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Wexford Joint Planning Commission

RFQ / RFP for Planning Consulting Services

Wexford County, Michigan

Contact:

John Iacoangeli
jri@bria2.com

734.663.2622

July 10, 2017

Wexford Joint Planning Commission

Robert Hall, Planning & Zoning Administrator
c/o Cherry Grove Township
4830 E. M-55
Cadillac, Michigan 49601

Regarding: RFQ / RFP for the Wexford Joint Planning Commission



Dear Mr. Hall and the Selection Committee:

I am pleased to submit for your consideration a proposal for professional planning services to provide planning, zoning, and GIS services to the Wexford Joint Planning Commission. We feel our team at Beckett & Raeder, Inc. is expertly equipped with the planning skills, resources, and experience needed to successfully serve the Commission. Our firm has 51 years of experience working in various communities throughout Michigan, and many within northwest Michigan. Our relationship with our northwestern clients provide us with a fundamental understanding of planning issues unique to the region, and we have begun work with Clam Lake Township recently following the repeal of the Wexford County Zoning Ordinance, granting us familiarity with the County and recent changes. We immensely support your regional planning initiative and applaud your responsiveness to provide cost-effective, yet efficiently inventive, planning and zoning services for your Commission.

Our staff has a variety of specialized certifications from the Congress for New Urbanism, National Charrette Institute, Form Based Code Institute, and the American Institute of Certified Planners, capable of supplying the Wexford County area with innovative, customized strategies that become actionable approaches to foster preservation, progress, and transformation. We firmly believe in empowering communities, positioning them appropriately for grant opportunities, and setting the foundation for proper planning and zoning for decades to come. We have extensive experience with the Redevelopment Ready Communities® program, which directly links the recommendations of long-range planning with the actionable, immediate steps necessary to support a variety of interrelated goals. We are certified trainers for the Michigan Association of Planning and have led training courses for placemaking and the new economy. We specialize in the application of these very principles to rural settings, finding the best strategy for success.

The proposed project team contained herein has experience leading collaborative, joint planning endeavors in northwest Michigan. The Lakes to Land Regional Master Plan, as well as the following Lakes to Land Farm and Food System Assessment, involved 16 participating municipalities including villages, townships, cities, and counties. The Lakes to Land Regional Master Plan won the 2014 Michigan Association of Planning "Innovation in Regional

Beckett & Raeder, Inc.
535 West William, Suite 101
Ann Arbor, MI 48103

734 663.2622 ph
734 663.6759 fx

Petoskey Office
616 Petoskey St., Suite 100
Petoskey, MI 49770

231 347.2523 ph
231 347.2524 fx

Traverse City Office
921 West 11th St., Suite 2E
Traverse City, MI 49684

231 933.8400 ph
231 944.1709 fx

Toledo
419.242.3428 ph

Planning" Award, and the subsequent Farm and Food System Assessment won the 2015 Michigan Association of Planning "Innovation in Economic Planning and Development" Award. Prior to that, our firm led the Onkama Joint Community Master Plan effort, which also won the 2010 Michigan Association of Planning "Daniel Burnham Award for a Comprehensive Plan." These awards speak to the innovation, communication, and level of commitment that this firm brings to each and every client; we believe that every community is an important, integral member of any joint planning effort as we strive to capture the character and individuality of each municipality. Since the 2003 adoption of Act 226, the Joint Municipal Planning Act, we have worked with several joint groups for planning efforts, beginning with Bellevue Township and Bellevue Village and their respective Master Plans and Zoning Ordinances.



initiative

Thank you for the opportunity to submit our proposal. We believe our professional services and work products will offer the Wexford Joint Planning Commission a unique, successful, thorough, and actionable Plan and related documents, properly suited to bring together all of the proactive planning work that has already been accomplished with fresh and strategic updates. Please do not hesitate to contact me with questions either by phone or email, or if I may provide you with additional information.

Sincerely,

John R. Iacoangeli, AICP, LEED AP, CNU-A, Principal

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ORGANIZATION:

Beckett & Raeder, Inc. is a Michigan Corporation headquartered in Ann Arbor with additional offices in Petoskey and Traverse City, Michigan. The firm includes landscape architects, planners, civil engineers, LEED accredited professionals and support staff maintaining registrations in the States of Michigan, Ohio, Indiana and Illinois and certification at the national level.

HISTORY:

Beckett & Raeder, Inc. was established as a Michigan corporation in 1966 with its corporate office in Ann Arbor, Michigan.

SERVICES:

Major areas of practice and scope of services include sustainable design, land use programming and analysis, master planning, campus planning, placemaking, site planning and civil engineering, site development, municipal engineering, storm water management, downtown revitalization and redevelopment, community planning and urban design, economic development, public/private development services, and environmental services.

PHILOSOPHY:

All commissions accepted by the firm are accomplished under the direct supervision of one of the firm's seven principals. Senior Associates, Associates, Project Landscape Architects, Planners, and Engineers are assigned to projects in accordance with their individual expertise and the requirements of the project. In keeping with the philosophy of the office, the project team is involved in all aspects of the work through its entire duration. The firm routinely engages other consultants, as the work plan requires.

LOCATIONS:

Ann Arbor, Michigan	535 W. William, Suite 101 Ann Arbor, MI 48103 734.663.2622 ph
Traverse City, Michigan	921 West 11th Street Suite 2E Traverse City, MI 49684 231.649.1065 ph
Petoskey, Michigan	113 Howard Street Petoskey, MI 49770 231.347.2523 ph
Toledo, Ohio	419.242.3428 ph
World Wide Web	www.bria2.com

Services



MASTER PLANNING

Campus Planning
 Traditional Neighborhood &
 Small Town Design
 Community Master Planning
 Watershed Planning
 Recreation Master Planning
 Park Master Planning
 Rural Land Planning Services
 Land Use Planning



COMMUNITY PLANNING & ZONING

Comprehensive Master Plans
 Brownfield Redevelopment
 Zoning Ordinance /Codes
 Specialized Zoning Ordinance Provisions
 Development Standards and Guidelines
 Site Plan Review
 Strategic Planning
 Expert Witness Zoning Testimony
 Community Development
 Greenway Planning
 New Urbanism



ENVIRONMENTAL SERVICES

Site Evaluation and Analysis
 Low Impact, Conservation Design
 Wetland Delineation
 Constructed Wetland Design and
 Installation
 Wetland Restoration
 Storm Water Management



ANALYSIS & EVALUATION

Site Analysis
 Feasibility Studies
 Site Selection Studies
 Buildout Analysis
 Market Analysis
 Demographics
 Natural Features Interpretive Studies



PROJECT CONSTRUCTION

Construction Administration
 Field Inspection
 Storm Water Operator
 Bridge Inspection
 Specification Writing
 Project Cost Estimating
 Construction Drawings

DOWNTOWN & ECONOMIC DEVELOPMENT

Brownfield Redevelopment
 Grant Writing
 Downtown Management
 Downtown Master Plans
 Special Finance Districts
 Adaptive Reuse Studies
 Retail Market Analysis
 Strategic Planning/Visioning Workshops
 Physical Design Plans
 Streetscape Design & Implementation
 Wayfinding and Signage
 Tax Increment Financing & Development
 Plans
 DDA Creation

SITE DESIGN

Planting Design
 Irrigation Design
 Grading Plans
 Utility Plans
 Pavement Design
 Lighting Design
 Site Design Guidelines
 Park Design

URBAN DESIGN

Corridor Design & Planning
 Streetscape Design
 Waterfront Design

FACILITY DESIGN

Marina Design
 Playground Design
 Athletic Facility Design
 K-12 Site Development
 Subdivision Design
 Campgrounds
 Parks Design
 Higher Education

INFRASTRUCTURE

Storm Water Management
 Water Distribution Systems
 Sanitary Sewer Systems
 Capacity Analysis
 Capital Improvement Program
 Wellhead Design and Protection
 Pavement Evaluation
 Streets and Roads
 Onsite Sewage Treatment
 Utility Marking
 Parking

Awards



AMERICAN INSTITUTE OF ARCHITECTS

Citation, Akron Chapter, 1984: Alltel Corporation Information Services Center, Twinsburg, Ohio: Peterson/Raeder Inc., Architects

Honor Award, Detroit Chapter, 1982
Oakland Community College/Southfield Campus, Southfield, Michigan:
Straub Associates, Architects

AMERICAN PLANNING ASSOCIATION

Outstanding Planning Award, 1995,
Michigan Chapter, Mitchell Creek Watershed Protection Strategy,
Grand Traverse County, Michigan



AMERICAN SOCIETY OF CONSULTING PLANNERS

Honor Award Sustainable Planning,
1997, Mitchell Creek Watershed Protection Strategy,
Grand Traverse County, Michigan

MICHIGAN MUNICIPAL LEAGUE

Honor Award – 1996
Adrian Streetscape and Downtown Revitalization Program
Adrian, Michigan



MICHIGAN RECREATION & PARK ASSOCIATION

Landscape Design Award - 2014
White Lake Bloomer Park
White Lake Charter Township, Michigan

Outstanding Park Design Award - 2013
Argo Cascades
Ann Arbor, Michigan



Design Award-Landscape Design - 2011
Bear River Valley Recreation Area
City of Petoskey, Michigan

Landscape Design Award - 2011
Marshbank Park
West Bloomfield Township, Michigan

Landscape Design Award - 2010
Outdoor Learning Center
Central Michigan University
Mount Pleasant, Michigan

Landscape Design Award - 2003
Waldenburg Park
Macomb Township, Michigan

Facility Design Award - 2003
Sharon Mills County Park,
Washtenaw County, Michigan

Master Plan Award – 2000
Charter Township of Canton Recreation Master Plan
Canton, Michigan

Design Award – 2000
Muskegon Lakeshore Trail
Landscape Design Project
Muskegon, Michigan

Master Plan Award – 1999
Charter Township of Ypsilanti
Recreation Master Plan
Ypsilanti, Michigan

Design Award – 1999
Village of Dundee – Old Ford Mill and Ford Park West Landscape Design Plan
Dundee, Michigan

AMERICAN SOCIETY OF LANDSCAPE ARCHITECTS

Merit Award, Michigan Chapter 2015
Landscape Architectural Design
Munger Graduate Residences,
University of Michigan
Ann Arbor, Michigan

Merit Award, Michigan Chapter - 2014
Historic Significance
Petoskey Bayfront Park
Petoskey, Michigan

Merit Award, Michigan Chapter - 2013
Landscape Planning & Analysis
River Raisin Heritage Corridor East Master Plan
Monroe, Michigan

Merit Award, Michigan Chapter - 2010
Outdoor Learning Center
Central Michigan University
Mt. Pleasant, Michigan

Awards



Merit Award, Michigan Chapter - 2003
 Waldenburg Park, Macomb Township,
 Michigan

Honor Award, Michigan Chapter - 2002
 UAW-FORD Family Services and
 Learning Centers, Ten Facilities in
 Michigan, Missouri, Ohio, Kentucky,
 and Illinois

Merit Award, Michigan Chapter - 1999
 City of Adrian Downtown Streetscape
 Adrian, Michigan



Merit Award, Michigan Chapter -1999
 Whetstone Orianna Creek Watershed
 Management Plan
 Marquette, Michigan

Honor Award, Michigan Chapter -1992
 Petoskey Waterfront Development
 Petoskey, Michigan

Merit Award, Michigan Chapter - 1989
 Townhouse Development Process,
 Michigan State Housing Development
 Authority



Honor Award, Michigan Chapter - 1989
 Monroe Coastal Zone
 Management Plan
 Monroe, Michigan

Honor Award, Boston Chapter,
 Petoskey Waterfront Development
 Petoskey, Michigan

Merit Award, Michigan Chapter,
 Marquette Lower Harbor Study
 Marquette, Michigan



MICHIGAN ASSOCIATION OF PLANNING

Daniel P. Burnham Award for a
 Comprehensive Plan - 2015
 Acme Township Master Plan
 Acme, MI

