

Proposal to Provide Professional Services

Professional Community Planning Consulting Services

Northfield Township, MI

June 26, 2015





WADETRIM

June 26, 2015

Northfield Township
8350 Main Street
Whitmore Lake, Michigan 48189

Attention: Mr. Howard Fink, Township Manager

Re: Proposal to Provide Professional Community Planning Consulting Services
Northfield Township, Michigan

Dear Mr. Fink:

Wade Trim is pleased to present our Proposal to provide general planning services to Northfield Township.

Wade Trim is a multi-discipline, national consulting firm headquartered in Detroit, Michigan. We employ nearly 400 people in 19 offices, in nine states. Our firm provides the following services: urban and strategic planning; civil and traffic engineering; landscape architecture and urban design; GIS services; environmental sciences; construction and program administration; municipal operations; and, project funding assistance.

We have provided community planning consulting assistance since 1974 and currently carry a roster of 15 professionals within our planning group. Wade Trim presently provides on-going planning services to 35 communities in Michigan, either on an as-needed or retainer basis. These municipalities include the nearby communities of Milford Village and Milford Township, in Oakland County.

Wade Trim will bring directly-related project experience to this assignment. We recently completed a Subarea Master Plan for Gaines Township, Kent County. We are presently completing a Housing Gap Analysis for Davison Township, Genesee County. A Green Infrastructure Plan and Building Regulating Plan (which provided building placement and public realm standards) were completed as part of the Milford Community Master Plan. We have also been retained to direct numerous community visioning or strategic planning programs. This local project experience includes the City of Harbor Springs, City of Durand, the City of Taylor, and Redford Township. Pursuant to the requirements of your Request for Proposals, our submittal includes numerous Project Profiles which demonstrate our experience working in comparable communities. Please let us know if you'd also like to receive a complete copy of one of our final work products. We'd be happy to provide them to you either electronically or in print.

Wade Trim Associates, Inc.	313.961.3650
500 Griswold Avenue	313.961.0898 fax
Suite 500	www.wadetrim.com
Detroit, MI 48226	

We are pleased to announce that Nicholas P. Lomako, AICP, PCP will be the Principal-in-Charge assigned to your community. Nicholas is a Senior Vice President with Wade Trim with 38 years of community planning consulting experience. He has directed many of our firm's most challenging planning assignments. He served as the Project Manager for the Wurtsmith AFB Redevelopment Plan, the Mesa County Colorado Strategic Plan Update, Oveido Florida Visioning Program, the Henry Ford Hospital Campus Master Plan, the Grand Rapids Master Plan, and currently the City of Sterling Heights Master Plan. Mr. Lomako will oversee all special planning projects which may emanate during our engagement, keep team members accountable for the technical quality of all contracted services, oversee all contract administration activities, and provide technical assistance to other team members, as may be required.

Mr. Charles (Chip) Smith, AICP, ASLA will be the Client Representative assigned to Northfield Township. Chip is a Senior Planner with 17 years of public and private sector experience. Prior to joining Wade Trim, Chip was the Planning Director for an Ann Arbor-based consulting firm. Chip will be the Township's primary point of contact. He will provide day-to-day planning support and attend every Planning Commission meeting. He will review development applications (site plans, rezoning requests, variance requests, etc.) and provide staff reports on them, prepare requested zoning ordinance text amendments, and respond to questions raised by staff, residents, developers, the Planning Commission, and the Board of Trustees on planning and development issues. Chip will also assist Northfield Township with other staff level planning functions, including assisting the Planning Commission in its preparation of its Annual Report to the Township Board concerning the Planning Commission's operations, activities, and accomplishments.

Wade Trim is extremely interested in assisting Northfield Township in this most important capacity. Please contact us if you need any additional information.

Very truly yours,

Wade Trim Associates, Inc.

A handwritten signature in black ink, appearing to read 'Nicholas P. Lomako', with a long horizontal flourish extending to the right.

Nicholas P. Lomako, AICP, PCP
Senior Vice President

NPL:jel
AAA 8140-15D
Northfield Township Letter of Transmittal.docx



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Introduction/ Firm History



1.1 Introduction to Wade Trim

Wade Trim is a national, multi-discipline consulting firm. We employ nearly 400 people in 19 offices, in nine states. We trace our origin to 1926. We have provided professional community planning consulting services since 1974.

Our organization provides the following services: urban and strategic planning; civil and traffic engineering; landscape architecture and urban design; GIS services; environmental sciences; construction and program administration; municipal operations; and, project funding assistance. We are currently ranked #200 in Engineering News-Record's national list of Top 500 Design Firms.

1.2 History of Wade Trim

Our story begins with the ambitions of a civil engineer, Edwin M. Orr, who ventured into private practice in 1926 after working for the Michigan Highway Department. He was presented with the opportunity to design a water main for Dearborn Township. This water main was the first project to be completed by Edwin M. Orr, Inc., a firm that later grew to become Wade Trim.

Working from his home, Ed Orr's infrastructure work continued to grow. He established a small office, but moved back to his house during the Great Depression. He kept the City of Taylor as his only client, performing small design projects from his basement. When the economy improved, Ed moved his office to the 4th floor of the Calvin Theater Building in Dearborn. It was in this office that Bob Wade and Don Trim came to work.

Bob Wade worked for the company during the 1950s while he attended college. Don Trim came to the firm in 1964 as a professional engineer. Bob and Don recognized each other from a study group they attended while at the University of Michigan. They both progressed to running the firm's operation as Ed Orr approached retirement. In 1966, Bob and Don purchased the firm that included 22 employees. In 1968 the company's name was changed to Wade Trim & Associates to reflect their new ownership.

The 1970s brought an era of new growth – the firm tripled the number of employees through a series of acquisitions. A parent organization (the Wade Trim Environmental Group) was formed in 1976 to oversee the administrative functions of Wade Trim & Associates and its subsidiary firms operating under their original names.

It was also during the 1970s and 1980s that the firm began to introduce new services. In 1974, the firm organized Wade-Trim/IMPACT (representing "improved planning action"). A few years later an architectural firm joined the organization through a stock exchange and later merged with Wade Trim & Associates. In 1984, we established our first out-of-state office in Tampa Florida, by creating a new company, Stewart Engineers, using the name of a local architect who offered to share his office space with us.

The 1990s marked the start of a management transition that allowed Bob and Don to pass on their responsibilities to a new management team. Ambitious goals were established as part of a new corporate strategic plan. This strategic plan placed an increased emphasis on geographic expansion and the cultivation of long-term projects and relationships. Our vision

statement - building relationships on a foundation of excellence - was developed in 1996 and remains the cornerstone of how we approach our business.

Today, we have nearly 400 people who are located in 19 offices in nine states. With 89 years of service, Wade Trim consistently ranks among the top national design and environmental firms.

1.3 Contact Information

The contract will be administered from our Detroit headquarters Guardian Building location. Address and contact information is presented below.

Nicholas P. Lomako, AICP, PCP
Senior Vice President
Wade Trim Associates, Inc.
500 Griswold, Suite 2500
Detroit, Michigan 48226
313-961-3650 (phone)
313-418-3209 (mobile)
313-961-0898 (fax)
nlomako@wadetrim.com
www.wadetrim.com



Wade Trim was founded in Wayne County in 1926. Our Detroit corporate headquarters is in the historic Guardian Building in downtown Detroit.



2.1 Professional Services

Wade Trim has provided professional community planning consulting assistance since 1974. A listing of the full range of services we provide is shown in Figure 2-1, below.

Figure 2-1 Wade Trim Planning Services

Community Planning and Development

- Day-to-day planning services (ongoing/as-needed)
- Comprehensive planning and master planning
- Strategic planning
- Public participation and visioning
- Recreation master planning
- Redevelopment and brownfield planning
- Transportation and corridor planning
- Waterfront and greenway planning
- Parking and circulation analysis and planning
- Downtown planning/tax increment finance plans
- New and traditional neighborhood planning
- Historic preservation planning and reviews
- Consolidated and action planning
- Housing market studies

Zoning and Land Use Regulations

- Zoning ordinance preparation
- Land development regulations

- Form-based code preparation
- Growth management

Environmental Planning

- Environmental impact studies and assessments
- Environmental review records
- Resource inventory and planning
- Environmental performance standards
- Aesthetics and view protection regulation
- Natural resources protection/regulations
- Habitat restoration and mitigation

Land Planning

- Commercial/retail
- Mixed-use development
- Office/industrial parks
- Residential
- Health Care
- Adaptive reuse
- Land use potential analysis/feasibility
- Appraisal support
- Cost estimating

Landscape Architecture

- Urban design and streetscapes
- Parks and recreation facilities
- Campus master planning
- Downtown redevelopment
- Safe neighborhoods (CPTED)
- Urban plazas

Planning, Zoning and Building Administration Services

- Planning administration
- Zoning administration and code enforcement
- Building plan review and inspections
- Mechanical, electrical and plumbing review and inspections

Additional Services

- Geographic Information Systems
- Expert Witness Testimony
- Emergency management and risk assessments
- Capital improvement planning
- Grant writing and administration

2.2 Continuing Planning Services

Wade Trim is currently the “planner of record” for 35 Michigan communities, on either a monthly retainer or as-needed basis. Our current roster of communities where we provide ongoing community planning services is shown in Figure 2-2.

2.3 Meet Our Planning Staff

Wade Trim retains a staff of 15 planning and design professionals. This roster is presented in Figure 2-3.

