




City of Hartford * County of Van Buren * State of Michigan

TO: Mayor Hall and the Hartford Commission

FROM: Nicol Brown, City Manager 

DATE: October 16, 2024

RE: **APPROVAL OF MCKENNA ASSOC. FOR PLANNING SERVICES**

ITEM BEFORE THE COMMISSION:

The item before the Commission is to approve McKenna Associates' planning services proposal.

DISCUSSION:

The City Manager has been in extensive discussions with planning consultants to assist the City with planning services such as site plan review, zoning review, special use permits, and other services, which include an application fee. After an introduction from the Michigan Association Planning (MAP) conference, the city manager received a proposal from McKenna Associates. In October, I met with the Planning and Municipal department management and staff augmentation services of McKenna Associates to ensure they thoroughly understood the areas where we needed planning assistance, building, zoning, and code enforcement. The cost of planning services will not exceed the cost derived from planning applications and fees. McKenna will bill the city on an hourly rate.

McKenna offers general planning services for state-funded project-based selection. They will provide project scopes, timelines, and accounting for the projects. The cost of the general planning services will be incurred upon the City receiving state or federal grant funding.

McKenna uses a project approach to work with small communities like Hartford. The communities are Royal Oak Twp, Highland Park, River Rouge, Lexington Twp, and Pleasant Ridge.

Donovan Smith, Principal, would be the city's lead planner. Donovan has completed the site plan review for Casey's project and assisted me with submitting an application to MSDHA for the Housing Readiness Incentive Grant. If awarded, the eligible activities include adopting land use policies, master plan updates, and zoning text amendments. The City's Master Plan will need an update in 2025.

RECOMMENDATION:

The City of Hartford City Commission approves McKenna Associates' planning services proposal.



MCKENNA

October 30, 2024

Nicol Brown
City Manager
City of Hartford
19 W Main St #1
Hartford MI 49057

Subject: Planning Department Performance Based Services

Nicol Brown,

We are excited and pleased to present the City of Hartford with this proposal for Planning Services. McKenna understands that for the City of Hartford, steady residential, commercial, and industrial reinvestment can help stem tax base decline and stimulate the community. We anticipate that the future of Hartford will require attention and expertise in operating, administering, and growing Planning & Zoning Departments. Our proposal provides the City of Hartford with community planning services to help stimulate and manage reinvestment in the interest of the community. See below a summary of the revisions to the cost and fee proposal, and the key aspects of the Planning and Zoning Department Service proposal.

Planning and Zoning Reviews

Will be performed on a performance basis. Costs associated with Planning Reviews and Services are covered by application fees. We have a deep and qualified group of professionals that ensure these reviews are performed in a timely and cost-efficient manner.

- Planning Commission, Zoning Board of Appeals, City Council, TIFA, BRA, or other Planning and Zoning meetings are budgeted for with cost derived from planning applications and plan reviews.

General Planning Services

We understand that the City may be seeking additional funds for General Planning Services, supporting the creation of positive economic impacts and administration productive reuse of land and best planning practices.

We are experienced in offering state funded Planning Services, and upon project selection McKenna can provide detailed project scopes, timelines, and accounting for all projects identified and selected by the City of Hartford. Furthermore, we understand the desire of the City of Hartford to maximize the cost effectiveness of partnering with McKenna, while providing the highest level of services to residents and business communities.

HEADQUARTERS

235 East Main Street
Suite 105
Northville, Michigan 48167

○ 248.596.0920
F 248.596.0930
MCKA.COM

Communities for real life.

For this reason, we believe our performance-based proposal for Planning Department Services and grant funded Planning Services minimize the fiscal impact on the City budget while streamlining and maximizing long-term institutional impacts.

Please let us know if you have any questions, or if you would like to arrange a meeting to discuss the budget and the City's priorities in more detail.

Respectfully submitted,

McKENNA



Donovan Smith

—

Principal Planner

MCKENNA

○ 248.596.0920 | F 248.596.0930

235 East Main Street, Suite 105 | Northville, MI 48167

DSmith@mcka.com | mcka.com



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Introduction



McKenna's downtown Northville, Michigan headquarters – a repurposed Ford Motor Company plant designed by Albert Kahn, built in the 1930s. Our workspaces reflect McKenna's commitment to our people, our communities, sustainable design and the rich technology heritage of the Midwest.

McKenna's team of over 30 talented planning and design professionals help municipal leaders develop and maintain communities for real life. From street festivals, neighborhood parks, and storefronts, to parking spots, coffee shops, and farmers' markets, we want your community to thrive. Headquartered in Northville with offices in Grand Rapids and Kalamazoo, Michigan, McKenna provides planning, zoning, community and economic development and urban design assistance to cities, villages, townships, counties, and regional agencies, as well as to select private clients. Our success can be measured by the physical improvements to hundreds of McKenna client communities, and by our 45-year record of client satisfaction and on-time, on-budget delivery.

McKenna currently provides project services to more than 100 communities and private land investors in the Midwest. Anticipating and responding to change is a major distinction of McKenna's practice. Our innovation and depth of experience is a resource for public and private decision-makers; we are a corporation of planners, building code experts, urban designers, and landscape architects formed under the laws of Michigan on May 2, 1978.

HEADQUARTERS

235 East Main Street
Suite 105
Northville, MI 48167
O 248.596.0920
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E info@mcka.com

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GRAND RAPIDS

38 Fulton Street
Suite 400
Grand Rapids, MI 49503
O 616.204.1936
F 248.596.0930
E info@mcka.com

KALAMAZOO

151 South Rose Street
Suite 920
Kalamazoo, MI 49007
O 269.382.4443
F 248.596.0930
E info@mcka.com



Project Approach



1. WHAT WE DO

McKenna helps community leaders and private investors create more vital, interesting, safe, functional, and prosperous places to live, work, shop, play, and do business. We provide planning, zoning, landscape architecture, community and economic development and design assistance to villages, cities, townships, counties, and regional agencies, as well as select private clients. Our success can be measured by the physical improvements to over a hundred McKenna client communities and by our 45-year record of client satisfaction and on-time, on-budget delivery.

- McKenna currently represents a number of mature communities similar in size to Hartford (est. population 2,500) including Royal Oak Township, Highland Park, River Rouge, Lexington Township, Pleasant Ridge.
- McKenna's Hartford team has specific experience with niche communities including Ecorse, River Rouge, Harper Woods, and others, and their specific issues including the challenges of retaining existing residents and business and attracting new investment. Relevant experience of key individuals who will be assigned to this project.
- Our methodical and proactive approach of defining measurable objectives with regular monitoring and reporting will ensure that progress is made on the Village's most important initiatives.
- McKenna's team of professionals has demonstrated success in pushing projects over the finish line. From complex projects involving state, county, local, and private entities, to residential variances, each project receives our full attention to a fair, consistent, and predictable approach.
- Niche communities with legacy properties and neighborhoods typically result in a lot of square pegs and round holes. We can work with the City to develop a lean zoning approach that balances the City's desire for quality development while respecting existing development patterns.
- Our team of experience professional leaders and efficient and effective planners results in the best possible value for the City.