Innovation in Economic Planning
 and Development - 2015
 Lakes to Land Regional Initiative: Food
 and Farm System Assessment

Innovation in Regional Planning - 2014
 Lakes to Land Regional Planning
 Initiative

Daniel P. Burnham Award for a
 Comprehensive Plan - 2013
 Peshawbestown Master Plan
 Grand Traverse Band of Ottawa
 and Chippewa Indians

Onekama Joint Master Plan -2012
 Onekama, Michigan

Honor Award, Monroe Coastal Zone
 Management Plan
 Monroe, Michigan

Honor Award
 River Raisin Esplanade
 Monroe, Michigan

Honor Award, "Michigan Soil
 Erosion and Sedimentation control
 Guidebook", State of Michigan
 Honor Award, "Housing for the Elderly
 Development Process", Michigan State
 Development Authority

NATIONAL TRUST FOR HISTORIC PRESERVATION

Richard H. Driehaus National
 Preservation Honor Award - 2014
 McGregor Pool
 Wayne State University
 Detroit, Michigan

MICHIGAN HISTORIC PRESERVATION NETWORK

Cultural Landscape Award - 2014
 McGregor Memorial Conference Center
 Reflecting Pool and Sculpture Garden
 for Contribution to Historic Preservation
 in Michigan
 Wayne State University,
 Detroit, Michigan

NATIONAL HOME BUILDERS ASSOCIATION

Merit Award, Mill Creek Townhouses
 Ann Arbor, Michigan

Awards



BETTER HOMES AND GARDENS AWARDS

Merit Award, Northbury Condominiums
 Ann Arbor, Michigan

INTERNATIONAL DOWNTOWN EXECUTIVES ASSOCIATION

Achievement Award
 River Raisin Esplanade
 Monroe, Michigan

HUD AWARDS PROGRAM

Honor Award, "Woodcraft Square
 Renovation of Former La-Z-Boy
 Furniture Factory"
 Monroe, Michigan



GREAT LAKES PARK TRAINING INSTITUTE

2013 Great Lakes Park, Facility, &
 Recreation Program Award
 Marshbank Park
 West Bloomfield Township, Michigan

PROGRESSIVE ARCHITECTURE AWARDS PROGRAM

Honor Award, "Michigan Soil
 Erosion and Sedimentation Control
 Guidebook", State of Michigan
 Honor Award, "Housing for the Elderly
 Development Process", Michigan State
 Development Authority



MASONRY INSTITUTE OF AMERICA

Merit Award, Employee Courtyard,
 Catherine McAuley Health Center
 Ann Arbor, Michigan

TOLEDO METROPOLITAN AREA COUNCIL OF GOVERNMENTS (TMACOG)

Best Practices Urban Preservation
 Award, Monroe Street Corridor Design
 & Livability Plan
 Toledo, Ohio



THE CITY OF PONTIAC PRIDE & BEAUTIFICATION AWARDS PROGRAM

Outstanding Business Award,
 Notre Dame Preparatory & Marist
 Academy
 Pontiac, Michigan

WASHTENAW CONTRACTORS ASSOCIATION -PYRAMID AWARD

Skyline High School
 Ann Arbor, Michigan

OAKLAND COUNTY

2012 Oak Land Award
 Marshbank Park
 West Bloomfield Township, Michigan

MISCELLANEOUS AWARDS

Certificate of Award, Downtown
 "Tivoli" Proposal, Urban Action
 Foundation of Oklahoma City, Inc.

Professional Affiliations and Organizations

The firm of Beckett & Raeder, Inc. is staffed by registered professional engineers, landscape architects, community planners, and environmental and ecological professionals and has specialized training and maintains professional affiliation with the following:

Accreditations

U. S. Green Building Council LEED Accredited Professionals
Form Based Code Institute (FBCI)
Council of Landscape Architectural Registration Boards
Congress for the New Urbanism Accreditation (CNU-A)

Certifications

Michigan Economic Development Association Certified Economic Development Professional
Certified Stormwater Operator
NCI Charrette System Training
Housing Development Finance Professional (HDFP)
American Institute of Certified Planners (AICP)
Project Management Boot Camp
PASER Road Rating
Planning and Zoning Instructor (MAP)
Certificate of Real Estate

Registrations

Professional Registered Engineers
State of Michigan (PE)

Professional Landscape Architects
State of Michigan (PLA)
State of Ohio (PLA)
State of Illinois (PLA)
State of Indiana (PLA)
Federal Registration (CLARB)

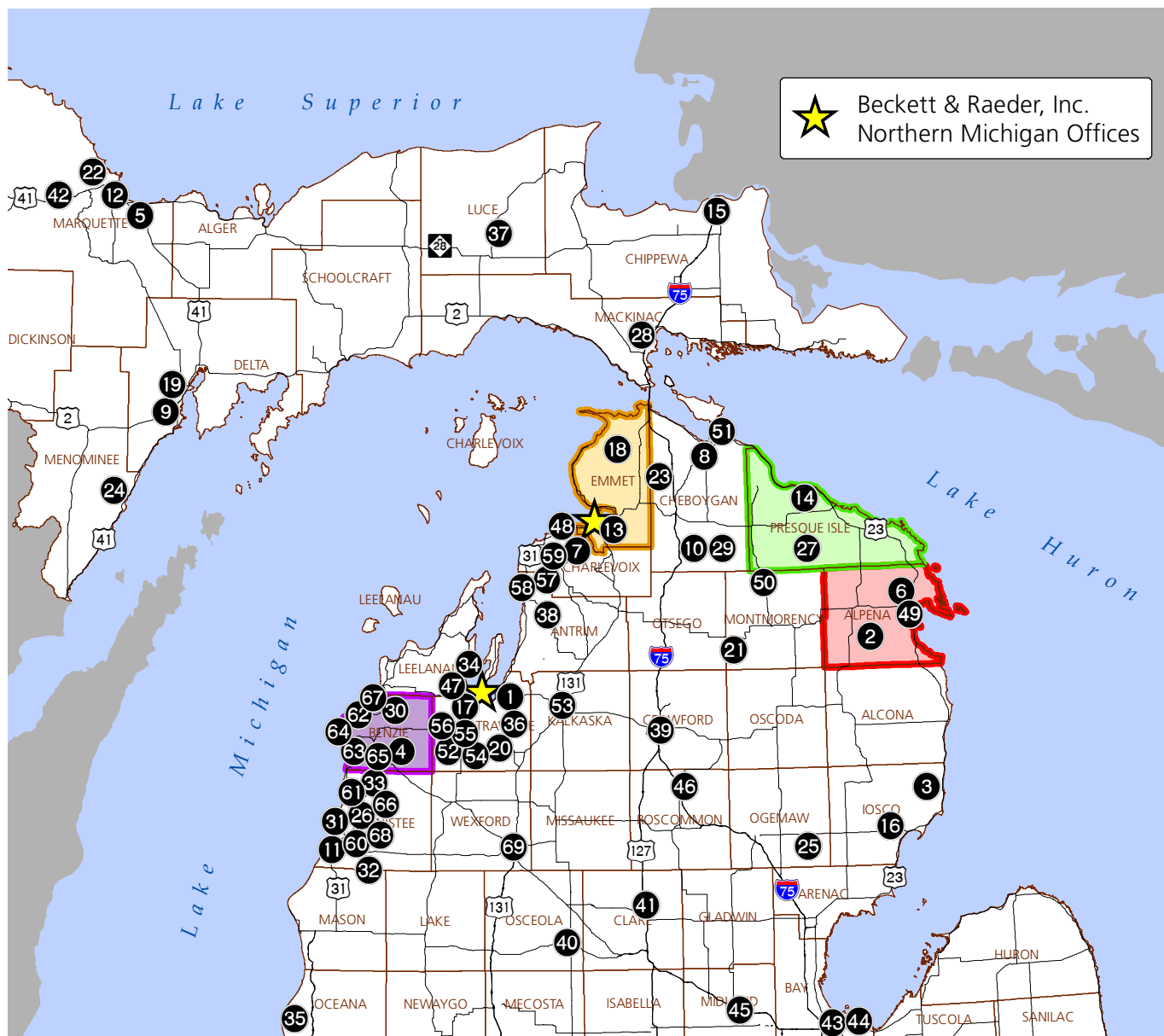
Professional Registered Community Planners
American Institute of Certified Planners (AICP)

Specialized Training

National Charrette Institute
EPA Brownfield Redevelopment
People, Places and Placemaking
Economics of Place
Neighborhoods, Streets and Connections
Form Planning and Regulation
Collaborative Public Involvement
Applied Placemaking
Complete Streets
Geographic Information Systems
FEMA ICS-100, IS-00029, EFS 15
FEMA ICS-200, IS-00700 (NIMS)

Memberships

American Planning Association (APA)
American Society of Landscape Architects (ASLA)
American Society of Civil Engineers (ASCE)
American Public Works Association (APWA)
Congress for the New Urbanism
Detroit Association of Planners
Heritage Ohio (Ohio Main Street)
Institute of Transportation Engineers (ITE)
Michigan Association of Planning (MAP)
MAP Planners in Private Practice
Michigan Complete Streets
Michigan Downtown Association (MDA)
Michigan Economic Development Association (MEDA)
Michigan Historic Preservation Network
Michigan Municipal League (MML)
Michigan Recreation and Parks Association
Michigan Rural Network
Michigan Society of Professional Engineers
National Main Street Center
National Society of Professional Engineers
National Trust for Historic Preservation
Preservation Detroit
Society of Marketing Professional Services (SMPS)
Society of College and University Professionals
South Oakland County Municipal Engineers (SOCME)
Southern Michigan Water and Sewer Utilities Association (SMW & SUA)
Toledo Metropolitan Area of Council of Governments (TMACOG)
Urban Land Institute



Clients in Northern Michigan

1. Acme Township
2. Alpena County
3. Au Sable Township
4. Benzie County
5. Central Lake Superior Watershed Partnership
6. City of Alpena
7. City of Boyne City
8. City of Cheboygan
9. City of Escanaba
10. City of Indian River
11. City of Manistee
12. City of Marquette
13. City of Petoskey
14. City of Rogers City
15. City of Sault Ste. Marie
16. City of Tawas City
17. City of Traverse City
18. Emmet County
19. Escanaba Downtown Dev. Authority
20. Green Lake Township
21. Lewiston Downtown Dev. Authority
22. Marquette Co. Soil & Conservation Dist.
23. MDNR - Burt Lake
24. MDNR - J. W. Wells
25. MDNR - Rifle River
26. Onokama Township
27. Presque Isle County
28. Sault Tribe of Chippewa Indians
29. Tuscarora Township
30. Village of Honor
31. Village of Onokama
32. Manistee Township
33. Arcadia Township
34. Grand Traverse Band of Ottawa & Chippewa Indians
35. MDNR - Silver Lake State Park
36. Watershed Center of Grand Traverse
37. Village of Newberry
38. Village of Central Lake
39. City of Grayling
40. City of Evart
41. City of Harrison
42. City of Ishpeming
43. City of Bay City
44. City of Essexville
45. City of Midland
46. Village of Roscommon
47. Elmwood Township
48. Hayes Township
49. Alpena Township
50. Northeast Michigan Council of Governments
51. MDNR - Cheboygan State Park
52. Networks Northwest
53. City of Kalkaska
54. Village of Kingsley
55. Blair Township
56. Interlochen
57. Village of Ellsworth
58. Banks Township
59. Bay Township
60. Bear Lake Township & Village
61. Blaine Township
62. Crystal Lake Township
63. Village of Elberta
64. City of Frankfort
65. Gilmore Township
66. Joyfield Township
67. Lake Township
68. Pleasanton Township
69. Clam Lake Township

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John R. Iacoangeli, AICP, LEED AP, CNU-A, FBCI
Principal, Community Planner



John joined Beckett & Raeder, Inc. (BRI) as a Principal in 1991 and is a Professional Certified Planner and a member of the American Institute of Certified Planners. John has over thirty years experience working with public and private sector clients on a variety of community and economic development based projects. He has been involved in the preparation and implementation of downtown and neighborhood revitalization, community development, economic development, historic preservation, and natural resource-based projects for numerous communities throughout the Midwest. His area of specialization is project implementation involving federal and state grants, local municipal financing, special authority financing, and public-private partnerships. He serves as an advisor-consultant to planning commissions and a variety of redevelopment authorities (DDA, CIA, BRA) and is a frequent instructor for the Michigan Association of Planning and the MIPlace program.