Figure 2-2 Wade Trim Continuing Planning Clients

Michigan Clients			Florida Clients		
• Allendale Township	• City of Keego Harbor		• Charlotte County		
• Ash Township	• Leelanau Township		• City of Dade City		
• Atlas Township	• City of Linden		• DeSoto County		
• City of Belding	• Lowell Township		• Hillsborough County City-County Planning Commission		
• Bowne Township	• City of Mackinac Island		• Hillsborough County Development Services		
• Village of Clarksville	• Martin Township		• City of Largo		
• Davison Township	• Milford Township		• Lee County		
• City of Dearborn Heights, CEDD	• Village of Milford		• Manatee County		
• Dorr Township	• Otisco Township		• City of Palmetto		
• City of Durand	• Polkton Township		• Southwest Florida Water Management District		
• East China Township	• City of Pontiac		• Suwannee River Water Management District		
• City of Frankfort	• Charter Township of Redford		• City of Venice		
• Fruitland Township	• Sparta Township		• Town of Windermere		
• City of Gibraltar	• Village of Sparta				
• City of Greenville	• Summerfield Township				
• City of Hastings	• Tyrone Township				
• City of Ionia	• City of Wayland				
	• Wayland Township				

Figure 2-3 Wade Trim Planning and Design Staff

Experience Matrix		Specialties																
Team Member	Years of Experience	Master/Comprehensive Planning	Zoning and Land Development Regulations	Consolidated Planning	Recreation Planning	Transportation Planning and Corridor Studies	Redevelopment and Urban Design	Downtown Development/ Tax Increment Financing	Housing Market Analysis	Natural Systems Planning and Design	Landscape Architecture	Public Participation and Visioning	Geographic Information Systems (GIS)	Grant Writing and Administration	CIP	Strategic Planning	Expert Witnessing	
David Anthony, PLA, ASLA Principal	34				✓	✓	✓			✓	✓	✓						
Gordon Bowdell Planner	4		✓										✓					
Brad Cornelius, AICP, CPM, LEED GA, CPRP Professional Planner	20	✓	✓		✓	✓		✓	✓	✓		✓		✓				
Janis Johnson, AICP Senior Project Manager	25	✓	✓		✓	✓						✓						
Tim Johnson, PCP Senior Project Manager	32	✓	✓		✓	✓						✓			✓		✓	
Scot Lautzenheiser, PLA Professional Landscape Architect	7				✓					✓	✓							
Michelle Leppek Planner	1												✓	✓				
Nicholas Lomako, AICP, PCP Senior Vice President	38	✓	✓			✓	✓	✓				✓		✓		✓	✓	
C. James Sabo, AICP Professional Planner	19	✓	✓			✓		✓				✓						
Charles (Chip) Smith, AICP, ASLA Senior Professional Planner	17					✓	✓	✓				✓			✓			
Donovan Smith Intern	< 1	✓	✓					✓	✓		✓	✓	✓					
Jason Smith, AICP Professional Planner	10			✓		✓	✓		✓				✓	✓				
Amanda Warner, AICP Professional Planner	14	✓	✓	✓		✓			✓				✓					
Adam Young, AICP Senior Project Manager	14	✓	✓		✓	✓		✓				✓	✓	✓				
Mikah Zaslow Intern	< 1	✓	✓	✓			✓	✓	✓		✓	✓	✓	✓				

Credentials:

AICP = American Institute of Certified Planners | PCP = Professional Community Planner | PLA = Professional Landscape Architect
 ASLA = American Society of Landscape Architects | CPM = Certified Public Manager | LEED GA = LEED Green Associate | CPRP = Certified Parks and Recreation Professional

Summary of Supporting Firms



Wade Trim is a full-service, multi-discipline firm. Our roster of professionals includes planners, environmental specialists, landscape architects, urban designers, civil and traffic engineers and project funding specialists, among others. We do not anticipate engaging subconsultants to fulfill the contract requirements for professional planning services specified in the Request for Proposals issued by Northfield Township.

Introduction of Personnel to be Assigned



4.1 Our Team

Nicholas P. Lomako, AICP, PCP will be the Principal-in-Charge. In this capacity he will direct special projects, keep team members accountable for the technical quality of all contracted services and deliverables, oversee all contract administration activities, and provide technical assistance to other team members, as may be required.

Charles (Chip) Smith, AICP, ASLA, will be the Township's primary point of contact during the contract period. As the Township's Staff Planner, Chip will provide technical advisory services, coordinate planning activities with other public agencies, attend regular meetings of the Planning Commission, and complete written recommendations on development applications referred to him by the Township.

Resumes for Nick Lomako and Chip Smith are provided at the end of the Section. A brief description of each of them is provided below.

4.1.1 Nicholas P. Lomako, AICP, PCP

Nick is a Senior Vice President with Wade Trim, a member of the Wade Trim Board of Directors, and major stockholder. He holds an undergraduate degree in urban planning from Michigan State University and a graduate degree in Public Administration from Wayne State University. He is a registered Professional Community Planner in the state of Michigan and a member of the American Institute of Certified Planners. Nick also completed leadership development training at Harvard University and the International Association for Public Participation's certificate program in Public Participation.

He has provided professional community planning consulting services since 1977 (38 years) and has been employed with Wade Trim since 1981. His areas of expertise include comprehensive and strategic planning, land development code preparation, and urban revitalization programs. He has served as Project Manager on many of Wade Trim's most innovative work programs including the Economic Development Strategic Plan for Seneca County New York, the update of the Grand Rapids Master Plan, the Wurtsmith AFB Redevelopment Plan, and the Henry Ford Hospital Campus Master Plan.

Nick also has a personal understanding of municipal operations. He currently provides on-going consulting assistance to many communities where he advises elected and appointed officials, administrators, planning commissions, zoning boards of appeal, and special purposes boards on land use proposals and municipal operations. He currently provides on-going planning assistance to the Village of Milford, Milford Township, the City of Durand, and the City of Gibraltar, among others. Nick regularly serves as an expert witness in defense of community planning and zoning cases litigated before local and federal courts, the State of Michigan Boundary Commission, and the U.S. Department of Treasury, Bureau of Alcohol, Tobacco and Fire Arms working closely with many of Michigan's most prestigious law firms including Dykema, Plunkett Cooney, and Cummings, McClorey, Davis & Acho. His consulting experience also includes holding the position of interim Planning Director for the City of Birmingham, Michigan during a period of staff transition.

Nick has also authored numerous articles dealing with land planning and development issues. His articles have appeared in Michigan and national publications and have addressed a

diverse range of topics including new urbanism, smart growth reforms for Michigan, planning strategies to improve public safety, and using citizen juries to improve local zoning. Nick's experience has allowed him to be a facilitator or guest lecturer at many municipal conferences or to conduct training sessions on behalf of professional associations. In these roles, he has assisted the Michigan Municipal League, Michigan Association of Planning, Michigan Local Government Management Association, Michigan Association of Township Supervisors, the Michigan Association of Code Enforcement Officers, and the Michigan Municipal Finance Officers Association, among others.

4.1.2 Chip Smith, AICP, ASLA

Chip Smith, AICP, ASLA, is a Senior Planner and Practice Lead for Municipal Operations who brings 17 years of experience working with municipalities providing as-needed services and leading efforts to provide for a sustainable future. He effectively involves stakeholders in developing master plans and zoning ordinances that reflect the community's image and objectives. His collaborative approach to problem solving provides the necessary perspective to develop solutions in community planning, design, revitalization zoning, and resource conservation areas. Chip's experience also includes park and recreation planning as well as community and economic development, and municipal planning services operation.

Chip developed a statewide Capital Improvement Planning training program and has taught this course for Michigan Association of Planning (MAP) since 2009 as well as serving MAP as a Planning and Zoning instructor. Chip is also a Certified Placemaking instructor for MiPlace, the Michigan Municipal League and MAP, providing this service since 2012. He was formerly the Director of Planning for Johnson Hill Land Ethic Studio in 1998 to 2006.

Nicholas P. Lomako, AICP, PCP

EDUCATION

Master of Public Administration Wayne State University,

BS, Urban Planning, Michigan State University

REGISTRATION

Professional Community Planner, State of Michigan,
1992, No. 629

American Institute of Certified Planners, American
Planning Association, 1985, No. 5112

QUALIFICATIONS

- Provided community consulting assistance for 37 years.
- Areas of expertise include community visioning, comprehensive and strategic planning, land development code preparation, and urban revitalization programs.
- Served as Project Manager on many of Wade Trim's most innovative work programs including the City of Durand Strategic Plan, Economic Development Strategic Plan for Seneca County New York, the update of the Grand Rapids Master Plan, the Wurtsmith AFB Redevelopment Plan, the Mesa County Colorado Strategic Plan, and Henry Ford Hospital Campus Master Plan.
- Prepared TIF, DDA, and LDFA programs, and administered CDBG programs for entitlement communities.

REPRESENTATIVE PROJECT EXPERIENCE

- Training Programs, MI. Served as a facilitator at strategic planning and urban design charrette sessions. Conducted client training seminars on economic development, business district development, land use planning and zoning. Participated as a guest lecturer at related conferences.
- Mesa County Strategic Plan, Mesa County, UT - Led the strategic planning process involving extensive on-site interviews with the County Commissioners and County Administration as well as several departments. A day-long retreat was held to identify goals, objectives and "champions" for plan implementation.
- Seneca County Strategic Plan, Seneca County, NY - Principal-in-Charge. Co-facilitated an introduction to strategic planning retreat with community stakeholders. Directed the workshop to identify program drivers - political, legislative, economic, demographic, or technological factors, expected to affect growth

potential. Developed a vision statement using shared values, identification of community strategic assets, and "postcards from tomorrow" exercise. Developed a ranking of community goals using gap analysis and mind-mapping exercise. Assisted the stakeholders in developing action plans for the top five goals.

- Master Plan, City of Grand Rapids, MI - Project Manager responsible for coordinating the 30-task work program being performed by the project team, including three subconsultants. Also served as task leader for developing plan implementation strategies.
- Strategic Plan, Charter Township of Redford, MI - Led strategic planning and implementation of recommendations for Redford Township.
- Strategic Plan, City of Dearborn Heights, MI - Led the strategic planning process with the City.
- VisionQuest, Davison Township, MI - Project Manager for this 2001 visioning program. Developed survey instrument and conducted personal interviews with community opinion leaders. Facilitated community forum event to discover community values. Developed "story-board" exercise to document and prioritize community challenges. Crafted spirit agreement to gain commitment from program participants. Developed "next steps" work plan for elected officials.
- Continuing Planning Services, Charter Township of Redford - Have served as the Township's Planner since 1995, providing ongoing planning assistance. Led development of the Township's initial Strategic Plan and its recent update. Also was responsible for a study that led to the Shamrock Village Development.
- Milford Community Master Plan, Village of Milford and Milford Township, MI - Led a multi-disciplined planning team in the preparation of a joint master plan for the Village and Township. The multi-year process included community profiling, facilitation of community forums and open houses, visioning sessions, strategic planning, and a capabilities audit for each community. Demographic analyses were conducted using ESRI Business Information Systems® and Claritas® to identify lifestyle characteristics.
- Allen Park Visioning Program, City of Allen Park, MI - Principal-in-Charge for a City visioning program.