Anticipating and responding to change is a major distinction of McKenna's practice. Often, even experienced public officials or business leaders must face new challenges. In other instances, the challenges are more familiar, but new approaches are needed. In either case, McKenna's innovation and depth of experience is a resource for decision-makers.

PLANNING AND ZONING SERVICES

We have also included provisions for planning and zoning services that are available on an as-needed basis. These include hourly rated services such as attendance at Planning Commission, Zoning Board of Appeals, and City Council meetings, and fixed fees for reviews including site plans, special land uses, and variance requests.

Prepare Applicants As necessary, and as authorized, McKenna will attend pre-application meetings and work with applicants to resolve issues that may impact their particular application. This approach facilitates approvals in a timely and efficient manner. Our service results in swift and consistent reviews, and clear and consistent communication with applicants, City officials, and other stakeholders. By communicating clearly up front, we can facilitate high quality site and building design consistent with the community's goals and priorities.

Site Visits And Research McKenna will perform site visits and remote research on properties that are the subject of development applications or are particularly important to the City's sound and rational development. We are available for on-site meetings at your request.

Technical Input And Review McKenna's professional staff will review submitted development applications for consideration by the Planning Commission, Zoning Board of Appeal, and City Board in a timely manner. These may include applications for zoning text or map amendments, site plans, subdivisions, special use permits, variances or planned unit developments, etc.

Ordinance Development and Amendments as requested by the City, McKenna will advise, assist and coordinate with the Planning Commission, Municipal Attorney, and the Administration regarding amendments to ordinance regulations to meet the community needs.

Attend Meetings as needed, McKenna will attend planning commission meetings, and others meetings when requested. We will provide guidance and assistance regarding local and state legislation, procedures, regulations and planning, zoning and design principles, and from time-to-time, provide a planner's report on planning, zoning and development issues, which may affect the City.

Master Plan and Economic Development Strategy McKenna will continue to support the implementation of the goals, objectives, and action items by coordinating efforts with municipal staff, community stakeholders, and providing regular progress updates.

Municipal Services Professional Experience

MUNICIPAL DEPARTMENT MANAGEMENT AND STAFF AUGMENTATION SERVICES

McKenna professionals are skilled in providing services in municipal offices as permanent or interim support for positions such as Building Official, Planning Director, Zoning Administrator, Community Development Director, DDA/TIFA or Economic Development Director, and Building Department Administrator, and similar positions. In some communities McKenna provides all of these functions.

MUNICIPAL ADMINISTRATION SERVICES

McKenna currently provides or has recently provided department administration services including planning, zoning, building, code enforcement and CDBG in the following communities, among others:

Bay City, Michigan
Buena Vista Charter Twp., Saginaw Co., Michigan
City of Eastpointe, Michigan
Clawson, Michigan
Dearborn Heights, Michigan
Delhi Charter Twp., Ingham Co., Michigan
Fenton, Michigan
Hartland Twp., Livingston Co., Michigan
Hazel Park, Michigan
Hudson, Ohio
Grand Blanc Charter Twp., Genesee Co., Michigan
Kalamazoo Charter Twp., Kalamazoo, Co., Michigan
Lake Orion, Michigan
Lincoln Park, Michigan
London Twp., Monroe Co., Michigan
Lyon Charter Twp., Oakland Co., Michigan
Medina, Ohio
Oshtemo Charter Twp., Kalamazoo Co., Michigan
Oxford, Michigan
Plymouth Charter Twp., Wayne Co., Michigan
Richmond, Michigan
Rochester, Michigan
Rochester Hills, Michigan
Royalton Twp., Berrien Co., Michigan
Saybrook Twp., Ashtabula Co., Ohio
South Lebanon, Ohio
Van Buren Charter Twp., Wayne Co., Michigan
Walled Lake, Michigan
Webberville, Michigan
Westland, Michigan
Williamston, Michigan
Williamstown Twp., Ingham Co., Michigan
Ypsilanti, Michigan

Management Consulting: Building, Zoning and Code Enforcement

Brighton Charter Twp., Livingston Co., Michigan
Ecorse, Michigan
Kalamazoo Charter Twp., Kalamazoo Co., Michigan
Royal Oak Charter Twp., Oakland Co., Michigan

Shared Services Analysis

Van Buren Twp., Michigan

Planning Experience and References



Following are select McKenna clients and references for whom McKenna has provided the services identified.

COMMUNITY AND CONTACT	MCKENNA SERVICES
<p>City of Eastpointe (Pop. 34,318)</p> <p>Kim Homan <i>Assistant City Manager</i></p> <p>City of Eastpointe 23200 Gratiot Ave. Eastpointe, MI 48021 (586) 204-3031</p>	<p>City Planner since 2014</p> <ul style="list-style-type: none"> • 2022 Zoning Ordinance Update • 2020 Master Plan Update • 9 Mile Strategic Corridor Plan • Redevelopment Ready Community Certification Support • Plan Reviews • Zoning Amendments • On-site Zoning and Planning Services • Economic Development • Planning Commission Trainings • Graphic Design and Branding Support
<p>City of Ecorse (Pop. 9,305)</p> <p>Hon. Lamar Tidwell <i>Mayor</i></p> <p>City of Ecorse 3869 West Jefferson Ecorse, MI 48229 (313) 942-9144</p>	<p>City Planner since 2012</p> <ul style="list-style-type: none"> • Corridor Plan • Protected Bikeway Design • Master Plan • Parks and Recreation Master Plan • Grant Writing and Administration • Zoning Ordinance
<p>City of Harper Woods (Pop. 15,492)</p> <p>Mr. John Szymanski <i>City Manager</i></p> <p>Mr. Stephen Lindley <i>Economic and Community Development Deputy Director</i></p> <p>19617 Harper Avenue Harper Woods, MI 48225 (313) 343-2560</p>	<p>City Planner since 1995</p> <ul style="list-style-type: none"> • Zoning Ordinance • 2013 and 2023 Master Plan • Economic Development support • 2023 Parks and Recreation Master Plan • Corridor Planning • Redevelopment Planning

COMMUNITY AND CONTACT**MCKENNA SERVICES****City of River Rouge (Pop. 7,224)**

Mr. Karl Laub
Community Development Director
 10600 West Jefferson Avenue
 River Rouge, MI 48218
 (313) 842-8700

City Planner since 2004

- Development Reviews
- Zoning Ordinance
- Downtown Development
- Master Plan
- Economic Development Support
- Building Department Operations Analysis
- Corridor Plan
- Bikeway Design and Grant Writing/Administration

City of Roseville (Pop. 47,710)

Mr. Glenn Sexton
Assistant City Manager
 City of Roseville
 29777 Gratiot Avenue
 Roseville, MI 48066
 (586) 445-5440

Planning Services since 2021

- Development Reviews
- Zoning Ordinance Amendments

Royal Oak Township (Pop. 2,374)