EDUCATION

Master of Public
Administration
Northern Michigan University
Marquette, Michigan

Bachelor of Science
Resource Management
University of Michigan
Ann Arbor, Michigan

CERTIFICATES

Certificate of Real Estate
University of Michigan and
Michigan Association of
Realtors

Congress for New Urbanism
Accreditation

Form Based Code Institute
Certification

LEED Accredited Professional

FEMA
ICS-100, IS-00029, EFS 15.
ICS-200, IS-00700 (NIMS)

AFFILIATIONS

National Trust for Historic
Preservation

Michigan Historic Preservation
Network

Monroe County Historical
Society

SELECTED EXPERIENCE

Jackson Community Master Plan

Jackson, Michigan

*Daniel Burnham Award for a Comprehensive Plan –
Michigan Association of Planning, 2016*

Peshawbestown Master Plan

Grand Traverse Band of Chippewa and Ottawa Indians

Peshawbestown, Michigan

*Daniel Burnham Award for a Comprehensive Plan –
Michigan Association of Planning, 2012*

Lakes to Land Regional Initiative

Collaborative Master Plan for sixteen communities in
Benzie and Manistee Counties

*Innovation in Regional Planning Award –
Michigan Association of Planning, 2014*

Lakes to Land Farm and Food System Assessment
*Innovation in Economic Planning and Development –
Michigan Association of Planning, 2015*

Acme Township Placemaking & Master Plan

Acme Township, Michigan

*Daniel Burnham Award for a Comprehensive Plan –
Michigan Association of Planning, 2015*

River Raisin Heritage Corridor East Master Plan

Monroe County Historical Society, National Park Service,
City of Monroe

Monroe, Michigan

*Merit Award – Michigan Chapter of American Society of
Landscape Architects, 2013*

*Honor Award – Michigan Historic Preservation Network,
2016*

City of Marquette Master Plan

Historic Waterfront and Lower Harbor Master Plan
Redevelopment Plan

Marquette, Michigan

*Merit Award – Michigan Chapter of American Society of
Landscape Architects*

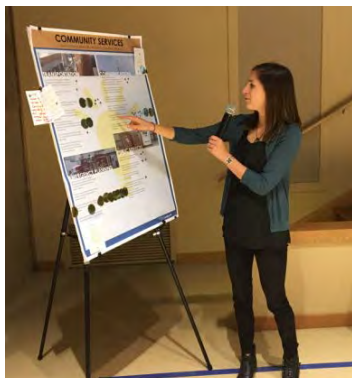
Dexter Strategic Plan and Placemaking

Dexter, Michigan

Claire Karner, AICP
Associate, Planner



Claire has worked in the public, private, and non-profit sector on a diversity of community planning efforts; including natural resource policy, long-range transportation planning, climate adaptation, and the intersection between public health and land use policy. Claire enjoys learning from communities, and works hard to ensure that final products genuinely reflect the unique needs of the community they serve. She has led a number of comprehensive planning processes from beginning to end; facilitating community engagement and visioning sessions, managing communication and outreach, administering community-wide surveys, and drafting final plans and policies. She also has experience managing projects that integrate cutting-edge research into planning and local policies, using community-wide vulnerability assessments and scenario-based planning methods.



EDUCATION

Master of Community and
Regional Planning
University of Oregon

Bachelor of Arts
Program in the Environment
University of Michigan

CERTIFICATIONS

Certified Planner, American
Institute of Certified Planners

AFFILIATIONS

American Planning
Association, Michigan
Chapter

TEACHING EXPERIENCE

Climate and Health
Adaptation Planning
Statewide Training

Natural Resource Planning
and Policy
University of Oregon

Evolutionary Biology
University of Michigan

CONFERENCE SESSIONS

American Planning
Conference

Michigan Association of
Planning Conference

Michigan Municipal League
Annual Conference

Great Lakes Adaptation
Forum

SELECTED EXPERIENCE

Planning Services

Bay Township, Michigan
Village of Ellsworth, Michigan
Banks Township, Michigan

City of Harrison Recreation Plan

5-Year Recreation Plan completed March of 2017

Project Rising Tide

Michigan Governor's Office & Michigan Economic
Development Corporation (MEDC) – Master Planning and
Zoning Ordinance Rewrites for 10 Communities
throughout the State of Michigan

City of St. Joseph Master Plan*

Comprehensive master plan for the city, with a special
focus on community resilience, coastal processes, and the
needs of vulnerable populations

Resilient Michigan Program*

Multi-year data-driven collaborative program working with
over 15 communities to update their master plans through
the lens of climate adaptation and resiliency.

Lake Charlevoix Zoning Protections*

Collaborative effort to develop uniform zoning standards
for all ten jurisdictions surrounding Lake Charlevoix

**Restoring, Retrofitting, & Recoupling Michigan's
Great Lakes Shorelines***

Community-wide coastal scenario planning and research
effort aimed at enhancing resilience in six coastal
jurisdictions, with funding from the University of Michigan
Water Center

**Climate Action Plans for Fort Custer, Camp Grayling,
& Selfridge Air Base***

Pilot program focused on enhancing resiliency of the
Michigan Army National Guard installations and
operations, funded by the Department of Defense

*Work done outside of Beckett & Raeder, Inc.

Leah DuMouchel, AICP, CNU-A, NCI, FBCI
Senior Associate, Community Planner



Leah DuMouchel's planning experience includes innovative master planning projects and extensive community engagement. Her work coordinating project leadership teams, creating outreach materials, facilitating community engagement and visioning sessions, developing and administering surveys, implementing online communication channels, and conducting all manners of analysis provides the solid foundation for writing plans that genuinely reflect and serve their communities. From her previous career in journalism, she brings a polished, varied writing style and a sharp eye for "the whole story."

EDUCATION

Masters of Science
 Urban and Regional Planning
 Eastern Michigan University

Bachelor of Arts
 Philosophy
 University of Michigan



CERTIFICATIONS

Certified Planner, American
 Institute of Certified Planners;
 Accredited Professional,
 Congress for the New
 Urbanism;
 Certified Charrette Planner
 and Certified Charrette
 Manager, National Charrette
 Institute;
 Form-Based Code Institute



AFFILIATIONS

American Planning
 Association, Michigan
 Chapter;
 American Planning
 Association, Sustainable
 Communities Division;
 American Planning
 Association, Planning and the
 Black Community Division;
 Congress for the New
 Urbanism;
 Detroit Association of
 Planners

TEACHING EXPERIENCE

MiPlace Partnership
 Curriculum;
 Michigan Association of
 Planning Conference;
 Planning and Zoning
 Essentials - Michigan
 Association of Planning

SELECTED EXPERIENCE

Jackson Community Master Plan

A rethinking of land use and asset capitalization in this post-industrial, mid-sized city

City of Jackson, MI

*Daniel Burnham Award for a Comprehensive Plan –
 Michigan Association of Planning, 2016*

Lakes to Land Regional Initiative

Collaborative Master Plan for sixteen communities in Benzie and Manistee Counties, MI

*Innovation in Regional Planning Award –
 Michigan Association of Planning, 2014*

Lakes to Land Regional Initiative –

Food Innovation District

Implementation project studying agricultural assets across Benzie and Manistee Counties, MI

*Innovation in Economic Planning and Development Award –
 Michigan Association of Planning, 2015*

Acme Township Master Plan

Character-transforming plan realigns two state highways to create a walkable, beach-accessible business district.

Acme Township, MI

*Daniel Burnham Award for a Comprehensive Plan –
 Michigan Association of Planning, 2015*

Acme Shores Placemaking Project

Shoreline redevelopment plan for public parkland emphasizing low-impact development practices and water quality preservation

Acme Township, MI

Trenton Coast Resiliency Master Plan

Innovative format partly funded by the Department of Environmental Quality integrates resiliency into the master plan, thus linking it to development regulation.

City of Trenton, MI

Integrated Resource Management Plan, Nottawaseppi Huron Band of the Potawatomi Indians

Designation of land use codes for newly-purchased Tribal lands, determined through fieldwork and community engagement.

Kalamazoo County, MI

Marisa Laderach
Project Professional, Planner / GIS



Marisa has experience in both planning and GIS as a consultant, cartographer, and educator. Her equal love of mapping and planning go hand-in-hand as she utilizes visual techniques to emphasize relevant and important planning data. This data can then be used in urban planning projects to create maps and graphics that easily convey information to clients, citizens, and stakeholders. Through analysis of physical, social, and environmental features, Marisa employs advanced analytical and processing techniques to enhance spatial information. Her skills include geodatabase management, network analysis, raster analysis, spatial interpolation, spatial analysis, and spatial statistics, among many others. A proud Michigan native, Marisa is strongly committed to improving communities in Michigan and the midwest.

EDUCATION

Bachelor of Science
Environmental Geography
Double-Concentration in
Land Use Planning and GIS
Minor in Environmental
Studies
Central Michigan University

Master of Science
Urban and Regional Planning
Eastern Michigan University

CERTIFICATIONS

GIS Graduate Certificate for
Professionals

TEACHING EXPERIENCE

Eastern Michigan University,
Institute for Geospatial
Research & Education (IGRE)

Wayne County Regional
Educational Service Authority
(RESA)

SELECTED EXPERIENCE

City of Trenton Coastal Resiliency Master Plan
Planning/GIS Services
Trenton, Michigan

Tribal Integrated Resource Management Plan
Planning/GIS Services
Nottawaseppi Huron Band of Potawatomi
Pine Creek Reservation, Michigan

Blair Township Master Plan
Planning/GIS Services
Blair Township, Michigan

City of Northville Downtown Strategic Plan
Planning/GIS Services
Northville Downtown Development Authority
Northville, Michigan

Lincoln Park Planning Services
GIS Services
Lincoln Park, Michigan

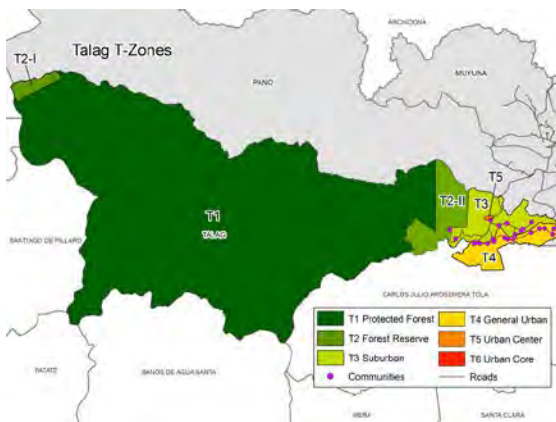
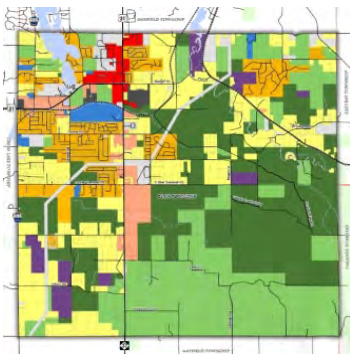
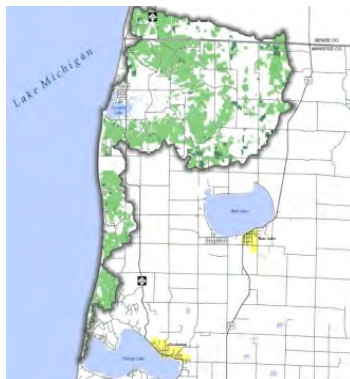
Pittsfield Township Parks and Recreation Plan
GIS/Planning Services
Pittsfield Township, Michigan

Arcadia-Pierport Watershed Plan
GIS/Planning Services
Benzie and Manistee Counties, Michigan

City of Jackson Master Plan
GIS Services
Jackson, Michigan

**Norton Shores Seminole Road Corridor
Placemaking Plan**
GIS Services
Norton Shores, Michigan

Tena Canton Master Plan*
GIS/Planning Services
Talang Parish, Tena Canton, Ecuador



* Work performed outside of Beckett & Raeder

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Lakes to Land Regional Master Plan

A Collaboration Among 16 Communities in Northern Michigan

Michigan Association of Planning 2014 Innovation in Regional Planning Award

The Lakes to Land Regional Initiative began with five Northwestern Michigan townships wishing to team up in order to attain an economy of scale, and to pool grant application resources for the purpose of creating a collaborative master plan. Seeking initial assistance from the Manistee Alliance for Economic Success, the loose organization quickly garnered funding and brought Beckett & Raeder on board to facilitate the process.