Charles F. Smith, AICP, ASLA

EDUCATION

Master of Landscape
Architecture, University of Michigan, 1999

Bachelor of Arts, History, Macalester College, 1992

Graduate Certificate, Local Government Management
Eastern Michigan University, 2006

REGISTRATION

Form Based Code certification, 2009
American Institute of Certified Planners, American
Planning Association
American Society of Landscape Architects

QUALIFICATIONS

- 17 years of municipal planning and zoning experience using a collaborative approach to develop solutions
- Works with communities to enhance their character and provide flexibility in managing future development

REPRESENTATIVE PROJECT EXPERIENCE

- Pontiac Building and Planning, City of Pontiac, MI – Project Manager, 2011 to the present, responsible for overseeing all building and planning staff. Meet monthly with City Council Economic Development subcommittee. Meet weekly with Mayor and City Administrator. Responsible for tracking performance metrics and developing customer service performance standards. Serve as advisor to the Mayor and City Council on matters of development, historic preservation, redevelopment and building.
- On-Call Planning and Zoning Services, City of Frankfort, MI – Planner 2009 to the present, serving as on-call planning and zoning advisor. Over the course of the last six years have prepared one Master Plan, and am in the process of preparing the required five year update to that Plan. Have prepared a complete re-write of the City's zoning ordinance and worked with the City on subsequent amendments. Prepared the City's Downtown Development Authority Development and Tax Increment Financing Plan, which is on track to be officially adopted in August 2015.
- Frankfort Master Plan and Hybrid Zoning Ordinance, City of Frankfort, MI. Project Manager for a Master Plan and development of a vision for a sustainable future that strives to maintain the historic character

of the City while allowing for new development that is compatible with the character and preserves the visual and physical access to the Bay. Also developed a Hybrid Form-Based Zoning Ordinance that codifies the architectural and physical character of the City and streamlines the development process.

- Pontiac 2014 Master Plan Update, City of Pontiac, MI. Project Manager for the update of the City's Master Plan. Developed and utilized a citizen engagement program based on training interested members of community groups to act as engagement facilitators in their neighborhoods. Over a dozen neighborhood meetings were held in a 3-month period resulting in key data and input. Created three new overlay districts that provide more flexibility for property owners. Developed recommendations that support walkability and non-motorized transportation.
- 2008 Master Plan, City of Pontiac, MI. Project Manager and principal planner for the 2008 Pontiac Master Plan. Led a process that energized the public and built grassroots support for a sustainable city that can become a center for new economic investment, create new development opportunities in the Downtown, and create an urban agriculture program that will allow for productive use of vacant lots.
- Downtown Harbor Springs Vision Plan, City of Harbor Springs, MI. As Project Manager, developed a public participation strategy that included a 4-day Vision Fair consisting of focus groups, design charrettes and a vision workshop. An estimated 500 people were directly engaged in the Vision Fair process, which is almost half the City's year-round population. The Fair provided the foundation for the Vision for Downtown, several physical improvement projects and a wide range of business development programs.
- Pontiac Municipal Services Project Manager, City of Pontiac, MI. Oversee Pontiac Building and Safety Division, which includes the Planning Department and the Pontiac Federal Programs Division. Responsible for overseeing all aspects of these Divisions including land use planning, building permitting and inspections, business licensing, administration of CDBG, HOME, NSP and HPRP programs, economic and community development. Reported directly to the Emergency Manager prior to the City's transition from emergency management.

Itemized Current Workload



5.1 Workload

Wade Trim has one of the larger planning staffs serving Michigan communities. We have the capacity to accommodate the anticipated workload resulting from our engagement with Northfield Township. We look forward to working with you.



6.1 Special Projects

Wade Trim planners have completed a variety of special projects for their clients. This recent project experience includes the following plans or studies completed for comparably-sized communities:

Master Plans

- Milford Community Master Plan
- Acme Township Master Plan Update
- Leelanau Township Master Plan Update
- Atlas Township Master Plan Update
- Mackinac Island Master Plan Update

Community Visioning/Strategic Planning

- Davison Township Visioning and Master Plan Update
- Harbor Springs Downtown Vision Plan
- Mesa County Strategic Plan
- Venice Evaluation and Appraisal Report
- Sumter County 2030 Vision Plan

Economic Development

- Harrison Township Waterfront Redevelopment Plan
- Gibraltar Waterfront Redevelopment Plan and Overlay District Zoning
- Big Rapids Airport Industrial Park
- Ottawa County Housing Needs Assessment
- Henry Ford Hospital Master Site Plan

Recreation Plans

- West Bloomfield Township Parks and Recreation Master Plan
- Birmingham Recreation Master Plan
- East China Township Non-Motorized Trail

- Milford-Kensington Non-motorized Trail Connector
- Village of Lake Orion Children's Park

Project Profiles for each of these are presented on the following pages.

Milford Community Master Plan



Client: Village of Milford and Charter Township of Milford

Completion: 2009

Services:

- Joint master planning process
- Analyses of community character, market, residential/nonresidential buildout
- Historic resources & opportunities and land development code assessments
- Green infrastructure plan, building regulating plan, public realm standards
- Administrative capabilities audit

The Village of Milford and Charter Township of Milford are located in Oakland County, in the southeastern portion of the State of Michigan. The two adjacent communities are unique yet interdependent and, over the years, have developed a strong and mutually beneficial relationship. In many respects, particularly in the provision of public services and facilities, each community relies on the other for mutual assistance and support. It is through this cooperation and collaboration that the citizens of the community as a whole are able to experience a higher quality of life that could not be achieved by the efforts of either of the communities alone. In much the same manner, the Village and Township decided to embark upon a cooperative master planning process that resulted in a more relevant and efficient Master Plan document that maximizes the benefits to each community.

Wade Trim led a consultant team in the preparation of the Milford Community Master Plan, a joint planning effort by the Village and Township. In order to get citizens and officials energized about the project and focused on the future, the project was “kicked-off” by a community event led by a futurist. The project then commenced with the development of a community profile. In addition to the standard components, the community profile included unique elements such as a community tapestry evaluation, community character analysis, green infrastructure assessment, historic resources and opportunities assessment, and a full market analysis.

After the community profile was finalized, a joint Village and Township community forum was held to present the results and begin the visioning process through various exercises. This forum, in combination with focus group interviews, and several meetings with the Village and Township planning commissions, provided the basis for the development of community-wide goals and objectives. At this point, the Milford Community Future Land Use Plan formulation process also began, which included an evaluation of competing future land use alternatives through a residential and non-residential build-out analysis. Additional community forums were held to present the Goals and Objectives and Future Land Use Plan to the community and allow for necessary revisions. Other unique planning elements included a Green Infrastructure Plan, focusing on the preservation of important natural features within the community and a Building Regulating Plan, which outlined building placement and public realm standards for application within the Village center.

Lastly, an implementation component was prepared, which included a comparison of existing land development codes against model development principles, as well as an administrative capabilities audit to determine if each community has the capacity to effectuate the recommendations of the Plan. The cost and benefits of forming a joint Planning Commission were also explored.

Acme Township Master Plan Update



Client: Acme Township

Completion Date: 2005

Services:

- Team Building
- Stakeholder Interview
- Public Involvement
- Visioning Workshop
- Land use Planning Charette
- Future Land Use Plan

Achieving consensus among a diverse citizen group can be challenging. When efforts by a previous consultant failed to garner consensus for a Future Land Use Plan begun in 1999, Acme Township retained Wade Trim in 2005. We helped Acme Township bring closure to the planning process involving diverse stakeholders within a population of 4,300 in a predominantly rural community covering 25.3 square miles in Michigan's northwest lower peninsula.

Area attractions like the Grand Traverse Resort and Spa as well as the Turtle Creek Casino have generated pressure for additional development in the Township, risking the community's charm and natural beauty.

Acme Township has taken an aggressive posture toward new development due to this rapidly changing land development. In 2004, voters approved a farmland preservation tax to purchase development rights from willing farmers. They also defeated a proposal to build a 180-acre, 1 million-square-foot regional lifestyle center. The Township next wanted to complete an update of their Master Plan and approved a three-phase work program:

- Phase 1 focused on team building and data gathering. We facilitated a two-hour orientation session on the challenges of local governance and community representatives were selected and trained to conduct stakeholder interviews to discover critical issues, goals and priorities. Phase 1 ended with a

retreat helping team members with goal setting and managing group conflict.

- Phase 2 was devoted to community collaboration. A community-wide visioning workshop helped confirm key issues and gain agreement on preferred community characteristics. Then a future land use planning workshop involved participants in a land use planning charette to uncover alternative development proposals.
- Phase 3 helped to achieve consensus. A Steering Committee reviewed competing recommended patterns of development using a set of plan evaluation criteria developed by Wade Trim. This enabled the Steering Committee to synthesize the alternative plans into a preliminary draft Future Land Use Plan presented to the public for review and comment. Afterward, the Township Board reviewed public comments, incorporated changes, and presented a final draft Future Land Use Plan to the Planning Commission for the formal adoption process.