Hon. Donna Squalls
Supervisor
 21131 Gardenlane - 2nd Floor, Grant School
 Ferndale, MI 48220
 (248) 542-7540

City Planner since 1989

- Department Management
- Zoning Ordinance
- Downtown Development
- Master Plan
- Economic Development Support
- Neighborhood Stabilization/Redevelopment
- Building Department Operations
- Grant Writing/Administration

City of Westland (Pop. 84,037)

Mohamed Ayoub, AICP
*Planning Director,
 Michigan Association of Planning Chapter President*
 36300 Warren Road
 Warren, MI 48185
 (734) 713-3888

City Planner since 2013

- Park and Recreation Plan (2013 and 2018)
- TIFA: 2050 Transformative Plan (2020)
- DDA: Reimagine Ford Road Corridor Plan (2020)
- Master Plan (2024)

Personnel Qualifications, Expertise & Experience

In this section, we highlight our team’s education, experience and skills; McKenna’s Hartford team will customize its approach to address special concerns and needs. Our team of professionals embraces:

- Highly effective public processes
- Economically viable redevelopment strategies
- Information-rich decision making
- Making technical information accessible to decision makers
- Involvement of stakeholders in the planning that affects them
- Land use and resource conservation
- Science-based environmental preservation
- Livable, sustainable communities
- Placemaking
- Active living and active transportation
- Context-sensitive design solutions
- Walkability, bicycling facilities, greenways, trails, complete streets, healthy development policies
- Green design
- Defensible regulations

We have selected a team of seasoned, responsive, and trustworthy professionals to assist Hartford with community planning and redevelopment expertise. Please note that our full roster of planning and design professionals are available to the City.

Each McKenna team member is assigned a combination of ongoing community service work and special project work to keep them fully engaged. While special projects may fluctuate based on opportunities for professional development and innovation, their ongoing community service assignments maintain top priority – that’s how we can assure the City of Hartford that this team will remain consistent.

CERTIFICATIONS

McKenna has professionals available to serve you with the following certifications:

- American Institute of Certified Planners (AICP)
- Licensed Landscape Architect (LLA) - State of Michigan
- MDOT Access Management Certified
- LEED-AP
- Licensed Building, Electrical, Mechanical and Plumbing Inspectors and Administrators
- International Association of Public Participation (IAP2)
- Congress of New Urbanism
- Form Based Code Institute (FBCI)
- National Charrette Institute (NCI)



- Zoning Administration (Michigan State University)

MEMBERSHIPS

Our planners are active members of professional organizations, including the following, to highlight a few:

- American Planning Association (AICP)
- Michigan Association of Planning
- American Society of Landscape Architects
- Congress of New Urbanism (CNU)
- Michigan Municipal League
- International Code Council (ICC)
- Michigan Townships Association
- Michigan Association of Township Supervisors
- Michigan Community Development Association



MCKENNA

THE MCKENNA TEAM

McKenna and the core team proposed for Hartford has successfully worked with similarly situated communities, across the Midwest Specifically, Project Manager Donovan Smith has extensive experience day-to-day site analysis and economic development planning for communities rising to exciting development opportunities, like Hartford. Our Hartford team will further include successful planning and design professionals overseen by Donovan Smith. Donovan will be supported (as needed and authorized) by a McKenna Resource Team of skilled specialists in community and economic development services, specialized to Hartford's needs.

DONOVAN SMITH, PRINCIPAL, PROJECT MANAGER

Donovan Smith will serve as the project manager for Hartford's on-going planning, zoning and redevelopment services, and will be the City's primary contact. Donovan has more than 10 years in professional planning, supporting similar municipalities, and will be responsible for delivering work product to the City, and will be the City's face to the public for planning matters. Donovan has experience in all facets of City planning and zoning administration. He has analyzed complex planning problems and developed recommendations to improve social, economic and cultural welfare across a breadth of urban and strategic plans, formulated recommendations for code and policy revisions to successfully create walkable, vibrant mixed-use districts and researched and analyzed existing physical, economic and social condition data. Donovan has initiated and prepared zoning ordinance amendments, reviewed development proposals for ordinance compliance ranging from re-occupancy to new construction for multi-national corporations, and made recommendations and reports to Planning Commissions, Zoning Boards of Appeal, and elected bodies.

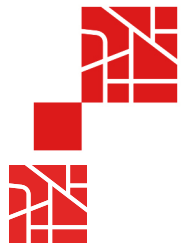
TEAM MEMBERS

We have assembled a stellar team of professionals to work with the Town on the UDO. Each team member will play a critical role in plan development – consider this team an extension of your internal capacity.

Community Manager – Chris Korey, Nic, AICP
Urban Design Specialist – Paul Lippens, NCI, AICP
Urban Design and Architecture – Aayush Patel

Example resumes for the above team follow.

Team Organization and Resumes





Donovan Smith

PRINCIPAL PLANNER

EDUCATION

**Bachelor of Science
Urban and Regional Planning**
Eastern Michigan University

**Pursuant MPA
Public Administration**
University of Michigan

HONORS

Governor's Service Award – Community Initiative's – Flint, Michigan
July 2016

PROFESSIONAL EXPERIENCE

Development & Site Plan Review

Experienced in evaluating and assessing proposed projects for compliance with zoning regulations and design standards. Collaborates with architects, engineers, and developers to ensure that plans aligned with the community's vision for growth and sustainability. Meticulously reviewing site plans, conducting thorough inspections, and providing valuable feedback, contributing to the successful realization of numerous high-quality developments.

Master Planning

Instrumental in shaping the future of communities by creating comprehensive and forward-thinking master plans. Conducts extensive research, engaging with stakeholders, and analyzing various factors such as land use, transportation, and environmental considerations, developing strategic long-term visions. Communities utilize the master plans provided as roadmap for sustainable growth, fostering vibrant and inclusive neighborhoods while preserving the unique character of each locality.

Historic District Administration

Works with communities to preserve and enhance the existing historical fabrics. Collaborates closely with local preservation boards, architects, and property owners to ensure compliance with preservation guidelines and regulations. Supported by organizing educational programs, fostering community engagement, promoting heritage tourism, and the legacy of historic districts.

Downtown Development Authority (DDA) / Tax Increment Financing (TIF)

Collaborates with local Downtown Development Authorities (DDA), contributing to the revitalization and economic growth of downtown areas. By implementing Tax Increment Financing (TIF) strategies, to support the funding of infrastructure improvements, public amenities, and business development initiatives. Facilitates collaboration with stakeholders, business owners, and community organizations, creating vibrant and attractive downtown districts that attract residents, visitors, and investors alike.

Action Planning

Facilitates the development and implementation of actionable strategies to address community needs and achieve specific goals. Conducting community surveys, leading focus groups, and analyzing data, for the identification of priority areas for improvement. Supports collaborating with stakeholders and developing comprehensive action plans that outline specific steps, resource allocation, and measurable benchmarking. Through effective coordination and monitoring, these plans result in tangible improvements and positive change.



