes: Gilroy, Belanger, Ludwig, Lanyon, Fisher, Markstrom. No: None. **Motion passed.**

**7d. Appointment of Parks & Recreation Commission Representative:**

Motion by **Lanyon**, second by **Gilroy**, to appoint Tim Ludwig as the Planning Commission's Parks & Recreation Commission Representative. **Motion passed by voice vote.**

**8. Discussion Items**

**8a. RFP Master:**

Manager Hanifan reported the request for proposals for the Master Plan are out with a deadline at the end of this month. The Commission's role will be to review proposal submissions and recommend to Council for final approval.

**10. Staff Reports:**

Manager Hanifan said these strong opinions show the strength of our community.

**11. Audience Participation on Non-Agenda Items:**

Chairman Markstrom called for public comments at this time and there were none.

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**12. Planning Commissioner Comments:**

Chairman Markstrom commented the City can notify subdivision residents who contact us with drainage concerns to contact the Ingham County Drain Commissioner's office.

**13. Adjourn to the Call of the Chair:**

Meeting adjourned at 8:16 p.m.

Respectfully Submitted: \_\_\_\_\_

Barbara J. Burke, Deputy City Clerk

Date approved: \_\_\_\_\_

DRAFT





# Memorandum

**TO:** City of Williamston Planning Commission  
**FROM:** Jeff Keesler  
**SUBJECT:** 3055 N. Williamston Rd. - Dollar General - Final Site Plan Review  
**DATE:** March 28, 2024

The applicant is seeking final site plan approval to construct a 12,480 square foot Dollar General store and 40 parking spaces on vacant land at approximately 3055 N. Williamston Rd. (Parcel ID: 33-18-07-02-400-037). The subject site is 2.53 total acres and zoned C-2 General Business District. The site is currently a vacant parcel and is undeveloped. An aerial image of the parcel is shown on the right, with the approximate parcel boundary lines highlighted in red. The parcel shares a boundary with the Tractor Supply Company store directly south of this parcel on N. Williamston Rd.



## CURRENT STATE OF THE APPLICATION

On **February 6, 2024**, the application was tabled at the Williamston Planning Commission meeting to give the applicant more time to complete the aspects of the application that were missing.

On **March 4<sup>th</sup>** The applicant resubmitted the site plan, addressing concerns in the first review.

On **March 12<sup>th</sup>** The applicant received a variance from the Williamston ZBA to waive the requirement to build a cross-access connection behind the Dollar General store, as required by the Williamston Road Overlay.

As a result of receiving a variance to not require the construction of a cross-access connection behind the proposed Dollar General store, the additional landscaping requirements are activated. Specifically, the boundary between a commercial property and a residential property should be buffered by natural landscaping. As can be seen in the image above, the western boundary of the Dollar General property abuts the eastern boundary of a residential neighborhood.

Landscaping requirements are detailed in Article 7 of the Williamston Zoning Ordinance. In **Section 74-7.304** "Buffers in Office or Commercial Districts", the Zoning Ordinance details how the buffer should be arranged in point B. below.

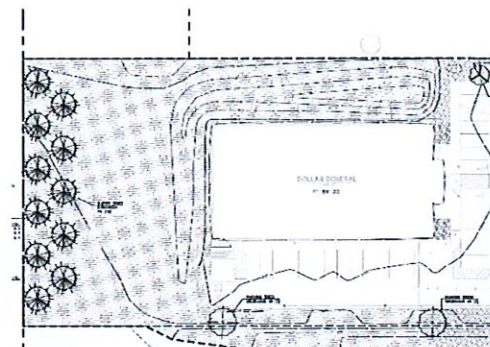
- B. The required buffer shall consist of a staggered double row of closely spaced evergreens (i.e., no farther than 15 feet apart) which can be reasonably expected to form a complete visual barrier at least six feet in height within three years of installation.

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On **March 25<sup>th</sup>** The applicant submitted new site plan drawings with a revised landscaping plan, showing 11 evergreen trees on the western boundary line. A cut out of the revised landscaping plan with 11 planned evergreen trees is shown on the right.

The revised landscaping plan, received on March 25<sup>th</sup>, meets the requirements in Section 74-7.304 "Buffers in Office or Commercial Districts", and specifically point B. ***"The required buffer shall consist of a staggered double row of closely spaced evergreens (i.e., no farther than 15 feet apart) which can be reasonably expected to form a complete visual barrier at least six feet in height within three years of installation."***



### RECOMMENDATIONS

In summary, we have no objection to the approval of the site plan, as it is written, to construct a 12,480 square foot Dollar General store and 40 parking spaces on vacant land at approximately 3055 N. Williamston Rd. (**Parcel ID: 33-18-07-02-400-037**). The proposed Dollar General store fits the vision of the Master Plan for the Williamston Road Overlay, satisfies the Williamston Zoning Ordinance and Zoning Map, and will provide a commercial services to residents of Williamston and the region.

Respectfully Submitted,

Jeff Keesler  
Associate Planner



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*City of Williamston*

161 E. Grand River Avenue, Williamston, MI 48895  
517-655-2774; fax 517-655-2797; [www.williamston-mi.us](http://www.williamston-mi.us)

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To: Planning Commission  
From: John P. Hanifan, City Manager *JPH*  
Date: March 28, 2024  
Subject: Master Plan Request for Proposals

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We received a single proposal from McKenna (attached) for the Master Plan update.

The PC can:

- 1) Recommend to Council we re-bid the project.
- 2) Recommend Council select McKenna for the project.
- 3) Reject the bid and begin the process without consulting help.

Staff recommends option 2) with the following caveat: As a community, commission and council we must be more engaged in the process and ensure we get the final product we desire. There is not a need to rewrite the entire Master Plan or Zoning Ordinance (ZO), but there are key points of emphasis that need to be part of the final work product(s): Master Plan and updated ZO.



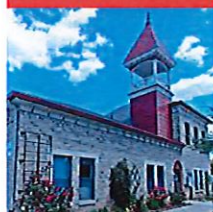
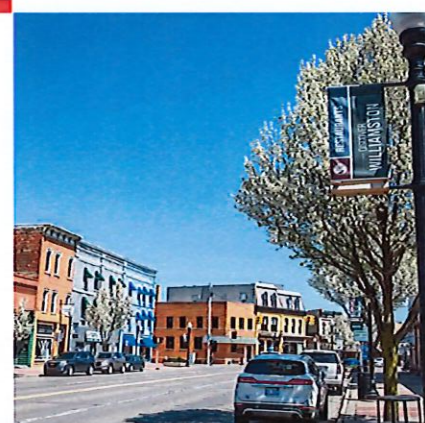
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MCKENNA

PROPOSAL TO PREPARE

# Master Plan Update

CITY OF WILLIAMSTON, MICHIGAN



FEBRUARY 29, 2024

Communities for real life.



February 29, 2024

John Hanifan  
City Manager  
City of Williamston  
161 E. Grand River Ave.  
Williamston, MI 48895

**Subject: City of Williamston Master Plan – Potential Partnership**

Dear Mr. Hanifan,

Wow – what an opportunity for the City of Williamston: a chance for its leaders, residents, property owners, and stakeholder partners to continue creating great places; cultivating an environment for increased investment; and in so doing, providing a high quality of life for generations to come! We are incredibly excited about the prospect of partnering and collaborating with your City on the 2024 Master Plan, and we hope that you'll find our team to be the most qualified, most energetic, and most forward-thinking. Planning is a hopeful and visionary endeavor, and our team takes to heart Daniel Burnham's adage to "aim high in hope and work".

The City of Williamston is well-positioned geographically and is blessed with an abundance of attributes that are demanded by families and a talented workforce. Williamston has laid the foundation to be a desirable place to live, work, and recreate. Residents of Williamston can enjoy City assets, while still being able to enjoy the "natural" way of life!

Developing a consensus vision for the City, and a well-considered plan to implement that vision, is one of the noblest expressions of civic life. The Master Plan is critically important to the City's evolution to meet the demands of its residents in coming years, especially in the context of the interwoven imperatives of (re)development and resiliency – both environmental and economic, while simultaneously protecting the City's small-town feel.