Leelanau Township Master Plan Update



Client: Leelanau Township

Completion Date: 2010

Services:

- Natural areas assessment
- Scenic viewshed inventory
- Maritime history and structure inventory
- Future land use plan and implementation
- Zoning plan

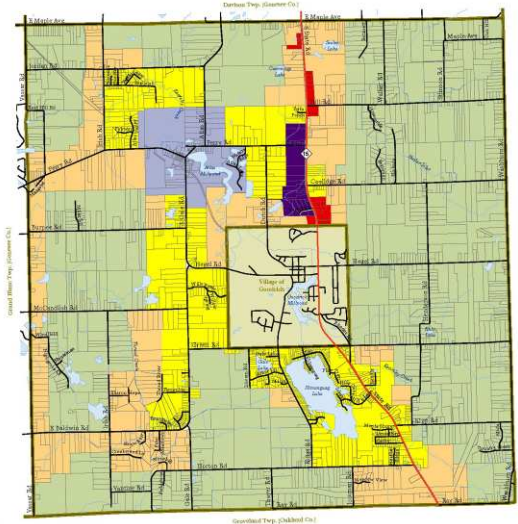
Leelanau Township is located in Michigan's northern Lower Peninsula at the "tip" of the Leelanau Peninsula. The natural beauty of Leelanau Township is striking, contributed in large part by its rolling topography and approximately 52 miles of shoreline on Lake Michigan and the Grand Traverse Bay. Leelanau Township has seen significant population growth and urban development in recent years. Over a 17-year span between 1990 and 2007, the Township's population grew by nearly 500 residents, a 45 percent increase. This robust growth brings the need for proactive planning to manage new development in order to protect the rural character of the Township as well as its thriving agricultural economy (particularly orchards and vineyards).

After the Township determined the need to update its Master Plan, Wade Trim identified and assisted in securing funding to support the development of the Master Plan Update through the Michigan Coastal Zone Management Program. Begun in early 2009, the Master Plan Update was adopted in August 2010.

Innovative elements of the Master Plan Update include a maritime history and structure inventory and a scenic viewshed inventory. These elements, along with studies of natural features, transportation, and infrastructure, provide a solid framework for the development of the Future Land Use Plan. In line with the desires of the citi-

zens generated during various public meetings, the Plan endeavors to support a balanced land use pattern which seeks to protect and preserve important agricultural lands and natural areas while focusing more intensive development within established community centers.

Atlas Township Master Plan Update



Client: Atlas Township

Completion Date: 2009

Services:

- Lifestyle Preferences Analysis (ESRI Community Tapestry)
- Gravel Road Capacity Analysis
- Use of Urban to Rural Transect model
- Future Land Use Plan & Implementation

Wade Trim has been providing continuing planning and zoning services for Atlas Township, located along M-15 in Genesee County, since 1997. This rural township of more than 7,000 residents has witnessed considerable growth pressure, particularly residential growth, in recent years.

In 2009, Wade Trim assisted the Township in the update of its Master Plan. Critical to the update was the Township's desire to promote a balanced land use pattern in a manner that directs higher intensity commercial and community service uses to the Village of Goodrich while preserving valuable agricultural lands and natural open spaces of the Township. To manage growth concurrent with road capacity, a gravel road capacity analysis was conducted as one component of the Master Plan Update. This capacity analysis found several gravel road segments to be "over capacity." In response, several planning and zoning strategies were identified to alleviate gravel road overcapacity, with road paving seen as a last recourse.

The Master Plan Update introduces the use of an urban-to-rural transect model focusing on the preservation and promotion of sustainable agricultural enterprises and practices. To support the emerging community-based agricultural economy, the unincorporated community of Atlas, which is the historic center of Atlas Township, is designated as a mixed-used hamlet. In addition to varied residential uses and community service uses, the hamlet is also intended to support agriculturally-related service and commercial uses.

The Future Land Use Plan for Atlas Township is also rooted in a thorough understanding of socioeconomic trends, lifestyle preferences, housing conditions, natural features, and community values as identified throughout the planning process.



Rural to Urban Transect: Atlas Township Application

Source: Wade Trim

Mackinac Island Master Plan Update

**Client:**

City of Mackinac Island

Completion Date: 2011

Services:

- Data collection
- Environmental condition assessment
- Land use analysis
- Land use and zoning recommendations

The City of Mackinac Island is unique, having been established by Michigan's Legislature as a "special charter city" in 1899. The City only has jurisdiction over 18% of land within its corporate limits, with the rest being owned by the State and managed by the Mackinac Island State Park Commission. As an island community, Mackinac Island has a small, permanent population of 492. However, this number grows by thousands during summer months as seasonal workers and tourists flock to the island. Mackinac Island also has a local ordinance prohibiting the use of motor vehicles.

Due to a new State planning law that requires the plan to be reviewed every five years, the City Council and Planning Commission began a plan update in 2010.

Commission members and elected officials researched and compiled socio-economic, natural resources, community services, goals, and land use changes along with other community changes. Wade Trim provided the technical support necessary to assemble this research into a Master Plan suitable for adoption.

Wade Trim began work by collecting files, documents, and research material necessary to complete the background studies. Notices were sent to neighboring communities and counties, as well as utilities serving the Island, alerting them that Mackinaw Island was starting the process of preparing a master plan.

Social and economic information was compiled and analyzed to develop an accurate picture of current community conditions. Existing conditions in the community were compared to neighboring communities, Mackinac County, and the State of Michigan. The existing land use map was updated, showing the assorted land use and land cover categories currently in place. Existing land use problems, conflicts, or concerns were identified in cooperation with the Planning Commission and City staff.

An inventory was taken of community services and facilities, such as government buildings, water supply and sewage disposal, recreation, solid waste disposal, public utilities, transportation, public safety, medical facilities, and schools.

Work previously completed by the Planning Commission and staff was used to help develop goals and objectives. Citizen input and opinions were also collected from a written citizen survey and public meetings.

A future land use plan, zoning plan, and computerized future land use map were prepared for the City. They were based on a draft future land use map prepared by the Planning Commission and staff. The plan compared existing land uses and zoning district categories to proposed land uses and included consideration of residential, commercial, recreational, public uses, and environmental protection needs.

Davison Township Visioning and Master Plan Update



Client: Davison Township, MI

Completion Date: 2011

Services:

- Visioning
- Master Plan update
- Implementation of multiple recommendations over more than a decade
- Assistance with establishing Downtown Development Authority
- Engineering services

Davison Township is a growing economic area, strategically located in Genesee County along I-69 and M-15. The quality of existing development, the Township's aesthetic beauty, and its locational advantages have brought new residents with a diversity of interests to the area. In 2001, the Township undertook a Visioning Program to find ways for their diverse citizens and key stakeholders to come together to "hear" each others' needs and interests and to coauthor a preferred future for their community. Wade Trim facilitated the visioning program, called "VisionQuest 2001," which included significant public input to gain insights into local development issues and to identify planning topics that needed to be addressed (recreation, traffic, infrastructure, etc.).

One of the key recommendations of the VisionQuest 2001 program was to complete an update to the Township Master Plan addressing such key issues as transportation, public spaces (greenspace and recreation), design and economic development. Wade Trim assisted the Township in this Master Plan Update completed in 2011.

Since that time, building on the strategies first established by VisionQuest 2001, We have assisted Davison Township in a variety of other successful planning efforts:

- Davison Township Connectivity Study (2005) – The purpose was to evaluate the existing non-motorized system within the Township and determine recom-

mended improvements and guidelines.

- Black Creek Trail Grant Application, Design and Construction (2009) – After completion of the Connectivity Study, Wade Trim assisted the Township in their efforts to seek funding, design and construct the Black Creek Trail, a proposed non-motorized link between the Township and the City of Davison. After securing funding through the MDNR, the first phase of the trail was built in 2009.
- DDA Development & Tax Increment Financing Plan (2009) – After identifying an opportunity to provide a revenue stream for economic development enhancements within the Township, Wade Trim assisted the Township in the establishment of a new Downtown Development Authority (DDA). This included the creation of a DDA Development Plan and Tax Increment Financing Plan. The Development Plan outlined an ambitious plan for public improvements within the District, ranging from infrastructure projects to streetscape and beautification improvements. The Tax Increment Financing Plan projected a potential tax increment revenue stream of more than \$22 million over 25 years
- DDA Engineering Studies (2010) – After the Davison Township DDA was established, the DDA undertook a series of engineering studies to prioritize and provide an overall framework for public improvement projects. Wade Trim led the consultant team in the preparation of a Transportation Plan, Storm Water Management Plan and Water and

Davison Township Visioning and Planning (Cont'd)

Sanitary Sewer Master Plan Update. Wade Trim is working with the Township in the design and implementation of the DDA's priority project: improvements to the Lapeer Road and State Road intersection.

- DDA Pattern Book (2010) – The Davison Township DDA also embarked on a process to establish a unified design theme for the public realm of the newly formed Downtown District. Wade Trim assisted the Township in the creation of a DDA Pattern Book outlining detailed specifications for such elements as light poles and fixtures, benches, decorative pavement surfaces, landscaping, and wayfinding signage.
- Parks and Recreation – The Township created the Davison Area Dog Park in 2011, the Robert Williams Nature Preserve in 2014, and Lake Callis Community Park in 2015



Harbor Springs Downtown Vision Plan



Client: Harbor Springs DDA

Completion Date: 2012

Services:

- Public involvement facilitation
- Assistance in identifying a vision for the downtown
- Development of preliminary urban design concepts

The Wade Trim team facilitated an innovative, intensive four-day Downtown Vision Fair for the Harbor Springs Downtown Development Authority during July 2012. For this project, the team worked out of a temporary project headquarters in Downtown Harbor Springs that served as the base of operations during the Vision Fair.

During the Vision Fair, the team obtained input from over 500 individuals (nearly half the City's year-round population) through a series of Focus Group meetings, Design Workshops, and the Visioning Workshop as well as during drop-in hours at the temporary project headquarters.

The team worked with the community to identify a clear vision for the future of Downtown and to develop preliminary urban design concepts for key spaces within Downtown Harbor Springs – specifically the waterfront and Main Street.



Mesa County Strategic Plan



Client: Mesa County

Completion Date: 2003

Services:

- Interviews with stakeholders
- Goals Identification Retreat

Mesa County is in western Colorado, and abuts Utah. From 1990 – 2000 Mesa County's population grew by 24.8%, putting it in the top 10% of counties nationwide in terms of population change, and the top 15% in terms of growth rate by percentage.