Economic Development

Works with communities to attract investment, create jobs, and foster prosperity within through strategic and implementation planning. Utilizing market research, identifying target goals and industries, and implementing targeted economic development strategies to stimulate economic growth. Developing business retention strategies and expansion efforts to support workforce development initiatives for the overall economic well-being of the community.

Neighborhood and Site Design

Utilize best practices and expertise to shape the physical environment and create spaces that fostered community well-being. By utilizing principles of urban design, landscape architecture, and placemaking, to support community development of aesthetically pleasing and functional designs. Implementing pedestrian-friendly streetscapes, cohesive public spaces, or sustainable neighborhoods, and creating vibrant and inclusive environments that improve the quality of life for residents.

Project Management

Leads and coordinates multifaceted initiatives from inception to completion. By developing project plans, managing budgets, and overseeing timelines, to ensure that projects were delivered on time and within scope. Through effective communication, team coordination, and problem-solving, mitigating risks and resolving challenges along the way. Brings project management expertise from infrastructure development to community revitalization projects for ensured successful outcomes.

Geographic Information Systems (GIS)

Proficient user of Geographic Information Systems (GIS), leverages spatial data and analysis to support evidence-based decision-making. Mapping and visualizing data related to land use, demographics, and infrastructure, to provide valuable insights to inform planning and development processes.

TEACHING

Lecturer of Urban & Regional Planning, Eastern Michigan University

October 2023 – Present

COMMUNITY SERVICE

City Planning Commission (CPC) – Detroit, Michigan

September 2020 – Present

MEMBERSHIPS

American Planning Association
Michigan Association of Planning
Project Management Institute



M. Paul Lippens, AICP, NCI

VICE PRESIDENT
DIRECTOR, KALAMAZOO STUDIO

EDUCATION

Master of Urban Planning
Taubman College
University of Michigan

Bachelor of Arts
Hampshire College

HONORS

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

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

Implementation Award, 2013
Illinois American Planning Association

Best Practices Award, 2012
Illinois American Planning Association

PROFESSIONAL EXPERIENCE

Complete Streets Policy and Implementation

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

Bicycle and Pedestrian Plans and Safety

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

Trail Planning and Access Studies

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

Multi-Modal Transportation System Planning and Design

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



PROFESSIONAL EXPERIENCE

Signs and Wayfinding Systems

Created wayfinding and identity signs in relation to urban design projects in Terre Haute, West Baden Springs, and French Lick, Indiana and bicycle sign systems in Midlothian, Palos Park, Berwyn, Schaumburg, and Mount Prospect, Illinois. These projects included the design of the graphic pieces and the coordination of sign manufacturing and wayfinding campaign plus an interpretive sign campaign for the National Road Scenic Byway Trail in Terre Haute, Indiana. Managed the installation of MUTCD approved bicycle wayfinding signs in several Chicago suburbs.

Comprehensive and Subarea Planning

Led Master Plan efforts for Garden City, Portland, Midlothian Township, Inkster, Paw Paw, Tecumseh, and Commerce Township. Engagement techniques included steering committees, local business interviews, field intercept surveys, focus groups and charrettes. Identified four goal areas by public process to guide the downtown economy, place, sustainability, and transportation. Additional planning examples include the Oak Park, IL Comprehensive Plan, the Evanston IL, Main Street Station Area TOD study, and a Downtown Vision Plan for Terre Haute, IN.

Housing and Energy Efficiency

Created development visions for energy efficient affordable housing projects for the City and County Department of Community Development. Created maps to illustrate affordable housing distribution comparative to low-moderate income census tracts. Evaluated feasibility and impacts of straw bale affordable housing development including a site plan, budget/cost estimates, and energy efficiency analysis comparing life cycle costing of straw bale with traditional development. Created an economic analysis of the feasibility of utilizing under-performing public land holdings to create more affordable housing.

Environmental Planning

For Ann Arbor's "State of the Environment Report," created illustrations of environmental policy issues affecting the City, including, maps of the watersheds, floodplains, lighting usage, contaminant sources and sites; conducted data analysis and prepared illustrative graphs to address goals for phosphorus reduction and energy use. Developed Mitigation Plan that assessed flood impacts on neighborhoods and a comprehensive land use approach to floodplains with additional work on water protection activities and hazard mitigation planning.

Urban Design

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

Community Development

Managed the preparation of a Five-Year Consolidated Plan for a multi-jurisdictional HUD grant Consortium, including all project management and public engagement tasks. Responsible for document preparation, including submittal of Consolidated Plan using the eCon Planning Suite via HUD's Integrated Disbursement and Information System (IDIS).

Ordinance and Regulatory Review

Developed a Flood Mitigation Ordinance which involved public engagement, research of best practices, new ordinance drafting, and the evaluation of land use, infrastructure, and economic impacts. The project was vetted thoroughly with the Planning Commission, including public presentations.

MEMBERSHIPS

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

CERTIFICATIONS

National Charrette Institute (NCI)

Charrette Systems and Management and Facilitation



ACTIVITIES & PUBLIC SERVICE

Adjunct Professor of Urban Planning & Policy, University of Illinois Chicago (2013)

Board of Directors, Transportation Riders United (TRU) (January 2014 to Present)

Planning Commissioner, City of Ypsilanti, MI (2006-2007)

SELECT PRESENTATIONS

“Planning for Tomorrow’s Mobility”

MTPA Annual Conference, Grand Rapids 2017

“Decoding Complete Streets”

MAMC Annual Conference, Kalamazoo, 2017

“Hey Ho, Let’s Go: Bike 2.0”

MAP Annual Conference, Kalamazoo, 2016

“Bike 2.0, Getting There From Here”

MML Annual Convention, Mackinac Island, 2016

“Promoting Your Community’s Assets Through Wayfinding”

MAP Annual Conference, Detroit, 2015

“Decoding Complete Streets”

MAP Annual Conference, Mackinac, 2014

“Removing the Silos: Integrating Land Use & Transportation in Local Plans”

APA-CMA Conference, Chicago, 2013

“Complete Streets Implementation”

APA National Conference Session, Chicago, 2013

“The Boulevards and Beyond”

APA National Conference Session, Chicago, 2013

“Complete Streets: Tools to Move from Idea to Practice”

Tuesdays at APA/Chicago, Chicago, 2012

“Lessons in Completing Streets”

Complete Streets Forum, Toronto, 2012

“Complete Streets Implementation in Chicagoland”

APA National Conference Session, Los Angeles, 2012

“Creating Effective Bicycle Signage Systems”

The Change Institute, Rosemont, Illinois, 2010



Christopher D. Khorey, AICP

VICE PRESIDENT

EDUCATION

Master of City and Regional Planning
University of Pennsylvania

Bachelor of Arts
University of Notre Dame

HONORS

Crain's Grand Rapids Business 40 Under 40, Class of 2024

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

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

Award for Excellence in Student Publications,
University of Pennsylvania

PROFESSIONAL EXPERIENCE

Community Planning, Master Plans

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

Market Analysis

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

Zoning

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

Redevelopment Planning and Management

Develops neighborhood plans for CDBG communities experiencing economic transition. Creates vision for redevelopment and investment in legacy neighborhoods and communities.