Within eight months, the enterprise had tripled in size to become the largest of its kind in Michigan. It now encompasses 10 townships, 4 villages, and two cities, signaling a readiness and desire for cooperation throughout the region. All of the communities have environmental concerns that are interconnected, a delicate balance between rural character and economic development to maintain, and a seasonal economy that creates unique and challenging opportunities best faced collaboratively.

To achieve this collaboration while clearly affirming the autonomy of each community, the project embarked on an innovative new process. A leadership team consisting of at least two representatives from each community was charged with the task of encouraging as many citizens as possible to participate in the 10 public visioning sessions held throughout the region. The writing of individual master plans in accordance with the Michigan Planning has begun for each municipality which does not have an updated plan in place. In spring of 2013, a "Convention of Communities" brought everyone together to examine these plans for partnership opportunities, consistency, shared assets, and those economies of scale and grant resources.



Lakes to Land

Farm and Food System Assessment

A Collaboration Among 16 Communities in Northern Michigan

Michigan Association of Planning 2015 Innovation in Economic Planning and Development Award

Beginning in 2012, 16 local units of government in rural Northwest Michigan formed a regional collaboration in order to increase capacity by working together to address needs going unmet in individual communities. Although the role of agriculture as a land use and economic activity of overwhelming importance shone like a beacon, almost no data existed which would offer a comprehensive understanding of the outputs, distribution channels, unmet needs, or duplicated services associated with the 25% of the region's land classified as "agricultural." This lack of data made robust recommendations aimed at substantially improving the local economy impossible.

The Farm and Food System Assessment was designed to capitalize on and fit within the existing superregional framework while remaining specific to the Lakes to Land communities. The data were sourced from, and verified by, the agricultural community: the consultant researcher "embedded" in the area and gathered data by attending farmers' markets and farm bureau meetings, conducting on-site interviews, personally delivering and picking up surveys, and building relationships through word-of-mouth recommendation.

As a result, the final report presents a picture of agriculture in the Lakes to Land region in fine-grained and vivid detail. Comprehensive data from the Census of Agriculture are compiled and mapped. Narratives are developed through the interviews, and surveys support, explain, and expand upon the ownership and sales classifications of farming operations. Images commissioned from a local photographer highlight lush vegetation and tantalizing dishes. The report is an accessible, readable document meant to offer any interested citizen a meaningful acquaintance with the local food system.



Onekama Community Master Plan *A Collaboration between the Township & Village of Onekama, Michigan*

2010 Michigan Association of Planning
Daniel Burnham Award for a Comprehensive Plan

Onekama Township and Onekama Village share a beautiful artesian fed lake and serve as the gateway to Benzie, Leelanau and Grand Traverse Counties along the M-22 corridor. They have environmental concerns that are interconnected, businesses that are interdependent, and a seasonal economy that creates unique and challenging opportunities best faced collaboratively. With this in mind, they have joined forces to prepare a joint community master plan. This is possible due to the Michigan Planning Enabling Act (Act 33 of 2008).

A leadership team was created that encompasses a broad range of interests in the region. This group helped to guide the planning and implementation process. As well as the Village and Township, there were representatives from the schools, non-profits, local businesses, and residents of the area.

The community-driven process developed a Joint Master Plan that encompasses the needs and desires of the broader Onekama community. The plan provides the framework that the community can use to preserve its natural features, build strong neighborhoods, increase commerce, plan for public services, and guide new development. This includes guidelines for land use regulations, zoning ordinances, institutional programs, and ways to identify capital improvement projects.



Project Rising Tide

A Statewide initiative to provide at-risk communities with tools to build a successful economic framework

The Michigan Economic Development Corporation, Talent Investment Agency, and Michigan State Housing Development Authority—collectively, the Talent and Economic Development (TED) team—committed their assets to mentoring ten communities across the state in order to empower them to shape their future and maximize economic potential. The communities, one in each of the State's Prosperity Regions, then charted a path to success, and Beckett & Raeder, Inc. was retained by the TED team to help them achieve it.

Together with a team of subconsultants, BRI provided holistic technical assistance to overcome gaps in local capacity and bring in new expertise. A work plan was developed for each community that addressed its individual needs while strengthening engagement in best practices. The effort was guided by Michigan's Redevelopment Ready Communities program, which certifies the integration of transparency, predictability, and efficiency into daily development practices.

An impressive collection of deliverables resulted from the project, including master plan updates, zoning ordinance revisions, economic development strategies, communications plans, branding services, and site analyses. These were valuable pieces in each community's development toolkit. Perhaps more vital was the convening of each community's "players," as elected officials, staff, developers, business owners, agency representatives, and consultants took advantage of the opportunity to work together on action items. Every instance of cooperation and connection represented a step toward overcoming the larger structural barrier of limited capacity in these communities.

The project also sought to maximize potential benefits of connecting ten peer communities across the State. For example, as issues such as housing quality and intergovernmental coordination arose nearly universally, this wider-lens view offered opportunities to share information, solutions, and lessons from a variety of perspectives and conditions.



M-22 Economic Development Strategy

*A Collaboration between Arcadia Township,
Oneskama Township and the Village of Oneskama
Manistee County, MI*

The goal of the project, funded in part by the U.S. Department of Agriculture, Rural Development, was to “leverage, harness and expand the retail, commercial, agribusiness, eco-tourism, general recreation and open space potential through a definitive economic development strategy for the Gateway to M-22, encompassing the area surrounding M-22 in Oneskama, Arcadia and Manistee Townships. The project stems in part from a recently created watershed plan and joint master plan for the Oneskama community that has been supported collectively in grants from the W.K. Kellogg Foundation, Oleson Foundation, U. S. Dept. of Agriculture, U. S. Fish and Wildlife Service and the Manistee County Community Foundation.

A leadership team consisting of diverse representation from the area included the Little River Band of Ottawa Indians, elected officials, local business owners, Arcadia and Oneskama Planning officials, and representatives from Douglas Valley Winery provided input into the economic development strategy. The study included a detailed inventory of agricultural, cultural, lodging, recreation and retail assets within the three townships (Arcadia, Oneskama, and Manistee) and the Village of Oneskama. In addition, the study included a retail market assessment, business district revitalization best practices, and an assessment of agricultural opportunities including the suitability to increase vinefera vineyards in Manistee County.

Plan recommendations included the establishment of a Downtown Development Authority, preparation of a physical design plan for streetscape improvements along M-22 through the Village of Oneskama, development of an informational web site for businesses within the M-22 study area, wayfinding system along US-31 and M-22 tied-in with the Manistee County branding initiative, event development, and continuation with the Oneskama Community Water Access Development project.



Manistee Downtown Strategic Plan

Manistee, Michigan

The City of Manistee is a historic coastal community located on Lake Michigan. Downtown Manistee is located on the Manistee River, which is an active shipping and recreational waterway connecting Lake Michigan with Lake Manistee.

The City of Manistee Downtown Development Authority (DDA) commissioned Beckett & Raeder, Inc. and its sub-consultants, MapInfo and Gary Sands, PhD. to develop an effective market analysis and strategic program for the Downtown District. The primary focus of this analysis was the specific downtown district served by the DDA. The stated goal was to develop strategies that will serve as a basis for enhancement of the existing retail, service and other businesses and provide guidance and direction to exercise new opportunities.

This strategic plan builds upon previous strategic plans commissioned and successfully implemented by the Manistee DDA. The process used to complete this strategic plan involved the input of business owners and the community on issues and opportunities important to them, along with field documentation and market research. After the field documentation and draft market assessment were completed, a DDA Board Planning Session was held to review the information and determine short-term priorities.

The Strategic Plan process included:

- Review of existing plans
- Informational meeting with downtown owners
- Stakeholder Interviews
- Market Assessment
- Housing Assessment
- Board Planning Session
- Framework plan for the Downtown
- Strategic Program

The Plan includes recommendations for short-term and long-term actions, steps for implementation detailing potential costs, financing/revenue sources, identifying and prioritizing primary tasks and/or projects to accomplish, and a time-line for these recommendations. These recommendations will also be used to update the DDA Development and TIF Plans, and to update other municipal plans and programs as well.



Manistee North Corridor Placemaking

Manistee, Michigan

The City of Manistee Downtown Development Authority (DDA) commissioned Beckett & Raeder, Inc. and its subconsultants, ArtServe, Cooper Design, Inc., and Carmody Consulting, to prepare an assessment and feasibility study related to the Northern Hotel property, located in the North Corridor area of town. The assessment and feasibility study for the Northern Hotel property was specifically for the potential adaptive re-use of the building as an artist incubator, with artist live-work units. Thus, the assessment and feasibility study included a market study of artists in the region to determine the need for such space. Additionally, the building itself was studied for its potential to be renovated into such a use.

While much of the focus of the study pertained to the Northern Hotel, the study also examined the North Corridor area including its physical condition and the potential for improvements in the public realm. This part of the study specifically looked at Washington Street from the bridge over the Manistee River north to 2nd Avenue/ Lincoln Street and Memorial Drive from Washington Street to US 31, including the properties that front those streets. As such, the public park, Memorial Park, located along the north shore of the Manistee River east of Washington Street and south of Memorial Drive was included, with consideration given to the existing amphitheater and performance space along the shoreline.

Lastly, the project included an assessment of the Manistee Farmers Market, which was located in the parking lot of Memorial Park. The intent of the study was to identify strategies to transform the Manistee Farmers Market into a local, regional and state destination while serving the needs of residents, area growers and others.

All of these unique, yet related, aspects of the project were discussed in much greater detail in the sections of the report, with supporting graphics and data included. Each aspect of the project stands alone and has the potential to become a successful development for Manistee. These initiatives, if realized collectively, can transform the North Corridor into an extremely vibrant and culturally significant destination for the community and region.



MANISTEE NORTH CORRIDOR
Art & Artists - Farmers Market - Entertainment
Place Making Project

The NORTHERN HOTEL BUILDING
Corner of Washington and Lincoln Street
Manistee, Michigan



BY: COOPER DESIGN INC. - Beckett & Raeder, Inc.



PROPOSED RESTORATION FRONT FACADE ELEVATION, Partial
Scale: 1/8" = 1'-0"



EXISTING FRONT FACADE ELEVATION, Partial
Scale: 1/8" = 1'-0"

Arcadia-Pierport Watershed Plan

*Townships of Arcadia, Blaine, Joyfield, Onkama,
and Pleasanton & Villages of Arcadia and Pierport*

The Arcadia-Pierport Watershed, located in Benzie and Manistee Counties in the northwest lower peninsula, often faces considerable pressure on its environment. The water quality in this area is directly connected to the key two economies of the region: tourism and agriculture. The initiative for a watershed management plan was necessary, given that this particular watershed had been previously neglected in other larger watershed plans, and it plays a vital part in the coastal ecosystem with a significant portion of both Critical Dunes and High Risk Erosion Areas.