The Colorado Department of Local Affairs projects that Mesa County will continue to experience strong population growth through 2025 due to a variety of factors:

- Moderate year-round climate within the Grand Valley
- Abundance of natural attributes (Colorado River, proximity to the Uncompahgre and Roan Plateaus, Grand Mesa National forest, etc.)
- Property/housing affordability

Growth has produced some negative consequences. A cultural shift has occurred generating demands for increased land use planning, land development codes and code enforcement, public services and infrastructure. In turn, this has forced Mesa County to examine transforming itself from an agricultural community, to a more diversified tax base centered on retail, service and light industry to pay for increased public services.

Mesa County retained Wade Trim to help it with this examination through the update of its Strategic Plan.

Wade Trim conducted extensive on-site interviews with the Board of County Commissioners, County Administration, Public Safety personnel, Support Services staff, the Property and Election Services Department, Public Works personnel, the Health and Human Services Department, and Planning and Development Department.

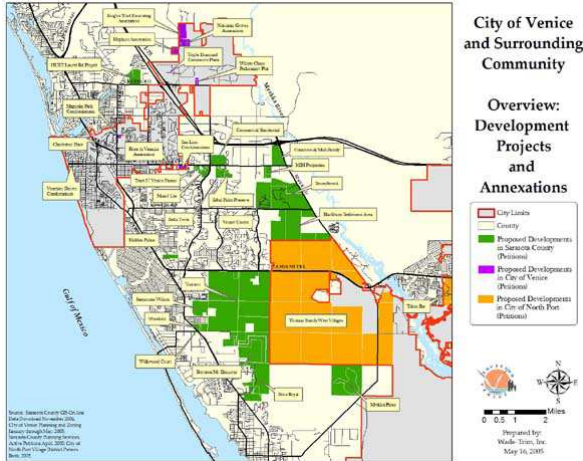
Program drivers are factors, e.g., political, legislative, economic, demographic or technological, expected to have a direct impact on a department's business. Wade Trim helped Mesa County identify, then prioritize the more important challenges facing the County.

Wade Trim evaluated the organization's capacity to respond to existing and emerging challenges around five key dimensions:

- style – open versus closed,
- structure – flat versus pyramidal,
- staff - number and skill set,
- decision-making process – systems approach versus linear,
- strategy – reliance of current vision/mission statements.

Wade Trim, in association with a meeting facilitator, hosted a day-long retreat to identify specific goals, objectives, and "champions" accountable for plan implementation.

Venice Evaluation and Appraisal Report



Client: City of Venice

Completion Date: 2006

Services:

- Evaluation and Appraisal Report
- Public Involvement
- Data Collection
- Policy Analysis

Wade Trim assisted the City of Venice in preparing their Evaluation and Appraisal Report (EAR) to meet the requirements of Florida's Growth Management Act, Section 163, Part II, Florida Statutes and Rule 9J-5, Florida Administrative Code. Preparation of the Evaluation and Appraisal Report included a significant public involvement process, meetings with regional stakeholders, data collection and analysis in order to evaluate their adopted Comprehensive Plan and to identify critical issues to be addressed in future amendments.

Through the EAR process, the City of Venice and Wade Trim considered how to enhance these unique qualities of the Venice area by focusing on how land is used, how land uses are linked together to form activity centers, how to preserve older neighborhoods and how to integrate new neighborhoods into the community. Additionally, the EAR focused on how to integrate the City into the surrounding Sarasota County growth pattern in order to preserve Venice's identity but also allow for improved infrastructure and access to public parks, linear multi-use trails, schools, libraries, and other County-provided public services. These considerations formed the basis of the Venice's critical issues. Among the critical issues identified were increased demands on resources without fiscal contributions, uncoordinated planning practices, and higher regional growth relative to city growth.

In order to address both local and regional concerns, the public involvement process of the EAR, titled "Envision Venice", consisted of over 21 public forms, eight Venice High School preference surveys, and one large-scale regional agency scoping meeting.

Overall, Envision Venice gathered input from more than 1,200 participants, including representatives from 10 different regional agencies and 200 high school students. The City of Venice Evaluation and Appraisal Report received an Award of Merit in the category of Public Innovation from the Florida Planning and Zoning Association at its 2006 Annual State Conference in Orlando, Florida.

Sumter 2030 Countywide Vision Plan



Client: Sumter County, FL

Completion Date: 2009

Services:

- Design visioning process
- Facilitate workshops and charrettes
- Summarize public input
- Define County-wide vision plan

Visioning is the process by which a community decides the future that it wants by planning how to achieve it under realistic expectations. To address the future of Sumter County, FL, the Sumter County Board of County Commissioners established a visioning process called Sumter 2030.

The process was designed by Wade Trim to bring together residents and others with an interest in the future of Sumter County into a forum to analyze and define the strategies and actions that will make Sumter County a better place to live, work and play.

Sumter 2030 is helping to strengthen a sense of ownership and cohesiveness in Sumter County's residents, but also to explore creative options and opportunities to improve our County based on shared principles and values.

As part of the project Wade Trim prepared a County Profile addressing a variety of issues such as land use, transportation, community character and design, infrastructure, public services, parks and recreation, the economy, the environment, etc. In addition, the firm conducted several Community Visioning Workshops using the innovative technology of Audience Response System (ARS) allowing county residents to visualize collective results of their preferences for Sumter into the future. Wade Trim also designed and launched a

webpage to gather input for the process and share the information collected.

The main product of a collaborative visioning process is the Countywide Vision Plan which outlines the main strategies that the community has prioritized for the next 20 or 30 years under a shared set of standards and values.



Harrison Township Waterfront Redevelopment Plan



Client: Charter Township of Harrison

Completion Date: 2015

Services:

- Sub-Area Planning
- Community Engagement
- Site Concept Design
- Financing Assistance

The waterfront district surrounding the intersection of Crocker Boulevard and Jefferson Avenue and along Lake St. Clair in Harrison Township (pop. 24,500) features a dense concentration of marine-related uses, but lacks a defined sense of place or identity needed to establish a destination waterfront district. Recognizing this, a Waterfront Redevelopment Plan development process was initiated (as a Sub-Area Plan to the Township's Master Plan) to identify, prioritize and develop a strategic action plan for investment that will assist in the overall redevelopment of the district. Funding for the project was provided, in part, through a grant from the MDEQ.

The planning effort included numerous public engagement opportunities, district redevelopment concepts, a feasibility study for the establishment of a Downtown Development Authority, and a prioritized capital improvement program. Key conceptual initiatives included the establishment of a "Pier Place" entertainment and public gathering space, enhanced waterfront access, and recreational ferry service to nearby waterfront districts.

Following a key recommendation of the plan, the Township proceeded with the establishment of a Downtown development Authority and District (DDA) encompassing the business core of the study area. The new DDA can begin to facilitate new public and private investment within the District through tax increment revenues.

[illegible]**Completion Date:** 2013

- Public involvement
- Redevelopment recommendations
- Strategic plan
- Virtual tour of improved Waterfront District
- Project implementation
- Wayfinding System recommendation
- Design, specs and placement of signs
- Overlay zoning

Public input was obtained during the 2-year program cycle. The program began with a Stakeholder Workshop to gather input on potential projects and priorities. Personal interviews were held with property owners and merchants located in the District. A design charrette was held that allowed the general public to interact with design professionals to form a shared vision for development. Design vignettes (perspective illustrations) were prepared and presented to the DDA Board for review and refinement. A Community Forum was held to showcase the 3D virtual tour animation.

- Develop a wayfinding signage system
- Provide a missing link to the non-motorized transportation system
- Develop a façade improvement program and building design standards
- Develop a kayak launch and parking lot
- Establish new bike lanes along Gibraltar Road
- Streetscape storm water system improvements
- Burial of overhead utility lines

In 2013, the City of Gibraltar adopted a Waterfront Overlay District to encourage redevelopment of the Downtown and Waterfront District. The form-based overlay district requires multi-story buildings, moves buildings to the street and parking to the rear of buildings, and creates a template for street reconstruction that includes on-road bike lanes, on-street parking, sidewalks and pedestrian amenities.

Big Rapids Airport Industrial Park



Client: Big Rapids Township

Completion Date: 2006

Services:

- Planning
- Grant writing
- Design
- Construction engineering and inspection
- Grant administration

Wade Trim assisted Big Rapids Township to complete a grant request from the Economic Development Administration for the development of the Big Rapids Area Airport Industrial Park. The site is located strategically near a regional airport and US-131. The project involved developing 90 acres of a 130-acre site.

The \$2,900,000 project was funded with a 70% grant from EDA in 2004. Wade Trim assisted the Township throughout design and construction, providing construction engineering and inspection for both on-site and off-site infrastructure improvements. Construction was completed on-time in November 2006.

Design considerations included preservation of existing wetlands and coordination with use requirements at the adjacent Roben-Hood Airport. The entire site is included in a federally approved tax-free Renaissance Zone. Improvements included paved roads, sanitary sewer, storm sewer, and municipal water. The water system was improved to deliver up to 2000 GPM of fire flow for a four-hour duration.



Ottawa County Housing Needs Assessment



Client: Ottawa County and the City of Grand Haven

Completion Date: 2008

Services:

- Housing supply and demand analysis
- Evaluation of housing delivery system
- Examination of zoning barriers to affordable housing
- Affordable housing strategies

To assess the housing market within Ottawa County and address critical issues relating to affordable housing, the Ottawa County Housing Needs Assessment was undertaken by a planning team consisting of Anderson Economic Group and Wade Trim. The overarching goal of the project was to provide the county with recommendations to improve overall housing options, and to serve as a guide for developers and non-profit agencies working in the county in the provision of needed housing stock and services.

The work plan included an analysis of the current and projected supply and demand for single and multi-family affordable and market-rate housing types within the County. An assessment of the potential market for additional shelter space, special needs housing, and migrant housing was also conducted as part of the project. To ensure that the data was pertinent to localized areas, the housing opportunity results were presented for the County as a whole, but also the four quadrants of the County and the local municipalities.