**FOCUS ON NEW OPPORTUNITIES**

McKenna is Michigan's leading planning and design firm. We work with private sector market realities and manage complex municipal redevelopment projects – public acquisition, demolition, grant and other funding, urban design, marketing, and disposition – and are continuously implementing smart redevelopment principles for Midwest municipalities and select private clients.

Our team is interdisciplinary, and comprises experience and expertise in urban design, public engagement, transportation planning, zoning, mapping, and graphic design. We are prepared to leverage our skill set through direct engagement with City stakeholders throughout the process, building consensus and inspiring implementation. Indeed, we propose to prepare the Master Plan with a focus on implementation to empower the City to maintain excellence while introducing new applicable opportunities. We will use our expertise to develop a Plan that not only reflects and validates the City's desired direction, but also achieves compliancy with Redevelopment Ready Communities' best practices and requirements for Master Plans.

**WHY OUR TEAM?**

Our team has the right kind of experience and the proven approach the City of Williamston needs to help work through this challenging but rewarding process; we know how to navigate complex processes in successful communities, with stakeholders pushing for continued excellence.

Together with the dedicated people of Williamston, we will help you create an exciting, implementable vision that will benefit current and future generations for years to come.

Thank you for considering our team and please do not hesitate to reach out if you have any questions.

Respectfully submitted,

**McKENNA**

John R. Jackson, AICP, NCI  
President

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# Master Plan Update

CITY OF WILLIAMSTON, MICHIGAN



PREPARED FEBRUARY 29, 2024 BY

**MCKENNA**

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**MCKA.COM**

**MCKENNA**

Communities for real life.



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# Executive Summary



## PROJECT TEAM

Our project team of professionals from McKenna brings diverse expertise to the Williamston Master Plan Update, from redevelopment strategies, to sustainable design, to small town planning, to implementation actions. The public engagement expertise of our professionals will ensure the priorities of City stakeholders guide the preparation of the City's Master Plan Update.

## SCHEDULE

Completion within 12 months of contract execution.

## FEE

**Lump Sum Fee: \$25,000**, which includes the services and deliverables in the attached scope of work. We are also offering incorporation of Redevelopment Ready Communities (RRC) strategies to pursue program certification (\$1,000) if desired.

We can work with City of Williamston to customize our proposed scope of work to eliminate, add, or modify elements, with our overall fee being adjusted accordingly.

## MEETINGS

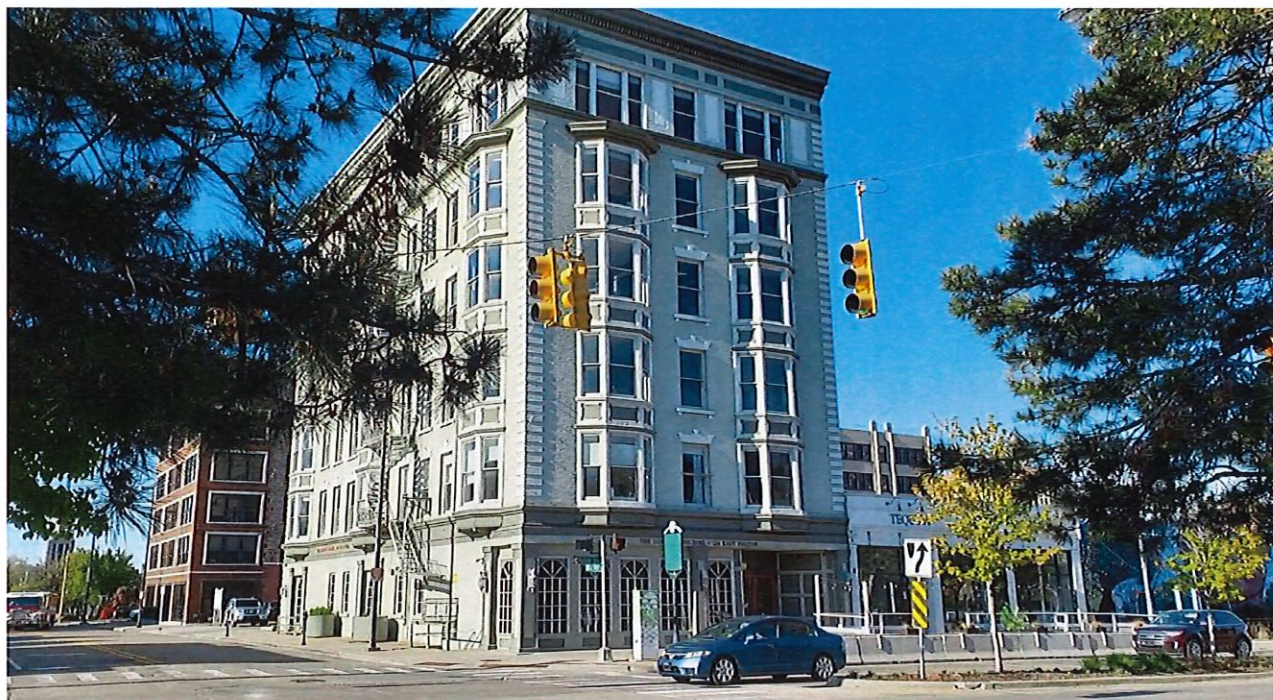
Our team will prepare for and attend the following meetings:

- Kickoff Meeting with the Planning Commission
- 4 Visioning Sessions (with the Planning Commission, City Council, DDA, and City Staff)
- 3 Draft Review Meetings with the Planning Commission
- Planning Commission Recommendation for Distribution
- City Council Approval for Distribution
- Planning Commission Public Hearing
- City Council Adoption

Additional meetings requested by the City will be invoiced hourly at the rates included in this proposal.



# Introduction



McKenna's office in Downtown Grand Rapids is located in the historic Loraine Building near Veterans Park. Our workspaces reflect McKenna's commitment to our people, our communities, sustainable design and the rich technology heritage of the Midwest.

Our primary professionals for the Master Plan Update will be based out of our Grand Rapids office, just 50 minutes from Williamston. Christopher Khorey, AICP and Jeff Keesler will be the primary contacts, reachable at the phone number below and [ckhorey@mcka.com](mailto:ckhorey@mcka.com) or [jkeesler@mcka.com](mailto:jkeesler@mcka.com).

McKenna currently provides project services to more than 85 communities and private land investors in Michigan, Ohio, Kentucky, Indiana, and Illinois. Anticipating and responding to change is a major distinction of McKenna's practice. McKenna's innovation and depth of experience is a resource for public and private decision-makers; we are a corporation of roughly 30 planners, urban designers, and landscape architects formed under the laws of Michigan on May 2, 1978.

## HEADQUARTERS

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

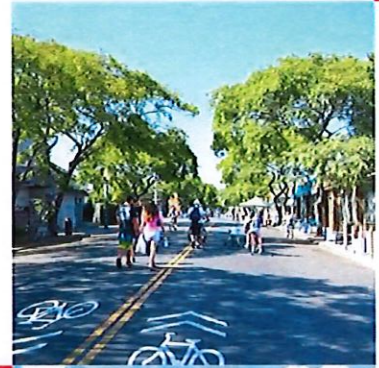
- Public/Private Partnerships
- Brownfield Redevelopment Planning
- Downtown Redevelopment Action Plans
- Corridor Redevelopment
- Tax Increment Finance Plans
- Grant Applications
- Redevelopment Project Management
- Market Studies: Retail, Commercial, Residential, Industrial, Institutional
- Redevelopment 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 Regulations – Wetlands, Woodlands
- Expert Witnessing and Court Testimony on Zoning
- Sign Regulations
- Annexation Advisory Assistance
- Sex-Oriented Business Regulations and GIS Testing
- Open Space Regulations
- Planning and Zoning Code Training Seminars
- On-Site Zoning Administration

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## Complete Streets and Transportation Planning

- Complete Streets Policy Development
- Complete Streets Design Guidelines
- Complete Streets Procedure and Implementation
- Corridor Plans
- Streetscape Plans
- Bicycle & Pedestrian Plans
- Bicycle Parking Plans
- Bicycle Sign Plans
- Bike Share Feasibility Studies
- Intersection Design & 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