Facilitation and Public Engagement

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

Development Review

Provides ongoing development review services and technical advice and recommendations to approval agencies for cities, villages, and townships including site plan, special land use, subdivision, variance, and rezoning for residential, commercial, industrial, mixed use, and planned unit developments.



PROFESSIONAL EXPERIENCE

Wireless Services

Specializes in wireless telecommunications planning and regulation, including review services, drafting and approval of revised wireless regulations and proactive planning for new infrastructure.

Parks and Recreation Planning

Completes Parks and Recreation Master Plans meeting MDNR requirements for a wide range of communities throughout Michigan. Targets grant programs for parks improvements and provides ongoing services to a Parks and Recreation Commission undergoing the implementation of their plan. Engages the public in the parks and recreation planning process through visioning sessions, online surveys, and presentations at public hearings.

Mobility

Envisions creative solution to multi-modal mobility challenges, including bicycle and pedestrian infrastructure, optimizing public transportation coverage, and right-sizing road capacity.

PUBLICATIONS

“Smart Decline or False Hope? Evaluating the Genesee County Land Bank in Flint, Michigan.”

University of Pennsylvania, May, 2010.

MEMBERSHIPS

American Institute of Certified Planners

American Planning Association

Congress of New Urbanism

Michigan Association of Planning



Proposed Fee & Time Frame

PERFORMANCE BASED SERVICES

We propose to provide planning and zoning department services with the hourly fees included in our proposal dated June 22, 2023 and below; with specific fees for special projects such as the zoning ordinance update, department assessment, and redevelopment site planning.

McKenna will work with the City’s administrative team to provide performance-based services, supported by application and permit fees, limiting the fiscal impact of the community, while providing the community with much needed planning and zoning services.

Our planning services can be invoiced on a performance basis. We are happy to develop a mutually aggregable payment and department fee schedule which can accommodate the cost of professional planning and zoning services.

ADDITIONAL HOURLY SERVICES

Any services not identified below shall be invoiced at an hourly rate. Prior estimates are given for hourly services. For requested services, including travel time to meetings not included in the retainer or as part of regularly scheduled on-site office hours, McKenna’s professional hourly rates are as follows.

Professional Classification	Hourly Rate
President	\$150
Executive or Senior Vice President	\$145
Vice President	\$140
Senior Principal or Manager	\$130
Principal	\$125
Senior	\$120
Associate	\$115
Assistant	\$110

Rates include the following overhead: accounting, legal, advertising and promotion, licenses, books, publications and maps, meals, business entertainment, memberships and subscriptions, computer technology, office space and parking, charitable contributions, office equipment, professional dues, office supplies, furniture and fixtures, postage (except overnight), graphics supplies and general software, insurance, taxes, interest, and telephone.

These rates do not include photography, outside reproduction, documents or materials purchases, which are invoiced additionally.



Areas of Service

Community Planning

- Master Plans (Cities, Villages, Townships, Counties and Regions)
- Strategic Planning Facilitation
- Neighborhood Preservation Plans
- Redevelopment Plans
- Corridor Plans
- Downtown Plans
- Growth Management Plans
- Park and Recreation Plans
- Capital Improvements Programs
- Community and Fiscal Impact Analysis
- Waterfront Planning
- Open Space Planning
- Historic Preservation Plans
- Transportation and Parking Plans
- GIS Analysis and Alternative Testing
- Access Management



Economic Development

- Public/Private Partnerships
- Brownfield Redevelopment Planning
- Downtown Redevelopment Action Plans
- Corridor Redevelopment
- Tax Increment Finance Plans
- Grant Applications
- Redevelopment Project Management
- Market Studies: Retail, Commercial, Residential, Industrial, Institutional
- Redevelopment Financing Assistance
- Land Assembly/Eminent Domain Assistance



On-Site Management Services

- Zoning and Planning Administration
- Tax Increment Finance Authority Management
- Downtown Development Authority Administration
- CDBG Administration
- Housing Rehabilitation
- Project Management – Capital Improvement Projects
- Redevelopment Project Administration
- Community Development Administration
- Economic Development Administration

Building Department Administration

- Zoning Administration
- Building Code and Zoning Enforcement
- Building Inspection
- Electrical, Mechanical and Plumbing Inspections
- Property Maintenance and Housing Inspection
- Landscape Construction Observation
- Code Enforcement
- Compliance with State
- Department Management Plans

Development Codes

- Zoning Ordinance
- Zoning Ordinance and Resolution Review and Preparation
- Continuing Advisory Services to Elected and Appointed Officials, Planning and Zoning Commissions, and Boards of Appeal
- Subdivision and Condominium Regulations
- Form-Based Codes
- Environmental Regulations – Wetlands, Woodlands
- Expert Witnessing and Court Testimony on Zoning
- Sign Regulations
- Annexation Advisory Assistance
- Sex-Oriented Business Regulations and GIS Testing
- Open Space Regulations
- Planning and Zoning Code Training Seminars
- On-Site Zoning Administration

Parks and Recreation

- Parks and Recreation Master Plans
- Park Design (neighborhood, community, regional)
- Ball Field Planning and Design
- Park and Recreation Facilities Design
- Bikeway and Trail Planning and Design
- Grant Applications
- Public Participation
- Universal and ADA Accessibility
- Park and Recreation Furnishings



Complete Streets and Transportation Planning

- Complete Streets Policy Development
- Complete Streets Design Guidelines
- Complete Streets Procedure and Implementation
- Corridor Plans
- Streetscape Plans
- Bicycle & Pedestrian Plans
- Bicycle Parking Plans
- Bicycle Sign Plans
- Bike Share Feasibility Studies
- Intersection Design & Crossing Plans
- Zoning and Regulatory Review
- User Maps and Wayfinding Studies
- Transportation Master Plans
- Site Plan Review of Transportation Facilities
- Circulation Studies Vehicles and Pedestrian
- TOD Studies
- Education and Training
- Transportation and Parking Plans
- Access Management
- Parking Studies

Public Participation (NCI Certified)

- Charrettes
- Hands-on Workshops
- Focus Groups
- Roundtable Discussions
- Surveys (telephone, online, direct mail)
- Public Hearings
- Open Houses
- Interactive Citizen Advisory Committees
- Youth Outreach
- Community Walks and Bike Rides
- Pop-Up / Storefront Workshops
- Consensus Building
- Participatory Decision-Making
- Interviews (one-on-one, intercept)
- Community Preference Surveys

Community Development

- HUD CDBG Administration
- Analysis of Impediments to Fair Housing
- Environmental Review Records
- Consolidated Plans
- Elderly Housing Assistance
- Five Year and Annual Action Plans
- CDBG Program Planning and Applications
- Housing Rehabilitation Administration
- Market Studies – Market Rate, Elderly and Assisted Housing
- Housing Market Studies (MSHDA approved)