Financed in part by the Michigan Department of Environmental Quality (MDEQ), the National Oceanic and Atmospheric Administration (NOAA), and the Michigan Office of the Great Lakes (OGL), it involved regional collaboration with the Alliance for Economic Success in Manistee County and among the several municipalities that coincide with the watershed's boundaries. The Beckett & Raeder team worked alongside the Watershed Technical Team, comprised of several local representatives from MDEQ, MDNR, the Grand Traverse Regional Land Conservancy (GTRLC), the Little River Band of Ottawa Indians (LRBOI), Manistee County, and the U.S. Forest Service.

Beckett & Raeder conducted a thorough and vigorous analysis of the watershed, including:

- The inventory of all natural features, potential pollutant sources, and existing land uses
- A survey of residents and stakeholders in the seven municipalities
- Detailed GIS delineation of priority protection areas and a priority parcel analysis to determine areas with high risk
- A recreational impact assessment

All of these components together drove the goals, objectives, and recommendations. This document will now guide actions and policies within the watershed with the overall goals of water protection and monitoring, establishing support groups, replacing septic systems, and building green infrastructure. Furthermore, this plan positioned the multiple municipalities to become eligible for funding sources to investigate other related water-quality issues, such as well protection and the feasibility of public municipal water service provision.



The Boardman River Watershed Prosperity Plan

Twenty municipalities in Grand Traverse and Kalkaska Counties



The Boardman River Watershed Prosperity Plan represents the future vision and blueprint for the management of one of the most magnificent watersheds in Michigan. The plan was created in part to fulfill Michigan Department of Environmental Quality (MDEQ) and U.S. Environmental Protection Agency (EPA) standards for a watershed management plan, but this plan goes above and beyond requirements to integrate multi-jurisdictional collaborative strategies for improving upon the economic and social prosperity of the entire watershed region.

This Prosperity Plan included joint efforts among multiple consultant groups, the twenty municipalities within the watershed region, and the Boardman River Watershed Prosperity Leadership Team. Beckett & Raeder, Inc. served the role of bridging the gap between natural resources and the local economy through in-depth research, spatial GIS mapping, and planning analyses. Proprietary social and economic datasets were utilized to showcase prosperity indicators, market place potential, and local development trends.

A close examination of water resources and overall quality were compared to the economic impact within the region. Goals and objectives were defined that capture consistent issues and themes within the region, unifying the municipalities together towards common actions and implementation strategies. Character zones were defined to provide intermediate collaborative opportunities and the creation of synergistic connections for the future were instrumental in guiding partnership. A detailed schedule for recommended actions was included for both watershed-wide priorities and character zone priorities. Implementation continues now, incorporating Capital Improvement Plans (CIPs) and their projects from the local municipalities into the overall Prosperity Plan.

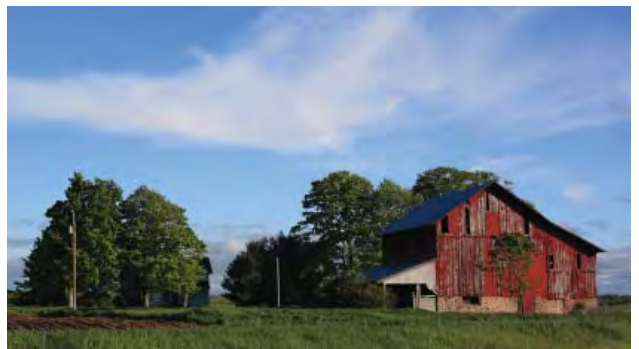


Acme Township Master Plan

*Acme Township, Grand Traverse County, MI
2015 Daniel Burnham Master Plan Award*

The Acme Township Community Master builds upon several years of active community engagement revolving around the previous amendment to the 1999 Community Master Plan, revised in 2009; community efforts focused on the acquisition and redevelopment of the East Bay shoreline and waterfront as presented in the US-31 Placemaking Plan; and the recently adopted Acme Township Five-Year Parks and Recreation Master Plan. In order to define key community initiatives and strategies, the Acme Township Community Master Plan uses information gleaned from the placemaking plan, a community-wide mail survey conducted by Northwestern Michigan College, and meetings with regional agencies and stakeholders from the agricultural and business communities. Some of the key ideas advanced in the Acme Township Community Master Plan include:

- Focus on Infrastructure Improvement as means of directing planned growth to the existing business district along US-31 and M-72.
- The plan calls for the expansion and connection of local and regional non-motorized trails in response to community input and recommendations embedded in the Parks and Recreation Master Plan.
- There is a long term vision to reconfigure US-31 and M-72 to be safer and more convenient for business patrons, consumers, and residents.
- The plan deliberately focuses commercial and residential development in areas that already have development or vested development rights.
- Water quality is a high priority.
- The acquisition of properties along East Bay has positioned Acme Township to take advantage of recreation-based tourism as part of its economic development strategy.
- The plan supports the continuation and expansion of agricultural operations and the preservation of farmland, defining characteristics of Acme Township.
- The Community Master Plan balances policies and strategies with an eye toward creating a community that is attractive to all age groups.



Acme Township Parks System Plan Update

Traverse City, Michigan

Traditional recreation master plans are used to address current recreational conditions while evaluating their function against current recreational demands based on resident population facility standards. This form of recreation planning is weighted toward recreational facilities and discounts the benefits associated with individualized recreation activities such as kayaking, canoeing, hiking, biking, bird watching, gardening, and nature interpretation. In contrast, the Acme Township Parks System Plan views recreation as a system versus a function and takes into account active park considerations, open space, trail development, and natural area preservation.

Overall, Acme Township has an immense amount of recreational opportunities, both public and private. With the updating and implementation of the recreation plan, the current recreation opportunities can only be improved for greater ease of use for everyone throughout the entire community.

The Acme Township Parks System Plan seeks to accomplish the goals of Access to Grand Traverse Bay, Attractive Waterfront Parks, and Connectivity. The “backbone” of the parks plan is the non-motorized circulation system. US Bicycle Route 35 and the TART Trail serve as the regional non-motorized stem that runs through the township from northeast to southwest. Local non-motorized connections link the recreational facilities to this regional network and provide trailhead points to access the parks and regional non-motorized system. An additional mode of non-motorized transportation is provided for with the designation of a blueway running along the shore of the Grand Traverse Bay. This multi-modal, non-motorized network provides Connectivity and gives Acme Township residents a way to access recreational facilities without the use of their car. Additionally, it provides opportunities for cycling tourists to stop and enjoy what Acme Township has to offer.



Acme Township Placemaking

Traverse City, Michigan

Grand Traverse County Planning Award - 2014



Acme Township brought together a broad range of stakeholders from within the township and across the region to create a common vision for how the full range of land uses in the Shoreline District can be designed or redesigned. The goal is to create a place that attracts people while protecting the environment, understanding that maintaining excellent water quality is central to the enjoyment of the shoreline.

The conceptual plans represent a long-term vision for how the business districts along the US-31 and M-72 corridors can look and function. They present a conceptual mix of land uses and public improvements aimed at creating an identifiable image and viable economic center for the Township. Primary placemaking components of the plans include a significant emphasis on walkability, multimodal accessibility, and connectivity among the business districts, waterfront, and existing regional facilities.

Bellevue Community Joint Master Plan and Zoning Ordinance

Bellevue, Michigan

Bellevue Township and the Village of Bellevue are located in the southeast corner of Eaton County in southeastern Michigan. Bellevue Township has a population of 1,778 residents (excluding the Village). The Village of Bellevue has a population of 1,365 residents. The Village covers roughly 560 acres within the Township that is approximately 36 square miles in size.

Both Master Plans and Zoning Ordinances were prepared under the first Joint Municipal Planning Act in Michigan established with the assistance of Beckett & Raeder, Inc. (In 2003, the State of Michigan adopted Act 226, The Joint Municipal Planning Act.) The Village and Township formed the *Bellevue Community Planning Commission* to develop these joint documents.

The Master Plan was citizen-based reflecting the expectations and priorities of both municipalities and their residents.

Coordinated Zoning Ordinances for each unit of government were developed with a Joint Planning Commission. This Joint Commission was composed of representatives from each community. The Zoning Ordinance standards and format are drafted to apply appropriately in each municipality with most standards applied identically in both communities. These coordinated zoning ordinances are capable of being administered at considerable cost savings to both communities.



Ellsworth Atwood Community Designing and Achieving Our Potential!

Banks Township, Michigan

Citizens, stakeholders, officials, and business interests of the Ellsworth Atwood community came together in early 2016 for a short, dynamic planning exercise designed to distill the community's overarching priorities and provide a "quick start" guide to action. The project began with a Community Forum that brought over 50 residents to the beautifully renovated Banks Township Hall in the midst of a winter storm warning. The gathering, catered by an up-and-coming local food business, represented all segments of the population: young and old, retired and employed, families and empty-nesters, Village and Township.

At the Community Forum workshop, participants identified short- and long-term goals as well as potential barriers to their completion. Synthesis of these answers offered a methodology to prioritize them, forming the basis of the community strategy. The priorities were each explored with a Steering Committee comprised of local decision-makers. Through these guided conversations about Downtown Revitalization, Neighborhood Stability, Housing, Economic Development, and Tourism / Recreation, actions were identified to advance the community's goals in each area.

The final report is a succinct, attractive document that is intended to provide a clear path to operation. The kickoff of this Action Plan included a funders' meeting, at which various agencies with a stake in the community came together to review the potential projects and weigh in on their preferred level of participation.



City of Kalkaska **Designing and Achieving Our Potential!** *Kalkaska, Michigan*

The Kalkaska Community, located at the crossroads of US-131 and M-72 in northern Michigan, is ready to take action and achieve its full potential. Community leaders have identified that forming better partnerships and collaborative efforts are necessary to uncover and exploit economic development and employment opportunities, otherwise lost by isolated endeavors. Since economic development requires all groups to work together, it is important to understand that a lack of collaboration becomes a major barrier.

Beckett & Raeder, Inc. helped set the stage for collaboration by working with a Leadership Team to develop a concise and achievable action plan. These meetings went above and beyond the discussion of action strategies, taking the 100 strategies previously identified and assigning priorities based on consensus, acknowledgement of community capacity, and the ability to achieve results. Meeting with Community Leaders allowed the Village, Township, County, and major employers to recognize the need for effective collaboration. Though this may seem simple, economic development is often highly competitive, resulting in duplicative efforts and squandering of limited fiscal resources.

The “Game Plan” developed through these meetings established focus areas. The goal was to streamline the appropriate resources to respond to development inquiries. Focus areas, which are either existing sources of capacity or planned development initiatives, included the Kalkaska Economic Alliance, a potential Logistics Hub, the public Railroad Square property, the Kalkaska County Library, any new Trail Town developments, and US-131 Marketing and Branding.

The end result of this project was transforming a long list of strategies into a condensed, intuitive, and digestible format, establishing focus areas and assigning responsible parties and agencies. The final action plan empowers Kalkaska to initiate positive changes in their community and works towards both short- and long-term goals.



Henry Street Redevelopment Project

Norton Shores, Michigan

The Great Recession of the early 21st century resulted in vacant and underutilized properties all across Michigan and the United States. Some of these properties, such as a collection of sites along the Seminole Road and Henry Street corridors in the City of Norton Shores, have since begun to represent opportunities to welcome well-suited new investment into the community.

The largest property, a former KMart site facing Henry Street on the west end of the study area, is surrounded by the parking and outlot land uses that accompany the traditional big-box format. On the opposite site of the study area, the “Eastowne” project site at the intersection of Business Route US-31 and Seminole Road is a partially completed project that was halted during the downturn. Recognizing the potential for community impact, the City of Norton Shores took a proactive partnership approach to the redevelopment. Retail and residential market analyses were conducted to provide a better understanding of the community’s commercial and housing needs, and redevelopment concepts incorporating these needs were developed in collaboration with City staff, City Council, local stakeholders, and the site’s owners.

The City also developed a design plan to promote access to the site, and to maximize both function and aesthetics. Internal, multimodal connections among the varied businesses within the development have been developed. Public realm improvements such as sidewalks and nonmotorized pathways, uniform lighting, and street amenities are understood to offer vital support to private investment. The City’s proposed streetscaping program responds directly to the need to transform these heavily auto-centric corridors into spaces which welcome multiple modes of transportation.