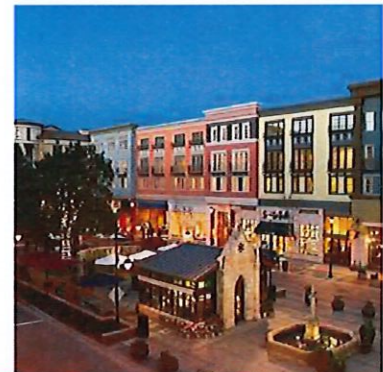
- Community Design Plans
- Placemaking Strategies
- Parks, Greens, Commons and Plaza Design
- Streetscape Design
- Site Planning
- Community Character Planning
- Historic Park Design
- Computer Visualization (before/after)
- Design Review
- Site Evaluation and Selection
- Design Manuals
- Neo-Traditional 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
- Community Master Plan, Strategic Plan, or Capital Improvement Plan
- Plan for Low Impact Development (LID) Components
- Local Planning and Zoning
- Access Management Plans for Transportation Corridors

## Landscape Architecture

- Residential Development Plans (single family detached/attached; multi-family, elderly, mixed use, townhouses) Conventional & 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





# Why Is A Plan Update Needed?



The City's current Master Plan was adopted in March 2015. Public Act 33 of 2008, as amended, "Michigan Planning Enabling Act" requires a community's Master Plan to be reviewed and updated every 5 years. A current Master Plan and Parks and Recreation Plan gives the community an aspirational document to make forward-thinking land use decisions while also opening opportunities for State grant funding for various development initiatives.

Here are some additional compelling reasons for Williamston to partner with McKenna to prepare the 2024 Master Plan Update.

## 1. REDEVELOPMENT READY COMMUNITY

Redevelopment Ready Communities (RRC) are not only in a position to obtain funding from the State, they have a competitive advantage over other communities. Not because of the label, but because of the process and the best management practices. RRC highlights clearly defined projects that provide a comprehensive vision for developers to give the City the kind of development the City wants, positioning the City for quick victories and sustained economic development success.

Working with the Michigan Association of Planning, McKenna developed the educational program for RRC. In addition, we have worked with RRC communities around the State since the program was in its infancy as a regional effort by the Michigan Suburbs Alliance. We embrace the best management practices and have effectively leveraged communities' resources in attracting substantial private investment. If desired by the City of Williamston, we can incorporate the RRC program's best practices including redevelopment projects, downtown district planning, and economic development strategy, and position the City for sustained and managed success.



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## 2. ACTION PLAN

The Master Plan Update will include specific implementation strategies that will further Williamston's short and long-term goals. This can include important efforts such as identifying options for broadening housing choices, bolstering recreational opportunities, creating green infrastructure and natural spaces, and improving infrastructure development. This gives the City a roadmap for future development by improving the City's position for public and private grant funding while creating a framework for welcoming private economic development growth. The Master Plan Update would also serve as a guide for specific amendments to the Williamston Zoning Ordinance and Zoning Map, and as a companion guide for future City redevelopment.

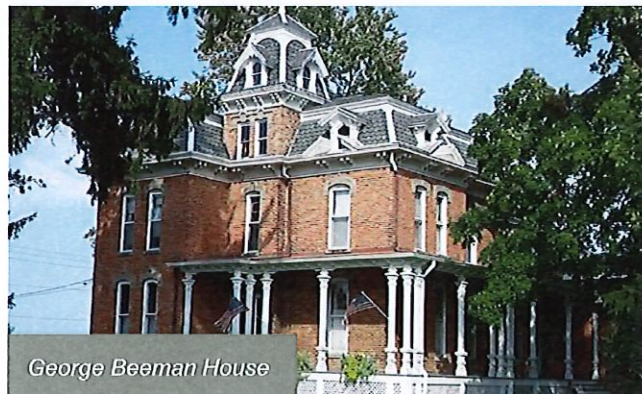
## 3. ZONING CREDIBILITY

The City's Master Plan supports zoning decisions. If the City's zoning decisions are challenged in court, the City Attorney and insurance company are in a much stronger position to defend the City if the Zoning Ordinance is supported by the strong foundation of a current, recently-adopted plan with community support and based on current data and conditions. Our experience is that a plan based on out-of-date data has less credibility and validity in court. Throughout the planning process, McKenna will work with the Planning Commission and City staff to ensure the Master Plan relates to the Zoning Ordinance, empowering the City to direct and attract desired development.

## 4. CREATING A WALKABLE COMMUNITY

Streets that support and invite multiple uses, including safe, active, and ample space for pedestrians and bicycles are more conducive to the public life and efficient movement of people than streets designed primarily to move automobiles. The City of Williamston already features a compact, people-oriented layout centered around a walkable downtown district. Increasing active transportation (e.g., walking, cycling, and other transportation modes) offers the potential for improved public health, improved recreational and social activities, economic development, a cleaner environment, reduced transportation costs, enhanced community connections, social equity, and more livable communities.

In conjunction with updating the Parks and Recreation Plan, the Master Plan Update process is an opportunity to reimagine how residents can access schools, parks, and local businesses. McKenna has assisted numerous communities in identifying areas for new pathways, reimagine existing infrastructure to link neighborhoods, recreational areas, businesses, and civic uses throughout the City, and identify potential partnerships or funding opportunities to implement sidewalk extensions and other capital improvements.



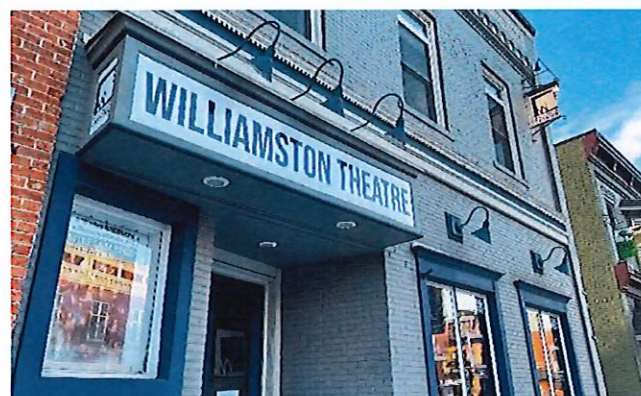




## 5. UP-TO-DATE INFORMATION

With the availability of detailed data from sources such as the U.S. Census, Ingham County, and other specialized sources, now is a great time to prepare a Master Plan that appropriately reflects the City of Williamston in this unique period in time. Well-informed decisions rely on accurate data, and our team is well-versed in accessing datasets that matter most in identifying trends for future policy direction. This includes in-depth analyses of demographic trends, observing existing housing units and building types, identifying employment, education, and income characteristics, and analyzing the commuting patterns of Williamston and workers in the region.

This data forms a backbone for planning efforts and McKenna will quickly compile and incorporate these datasets throughout the planning process.



## 6. A VISION FOR THE FUTURE

The Master Plan Update should reflect Williamston's current goals by building on efforts outlined in the 2015 Master Plan while identifying new opportunities to pursue into the future. By including an update of the Parks and Recreation Plan in this process, the City of Williamston can create a roadmap that builds on the City's abundant natural assets, expressing the ideas and hopes for today's community over the next 10, 15, and 20 years. The process of preparing the Master Plan Update is an opportunity to encourage effective participation from many City stakeholders – it offers a venue to bring residents, business owners, community leaders, and other interested parties together in guiding Williamston's future. A collaborative, inclusive, and transparent public participation process can reveal future development plans and opportunities that strengthen the community far into the future.





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## Scope of Work



We have designed the following Scope of Work for Williamston that will satisfy the requirements outlined in the Request for Proposals, creating a dynamic Master Plan that builds upon the City's existing assets and positions the City for sustainable future success.