Urban Design

- Community Design Plans
- Placemaking Strategies
- Parks, Greens, Commons and Plaza Design
- Streetscape Design
- Site Planning
- Community Character Planning
- Historic Park Design
- Computer Visualization (before/after)
- Design Review
- Site Evaluation and Selection
- Design Manuals
- Neo-Traditional Design (TND)
- Urban Form Pattern Books
- Mixed Use (residential, retail, office, public, institutional) Design
- Public Art

Sustainability Plans

- Sustainability Indicators Analysis, Evaluation Criteria, and Program Improvements
- Develop Neighborhood Stabilization Plans
- Green Infrastructure Plan for Community's Public Property
- Walkable/Bikeable Audits and Implementation Plans
- Community Master Plan, Strategic Plan, or Capital Improvement Plan
- Plan for Low Impact Development (LID) Components
- Local Planning and Zoning
- Access Management Plans for Transportation Corridors

Landscape Architecture

- Residential Development Plans (single family detached/attached; multi-family, elderly, mixed use, townhouses) Conventional & Cluster
- Site Analysis and Design
- Site Layout and Planning
- Construction Drawings and Construction Observation
- Landscape Architecture (MSHDA-approved)
- Arborist Services (tree surveys and maintenance plans)
- Greenways and Trail Planning and Design
- Native Plant Landscapes
- Wayfinding, Signs, and Interpretive Stations
- Environmental Performance Standards
- Public Art Development
- Public Space Design – Greenways, Bikeways, Streetscapes
- Wetlands, Woodlands, Groundwater, Aesthetic, and Vista Protection Regulations
- Sustainable Landscape Design





MCKENNA

Memorandum

TO: Nicol Brown, City Manager, City of Hartford

FROM: Donovan Smith, Principal Planner

SUBJECT: **MSHDA'S Housing Readiness Incentive (HRI) Grant Program;
City of Hartford - MSHDA Grant Project Opportunities**

DATE: November 8, 2024

McKenna is thrilled to announce the availability of the Housing Readiness Incentive Grant program to the City of Hartford. This initiative, released by the Michigan State Housing Development Authority (MSHDA) on January 16, 2024, operates on a first-come, first-served basis. The program aims to allocate funding to projects that contribute to the increase of housing supply and housing affordability within communities.

As of October 1st, 2024, there are remaining funds for communities not actively engaged with the Redevelopment Ready Communities Program, this means there is still available to submit for grant funding. The projects funded by this grant, including updated land use policies, master plan updates, and zoning text amendments, should be tailored to address the distinct housing and economic development needs of Hartford. Notably, the Housing Readiness Incentive Grant does not mandate matching funds or resources from Hartford. McKenna has proposed to oversee and manage all activities related to eligible grant activities, streamlining the process, and ensuring effective utilization of the grant for the benefit of the community.

The Housing Readiness Incentive Grant aligns with the objectives outlined in the Michigan Statewide Housing Plan. McKenna has identified multiple grant project opportunities that are viewed as catalytic drivers for both housing and economic development in the City of Hartford. This strategic alignment with statewide goals and the identification of projects with the potential to stimulate growth underscore the significance of the grant in advancing the city's overall development objectives.

At your earliest availability, we would like to schedule a discussion around potential project opportunities and to review the submission process moving forward. We see this as a great opportunity for the City of Hartford and the communities' efforts to support a diverse housing community.

Thank you for your consideration.

Donovan Smith,
Principal Planner

HEADQUARTERS
235 East Main Street
Suite 105
Northville, Michigan 48167

☎ 248.596.0920
☎ 248.596.0930
MCKA.COM

Communities for real life.



GRANT APPLICATION

1. **Activity Title:** Master Plan Update
2. **Please Describe the Activity:**

The City of Hartford, which currently follows an adopted joint Master Plan with Hartford Township, aims to develop a long-range Community Plan that focuses specifically on the needs and future of the city. The proposed Community Plan will build on Hartford's long-term strategies to achieve the housing goals and objectives outlined in the Joint Hartford Community Plan. The City of Hartford seeks to emphasize housing development strategies in the Community Plan, addressing the regulatory and administrative policies that shape Hartford's housing future.

Through this grant-funded initiative, Hartford intends to create a strategic Community Plan that integrates land use planning, housing development goals, and community input. This approach will ensure a comprehensive and inclusive zoning framework aligned with Hartford's vision for a vibrant, sustainable community.

3. **Please describe how the completed activity will increase housing supply and affordability.**

The desire for a Community Plan for the City of Hartford highlights the community's commitment to advancing strategies for housing and overall community development. Grant activities will involve researching, coordinating, and developing housing strategies to be included in the Community Plan, aligning it with future trends, state objectives, and Hartford's aspirations. The proposed Community Plan will present community-driven, data-informed goals to support housing supply and identify strategies to address housing cost burdens and improve affordability for residents. An action plan will be developed, providing action steps that the City of Hartford can implement, advancing the strategies and efforts for housing affordability and supply.

4. **Please describe how the completed activity supports one or more goals in the local Regional Housing Partnership's action plan.**

The proposed City of Hartford Community Plan aims to align with the Southwest Michigan Regional Housing Partnership Action Plan and the Michigan Statewide Plan. The Community Plan will enhance access to diverse housing, improve residential quality of life, and expand strategies to increase housing stock. This strategic alignment underscores the city's commitment to fostering inclusive, affordable, and diverse housing opportunities that support broader regional housing goals.

The Community Plan is a proactive response to Goal 1.2 of the action plan, advocating for policy and practice modifications to eliminate barriers within the housing stock. By addressing the needs of marginalized populations, including low-income households, the city aims to create a more equitable and accessible housing landscape. The plan also supports Goal 3.2 by increasing access to stable, affordable, and quality housing, particularly for households with extremely low incomes. In alignment with Goal 4.1 and Goal 4.6, the Community Plan will support the broader regional vision of increasing affordable and "missing middle" housing supply. Through its commitment to accommodating diverse housing types and affordability levels, the City of Hartford contributes to the regional effort to enhance housing accessibility for its residents.



- Goal 1.2: Identify and advocate for modifications to policies and practices to remove barriers across the housing continuum for, those with low incomes, and other marginalized populations.
- Goal 3.2 Increase access to stable and affordable quality housing options for households with extremely low incomes.
- Goal 4.1: Increase the supply of the full spectrum of housing that is affordable and attainable to Michigan residents.
- Goal 4.6 Missing Middle and Workforce Housing: Increase missing middle and workforce housing stock to facilitate greater housing choice.
- Goal 5.1: Equitably expand the supply of affordable and accessible rental units statewide for older adults.
- Goal 5.2: Promote the ability of older adults to age in a place of their choice.