Downtowns of Promise Strategic Plans MSHDA-Michigan Main Street Downtowns of Promise Program

Benton Harbor, Flint, Hamtramck, Highland Park, Muskegon Heights, Old Town District of Saginaw, Joy-Southfield Corridor of Detroit



The Michigan Main Street Center @ MSHDA hired Beckett & Raeder, Inc. to assist seven communities in creating a 3-5 year action oriented, downtown strategic plan. The state-funded project aimed to enhance and revitalize the selected downtowns through action-oriented strategic plans, ultimately improving the economy, employment opportunities, and financial resiliency of each area. The project areas ranged from small to large, included traditional and historic districts, commercial corridors, brownfield and vacant properties, and assisted with site-specific redevelopment for the downtown communities.

The Strategic Plan process included

- Community and stakeholder input
- Community involvement sessions
- Physical assessment of the project area
- Retail, office and housing market assessments
- Institutional/organizational arrangement assessment, and
- Actionable items, including timelines and assignments of responsibility

Local leadership teams, known as the Downtowns of Promise (DOP) committees, provided oversight, comments, and suggestions throughout the process.

In addition, interviews were held with identified stakeholders representing local government, the for-profit and not-for-profit development community, business owners, and community advocates. The retail market assessments identified supportable retail for various scenarios, depending on how aggressive and timely the recommendations of the Action Plans were executed. The Plan includes recommendations for tangible, "actionable" items, i.e. strategies that can be accomplished by local leadership within a 3-5 year time frame.

Some of the recommendations throughout the downtowns included closer collaboration between DDAs and Brownfield Redevelopment Authorities, positioning the cities as "redevelopment-ready" communities; pursuing branding and public relations programs, including promotion, marketing, and event planning; implementation of wayfinding systems; instituting focused code enforcement programs; establishing Business Improvement Districts (BIDs); advising on local public-private partnerships; developing tax abatement and tax incentive programs; and applying for associate level status through the Michigan Main Street program.

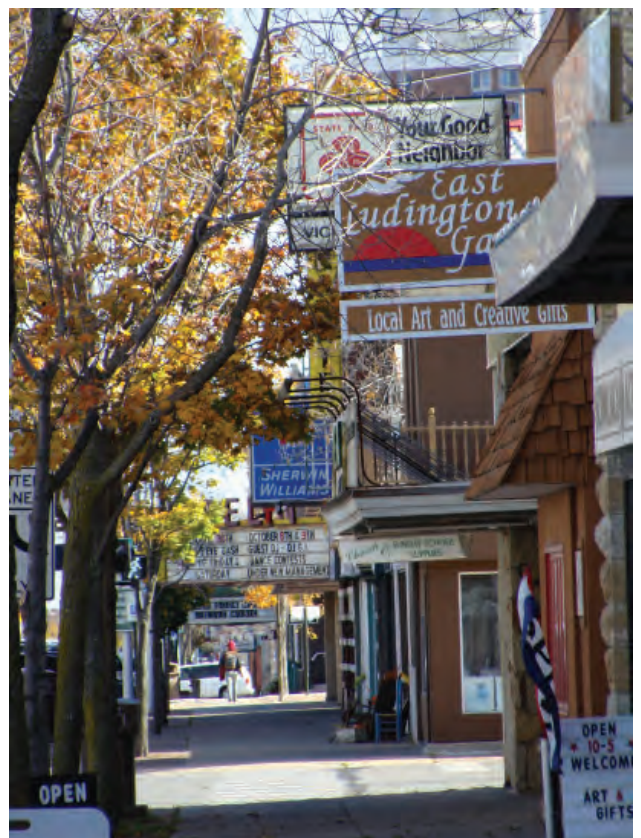
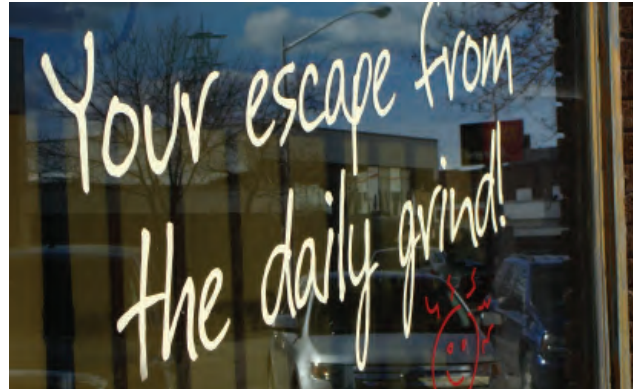
Development Plan and Tax Increment Financing Plan *Escanaba, Michigan*

Downtown Escanaba is a twenty-one block long commercial district in the City. It's length and variety of uses exceed many commercial corridors. Beckett & Raeder was retained by the Escanaba DDA to amend and restate its previously adopted Development Plan and Tax Increment Financing Plans.

The amendment process commenced with a walking tour with members of the Downtown Development Authority and Planning Commission of the twenty-one block business district to assess the condition of streets, sidewalks, buildings, signage, and potential redevelopment areas. This information was then utilized by the DDA and City Council to identify projects and priorities. As a result of this process the downtown district was segmented into four character zones; business, transitional, retail, and governmental. Each zone was then assessed and improvements were suggested to define and redevelop each of the zones.

The process also included a collective prioritization involving the DDA and City Council and an Internet-based survey which was made available to business and property owners to assess their input on project priorities.

Key components of the development plan included a consensus on defining the retail core of the business district; defining a project to connect the downtown with Little Bay de Noc (Lake Michigan); and identifying a series of initial projects which could be financed through a DDA/City bond issue.



Honor Revitalization Plan

Honor, Michigan

Located in Northwest Michigan and Benzie County, the Village of Honor is a relatively small, historic, rural village at the south end of the Sleeping Bear Dunes National Lakeshore and just east of Crystal Lake, Platte Lake, and Little Platte Lake. Geologically, Honor is located in the scenic Betsie Valley along the Platte River.

Over the past several decades, year-round and seasonal residents who make the annual pilgrimage to northern Michigan has noticed the slow, but steady, decline in the downtown and the community. Although community pride is unquestionable; people recognize the lack of investment and the impacts associated with it. Seeking to reverse this trend community members from the greater Honor area established the Honor Area Restoration Project, known as HARP. HARP's mission is to preserve the area's history and protect its resources, encourage informed growth and development, and promote fiscal, recreational, and educational initiatives that benefit all citizens.

With the assistance of the Alliance for Economic Success (AES) and funding support from the Rotary Charities of Traverse City, the Village of Honor and the Honor Area Restoration Project (HARP) began a process to create a revitalization strategy for the greater Honor, Michigan area.

The purpose of the revitalization plan was to involve the greater Honor community in a dialogue of what issues and opportunities are present; create a consensus vision for the future; and put in place an actionable short-term strategy to begin the revitalization program.

Since the preparation of the revitalization strategy Honor is following the Action Plan creating a Downtown Development Authority, 5-Year MDNR Parks and Recreation Master Plan, and is working with the Heartland Center for Leadership Development to build local capacity and capabilities to continue the revitalization effort.



M-137 and Interlochen Design Plan

Green Lake Township, Michigan

Goals and recommendations of this corridor plan for M-137 in Green Lake Township address community concerns of land use, economic development opportunities, a balanced transportation network, and general community character. Significant features within the corridor include an intersection with US-31, Village of Interlochen, Interlochen Center for the Arts, and Interlochen State Park. The Center for the Arts and State Park draw significant numbers of visitors. However, existing land use patterns and transportation networks did not provide adequate function or character needed to best serve residents and visitors. Corridor plan recommendations included consolidation of development over time into two centers of higher density activity; implementation of non-motorized transportation facilities connecting land uses in the corridor; and a series of character defining improvements including community gateways, site and architectural guidelines, signage, lighting, and street furniture.



Placemaking-City of Petoskey

Petoskey, Michigan

Beckett and Raeder, Inc. has served as the design and engineering firm on all waterfront projects since the inception of the waterfront master plan in 1979 - 1980. Since that time over thirty projects have been implemented consistent with the original concept for the waterfront area.

Bayfront Park is the primary feature and activity center of the Petoskey waterfront. The major goal of the park development is to provide increased public access to Little Traverse Bay and to establish an effective pedestrian and functional linkage between the waterfront and the renown downtown "Gaslight" shopping district. Improvements to the park were funded primarily by local sources through the Petoskey Tax Increment Finance Authority, with projected State of Michigan participation through the Waterways Division and Recreation Services Division of the Department of Natural Resources and a total project commitment of up to five million dollars.

Placemaking features include a central promenade linking the downtown to the City pier, marina and waterfront walkway; waterfront playground, softball tournament field, rivermouth boardwalk, new City Hall and Public Service Buildings, open picnic and activity greens, and arboretum. A pedestrian tunnel was built under US31 to link Downtown to the waterfront promenade.

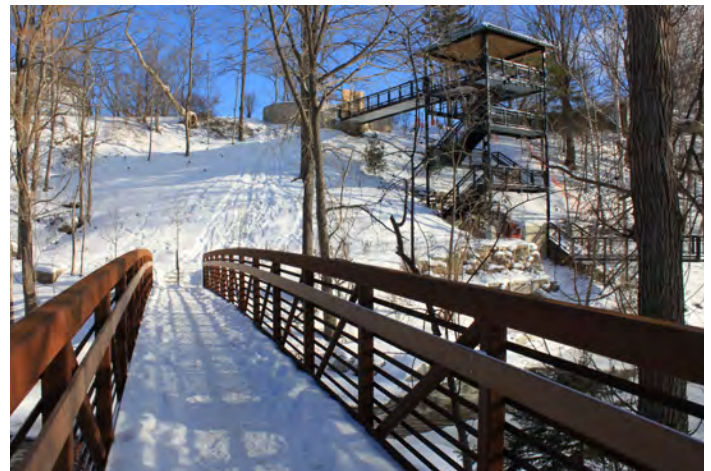
Services provided by our firm included design, engineering and construction administration for all park facilities, roads, utilities, shoreline stabilization, and the pedestrian tunnel linking downtown to the waterfront park under the highway.



The pedestrian tunnel built under US31 links Downtown Petoskey with the Waterfront.



*Bear River Valley Recreation Area
American Society of Landscape Architects Design Award*



Downtown Greenway

Petoskey, Michigan

Locally, Petoskey's Downtown Greenway will serve as a vital non-motorized corridor linking the Little Traverse Wheelway, Bay View Community, northeast side neighborhoods, and a senior residential facility with the retail, commercial, recreational, and cultural assets of downtown Petoskey. On a larger, regional scale, the Downtown Greenway connects to the 26-mile long Little Traverse Wheelway, and ultimately, to the 35-mile long Petoskey-to-Mackinaw Trail and the National Park Service's North Country Trail. Beckett & Raeder, Inc. (BRI) served as the City's consultant for master planning the greenway, negotiating purchase of the former rail corridor right-of-way from MDOT, applying for Michigan Natural Resources Trust Fund Grants, and is now implementing sections of trail following successful grant awards. When fully complete, Petoskey's Downtown Greenway will include pedestrian sidewalks, non-motorized trails, a downtown trolley, trailheads with public parking, a visitors center with restrooms, festival and memorial plazas, a seasonal ice rink, and lighting and landscape treatments.

The MNRTF funded North Segment is the first to be implemented and includes a non-motorized trail, trailhead parking, roadway crossings, pedestrian lighting, benches, trash receptacles, interpretive and wayfinding signage, and right-of-way restoration with native plant materials. The trail is 10-feet wide concrete with sawcut joints to provide a smooth non-motorized surface. Sidewalks connecting trailhead parking along Arlington Drive to the trail are 8-feet wide. City street crossings are concrete crosswalks with signage to signal trail users of vehicular traffic. All crossings are universally accessible and include design features such as visual and textural warnings. All trail surfaces, and other project elements, conform to the the United States Architectural and Transportation Barriers Compliance Board's Accessibility Guidelines for Outdoor Developed Areas.