Our work plan consists of seven steps:

- Task 1 – Kick-off and Strategic Issues
- Task 2 – Identify, Quantify, and Analyze
- Task 3 – Public Participation and Community Outreach
- Task 4 – Goals and Objectives
- Task 5 – A Roadmap for the Future
- Task 6 – Implementation Strategies
- Task 7 – Adoption



## TASK 1. KICKOFF & STRATEGIC ISSUES

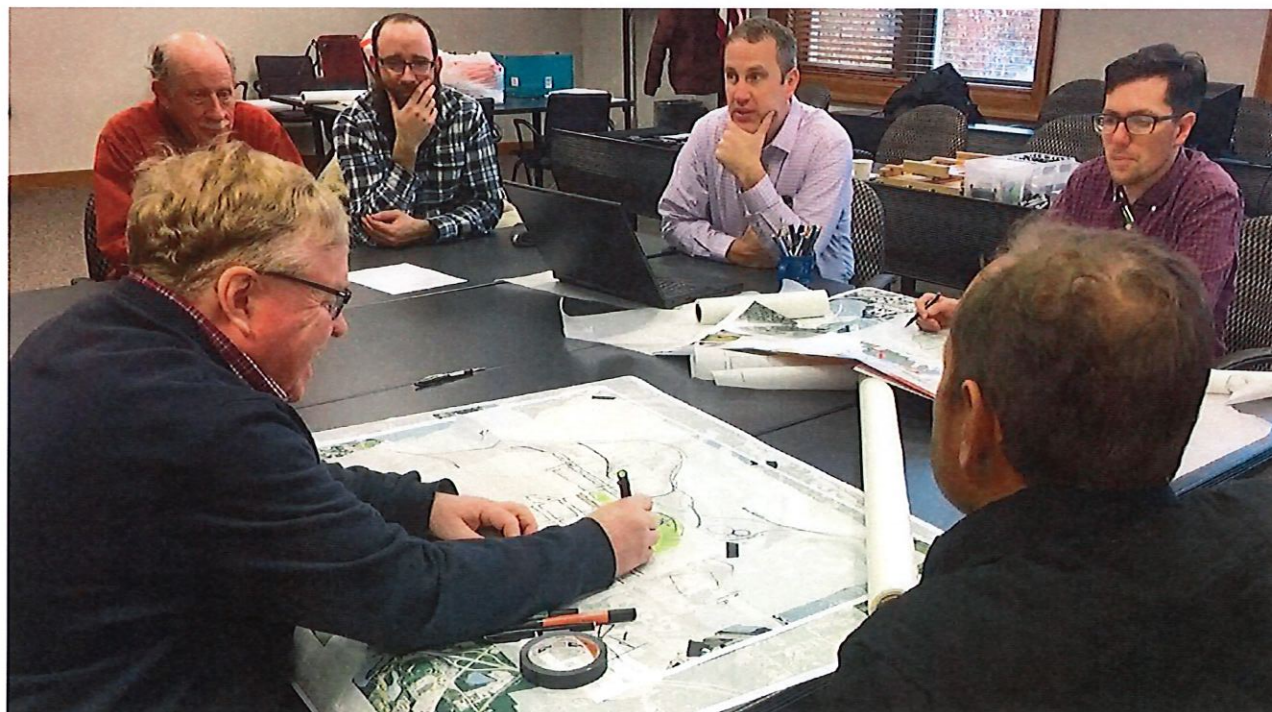
Project initiation consists of tasks and processes necessary to get the project up and running. These include:

1. **Kick-Off and Strategic Issues Meeting.** We will meet with the Planning Commission and review the work plan and finalize a structure for review and management of the plan process to:
  - Establish a working relationship
  - Reach an understanding of expectations
  - Answer questions
  - Make mutually agreed upon adjustments in the work plan
  - Identify preferred method of communication (e.g., email, virtual meetings, telephone).

At the kick-off meeting, we will also finalize procedures for public input and the framework for public workshops, public exhibits, press releases and mechanisms for public input; and will identify stakeholder groups.

Finally, we will engage the Planning Commission and other participants in a preliminary discussion of strategic issues of importance to the City that will be critical for review and analysis during the planning process. Key stakeholders will be identified, those whom the Planning Commission will want to make special efforts to consult.

2. **Statutory Notifications.** Pursuant to the requirements of the Michigan Planning Enabling Act, PA 33 of 2008 (MPEA), as amended, McKenna will assist the City in guiding the Master Plan Update through the required adoption process. The first step in this process is the distribution of the Notice of Intent. McKenna will assist the City in notifying all surrounding units of government and regional economic partners and organizations as required by the MPEA.
3. **Evaluation of Past Studies.** McKenna will conduct a thorough review of the City's current 2015 Master Plan as well as other City documents relevant to the planning process.





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## TASK 2. IDENTIFY, QUANTIFY AND ANALYZE

1. **Existing Conditions Analysis.** This section will be the analysis of existing conditions. In particular, we will review the following:

- Regional Context.** Using data from the City, Ingham County, the U.S. Census, and other available sources, an overview of the City's position in the region in terms of its relationship to development patterns, arterial roads and highways, and natural features and open space will be provided.
- Natural Features.** A Natural Features Inventory will be performed, and maps will be included in the Master Plan to provide an easy-to-understand picture of the City's natural features, such as wetlands, floodplain areas, and natural open spaces.
- Existing Land Uses.** An existing land use survey will be conducted. The Team will use the City's most recent existing land use survey data and aerial photographs for the base data. The information will be mapped to visually illustrate the existing conditions.

Quantities of land uses will be computed and compared with any previously collected data to determine significant changes or trends. Conflicting land uses or land uses that are potentially incompatible with future development will be identified and analyzed.

- Population, Housing and Economics.** With updated census demographic data, Williamston's population will be compared to the population in the region and adjoining communities. Population trends, projections, and demographic characteristics of the community will be identified and analyzed to understand the impact on the community and future development and will be compared with previous datasets from the 2015 Master Plan.

Data on income, education, and employment will also be included. This provides a representation of the City's economic profile and can illustrate employment needs as the City contends with challenges brought by shifts in the state, national, and global economies.

McKenna will describe the existing housing climate in Williamston and note trends and relationships. Factors to be described and analyzed will include number of existing units by type, age, occupancy, tenure, and value, which helps determine housing need by type, if any exist in Williamston.



Samples of existing conditions and community snapshot analysis.



- e) **Community Facilities.** Required as part of the Parks and Recreation Plan process, this involves updating community facilities data such as park locations, park types, park accessibility standards, and determining park service areas and areas of potential need.

The following will be included in the Community Facilities Analysis:

- (1) Description of public and private community, utilities, and community facilities including name, location, size, function, classification, public services, (i.e., neighborhood park or community park), condition, and plans for continuation, expansion, curtailment, or closure.
  - (2) Evaluation of Public Facilities based on secondary data in terms of generally accepted standards and results of socio-economic analysis and previous studies.
  - (3) Inventory of recommendations pertaining to community facilities noted in the 2015 Master Plan and analysis of changes that have been made since then.
  - (4) Recommendations for facilities based on:
    - i. Deficiencies in comparison to standards and recommendations of previous studies and community perception.
    - ii. Improvements needed for public recreation, community facilities and utilities in terms of additional land area, buildings and facilities.
    - iii. Sources of potential funding.
- f) **Transportation.** Using data provided by the City, Ingham County Road Commission and MDOT, McKenna will prepare an updated inventory of existing conditions (traffic volumes, surface conditions, right of way requirements, special traffic generators, pedestrian improvements and accident data among other factors). Traffic projections as available from the applicable road agencies will be included in the analysis. The Team will consult with State, County, and local transportation officials to identify other factors that may influence the City's Updated Plan.
- g) **Infrastructure.** The City's infrastructure will be described, and recommendations given for the following:
- Public water and sewer
  - Stormwater
  - Streets, alleys and major structures (bridges, overpasses, etc.)
  - Information technology infrastructure (local telephone service, long distance, cable, Internet connectivity (T-1, DSL satellite, etc.)





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### TASK 3. PUBLIC PARTICIPATION AND COMMUNITY OUTREACH

We propose a multi-part public engagement process that has proven successful in many of our past planning efforts. The public will have a variety of opportunities to comment on the plan. The process described below is structured to gain input from multiple stakeholder groups in a relatively short period of time, while respecting the schedules of the busy professionals and community members with whom we will be collaborating.

The purpose of the collaborative process is to identify strengths, weaknesses, opportunities, and threats, and to prioritize the City's most important assets to build upon and identify issues to overcome. This identification, validation and prioritization process will occur during the collaboration workshop.