Affordable housing was a key focus of the project. Governmental policy issues relating to the provision of affordable housing were identified. Additionally, a review of common regulatory barriers to affordable housing, particularly within local municipal zoning ordinances, was conducted. A zoning ordinance evaluation tool was prepared that will assist local communities in identify-

ing regulatory barriers. A review of the current housing delivery system within Ottawa County was provided to match various housing providers to the different types of housing or housing services, and to identify any gaps in the provision of housing.

The four main recommendations of the Housing Needs Assessment included:

- Rehabilitate existing housing stock
- Encourage new housing to meet specific needs
- Provide avenues for delivering affordable housing
- Create lasting affordability

Henry Ford Hospital Master Site Plan



Client: Henry Ford Health System

Completion Date: 2010

Services:

- Master planning
- Concept planning
- Utility survey
- Parking assessment
- Review of vehicle and pedestrian circulation patterns

The Henry Ford Health System is one of the nation's largest and most experienced group practices, with more than 1,000 physicians and researchers in more than 40 specialties. The System's flagship facility is Henry Ford Hospital, an 802-bed tertiary care hospital, education and research complex located on West Grand Boulevard in the City of Detroit's New Center Area. In 2009, a team of professionals led by Wade Trim was hired to prepare a Master Plan for the expansion of this complex.

Although it is consistently listed as one of America's Best Hospitals, its relative age and compact campus design does not adequately reflect its status as a world class health care facility nor permit it to accommodate new facilities important to its strategic mission. Henry Ford Health System also desires this project to play a significant role in reaching the goal of the recently announced 15:15 initiative, a coordinated effort by major institutions including the Henry Ford Health System, Wayne State University, and the Detroit Medical Center to bring 15,000 young, educated people to the area by 2015.

Wade Trim first investigated area conditions. Specifically, we examined the existing land use development pattern, the character of the built environment (building mass and condition), vehicular and pedestrian circulation patterns, utility systems (water, combined sewer, natural gas, steam, and electricity) and land development

regulations. We also performed a utility survey on the areas to the south of the main campus to understand the existing utility systems that serve the campus as well as adjacent systems that exist within City right-of-ways.

We next completed six alternative land use and circulation plans to generate support for a preferred alternative. Included in this exercise was a calculation of future parking need and recommendations for meeting this need through both planned parking structures and surface parking lot improvements.

Urban planners, designers and landscape architects finally prepared a Master Site Plan showing how the hospital complex might best expand to meet future needs based upon the following best practices:

- Preservation of open space
- Use of green infrastructure
- Historic preservation/adaptive reuse
- Providing opportunities for mixed use development
- Access via multi-modal transportation networks
- Land banking

This plan view rendering was complemented by computer-generated 3D modeling of the complex at build out to assess development aesthetics.

West Bloomfield Township Parks and Recreation Master Plan



Client: West Bloomfield Township Parks and Recreation Commission

Completion Date: 2012

Services:

5-year Master plan
Stakeholder Engagement
Aquatic Center Analysis

The West Bloomfield Parks and Recreation Commission completed a 5-year Master Plan for more than 580 acres of parkland for 64,690 people with the assistance of Wade Trim.

The Commission is unique in that they are a separately elected commission (as opposed to appointed by the Township) with their own budget, staff, facilities and mill-ages. Over the years, residents have come to expect a level of maintenance and parks and recreation offerings. The Master Plan included significant engagement with user groups and partners such as the Friends of West Bloomfield Parks, Commission staff, the school district, local athletic leagues, seniors and Township officials and staff.

The Master Plan also included an aquatic facility study providing an analysis of the existing condition of the indoor and outdoor pools as well as recommendations related to immediate facility needs and options to make improvements and increase usage and revenues.



Birmingham Recreation Master Plan



Client: City of Birmingham

Completion Date: 2011

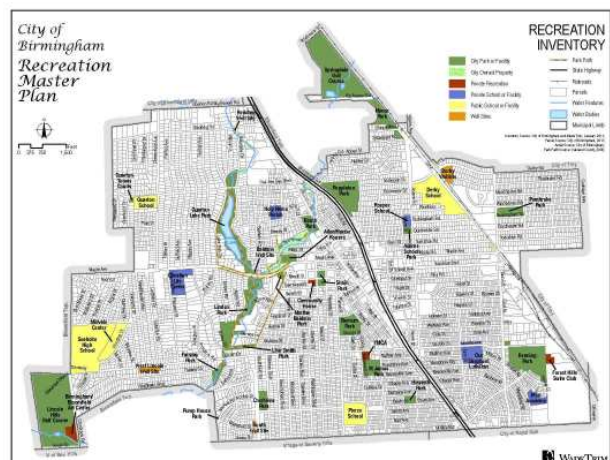
Services:

- Recreation Master Plan
- Public Involvement Facilitation
- Maps
- Technical expertise and oversight

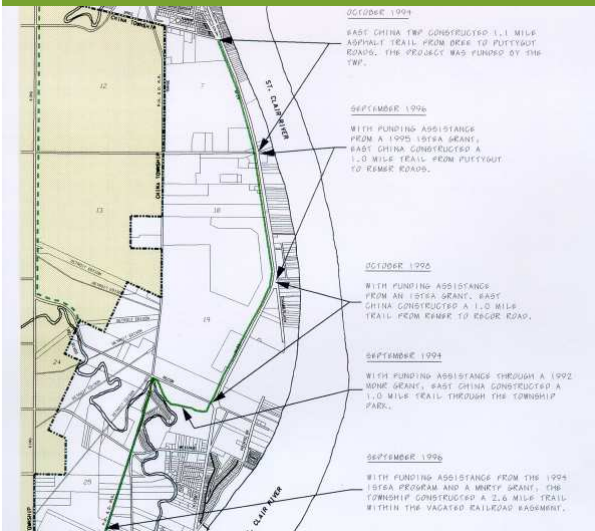
In 2000, Wade Trim assisted the City of Birmingham develop their first city-wide Recreation Master Plan. In 2011, the City worked to update their Recreation Master Plan and again hired Wade Trim to provide public facilitation assistance, develop maps, and provide technical expertise and oversight into the plan development.

This highly urbanized community has more than 20 recreation facilities and parks within their jurisdiction. There were multiple goals for the Recreation Master Plan. The City has spent the last 10 years investing voter approved bond dollars into the development and/or redevelopment of many of their parks. The updated plan proposed additional improvements but has a focus on maintenance of existing facilities such as parking lots and grading of playing fields. The plan seeks to respond to resident needs and operate in the most efficient fashion. The City also wanted to be fiscally responsible by adopting a plan and thus making themselves eligible to apply for recreation-related grants and funding through the state.

The project included a citizen workshop where various ideas, concerns and desires were discussed. The City also created an advisory committee to guide the planning process and provide day-to-day input into the creation of goals, guidelines, policies and a five-year capital improvements schedule.



East China Township Non-Motorized Trail



Client: East China Township

Completion Date: 2005

Services:

- Planning
- Design
- Engineering
- Grant Assistance

East China Township is in St. Clair County, on the shores of the St. Clair River. Over the past ten years, East China Township, with the assistance of Wade Trim has aggressively pursued the ultimate goal of constructing a nearly 7-mile non-motorized trail system (part of the Bridge-To-Bay Trail) which traverses the Township from north to south.

Wade Trim has provided multi-faceted assistance to the Township to achieve this goal from grant writing, planning and design, to engineering and construction. The Township has been extremely ambitious and successful in obtaining and providing funding for the trail project because of its recognized importance as a transportation and recreation alternative and its overwhelming success in the community. The trail system was constructed in five phases within three different land use venues: county and state right-of-way (3.1 miles), Township park land (1.0 mile) and within a vacated P.H. & D. Railroad easement (2.6 miles).

Wade Trim first designed a trail along North River Road (M-29), from Puttygut to Bree Roads, that included a segment of the trail and restroom facility within East China Township Park. Phase II, the portion within the railroad easement, involved the construction of an 8-foot wide asphalt trail within the 66-foot railroad right-of-way, redecking and painting of a 90-foot railroad span bridge crossing the Belle River, and repair or replacement of

two existing drain culverts over which the trail passes.

Phase III extended the path an additional mile along North River Road and Phase IV was constructed along M-29 from Remer to Recor Roads. At the end of phase IV, the combined length of the project was approximately six miles.

The fifth and final phase extends the trail about .75 miles from the northwest portion of the Township Park west to the Township limits. Construction of this final phase provides access between China and East China Townships as well as provides another link to the completion of the Bridge-to-Bay Trail.

Milford-Kensington Non-motorized Trail Connector



Client: Charter Township of Milford

Completion Date: 2009

Services:

- Assisted in obtaining grants from MDNR, MDOT and Community Foundation for Southeastern Michigan
- Design and construction engineering
- Five timber boardwalks over wetlands
- Coordination with Road Commission and utility agencies
- Wayfinding signage

Building a non-motorized trail that connects the Milford Dam to Kensington Metropark has long been a goal for Milford Township. Their Recreation Master Plan prioritizes this goal and highlights other non-motorized efforts occurring in and around Milford, as well as the regional system planned within Oakland County and Southeast Michigan.

Wade Trim assisted the Township in successfully obtaining funding assistance from the Community Foundation for Southeastern Michigan for the development of construction drawings for a 2.9-mile segment of trail. Wade Trim also assisted in obtaining grants from MDOT and the MDNR for more than \$1 million toward funding the construction of the trail. The Township was successful in passing a millage to provide local match for these grant programs and fund the remainder of construction costs.

Wade Trim completed the design for the 2.9-mile segment of 10-foot-wide trail. The new path traverses Huron-Clinton Metropolitan Authority (HCMA) property. Five timber boardwalks were constructed over three wetland areas to minimize their impact. Coordination was necessary with the Road Commission for Oakland County to obtain a permit for work in the Dawson Road and General Motors Road rights-of-way. Coordination and easement documents were developed for the path crossing over a gas pipeline and Village of Milford property.

Wayfinding signage was designed to indicate to users of the 4+ mile trail system, the distance and direction to downtown Milford, the YMCA, the public library, Kensington Metropark, and other significant destinations.