Benches, trash receptacles and interpretive signage are located where topography, sun/shade patterns, or interesting views of Little Traverse Bay make them appropriate. Furnishings were designed in accordance with the Northern Michigan Disability Network's suggestions and United States Access Board's Outdoor Accessibility Guidelines. Benches are configured with arms and backs and include adjacent space for a wheelchair or other mobility aid. Interpretive and wayfinding signage is at an appropriate height/angle, contains large print and includes multi-sensory information when possible. In short, the project exceeds ADA standards with a mindset of true universal accessibility. BRI is currently preparing an MDNR Trust Fund Grant application for the south segment of the Downtown Greenway Non-motorized Trail. It will accomplish several important objectives of the City in one plan. With the completed north segment, the south segment will connect downtown and suburban neighborhoods with the center of Downtown Petoskey. The proposed trail also serves as an important link to the Emmet Street corridor, a busy residential

district in which the City intends to promote redevelopment opportunities and improvements in placemaking. Regionally, this segment or any future segments will connect to other recreation facilities and nonmotorized trails. The existing rail system will be kept in place along the south segment to provide downtown trolley service in the future, serving as both a placemaking enhancement and relief for scarcity of downtown parking. Trailhead parking for pedestrians and future trolley users will also alleviate downtown parking stresses.

Upon completion of the south segment, direct non-motorized transportation routes from seasonal/vacation and fulltime residential districts will connect to the heart of Downtown Petoskey and numerous recreational facilities.

PROJECT LOCATION MAP

Petoskey Downtown Greenway – North Segment
Railroad ROW between Winter Park Lane and MacDonald Drive



CITY OF PETOSKEY
Proposed Downtown Greenway



Image below: conceptual rendering of sidewalk improvements downtown

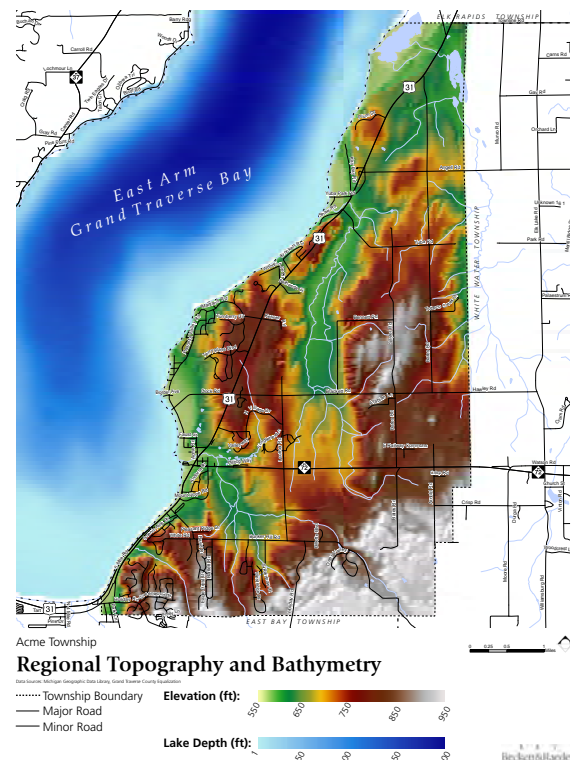
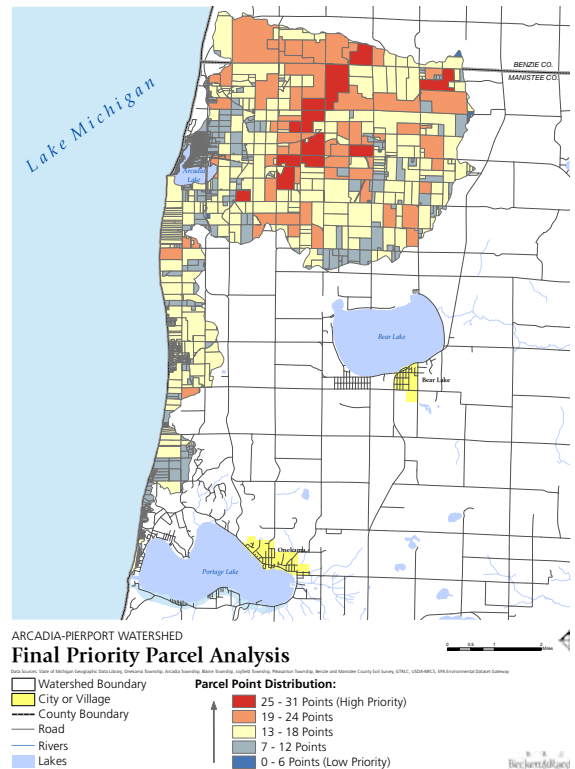


Geographic Information System (GIS) Services

Beckett & Raeder, Inc. has employed the use of GIS technology in virtually all planning, landscape architecture, and engineering projects for many years, following the ever-changing nature of this emerging field. This fundamental technology aids in decision-making, provides guidance for research and design, and allows us to uncover information otherwise unknown without spatial reference.

The variety of projects for which GIS can help is overwhelming. Whether the setting is natural or urban, environmental or structural, or based upon inventory or analysis, understanding the potential options and proper tools to emphasize spatial information is key to proper planning. The following list of GIS services shines a light on the possibilities for mapping, but even these general categories include several types of mapping or approaches each, and the list is not entirely inclusive of the endless options Beckett & Raeder, Inc. can offer. For additional information on what GIS can do for your community, industry, or project, we are always here to answer questions and teach you about this powerful technology.

- Interactive Web Mapping and Applications
- ArcGIS Online Administration
- Land Use Analysis and Mapping
- Zoning Analysis and Mapping
- Digitizing Infrastructure, Assets, and Parcels
- Spatial Analysis
- Network Analysis
- Site Selection Analysis
- Business Analysis
- Retail Market Analysis
- Buildout Analysis
- Raster Analysis
- Spatial Interpolation
- Spatial Statistics
- Demographic Analysis
- Natural Features Studies
- Remote Sensing
- Field Work Applications
- Geodatabase Management
- Redevelopment Ready Analysis
- Priority Parcel Analysis



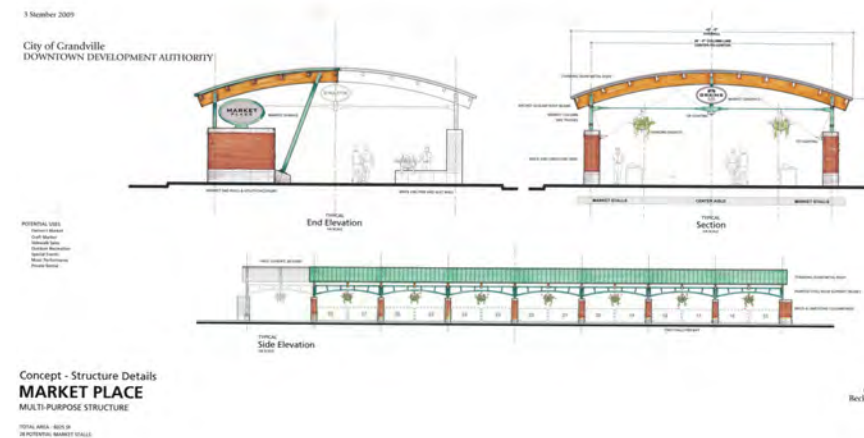
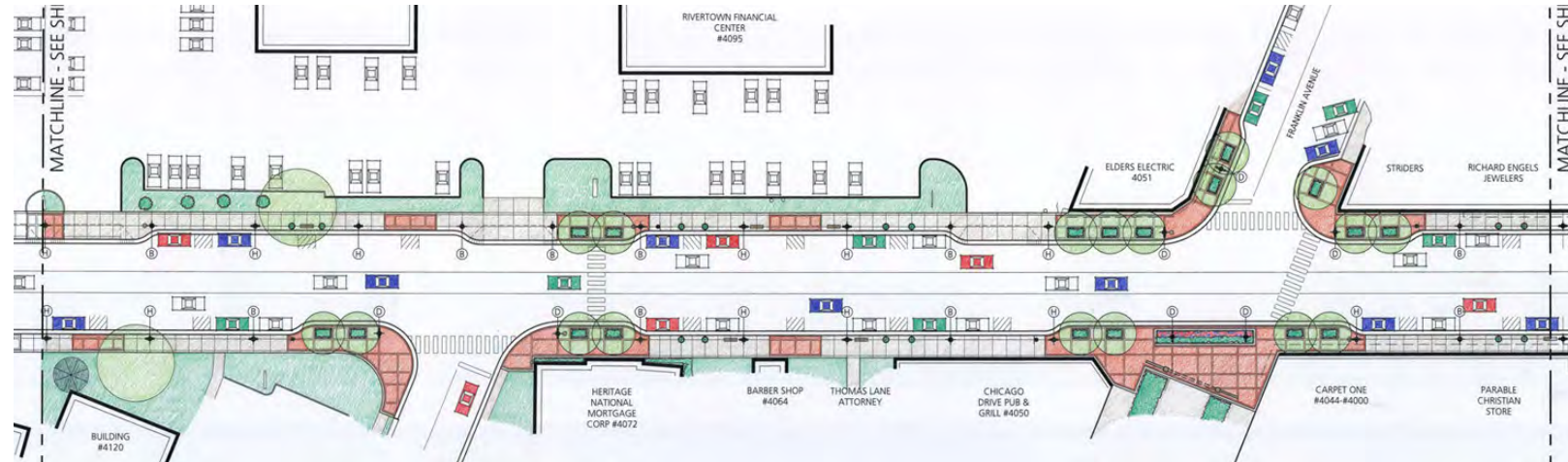
Grandville Streetscape

Grandville, Michigan

The intent of the Chicago Drive Streetscape project was to dramatically change the culture and program of the downtown while enhancing the aesthetic quality of the streetscape. Prior to implementation, the street was vehicular oriented with minimal consideration given to pedestrians and cyclists. Pedestrian sidewalks were as narrow as 6 feet and were separated only by a curb from adjacent vehicle travel lanes. The result was a particularly hostile environment for non-motorists, including cyclists and pedestrians. Traffic configuration was 4 travel lanes with no on-street parking. A traffic study with modeling verified that the laneage configuration could be reduced to 3 lanes (2 travel lanes and a center left turn lane) allowing the addition of on-street parking and wider sidewalks at intersections. To make streetscape improvements possible, the project buried and relocated overhead utility lines. Several drive approaches were closed and/or relocated to provide good access management on this urban street. These changes to the framework of the street immediately fulfilled goals shared by the City of Grandville and the Grandville Downtown Development Authority (DDA) to improve downtown accessibility, provide safe routes minimizing pedestrian and vehicular conflict, and attract additional private investment in downtown.

In essence, the project transformed the thoroughfare to a "Complete Street," a national downtown transportation initiative that broadens the program of City streets beyond just the motor vehicle. Conversion to 3-lanes, addition of on-street parking, and creation of crosswalk bump-outs at intersections have effectively managed traffic for bicycles to comfortably use the shared-use roadway. The pedestrian environment is also much more comfortable and enjoyable with widened sidewalks buffered from traffic by street trees, planters, and on-street parking. Improved and enunciated ADA compliant crosswalks contribute to improved visibility and safety of roadway crossings. Behind the curbs, special pavers, pedestrian-scale street lights, a pedestrian gateway element to pedestrian linkages to rear parking, street trees and perennial plantings, planters, benches, litter receptacles, and bike hoops were used to provide the visual cues and amenities necessary to further change the corridor from its previous vehicle-oriented nature to a desired pedestrian environment.

The sum results of these transformative changes have been a dramatically improved downtown environment that has spawned significant private investment. Within 2 years of project completion, several existing businesses and property owners initiated expansions and building improvements. Additionally, 4 new or relocated businesses opened within the project area. With additional dining and entertainment options, downtown has reclaimed its role as an active, vibrant center of the community.