1. **Digital or Print Surveys.** A survey offers a "non-meeting" opportunity for residents to share their thoughts. McKenna will create an easy-to-use online survey instrument, designed to elicit a wide sampling of community input on issues in a manner that permits citizens to feel involved in the process without investing too much time. We will work with the local schools and business associations to inform the public when the survey goes live. Hard copies of the survey can be prepared for the City to make available (via direct mail or at public places for pick-up) to those members of the public who are more comfortable with a non-computer-based survey.

We will create an easy-to-find webpage, with a simple URL like "Williamstonplan.com", as the landing page for the survey. From there, we have access to several online formats (Community Remarks, Social Pinpoint, SurveyMonkey, Konveio, etc.), and we will tailor the City's survey to meet the needs of Williamston residents and stakeholders.

2. **Master Plan Vision Workshops.** We propose to hold four workshops, one each with the City Council, Planning Commission, DDA, and City Staff. These workshops could be held virtually, in-person, or in a hybrid fashion, depending on the City's preference.

We also anticipate making the workshops open to the public and potentially inviting stakeholders and interested citizens who are not necessarily members of the boards and commissions, in order to ensure all voices are heard.

The workshops will begin with an introduction to the master planning process, will continue with a summary of the findings of the existing conditions analysis, and will move to an overall prioritization of issues, assets, and consensus on the characteristics of the desired future for the City. Along with the results of the survey, these recommendations will serve as the basis for developing the Updated Master Plan's goals, objectives, and direction.



Community outreach materials



## TASK 4. GOALS AND OBJECTIVES

McKenna will review the City's existing goals and modify them as necessary based upon the existing conditions analysis, completed projects since 2015, results of the survey and workshops, and other input received. Using that as a foundation, we will refine the goals and objectives for the Master Plan Update which will collectively set the direction for the new Plan.

**Goals** are general in nature and – as they relate to planning – are statements of ideals toward which the City will strive. **Objectives** are more specific policies and are intended to present a means to attain established goals. **Strategies** are general approaches used to achieve objectives. Each objective may include three to eight strategies, depending on how complicated the objectives are. Strategies should be **actionable and measurable** and explain how you will accomplish the objective and why you are taking that approach. The goals, objectives, and strategies will be separated into categories (i.e. residential development, commercial development, economic development, community safety, etc.), and prioritized in terms of how they will contribute to the realization, continual evaluation, and support for subsequent plan policies.

## TASK 5. A ROADMAP FOR THE FUTURE

1. **Future Land Use Plan.** The Williamston Master Plan Update will identify both desired future land uses and recommended characteristics for the various areas of the City. The Plan will make recommendations beyond land use, as its intent is to create or preserve community character and quality of place. The quality of the built environment, the quality of public spaces and open spaces, the preservation of natural resources, the recommendations from the 2015 Future Land Use Plan, and the mixture of land uses are some aspects that define community character.

The plan and map will identify recommendations on:

- a) Land use (residential at a variety of densities, commercial and industrial uses at a variety of intensities, open spaces, etc.)
  - b) Transportation
  - c) Community Facilities
  - d) Natural Features (floodplains, water resources, wetlands)
  - e) Overlay districts for special planning areas and City borders
  - f) Redevelopment sites and RRC Best Practices
2. **Transportation Plan.** In order to provide a transportation system that meets the needs of the City and provides a high quality of life for its residents, businesses, and visitors, the City must work with MDOT, the Ingham County Road Commission, and others to provide various transportation options, including non-motorized travel. The transportation section of the Master Plan Update will be prepared to fulfill the requirements of Michigan's Complete Streets legislation.

The Plan will recognize the important role that the automobile currently plays in Williamston's transportation system. However, it will analyze the potential for non-motorized transportation to play an increasing and defining role in the City and surrounding area. McKenna will explore ways to extend and expand existing pedestrian facilities and improve the function and capacity of street systems. To achieve this balance, the Transportation Plan will address:

- Existing transportation infrastructure, including roads and sidewalks
- Existing travel patterns (generalized) and regional influences
- Functional classifications of existing streets
- Planned improvements by the City
- The impacts of future land use changes proposed by the Future Land Use Plan on the transportation network and recommendations
- Improvement priorities and funding options



3. **Community Facilities.** Schools, parks and recreation, public safety, utilities, and communications infrastructure are critical components for creating a desirable, quality, and sustainable community. These assets (mapped in the Inventory task) provide a foundation for the City's character and help to differentiate it from other communities in the region, state, and nation. This section of the plan update will focus on maintaining and enhancing the City's assets and evaluating how these facilities provided by other agencies will impact the City's plan and development.



*Our team integrates future land use planning with key transportation principles, resulting in high-impact strategies for future corridor development (Tecumseh, Michigan density study by McKenna).*

4. **OPTIONAL Redevelopment Ready Communities (RRC) Strategy Incorporation.** As the RRC program may be a useful consideration for the City to pursue, our team can incorporate these strategies throughout the process to ensure the City becomes certified under this program, opening the door for additional state funding.

5. **OPTIONAL Urban design studies.** *Our team includes talented urban designers. While urban design was not requested in the RFP, we have included it as an optional service. If requested, our team can provide a vision for the build-out of the City's downtown, or another part of the City, as envisioned by the plan.*



*Urban design renderings allow the community to visualize the future of key sites in the City. (Holland Township, Ottawa County redevelopment design by McKenna).*



## TASK 6. IMPLEMENTATION STRATEGIES

The entire plan update will be focused on implementation. An Implementation Roadmap will be crafted to provide a concise list of implementation-ready projects and strategies that the City should pursue in order to fulfill the vision presented and the goals and objectives stated in the Plan. This portion of the Plan will include the following two elements:

1. **Implementation Matrix.** A matrix that includes specific recommendations, priorities, capital expenditures, programs, and actions will be provided.  
The matrix will identify:
  - a) Each project
  - b) Its importance
  - c) A timeframe for completing the project
  - d) The person, body, or organization responsible for overseeing the project
  - e) Funding opportunities for the project
2. **Zoning Plan.** Consistent with the requirements of the MPEA, PA 33 of 2008 as amended, McKenna will create an updated zoning plan along with the Future Land Use Plan review. The Zoning Plan will include a description of what zoning districts correspond to planned land use categories, where new zoning districts will be required, overlay district locations, and other recommended zoning techniques to implement the updated Master Plan.

LAND USE AREA	CORRESPONDING ZONING DISTRICTS
<b>RESIDENTIAL</b>	
Residential Reserve	ARG
Suburban Single Family	R-1
Traditional Single Family	R-2
Multiple Family Residential	RM-1
Manufactured Housing	MHP
<b>COMMERCIAL</b>	
Neighborhood Commercial	BUS
Regional Commercial	BUS
<b>INDUSTRIAL</b>	
Light Industrial	IND
Industrial Park	IND

*Example of Zoning Plan relating future land use districts to corresponding zoning districts*

## TASK 7. ADOPTION

McKenna will assist the City with the adoption of the new Master Plan as follows:

1. **Distribution of Draft Plan.** McKenna will prepare the draft Master Plan, including all elements described above and present it for review by the Williamston Planning Commission and Williamston City Council. Based on the input and direction received, we will revise the draft and submit it to the Commission for recommendation to the City Council for dissemination as required by the MPEA.
2. **Final Review, Planning Commission Public Hearing, and Adoption.** Upon conclusion of the draft review and comment period for noticed entities, McKenna will review all comments received and – if deemed necessary – make modifications to the draft. McKenna will attend the Planning Commission public hearing to explain the Plan to the public, respond to review by entities, and assist with the adoption by the Planning Commission. McKenna will also attend, present the Plan at the public hearing, and assist with adoption.

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# Experience and Qualifications

McKenna has a long working history in communities large and small throughout the Midwest. On the following pages, we present some of our most relevant experiences. Our track record of success in smaller communities across the state as well as larger communities in the region gives us the confidence that we are the best, most qualified firm to partner with you on performing this Master Plan Update. We hope that you will contact our references.