Village of Lake Orion Children's Park



Client: Village of Lake Orion

Completion Date: 2011

Services:

- Concept design plan
- Grant assistance
- Construction documents

Wade Trim worked with the Village of Lake Orion in development of a 5-year Parks and Recreation Master Plan. During development of the Master Plan, the Village held a public workshop and meetings with the Village Downtown Development Authority (DDA) to gather input related to parks and recreation improvements in the community. During the development of the Master Plan, conceptual ideas for improvements at Children's Park were documented. The Recreation Master Plan includes a concept plan and the Capital Improvements Schedule reflecting the desire to implement the proposed improvements.

With its central location, amenities and natural features, Children's Park is truly a one-of-a-kind facility within the community. Unfortunately, the park does not adequately serve the community's needs and is in need of updates and renovations. Wade Trim assisted the Village and the DDA in the grant application to obtain Land and Water Conservation Funds from the Michigan Department of Natural Resources and Environment for construction of Phase I of Children's Park.

Funds were awarded for the much-needed renovations at the urban, 1.54-acre park, along the banks of Paint Creek in the heart of downtown Lake Orion. Construction of the improvements included a terraced stone seating area built into the slope along Broadway Street, improved visibility and safe access points into the park

from Broadway, an at-grade slide built into the slope, as well as landscaping and signage.



Record of Past Performance



As we celebrate our 89th anniversary, it is rewarding to look back at our historical accomplishments and how they have helped to shape Wade Trim. We have learned from our experiences and grown tremendously in size, spirit, and technical capabilities. From our beginning as a small firm operating out of the Calvin Theater Building in Dearborn, Michigan serving only a handful of Downriver communities, Wade Trim has grown into a practice of nearly 400 people, working in 19 offices in nine states.

Wade Trim's longevity and business success are due to the values we keep, as expressed in our corporate vision statement – **building relationships on a foundation of excellence**. We are able to attract, develop, and retain creative talented people with proven integrity. Our staff is committed to building and sustaining relationships to become trusted advisors to our clients.

These two factors (relationship building and technical excellence) have allowed us to achieve profitable growth, build a national platform, and create a practice-led firm. We are pleased to share these additional proofs as measures of our success:

- Unlike some of our competitors who have recently been acquired or who have chosen to remain small and rely on teaming opportunities to meet client requirements, Wade Trim continues as an independent, multi-discipline consulting firm. In this manner, we provide a “one-stop” shop approach to problem-solving which allows us to provide cost-effective services in a timely manner.
- We have enjoyed a long-standing working relationship with many of our client communities. As examples, we have provided continuing planning services to the Village of Milford, Oakland County for the past 18 years and to Davison Township, Genesee County since 1988.
- During the current calendar year, we have added 40 new people to our workforce, including the addition of two, senior-level professional planners in our Grand Rapids, Michigan office. Our ability to attract new talent to Wade Trim enables us to bring new perspectives and techniques to our assignments and to share them with professional organizations and students. Janis Johnson, from our Grand Rapids office, previously served as an adjunct professor at Grand Valley State University, teaching planning classes.
- As a Michigan-based firm, we are committed to helping Michigan communities meet their current financial challenges. As such, we are proud of the recent assistance we have provided to distressed communities operating under an Emergency Manager. We have provided community planning or zoning assistance to Highland Park, Allen Park, Ecorse and the City of Pontiac where we helped the City achieve Oakland County's One-Stop Ready status.
- Wade Trim serves five market segments. These are Construction Services, Transportation, Water Resources, ICE (Industrial-Commercial-Energy market), and Municipal Services. Our planners are part of Municipal Services. We have an extraordinary record for completing assignments on time, and within budget. This year, approximately 94 percent of Municipal Services assignments have come in at or below budget. Over the last five years, this percentage was 90 percent.

We encourage you to contact our professional references identified in Section 9 to learn first-hand of our accomplishments and to assess our record of performance.

Government Agency Work History



Our firm's diverse assignments regularly require us to engage municipal and regulatory agencies to address issues of program requirements and compliance, permitting, or funding. At the state and federal level, these agencies include the Michigan Department of Environmental Quality (MDEQ), the Michigan Department of Natural Resources (MDNR), Michigan Department of Treasury, Michigan Department of Transportation (MDOT), the Michigan State Housing Development Authority (MSHDA), Michigan tribal governments, the U.S. Department of Housing and Urban Development (HUD), the U.S. Department of Energy (DOE), the U.S. Economic Development Administration (EDA).

Wade Trim similarly works with county agencies during the course of our work. These agency contacts regularly include County Road Commissions, offices of the County Drain Commissioner, County Health Departments, and County Departments of Community and Economic Development.

Wade Trim has also been certified by the Michigan State Housing Development Authority to perform Cultural Resource Management, Placemaking/Strategic Placemaking, Planning, Program Design and Management Technical Assistance.



9.1 References

We are pleased to provide the following professional references for your consideration:

Mr. Don Green, Supervisor
Charter Township of Milford
1100 Atlantic Street
Milford, Michigan 48381
248.685.8731

Mr. Randy Stewart, Building and Planning Administrator
1280 N. Irish Road
Davison, Michigan 48423
810.653.4156

Tracey Schultz Kobylarz, Supervisor
Charter Township of Redford
15145 Beech Daly,
Redford, Michigan, 48239
313.387.2705



A list of some of Wade Trim's recent awards is provided in Figure 10-1 on the following page.

Figure 10-1 Wade Trim Design Awards

2015

- Design Award – Outstanding Park, Michigan Recreation and Park Association, Crego Park, City of Lansing
- Engineering Merit Award, American Council of Engineering Companies of Nebraska, South Omaha Industrial Area Project, City of Omaha Public Works Department

2014

- Project of the Year, American Public Works Association, Michigan Chapter, Downriver Branch, Brownstown Township Water Main Improvements, Charter Township of Brownstown

2013

- Merit Award - Engineering, American Council of Engineering Companies of Michigan, Van Buren Township Water System Improvements, Charter Township of Van Buren
- Merit Award - Engineering, American Council of Engineering Companies of Michigan, Allen Park SSO Tunnel and Relief Sewer, City of Allen Park
- Grand Award, Florida Institute of Consulting Engineers, Mitchell Water Treatment Plant Improvements, Florida Governmental Utility Authority

2012

- Project of the Year (Environment \$15 to \$25 Million), American Public Works Association, Michigan Chapter and Downriver Branch, Allen Park SSO Tunnel and Relief Sewer, City of Allen Park

2011

- Planning Excellence Award for Best Practice Michigan Association of Planning, Novi Non-Motorized Master Plan, City of Novi
- Honor Award – Landscape Planning & Analysis, American Society of Landscape Architecture of Michigan, Hamilton Dam Modifications and Flint Riverfront Restoration Plan, City of Flint

- Project of the Year Award, Environment – Water (\$5 to <\$25 Million), American Public Works Association, Michigan Chapter, Van Buren Township Water System Improvements, Charter Twp. of Van Buren

2010

- Award of Excellence, Decorative Category (Municipal or Commercial), Michigan Concrete Association, City of Plymouth Downtown Intersection Improvements
- 2010 Project of the Year Award, American Public Works Association, Michigan Chapter, Downriver Branch, Van Buren Township Water System Improvements, Charter Township of Van Buren
- Engineering Merit Award, American Council of Engineering Companies of Michigan/MSPE Henry Ford West Bloomfield Hospital Henry Ford Health System
- Surveying Merit Award, American Council of Engineering Companies of Michigan/MSPE I-696 Wall Monitoring Survey Michigan Department of Transportation
- Site Design Award, Michigan Recreation and Park Association, Riggs Park, Charter Township of Van Buren

2009

- Downriver Greening Award (for a Large Business) Southern Wayne County Regional Chamber
- Quality of Life Award, American Society of Civil Engineers, Michigan Section, Southeastern Branch Lower Rouge River Sanitary Relief Sewer Charter Township of Canton
- Outstanding Achievement Award, American Council of Engineering Companies of Ohio NEORSO Southerly CSO Early Action Project 2C Northeast Ohio Regional Sewer District
- Engineering Honorable Conceptor Award, American Council of Engineering Companies of Michigan, Van Buren Township Equalization Basin and Force Main
- Honorable Mention, Residential Streets, Michigan Concrete Paving Association, Maplewood Avenue Reconstruction, City of Garden City

Project Understanding and Program Approach



As a southeast Michigan-based firm, we are familiar with regional issues and trends affecting Northfield Township, such as the US-23 Active Traffic Management lane improvement project (recently approved by SEMCOG), the WALLY commuter rail project connecting Livingston County to Ann Arbor, the purchase of development rights under the City of Ann Arbor's Greenbelt Program, and the failed attempts to annex the Whitmore Lake School District by either the Dexter Community Schools or Ann Arbor Public Schools.

In preparation for this submittal, we have also taken the opportunity to become better acquainted with Northfield Township's planning programs and land development issues by examining past meeting minutes of the Township Board and the Planning Commission, examining the current Master Plan (adopted in 2012), and reviewing the Township's current Zoning Ordinance, including recent amendments to the LI, Light Industrial District, the GI, General Industrial District, adding a new Whitmore Lake/North Territorial Overlay District, and revising setback distances in the Manufactured Housing Community District. During this cursory review, we also learned:

- The Township Board will now be responsible for updating the CIP.
- The DDA Tax Increment Financing Plan was recently updated by "re-setting" the TIF.
- The Township is pursuing development of a non-motorized path and a BMX (bicycle motocross) Park.
- The Recreation Plan is being updated by the Township Manager.
- Cobalt Community Research has been authorized to conduct a Citizen Survey.
- A capacity study of the sanitary sewer study was recently completed by Tetra Tech.

- The Township Board convened a retreat on February 27, 2015 to identify priority goals, including the need to frame the development debate "more concretely and specifically" and sensing that the Township is losing ground in desirability, housing values, while areas around Northfield Township are doing better.
- Biltmore Development owns 460 acres and is interested in working with the Township to plan its development.
- The request from Biltmore Development has instigated an effort to update the existing Master Plan by preparing a Subarea Plan for property known as Area 2 (property approximately one-half mile west of, and adjacent to, U.S. 23, north of Ann Arbor Township and South of North Territorial Road).
- The Northfield Township Green Infrastructure Mapping Project by the Huron River Watershed Council is underway.
- Northfield Neighbors – a local advocacy group – is actively engaged to maintain the Township's rural character.
- In September 2014, the Ann Arbor Township Supervisor made a presentation to the Township Planning Commission to discuss the success of its Purchase of Development Rights Ordinance and the passing of a local millage (0.7 mills for 20 years) to support it.