5. **Estimated Month & Year the activity is expected to begin:** February 2025 or Immediately following award.
6. **Estimated Month & Year the activity is expected to end:** January 2026 or 13 months following award.
7. **Will community staff complete the activity, or will all or a portion of the activity be performed by a contractor?**

The services will be provided by a contractor.

8. **If a contractor is used, please identify the name of the contractor:** To Be Determined



GRANT INFORMATION

1. The maximum grant amount is \$50,000 and does not require matching or leverage funds. Funds may be disbursed upon MSHDA's receipt of an executed contract to support the activities, or as a reimbursement upon completion of the activities. Up to two disbursements are available per grant.
2. There are two applicant groups, Categories A and B. \$3 million is allocated to Category A and \$2 million is allocated to Category B.
 - a. Category A: **Non-RRC Communities.** Cities, Townships, and Villages that are not designated as Engaged, Essentials or Certified in the MEDC RRC program.
 - b. Category B: **RRC Communities.** Cities, Townships, and Villages that are designated as Engaged, Essentials or Certified in the MEDC RRC program.

ELIGIBLE ACTIVITIES

Eligible activities include costs associated with:

1. Adoption of land use policies.
2. Master plan updates.
3. Zoning text amendments.
4. "similar actions to encourage increasing housing supply and affordability.

Work may be performed by existing and/or contracted employees and/or **third-party consultants.** Indirect rates and grant administration are ineligible expenses.

APPLICATION PROCESS

Create an IGX (grant portal) profile for the community to access the HRI grant application. It takes up to 48 hours for the profile to be processed and approved. **Community must complete this step ASAP.**

- IGX: <https://mgs.michigan.gov/>
- How to set up IGX profile: [HRI-Grant-IGX-Grantee-System-Guide-v3-\(003\).pdf \(michigan.gov\)](#)

The Following information is required for IGX Account Registration

1. FEIN Number
2. Sams/GOV Number
3. Fiscal Year Star/ End

APPLICATION QUESTIONS

1. Activity Title
2. Describe the Activity
3. Describe how the activity will increase housing supply and affordability.
4. Describe how the completed activity supports one or more goals in the local Regional Housing Partnership's action plan.
 - Map of Regional Housing Partnerships: [SHP Housing Partnerships Map 6.8 \(michigan.gov\)](#). Once you know the name of the Partnership, you may have to do some digging to find their plan. The Southwest Michigan Region's is pretty bare bones, for example: [Region-J-RHP-Action-Plan-Updates-12.23.pdf \(smpcregion3.org\)](#). You can also reference any relevant goals in the Michigan



Statewide Housing Plan (see below) if the Regional Goal's aren't in line with your specific municipality's goals for the project.

5. Estimated month and year the activity is expected to begin.
6. Estimated month and year the activity is expected to be completed (max. 24 months after start date).
7. Will the community staff complete the activity, or will all or a portion of the activity be performed by a contractor?
8. Name of contractor if already known.

Sample application here: [MSHDA---Housing-Readiness-Incentive-Sample-Application.pdf \(michigan.gov\)](#)

OTHER USEFUL DOCUMENTS:

- HRI FAQ: [Housing-Readiness-FAQs.pdf \(michigan.gov\)](#)
- Michigan Statewide Housing Plan: [MI-Statewide-Housing-Plan_Final-112723.pdf \(michigan.gov\)](#).
- RRC community list: [rrc-map.pdf \(miplace.org\)](#)

**AGREEMENT FOR PROFESSIONAL AND
TECHNICAL PLANNING ADVISORY SERVICES**

THIS AGREEMENT, entered into this _____ day of _____, 2024, by and between the CITY OF HARTFORD, State of Michigan, referred to as "City" and McKENNA ASSOCIATES, INC., a Michigan corporation of Northville, Michigan, referred to as "Consultant."

WITNESS:

SECTION 1 – AGREEMENT

For and in consideration of the faithful and workmanlike performance of the services described, the City hereby hires the Consultant and shall pay the Consultant as described in Section 7. This agreement shall continue in effect from the date of execution until such time as there is a ninety (90) day notice of termination by either the City or the Consultant.

SECTION 2 - HOURLY RATED SERVICES

For services rendered pursuant to Section 2, the City shall pay the Consultant at the hourly rate specified in Section 7.A., only upon request by the City:

- A. Provision of on-site planning and zoning services as requested by authorized City officials.
- B. Preparation for and attendance at Planning Commission, Zoning Board of Appeals, and City Council meetings. At the meetings, the consultant shall:
 - 1. Confer with the Chairperson and/or City Manager regarding the agenda prior to the meeting.
 - 2. During the meeting provide guidance and assistance regarding local and State legislation, procedures, regulations and planning, zoning and design principles.
- C. On a day-to-day basis the Consultant shall provide telephone advice, assistance and coordination with City officials, especially the City Manager and Planning Commission Chair, and others doing business with the City in all matters pertaining to administrative, advisory and legislative responsibilities, as applied to zoning, subdivision, commercial/industrial/multiple-family and other developmental issues, as requested by the City.
- D. The Consultant shall make available its professional library of planning, design, development, housing, zoning and census information.
- E. The Consultant shall review potential land development proposals as to advisability and feasibility pursuant to the City's land regulations and plans.
- F. Coordination of City planning activities with other local, county, state, and regional agencies and authorities with jurisdiction, including but not limited to the Michigan Department of Natural Resources, and Michigan Department of Transportation, the Michigan State Housing Development Authority, when requested by the City.
- G. The Consultant shall make the City officials generally aware of the availability of sources of various funds and economic development mechanisms.
- H. Provision of assistance on the Community Development Block Grant (CDBG) and other similar Federal, State and local programs which may be applicable.
- I. Preparation for and attendance at meetings of a planning or coordinating nature, with other agencies or groups, as requested by authorized City officials.
- J. Professional planning and related work in the maintenance of the Master Plan and interpretation and revision of the plan as required.

- K. Provision of verbal and/or written reports, reviews and recommendations or other services (e.g., extensive revisions of zoning ordinance, map and text) to the City as specifically requested by authorized City officials.
- L. Review of proposed developments which require extensive economic development assistance, environmental assessments, extensive traffic studies or environmental impact statements beyond usual site plan review.
- M. Provision of other technical services related to planning, land use and spatial concerns, as may be requested by authorized City officials.
- N. Sitting as expert witness in court cases involving the City, for a fee equivalent to one hundred fifty percent (150%) of the hourly rate specified in Section 7.A.
- O. Preparation of grant applications for submission to federal, state, county or other agencies.
- P. Provision of other professional, technical and design services as may be requested by authorized City officials.

SECTION 3 - REVIEW SERVICES

The Consultant shall provide written technical recommendations on site plans, special approvals, rezonings, variances, and lot splits (land divisions), in accordance with the City Zoning Ordinance and subdivision reviews in accordance with the City Subdivision Control Ordinance. All such work shall be paid by the City in accordance with the schedule of fees included in Section 7.B., herein.