COMMUNITY AND CONTACT	MCKENNA SERVICES
<b>Village of Webberville Michigan</b> <b>Brad Hitchcock</b> <i>City President</i> 115 S. Main Street, PO Box 389 Webberville, MI 48892 (517) 521-3984	<b>Population 1,288</b> <ul style="list-style-type: none"> <li>• Master Plan</li> <li>• Zoning Ordinance Updates</li> <li>• Safe Routes to School Grant</li> </ul>
<b>City of Coopersville, Michigan</b> <b>Jonathan Seyferth</b> <i>City Manager</i> 289 Danforth Street Coopersville, MI 49404 (616) 997-6679	<b>Population 4,828</b> <ul style="list-style-type: none"> <li>• Master Plan</li> </ul>
<b>Village of Oxford, Michigan</b> <b>Joe Madore</b> <i>City Manager</i> 22 W. Burdick, PO Box 94 Oxford, MI 48371 (248) 628-2543	<b>Population 3,492</b> <ul style="list-style-type: none"> <li>• Master Plan</li> <li>• Zoning Ordinance Updates</li> <li>• Redevelopment Plans</li> </ul>
<b>City of Whitehall, Michigan</b> <b>Scott Huebler</b> <i>City Manager</i> 405 E. Colby Street Whitehall, MI 49461 (231) 894-4048	<b>Population 2,909</b> <ul style="list-style-type: none"> <li>• Master Plan</li> </ul>
<b>City of Montague, Michigan</b> <b>Jeff Auch</b> <i>City Manager</i> 8778 Ferry St. Montague, MI 49437 (231) 893-1155	<b>Population 2,435</b> <ul style="list-style-type: none"> <li>• Master Plan</li> <li>• Parks and Recreation Master Plan</li> <li>• Zoning Ordinance update</li> </ul>
<b>City of Hastings, Michigan</b> <b>Dan King</b> <i>Community Development Director</i> 201 E. State Street Hastings, MI 49058 (296) 945-2468	<b>Population 7,514</b> <ul style="list-style-type: none"> <li>• Master Plan</li> <li>• Streetscape Design</li> <li>• Zoning Ordinance Updates</li> </ul>



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Communities for real life.

DESIGN  
Urban Design

What we did:  
PLANNING  
Master Planning  
Parks and Recreation  
Placemaking

## Recreation Planning

VILLAGE OF WEBBERVILLE AND  
LEROY TOWNSHIP, MICHIGAN

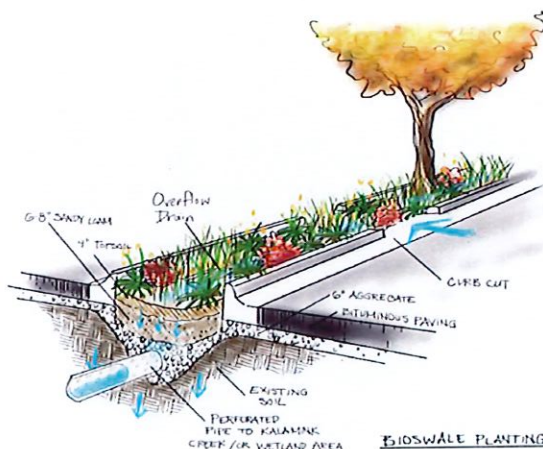
The Village of Webberville, in Ingham County, struggled for years to articulate a vision for itself, operating for over a decade without a Master Plan. The Village Administration decided that the time had come to plan for the future, and called McKenna.

While the Plan included all the traditional elements of a Master Plan, it also went further, including a Parks and Recreation Plan to meet the Michigan Department of Natural Resources (MDNR) criteria for grant funding. The Parks and Recreation Plan identified a need for a new recreational facility in or around Webberville.

Soon after the completion of the plan, a resident of Leroy Township, which surrounds the Village, donated a plot of land just outside the Village limits. McKenna assisted as the Township, supported by the Village in their efforts, planned out the build out of the new Simmons Memorial Park.

The Township's plan was also submitted to MDNR for approval, with a grant application to follow. In the meantime, Leroy began build-out of the park, filling the need determined by Webberville's Master Plan.

McKenna continues to work with both communities on recreation, land use, and economic development issues.



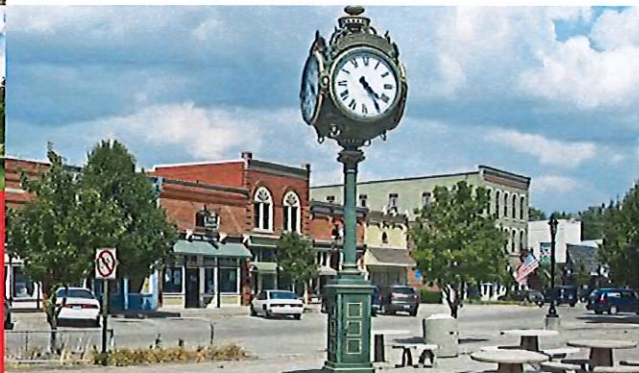
# Master Plan

CITY OF COOPERSVILLE, MICHIGAN

Located halfway between Muskegon and Grand Rapids, Coopersville is a small, historic community growing around the local railroad stop. The community wanted to update its Master Plan to address several issues facing the City. The downtown area was a vital part of the community. Still, it was difficult for nonresidents to find, and several businesses struggled. Coopersville also needed to determine what the community's future development would look like, especially on the edges of the City.

McKenna prepared a Master Plan for Coopersville to address these and other issues residents and business owners raised. Public input was gathered at an open house workshop and online by connecting with the existing community social media outlets. McKenna also conducted housing and retail market studies to better crystallize the demand for land uses in the City.

The resulting Master Plan identified major intersections and streets which could incorporate wayfinding to downtown, landscaping, and streetscape elements. Residents identified critical gaps in the sidewalk network to connect more neighborhoods; the Transportation Plan depicts new sidewalks and trails, including the North Bank Trail. The Future Land Use Plan describes a fully built-out city with new neighborhoods connecting with the existing community.





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Communities for real life.

What we did:

#### DESIGN

Placemaking and Public Spaces  
Urban Design  
Form-Based Coding

#### PLANNING

Master Planning  
Economic Development  
Neighborhood Planning

# Redevelopment Plans

## VILLAGE OF OXFORD, MICHIGAN

When the Village of Oxford did a five-year review of its Master Plan, it determined that the overall vision of the Plan still reflected the community's vision—but something was missing.

Approximately a dozen sites around the Village were underdeveloped, incompatible with their surroundings, or antiquated. Instead of a full Master Plan update, Oxford decided to dedicate its planning resources to those specific sites.

McKenna worked with the Village to develop urban design visions and roadmaps to redevelopment for the sites. The designs were developed through an intensive and iterative process including an online survey, three public open houses, and in-depth workshops with the Village's Master Plan Committee and Planning Commission.

One of the key factors in implementing the plans was reform of the Village's Form Based Code, with increased diversity of building types and more focus on the character of individual streets and districts.

The final designs, along with the path to implementation provided for each one, were used to attract developers and partner with the private sector to make the vision of the plan a reality.



NEAR EAST SIDE



### 40-80 NORTH WASHINGTON WASHINGTON - CENTER



### 60 EAST BURDICK HAMPTON BLOCK



### 60 SOUTH WASHINGTON OXFORD BANK



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MCKENNA

Communities for real life.

What we did:

PLANNING

Master Plan  
Coastal Planning  
Community Empowerment  
Mixed-Use Corridors

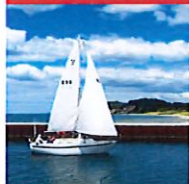
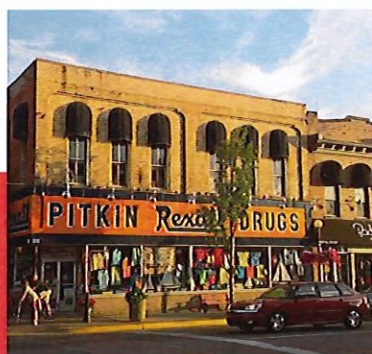
# Master Plan

CITY OF WHITEHALL, MICHIGAN

The City of Whitehall sits on a bluff overlooking White Lake, just a short drive from the shores of Lake Michigan. Along with its sister community, Montague, it is a popular destination for tourists and residents looking for a charming "up north" community within commuting distance of major employers.