Plymouth Road Corridor Improvements

Livonia, Michigan

The City of Livonia is located in northwest Wayne County, Michigan and is considered one of Wayne County's premiere residential and business centers.

Beckett & Raeder, Inc. prepared a comprehensive corridor development plan for the Plymouth Road Development Authority (DDA) in 1997 and over a ten year period worked with the PRDA to implement a variety of recommended projects. The Plymouth Road corridor extends six miles from its eastern entry at Inkster Road to Eckles Road at its western entry at Plymouth Township. The corridor plan included a review of traffic and circulation, land use and development patterns, public infrastructure, municipal lighting, and site development issues. The approved corridor redevelopment plan recommended a collection of improvements estimated at \$24,000,000.

Improvements include enhanced pedestrian crossings, new sidewalks, driveway approaches, screening walls, municipal street lighting, irrigation and landscaping, intersection mast arm signalization, and new street signage. Easements were procured to complete improvements on private property within the six-mile corridor.

Implementation of public-financed improvements leveraged significant private investment in existing and underutilized properties. The former Wonderland Mall was redeveloped into a lifestyle center that included a variety of national, regional and local businesses. A closed theater property was converted into a mixed development that include retail and residential townshomes and other sites were used to accomodate new buisnesses and restaurants. Because the corridor is completely walkable and bikeable there is a daily exchange between office employees, residents and retail patrons along the 6-mile corridor.



iv

Wexford Joint Planning Commission

Understanding of the Project Needs

UNDERSTANDING OF REQUEST

Through careful reading of your solicitation for qualifications, we understand your primary needs for planning, zoning, and GIS services. Simultaneously, the need to reflect the overall purpose and intent of each planning document and the character of the region must be included in any planning services or updates to planning materials. We applaud the proactive nature of the Joint Planning Commission, and our team is excited to see such momentum in county planning. It is clear that the Joint Planning Commission values proper planning guidance and the fundamental understanding of community resources. While regional planning may seem like a daunting effort, the development of the Wexford Joint Planning Commission is the perfect way to tackle such an obstacle. The mutual sharing of resources is one that will increase efficiency and cost-savings among all participating municipalities, but proper support and communication is absolutely critical for success.

The Joint Planning Commission's need for an updated Master Plan, Zoning Ordinance, and Zoning Map comes at a strategically advantageous time. The State of Michigan and the Michigan Economic Development Corporation (MEDC) have been undergoing a complete restructuring of financial assistance to municipalities through the Redevelopment Ready Communities® (RRC) program. In the coming years, it will be imperative for Michigan municipalities to not only have a current Master Plan on file, but one that incorporates the language and context of RRC best practices in order to acquire grant funding for a variety of public projects. The Joint Planning Commission's desired planning amendments to incorporate Placemaking components, Complete Streets efforts, and economic development strategies are among those frequently sought after by MEDC and tie into RRC best practices.








Additional timely innovations in technology create an opportune moment for planning, zoning, and GIS efforts. Conference call software can connect local officials, municipalities, and consultants in ways that increase efficiency; new technologies in crowd sourcing and polling invigorate community engagement opportunities; interactive mapping platforms provide a means to collect information from the public while providing technical assistance to communities and supporting their repertoire of GIS information; online survey platforms allow planners to accumulate a vast amount of opinions and thoughts while reaching demographic groups that traditionally struggle with participation. Using new technologies, planners can conduct their research, engagement, and dissemination of information either on the ground in your community or by developing online content to be completed remotely and conveniently.

Communication is an essential function for any planning initiative that involves more than one participating group or municipality. Accessibility, transparency, and communication are all cornerstones of the Beckett & Raeder, Inc. (BRI) planning philosophy; in recent planning initiatives, BRI has employed the use of project websites, online forums, and remote meeting technologies to keep all municipalities informed, connected, and communicating. We understand the need for appropriate collaboration and its direct impact on the success of the project, both internally with the Wexford Joint Planning Commission and externally with all participating municipalities and their local officials.

Our experience hosting education and training events in a number of planning and zoning topics allows this team to train local officials in Wexford County. Staff members are frequent instructors for the Michigan Association of Planning and the MIPlace Program, and certifications with the Congress for the New Urbanism, Form Based Code Institute, and National Charrette Institute provide the WJPC with a

diverse set of skills and training expertise. This team has working relationships and has hosted training sessions / presentations with the Michigan Townships Association, Michigan Municipal League, and the Michigan Rural Council. The combination of traditional training sessions, such as leading the Planning and Zoning Essentials workshops for the Michigan Association of Planning, combined with high-quality professional training materials produced by this team will deliver multiple options for education. We are also willing to partner with MSU Extension or other supportive agencies, such as the Alliance for Economic Success or local rotary charities, to facilitate training, education, financing, and project support.

Furthermore, we understand that any updates, amendments, or general maintenance related all planning and zoning documents must be:

-  Inclusive with strategies and language that represent the realistic, implementable solutions to encourage Wexford County's position in Michigan's New Economy;
-  Aligned with recent and concurrent planning efforts within the County;
-  Innovative regarding the use of communication channels and feasible remote technologies, fostering collaboration and training;
-  Comprehensive to ensure all participating municipalities are offered the same level of service, education, and communication;
-  Engaging, accessible, attractive, and intuitive, easy for use by all local officials;
-  Exceeding all elements required under the Michigan Planning Enabling Act, Act 33 of 2008 as amended;
-  Echoing the County's responsibility to plan for a better future while advantageously working in a cooperative system.

PLANNING AND THE PUBLIC

In order for the public to be fully engaged in any significant planning activities, it will be necessary to frame the issues that are of considerable importance to the community. To solicit public input, we have employed a variety of techniques for regional planning, including the facilitation of community-based surveys, in-depth interviews with local and regional stakeholders, content development for community engagement events, hosting conventions of local leaders, and the creation of a dedicated project website to connect all local leaders, participants, and the public.

Community-based surveys, serviced online through portals like Survey Monkey, constitute a convenient and cost-effective means to gather community input with a high-participation rate given the ease of accessibility. Paper surveys may also be made available in strategic locations throughout a municipality to guarantee accessibility to all. We also encourage stakeholder engagement as another layer of community engagement, often with the option for face-to-face interaction, phone calls, or online surveys. Stakeholder engagement offers the ability for in-depth, open-ended questions that refine viewpoints and concerns within any community and provide robust detail. With assistance from the WJPC, we could identify stakeholder groups, such as any local Chamber of Commerce or nonprofit groups, to meet with and interview, depending on the type of planning amendment / update.

With any major planning initiative, we often propose multiple opportunities for community engagement events, a few of which follow the traditional BRI Visioning Session approach; a series of quick, interactive, and engaging exercises in a small group setting get members of the community identifying assets and challenges while engaging with others. Additional opportunities for community engagement include hosting “pop-up” events that coincide with festivals, events, or activities in the Wexford County area. Events in the spring, summer, and fall offer a wonderful opportunity for engagement, as the consultant

project team attends, sets up a booth and brings informational handouts / board displays, and discusses with the community any major planning initiative and collects feedback. Electronic or paper “intercept” surveys are prepared, using iPad minis to solicit community input via quick, interactive, online surveys that are designed to take less than five minutes to complete.

We would suggest a convention of communities, inviting members of the Wexford Joint Planning Commission along with representatives of participating municipalities, to come together and form a collaborative engagement session. The Lakes to Land Regional Planning Initiative found great success with a similar convention that allowed representatives of each community to discuss partnership opportunities, regional and shared assets, economies of scale, available grant and funding mechanisms, and overall planning consistency. An annual or even bi-annual convention is recommended for the WJPC, and as new members are appointed on the rotating basis, this opportunity for collaboration will provide the venue for fresh ideas and new representatives to engage with one another.

Lastly, a dedicated project website is a critical component of all planning projects and can serve a range of purposes. Given the existing website for the WJPC (www.wexfordjpc.org) we would create another set of web pages that directly link and connect to any planning-related projects and activities. BRI can host, maintain, and administer the website and any affiliated pages as necessary. The options for what this website can do are endless: providing interactive zoning and land use maps for all eleven municipalities, allowing citizens, developers, and stakeholders direct access to vital planning information; collecting community engagement through embedded online surveys or comment boxes; administering collaborative online forums for discussion among participating WJPC communities; maintaining an online resource library of applicable planning documents and helpful training materials; managing an updated calendar of community events, training and educational events, planning commission meetings, and pop-up events to keep everyone informed; granting all members of the County the ability to conveniently and directly contact a member of the project team through a “Contact Us” page. As an example of the importance and design of such a website, please visit <http://risingtide.bria2.net/> to see how the collaborative Rising Tide project has benefitted from such a site.

We feel that incorporating these approaches involving multiple engagement techniques can develop a comprehensive, holistic, and data-driven view of community needs and desires. This entire community engagement approach can include:

- i Multiple generations within the community, gathering input from both youth and adult populations;
- i Bridging the technological divide, collecting information from all methods of communication, including online, digital methods that do not require face-to-face input, as well as several varieties that emphasize face-to-face input;
- i Educating the general public about planning initiatives in an interactive environment, such as the pop-up booth at a community event;
- i Opportunities for multiple types of engagement, capturing the highest return on all efforts and across all demographic groups, involving groups through digital means that are often too busy to attend traditional events;
- i Interacting with the nonprofits, organizations, and active community groups that are dedicated to advancing the Wexford County area.

Any of the above engagement techniques may be customized to best fit the needs of the WJPC, the particular planning initiative, and the type of update or amendment.

RURAL AND REGIONAL PLANNING EXPERIENCE

Planning in northwest Michigan is unique; a variety of interrelated planning factors are distinct for the region. Population and development pressures, abundant natural resources, and agricultural and tourist-based economies, when combined in a beautiful, natural, and historic setting, create a myriad of both planning assets and issues. As planners in northwest Michigan, this team strives to create personalized solutions representative of their respective communities.

With offices in Traverse City and Petoskey, the firm has dozens of clients in northwest Michigan and provides a great deal of planning, landscape architecture, and engineering services befitting to the unique area. We work with all types of rural municipalities, from small villages and agricultural townships to the larger cities that serve them. Many recent planning projects, including those focused on regional planning, rural planning, and economic strategies, have been recipients of several Michigan Association of Planning awards, demonstrating our commitment to providing the very best services possible to this region.

This team further understands the obstacles presented with planning in the area. Many planning commissioners and local officials are volunteers with full-time day jobs. Inclement weather in the winter months can make meeting and event attendance challenging. Rural populations and lower tax bases may hinder available resources. These are the challenges for which we are well-equipped and experienced, developing approaches that consider these constraints and employ proven solutions to overcome these obstacles.

For more information of the variety of recent projects completed in northwest Michigan, please refer to Section III in this proposal and the separately-attached reports.

TECHNICAL RESOURCES

The BRI offices are equipped to handle all printing and document production needs, capable of supplying the WJPC with all their printed professional needs. Staff is trained with Microsoft Office Suite, WordPerfect, and Adobe Creative Cloud, as well as large-format printing and copying services.

GIS services are extensive, covering all of the WJPC needs. Minor GIS services, such as communicating with Wexford County and acquiring data or updating zoning maps are reliable and convenient. Major GIS services, such as spatial analysis, network analysis, or geodatabase management are available for all participating communities. Online, interactive mapping platforms are entirely customizable and hosting online maps in the "cloud" provide an opportunity for all eleven communities to frequently use and see their data in real-time applications, sharing vital information with community leaders, stakeholders, developers, and citizens. With a full range of GIS services, Wexford County will be properly mapped, updated, and shared, and using new technologies and optional online services, the information is ready for anyone to use.

BRI currently subscribes to a GoToMeeting account which is frequently used for client meetings and conference calls with multiple parties. This technology allows attendees to visually follow along guided screen content during conference calls or simply communicate for meetings. We employ this technology often and are prepared to develop a schedule of meetings for the project. All communities within Wexford County can participate in meetings with this technology with ease; either calling in directly from a phone, or attending via computer for screen-sharing capabilities, each and every participating community can stay in touch with the project and fellow commissioners.