For each review, the Consultant shall undertake the following activities:

- A. Initially review the site using aerial photos.
- B. Discuss the case by telephone or in person with the applicant and City officials regarding review issues.
- C. Review all relevant planning issues (not including specific technical engineering issues).
- D. Prior to scheduled review by the City (in time for inclusion with agenda packages), submission of a written review and recommendation to the City.

SECTION 4 - COOPERATION

The Consultant shall have the cooperation of City officials, including the City Manager, Clerk/Treasurer, Attorney, Engineer, and other staff and consultants in the collection of data and other information for the agreed upon services.

SECTION 5 - CONSULTANT PROVISIONS

The Consultant agrees to furnish all materials and services including salaries of employees engaged by the Consultant and other overhead expenses necessary to undertake the above services for the City and to assume all cost, except as otherwise provided in this agreement.

SECTION 6 - CITY PROVISIONS

If requested by the Consultant and if available, the City shall furnish the following in digital format, or paper format if no digital version is available, without charge to the Consultant:

- A. Up-to-date copies of City code of ordinances, including zoning and land division ordinances, forms, guidelines and policies.
- B. Copies of previously prepared studies, plans, census and other available data.
- C. Aerial photographs with property lines as available from the County; reproducible GIS or CAD maps of the City, as available.

- D. Copies of the agenda and minutes for each Planning Commission meeting, and copies of site plans, documents, applications and related information for items on each Planning Commission agenda.

SECTION 7 - COMPENSATION

For and in consideration of the faithful and professional performance and delivery of the above services as set forth herein, the City shall pay the Consultant monthly for services pursuant to this agreement within a period of thirty (30) days after receipt from the Consultant of an itemized voucher describing services performed, and when applicable, the time spent in rendering such services at the agreed upon hourly rate, per the schedule below:

A. Hourly Rated Services under Section 2

For services rendered pursuant to Section 2 above, the City shall pay the Consultant at the hourly rate specified in the following schedule:

Professional Classification	Rate Per Hour*
President	\$150
Executive or Senior Vice President	\$145
Vice President	\$140
Director	\$135
Senior Principal or Manager	\$130
Principal	\$125
Senior	\$120
Associate	\$115
Assistant	\$110
Intern	\$75
Administrative Assistant	\$75
Consultation, preparation for, and sitting as expert witness in legal matters.	\$200

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

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

These hourly rates are valid through December 31, 2024, after which they may change per classification by a percentage equal to the increase in the Consumer Price Index for the prior 12 months per U.S. Department of Labor, Bureau of Labor Statistics.

B. Compensation For Services Under Section 3.

For the following reviews, fees shall be paid by the City to the Consultant for services rendered per Section 3. of this Agreement, in accordance with the following schedule. Payment of the following fees shall not be contingent upon City's receipt of payment from the applicants. Where fees are based on hourly rates, upon request Consultant shall provide cost estimate to the City Manager or designee for review services prior to commencing work.

REVIEW TYPE	FEE TYPE		
	Lump Sum	Fixed Base Fee + Additional Fee	Hourly Rate
Subdivision (Plat) Review			
For conventional, manufactured home, commercial, or industrial subdivision			
• Pre-application review	\$500		
• Preliminary plat review tentative approval		\$900 + \$10 per lot	
• Preliminary plat review final approval		\$500 + \$10 per lot	
• Final plat review		\$500 + \$10 per lot	
Site Plan Reviews			
• Detached single family condominium (site condos), multiple family or mobile home park developments		\$900 + \$10 per dwelling unit / lot	
• Cluster housing development		\$900 + \$10 per dwelling unit / lot	
• Commercial or office development		\$900 + \$75 per acre	
• Industrial development		\$900 + \$75 per acre	
• Public or semipublic uses		\$900 + \$75 per acre	
• Planned unit development, residential neighborhood or mixed-use projects			*
Special Approval / Conditional Use	\$750		
Rezone Application Review		\$950 + \$50 per acre	
Zoning Compliance Permit	\$150		
Conditional Rezone Application Review			*
Land Division / Consolidation		\$300 + \$75 per new parcel	
Historic District / Architectural Comm Review	\$500		
Dimensional (Nonuse) Variance Review			
• Commercial	\$500		
• Residential	\$200		
Use Variance Review	\$1,000		
Street and Alley Vacation	\$400		
Review of Woodlands / Wetland Plans (includes Field Inspection)			*
Site Traffic Impact Study			*
Temporary Storage/Garbage	\$125		
Sign Permit		\$125 + \$35 Each Additional Sign	
Master Deed or Similar Document Review	\$500		
Pre-Application or Other Applicant Meetings			*
Revisions			
For each written technical review and recommendation provided by the Consultant because of resubmission of a revised plan	50% of original fee		
Resubmission after 90 days or major revisions	100% of original fee		

SECTION 8 - ADDITIONAL SERVICES

For services requiring additional time or meetings beyond the scope identified in this agreement and as requested by the City, the Consultant shall be compensated by the City at the rate set forth in Section 7.A., herein. It is expressly understood and agreed that the compensation provided herein shall not cover the following services:

- A. Preparation of applications for submission to Federal, State or County agencies;
- B. Preparation of area plans, tax increment financing and development plans, project management, capital improvement programs, corridor studies, recreation plans, public relations, environmental studies, market studies, municipal department administration, program development and similar plans, programs and studies.
- C. Outside reproduction.

The Consultant shall provide the above services for a separately negotiated fee.

SECTION 9 - EQUAL EMPLOYMENT OPPORTUNITY

There shall be no discrimination against any employee who is employed in the work covered by this Agreement or against any applicant for such employment because of race, color, religion, sex or nation origin. This provision shall include, but not be limited to the following: employment, upgrading, demotion or transfer, recruitment advertising, layoff or termination, rates of pay or other forms of compensation, and selection for training.

SECTION 10. OWNERSHIP OF DATA.

All reports, charts, maps, and graphics shall become the property of the City, and shall not be furnished to any other party without written permission of the City.

SECTION 11. COMPLIANCE WITH ALL LAWS

In performance of this agreement, the Consultant agrees to comply with all applicable federal, State and local statutes, ordinances and regulations, when applicable, including minimum wages, Social Security, unemployment compensation insurance, and Worker’s Compensation, and to obtain any and all permits applicable to the performance of this agreement.

SECTION 12. NO CONFLICT OF INTEREST.

During the term of this Agreement, the Consultant agrees that it shall not accept employment, nor shall it perform services for or on behalf of any client whose interests are adverse to that of the City, or for which a conflict between the City and Consultant would be created, without the prior written consent of the City.

SECTION 13. COMPLIANCE WITH CODE OF ETHICS.

The consultant agrees it shall be bound by the American Planning Association Code of Professional Ethics.

IN WITNESS WHEREOF, the City and Consultant have executed this Agreement the day and year first above written.

WITNESS:

CITY OF HARTFORD, MICHIGAN

By: _____

By: _____

McKENNA ASSOCIATES, INC.

By: _____

John R. Jackson, AICP, President