McKenna worked with the City to create a Master Plan vision that built off Whitehall's commitment to community and sustainability. The plan incorporated Michigan's first "green street" (an already-underway project), as well as envisioning mixed-use corridors along the City's major axes and a new downtown gathering place where a dead-end street used to be.

The plan generated enthusiasm in the community and created a framework for redevelopment in the city's downtown and waterfront.





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MCKENNA

Communities for real life.

DESIGN  
Urban Design

What we did:  
PLANNING  
Master Planning  
Public Engagement

# Master Plan

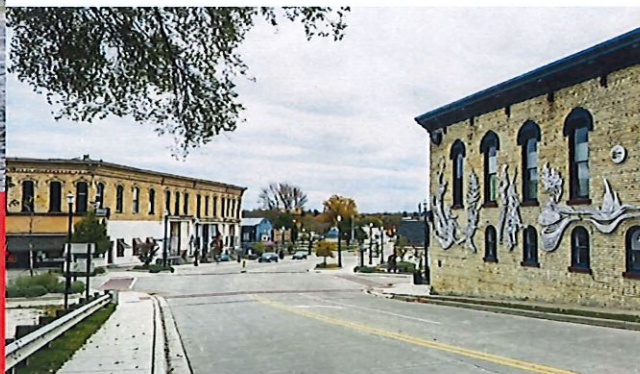
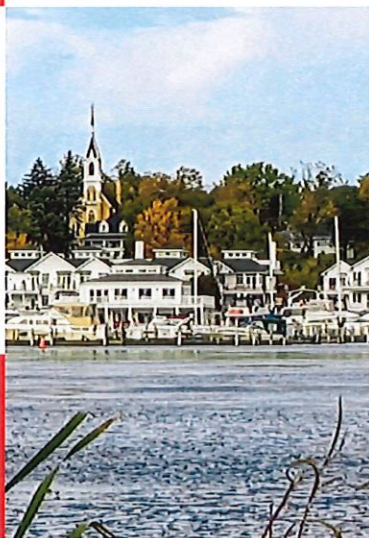
CITY OF MONTAGUE, MICHIGAN



Montague, Michigan—renowned for its small-town lake shore charm and its proximity to White Lake and Lake Michigan—hadn't updated their citywide master plan since 2013. Recognizing the community desire for measured growth and protection of natural spaces and heritage, the City selected McKenna to prepare the 2023 Montague Master Plan.

A defining feature of the planning process was the extensive public engagement process which included: 1) Four-community visioning sessions with elected and appointed officials; 2) Facilitated public engagements open houses with members of the public invited to join. 3) An Online 30-question community survey that received 367 responses. 4) Professionally drawn concept designs for downtown storefronts and buildings.

The resulting plan focuses on strong neighborhoods, a vibrant downtown, highlighting pedestrian connections, especially to streets, parks, plazas, sidewalks, and civic buildings. The plan also highlights key areas where Montague can consider economic growth, while protecting its natural resources and small-town character.



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MCKENNA

Communities for real life.

What we did:

PLANNING

Master Planning  
Public Engagement  
Economic Development

# Master Plan

CITY OF HASTINGS, MICHIGAN

Located halfway between Battle Creek and Grand Rapids, Hastings is a small and historic community nestled on the Thornapple River. Popular with residents for its historic charm, natural beauty, and quality schools, the City decided it was time to “take the next step”—and initiated a Master Plan process to help them get there.

To assist the City in realizing its full potential, McKenna envisioned a multi-pronged Master Plan process. In addition to a conventional Master Plan, with city-wide Future Land Use and Transportation recommendations, McKenna also conducted a “Master Plan Phase II”, a deep dive on infrastructure, redevelopment sites, housing, and economic development.

The process also including strategic visioning sessions by the Planning Commission, City Council, and TIF District Boards, as well as roundtables by community stakeholders on key topics. Following the completion of the Plan, the City initiated a design process for new downtown streetscaping, a major recommendation of Hastings’ Master Plan.





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# Project Staff and Management

We believe the most important work was done before  
we arrived and will be ongoing after we leave.

We help build bridges from the past  
and make course corrections for the future.

We propose an experienced team familiar with and ideally matched to Williamston's needs in efficiently updating the City's Master Plan. Our combined expertise with community master planning, parks and recreation planning, and knowledge of the issues facing communities today will allow us to provide Williamston with a complete and innovative Plan Update that meets your desires.

Members of our team are industry leaders in organizing an efficient and effective public process leading to compelling and comprehensive plans with a strong implementation focus.

Our professionals embrace:

- Highly effective public processes
- Walkability, bicycling facilities, greenways, trails, complete streets, healthy streets
- Active living, active transportation
- Place-making
- Parks and open space
- Economic development
- Livable communities
- Environmental preservation
- Land use and conservation
- Traffic and intersection analysis, especially to determine minimal lane needs, circulation, and multi-modal mix
- Context-sensitive design solutions

We customize our work to reflect local economies, environments and politics, and our approach to all projects is sensitive to history, size, scale, population, demographics, and diversity of people and place.

An organizational chart of team members is on the next page, followed by resumes for all team members.

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# Organizational Chart

- Williamston Team
- McKenna Team







## Jeff Keesler

ASSOCIATE PLANNER

### EDUCATION

**Master of Urban and Regional Planning**  
Michigan State University

**Bachelor of Psychology**  
Bridgewater State University

### HONORS

**Excellence in Best Practice Award** for the Barry County 2040 Master Plan "Live Better",  
Michigan Association of Planning, 2023

### PROFESSIONAL EXPERIENCE

#### Community Planning

Developed age-friendly state and community programs and managed several project areas including the AARP Community Challenge Grant, helping Michigan become designated as an AARP age-friendly state. Co-hosted Livable Communities workshops for government officials and citizens who were interested in having their communities join the network.

Works with local and state governments to adopt new programs, working in conjunction with multi-jurisdictional efforts that includes individuals from state, county and city governments, and other organizations.

Helped promote the message of Livable Communities to Michigan communities by giving age-friendly communities and planning-related presentations to community groups and local governments; assists communities with technical assistance in the long range community planning process

#### Community Engagement

Works with communities to conduct community surveys, analyze and report results, and lead public engagement open houses. Fosters quality relationships with community leaders and residents by representing and promoting projects and community programs at meetings.

Facilitates relationships between city leadership, citizens, and non-profit organizations, selling the case for new programs through first-time meetings with new and potential communities.

#### Zoning

Creates planning and zoning guidebooks and other tools for Michigan communities to utilize and assist in providing Zoning Administrator trainings for local Community Development leaders and staff. Conducts Michigan based population and demographic trends research to help Michigan communities address demographic questions.

### MEMBERSHIPS

American Planning Association  
Michigan Association of Planning



# Maya J. Baker

ASSISTANT PLANNER

## EDUCATION

**Master of Urban and Regional Planning**  
Taubman College University of Michigan

**Bachelor of Arts - Sociology**  
DePaul University

## HONORS

**Excellence in Best Practice Award** for the Barry County 2040 Master Plan "Live Better",  
Michigan Association of Planning, 2023

University of Michigan Weiser Center Future of Real Estate Competition 2021, Honoree:  
*The Future of Real Estate is Cooperative*

## PROFESSIONAL EXPERIENCE

### Community Planning

Wrote the first ever Master Plan for a small village in order to receive Redevelopment Ready Certification, assisting with creating a planning commission and writing an original zoning ordinance utilizing the unique needs and situation facing the community. Has assisted in preparing multiple Master Plans for a diverse range of urban, suburban, and rural locations of all sizes. Provided analysis of demographics and existing conditions for communities to inform recommendations and provide context for Master Plans and similar community planning documents. Compiled and interpreted citizen input for contribution to a Master Plan's goals and objectives.

### Public Engagement

Planned and assisted with public outreach events and programming to understand community needs and concerns, including residents of low-income neighborhoods, tight-knit rural villages, and busy suburban areas. Provided public engagement programming for many different projects, including the creation of a village's first Master Plan, the design of a new park in a Lakeshore community, and the development of master plans and parks and recreation plans.