In recognition of the unique issues facing the Township, it now wishes to engage a professional planning firm that has expertise in the following areas:

1. Planning in a community that is a mix of rural, suburban, and small town.
2. Capitalizing on natural resources, including rural character and beautiful inland lake.

3. Experiencing dealing with conflict between the desire to preserve natural areas/large lot zoning and the desire to grow.
4. Revitalization of underdeveloped and disinvested small downtowns.
5. Pressure for new suburban style residential housing development.
6. Multiple school districts that having varying degrees of desirability, leading to development pressure in some areas and not others.
7. Economic development background.

Wade Trim has the expertise to help Northfield Township address each of these issues; however, our experience has shown that they can only be addressed if we first devote our energies to developing a process for engaging in an unbiased debate over the future of the community, culminating in a shared vision for the future. The benefits for undertaking such a community visioning process are well documented. It can:

- Foster community commitment and desire for action.
- Align energy, resources, and capabilities to shared desired outcomes.
- Provide priorities for resource allocation.
- Create a framework for accountability.

We have developed an effective approach to address these expected outcomes based on the tenants of “creative collaboration”, a highly participatory process that involves: discovering different views and perspectives; sharing goals, building a new shared understanding; and creating new value.

Wade Trim also believes goals come last. To define goals, we rely on a decision-making protocol that prevents domination by any one individual or constituency or “going in circles”. We use the Group Development Model which involves all parties who will likely be impacted by the outcome, and then gaining group agreement on how they will work together, make decisions, and address conflict. Thus, our recommended approach is to provide general planning services under a framework for development that is consensual – not that everyone agrees, but everyone agrees that a best decision has been reached. We can then decide if an update of your 2012 Master Plan is warranted, and finally help you implement your development goals as your “staff planner” that clearly support the community’s shared vision for tomorrow.

Professional Services, Fees and Conflicts of Interest



General planning services are proposed to be charged against a monthly-retainer fee. Review of development applications will be billed in accordance with Wade Trim's then-current Development Review Fee Schedule. We propose that the cost for completing special projects/assignments be negotiated separately and billed either on a "cost plus maximum fee" or "lump sum fee" basis. Expert witness assistance will be charged using our then-current Hourly Billing Rate Schedule. Each of these approaches is more fully described below.

12.1 Monthly Retainer Program

Wade Trim proposed to charge \$1,200 per month (\$14,400 per year) to provide the following general planning services.

1. Prepare for and attend each regularly scheduled Planning Commission meeting (two per month).
2. Provide unlimited consultation by telephone or email with Township elected and appointed officials, Township staff, Township consultants, and the Township Attorney in all matters pertaining to the administration and enforcement of the Township's planning and zoning programs.
3. Provide unlimited consultation by telephone or email with developers, citizens, property owners or other interested parties relating to the administration and enforcement of the Township's planning and zoning programs. (Please note that our personal attendance at such meetings will be charged in accordance with the terms of our then-current Development Review Fee Schedule. Refer to Section 12.2 below.)
4. As directed by the Township Manager, provide written staff reports and updates to the Board of Trustees when site plans, zoning changes, and ordinance changes are scheduled to be discussed and debated.
5. As directed by the Township Manager, prepare for an attend Township Board meetings when land development applications, ordinance changes, or planning and development issues will be discussed and debated. (For purposes of our proposal, we have assumed four meetings per year.)
6. Make available the firm's planning-related resources such as planning documentation files, sample ordinances, and reference books and periodicals.
7. Advise the Township Manager, Township Board, Planning Commission, Zoning Board of Appeals, and Downtown Development Authority in matters dealing with new state laws, and changes to existing laws and development regulations, relating to zoning and land development.
8. Annually update the Township's Zoning Districts Map and provide one color, display-quality copy of it and 50 color copies suitable for distribution.
9. Act as the technical advisor for the community, coordinating with county, state, and federal agencies on matters relating to the municipality's plans for zoning and development.
10. Provide general information to the Township on state and federal funding programs that contribute to local planning and economic development programs, and assist the Township in determining eligibility and application submittal requirements.

The monthly retainer fee is inclusive of all labor charges and other direct costs (such as travel expenses, photocopies, equipment rentals, etc.).

12.2 Review of Development and Permit Applications

We will review all development projects or permit applications and provide a written report on them for consideration by the Township Planning Commission and Township Board. Our charges for preparing a formal review letter are based on our then-current Development Review Fee Schedule, with fees payable by the applicant.

Wade Trim annually prepares a Development Review Fee Schedule for client use to estimate our cost for undertaking a review of a development project or permit application. These costs are intended to be escrowed with the community prior to our commencement of the work, along with additional costs (notice publication, review by others, etc.) likely to be incurred by Northfield Township. The applicant's deposit, in an amount specified in the Development Review Fee Schedule, is required to be collected by the Township prior to forwarding the plan or permit application to Wade Trim for our review. Development review fee costs may vary depending on the completeness and complexity of the plan or permit application; thus, actual charges may occasionally exceed estimated fee amounts.

A copy of our proposed Development Review Fee Schedule is attached at the end of this section as Figure 12-1.

12.3 Special Project and Assignments

Wade Trim would be pleased to assist Northfield Township in the preparation of funding applications, leading the update of the Master Plan, tax increment financing and development plans, capital improvement programs, corridor studies, subarea development plans, recreation plans, environmental studies, complete street studies or non-motorized master plans, environmental studies and investigations, housing studies, community visioning or strategic plans, and similar efforts, as may be requested by the Township.

Our fees for providing special project assistance would be negotiated as separate contracts, and billed either on a "cost plus maximum fee" (applying individual hourly billing rates

against the level of effort of each professional involved, plus direct charges, up to an agreed-upon maximum value), or "lump sum fee" (all inclusive fee with an established maximum value) basis.

12.4 Hourly Billing Rate Services

Other services not identified above would be billed in accordance with our then-current Hourly Billing Rate Schedule. Hourly billing rates for expert witness services or other consulting as it relates to legal matters is charged at a multiple of 1.5.

12.5 Conflict of Interest

There are no known or potential conflicts of interest between Northfield Township and Wade Trim.

Traditionally, Wade Trim's primary clients have been local communities where we serve on a project or continuing services basis. Opportunities are frequently encountered to provide professional services for private clients on projects in communities where we enjoy an on-going relationship. On-going professional relationships with client communities are considered vital to the continued success of Wade Trim. As such, nearly 20 years ago Wade Trim adopted a formal policy to address potential conflicts of interest which remains in effect today: "The interests of municipalities shall be given priority over competing interests".

Many times client communities have requested that we perform professional services for private clients on projects planned for them because they feel we will make sure the community's interests are protected. The private client understands the community's expectations for our involvement and accepts the fact that we are seeking a win-win for both parties. Wade Trim, however, will only accept private work within client communities in two circumstances. If the project does not require the approval of the client community (such as preparing a lot survey to document existing conditions), it can be accepted without debate. If a project will be subject to the review of our client community, and Wade Trim will assist in that review, full disclosure of the potential involvement must be made to the client community and their approval received before the assignment is accepted.

Figure 12-1 Development Review Fee Schedule

**Wade Trim
2015 Development Review Fee Schedule**

The following Development Review Fee Schedule is to be employed for estimating the consultant's costs for undertaking a professional planning review and preparing a written report to the community regarding the various types of development proposals. These costs may be passed through to the developer, along with any additional costs (publication, reviews by others, etc.), incurred by the community.

The developer's deposit, in an amount determined from this review fee schedule, is collected by the community prior to forwarding the plans to Wade Trim for review. Development review costs may vary depending on the completeness and complexity of the application.

1. Subdivision (Plat) Review (for Conventional, Manufactured Home, Commercial or Industrial Subdivision)
 - a. Pre-Preliminary plat review \$750
 - b. Preliminary plat review
 - 1) Tentative approval \$1,000 plus \$5 per lot
 - 2) Final approval \$250 plus \$2.50 per lot
 - c. Final plat review \$250
2. Site Plan Reviews
 - a. Detached single-family condominium (site-condos), multiple-family or mobile home park developments \$1,000 plus \$5 per dwelling unit
 - b. Cluster housing development \$750 plus \$5 per dwelling unit
 - c. Commercial or office development \$750 plus \$25 per acre or fraction thereof
 - d. Industrial development \$750 plus \$25 per acre or fraction thereof
 - e. Public or semi-public uses \$500 plus \$25 per acre or fraction thereof
 - f. Planned neighborhood, unit, or mixed-use project
 - 1) Concept Plan Review \$500
 - 2) Preliminary Review \$1,000 plus \$5 per unit or lot
 - 3) Final Review \$250 plus \$2.50 per unit or lot
 - 4) Development Agreement Review \$500
3. Special Approval/Conditional Use \$1,000

4.	Rezoning Review	\$1,000
5.	Sketch Plan Renewal	\$200
6.	Lot Split Review	\$500
7.	Historic District/Architectural Commission Reviews	\$500
8.	Dimensional (Non-Use) Variance Review	
	a. Commercial	\$500
	b. Residential	\$250
9.	Use Variance Review	\$1,000
10.	Street/Alley Vacations	\$250
11.	Plan Revisions	50 percent of initial review fee
12.	Applicant Assistance Conferences	Current Hourly Rate Schedule
13.	Review of Woodlands and Wetlands Plans and/or Field Inspection of Same	Current Hourly Rate Schedule
14.	Site (Traffic) Impact Analysis	Current Hourly Rate Schedule
15.	Master Deed Review	\$500

* Subconsultant assistance (if necessary) is charged at cost times 1.15. Special billing rates apply in matters requiring expert witnesses or other consulting as it relates to legal matters.



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