### Housing Policy and Analysis

Recommended housing policy improvements and conducted policy research for urban centers, suburban communities, and rural municipalities. Assisted with conducting analysis of impediments to fair housing in multiple metropolitan areas and cities in the Midwest. Studied the impact of a large-scale infrastructure project on property values and housing cost, and potential methods of mitigating displacement in a major city. Knowledgeable about major housing and economic development tools such as TIF, CDBG, PILOT, and NEZ districts.

### Parks and Recreation Planning

Assisted with writing State Parks and Recreation Plans for municipalities communities of different scales. Conducted surveys of park amenities on behalf of parks departments, identifying existing infrastructure and maintenance needs in public parks. Provided actionable, prioritized recommendations for park improvements and programming.

### Zoning

Interpreted zoning ordinances for a wide variety of communities and provided guidance to local officials in day-to-day operations. Provided recommendations for updating ordinances for changing conditions in a community. Understands how zoning regulations can be effectively written to shape and support municipalities.

### GIS Mapping

Created maps using Geographic Information Systems (GIS) to show land use, zoning, natural features, property lines, transportation systems, demographics, and other conditions.

## MEMBERSHIPS

American Association of Planning  
Michigan Association of Planning

## PUBLIC SERVICE

Board Member & Development Director, "Great Lakes Invitational Conference Association



## Emily Huhman

PLANNING ASSISTANT

### EDUCATION

**Master of Urban and Regional Planning -  
Candidate, Expected Graduation May 2024**  
Taubman College  
University of Michigan

**Bachelor of Political Science and Sociology**  
University of Michigan

### PROFESSIONAL EXPERIENCE

#### Community Engagement

Assisted in preparing and facilitating community engagement events to gather community knowledge of benefits and concerns in urban, suburban, and rural communities. Experience in survey writing and administration to gain resident insights into multiple areas, including master planning, parks and recreation, economic opportunity, and housing needs.

#### Housing Policy and Economic Development

Served in case management roles in housing subsidy programs, including Low-income Public Housing, Housing Choice Voucher, and Permanent Supportive Housing programs. Success in grant writing and applications for HUD-funded grant opportunities. Knowledge of low-income housing development and improvement programs, including LIHTC and RAD. Wrote a guide to development outlining the development process and potential local and state incentives for commercial development for a small Michigan city.

#### Data Analysis and Management

Experienced in conducting demographic analysis using Census data. Completed data analyses using survey data. Knowledge of real estate databases such as CoStar to gather housing and commercial market data.

#### Zoning Administration

Conducted research, zoning ordinance comparisons across multiple communities, and assisted in writing zoning ordinance amendments. Prepared meeting minutes for Planning Commission meetings.

### MEMBERSHIPS

American Planning Association  
Michigan Association of Planning





# Danielle Bouchard, AICP

PRINCIPAL PLANNER

## EDUCATION

### **Bachelor of Science (with honors)**

Urban and Regional Planning with Minor in Geographic Information Systems  
Eastern Michigan University

## AWARDS

**Excellence in Best Practice Award** for the Barry County 2040 Master Plan "Live Better",  
Michigan Association of Planning, 2023

**Excellence in Best Practice Award** for the Holland Unified Development Ordinance,  
Michigan Association of Planning, 2022

## PROFESSIONAL EXPERIENCE

### **Mapping/Geographical Information Systems**

Develops property site maps. Researches, updates and develops mapping applications for non-motorized transportation plan. Inventories and develops mapping for farmland preservation projects.

### **Zoning Administration and Planner of Record**

Serves as the ongoing Planner of Record and/or Zoning Administrator for urban, suburban, and rural communities across Michigan, including development reviews, zoning process administration, economic development, and staffing of Planning Commissions and ZBAs.

### **Transportation Planning**

Develops county-wide multi-modal transportation plans. Implements and manages various non-motorized transportation projects. Develops informational marketing website frameworks with corresponding interactive story maps for non-motorized transportation projects. Administers State grant awards for regional non-motorized transportation projects. Researches and develops frameworks for public transit studies. Researches and develops reports on metropolitan planning organization transportation planning processes.

### **Grant Writing, Administration, and Fundraising**

Develops and processes annual Michigan Department of Transportation grants for various regional programs. Researches grant opportunities and submits applications to fund a variety of projects. Processes and administers Michigan Department of Natural Resources Trust Fund grants. Secures a multitude of private sector donations. Plans and implements speaker training events for planning professionals. Secures volunteers for community projects.

### **Environmental Planning and Sustainability**

Creates comprehensive water conservation plans. Assists in implementation of various environmental advocacy projects in the City of Detroit.

## MEMBERSHIPS

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



## Callie Garrett

ART DIRECTOR

### EDUCATION

**Bachelor of Fine Arts in Advertising & Graphic Design**  
Columbus College of Art & Design

**Sketching Lab**  
University of Costa Rica, College of Fine Arts

### PROFESSIONAL EXPERIENCE

#### Document Design and Layout

Designed and produced simple and complex layouts for documents including community master plans, zoning ordinances, national research reports, and editorial publications. Managed the use of typography & visual design throughout projects. Created graphics, charts, diagrams, and illustrations.

#### Branding

Created brands and identities for municipal projects. Developed multiple concepts for elaboration in a range of styles. Branding included downtown logos, document design, banners, brochures.

#### Advertising

Worked in a wide range of industries to meet the advertising and business needs of clients and partners. From research, to concept, to production of designs that accurately and effectively convey information in a beautiful way, projects are completed with attention to detail and delivered according to print specs and brand standards. Examples include print, web design, email, digital & static outdoor advertising, social media, presentations, information design, infographics, etc.

#### Illustration and Visualization – Zoning, Planning, and Design

Produced graphic ideas quickly and successfully which conveyed the clients' vision. Rendered detailed zoning and development graphics in both 2D and Isometric formats.

#### 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.

#### Content Creation & Copywriting

Created communications that delivered the client's message in an engaging, persuasive, and appropriate way. Written content included articles, interviews, callouts, infographics, and case studies. Also worked as an embedded journalist, conducting in depth interviews, along with other primary and secondary research techniques in order to gain a deep understanding of the clients' needs and discover innovative solutions.

### SOFTWARE EXPERTISE

Highly proficient and skilled in Adobe Creative Suite (InDesign, Illustrator, Photoshop)



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# Timeframe Flow Chart

We will work out a mutually-acceptable schedule for preparing the Master Plan with you. Following is our proposed timeline of tasks and meetings, estimated to take 10-12 months.

STEP	MONTH											
	1	2	3	4	5	6	7	8	9	10	11	12
1. Kick-off and Strategic Issues												
2. Identify, Quantify, and Analyze												
3. Public Participation and Community Outreach												
4. Goals and Objectives												
5. A Roadmap for the Future												
6. Implementation Strategies												
7. Adoption												
MEETINGS												
City Staff Workshop												
DDA Workshop												
Planning Commission Meetings												
City Council Meetings												

# Estimated Costs

## FEE

The following is an itemized breakdown of the fees to complete the Williamston Master Plan Update, as described in this proposal. We propose to complete the project for a lump sum of **\$25,000**.

Task	Itemized Fee
1. Kick-off and Strategic Issues	\$2,000
2. Identify, Quantify, and Analyze	\$4,000
3. Public Participation and Community Outreach	\$7,000
4. Goals and Objectives	\$2,000
5. A Roadmap for the City's Future	\$4,000
6. Implementation Strategies	\$3,000
7. Adoption	\$3,000
	<b>\$25,000</b>

Incorporation of Redevelopment Ready Communities (RRC) strategies throughout the Master Plan can be included as an additional service for **\$1,000**.

Costs for mailing and tabulation of mail-in surveys, if requested, will be determined based on the number of surveys mailed.

Additional services beyond the scope can be provided, at the City's request based on McKenna's professional fee schedule (below) or a separate negotiated fee.

## MCKENNA PROFESSIONAL FEE SCHEDULE

Professional Classification	Rate Per Hour
President	\$150.00
Executive or Senior Vice President	\$140.00
Vice President	\$135.00
Director	\$125.00
Senior Principal or Manager	\$120.00
Principal	\$115.00
Senior	\$100.00
Associate	\$90.00
Assistant	\$85.00