

# WHITE LAKE TOWNSHIP

## *COMMUNITY DEVELOPMENT DEPARTMENT*

**DATE:** November 14, 2022

**TO:** Rik Kowall, Supervisor  
Township Board of Trustees

**FROM:** Sean O'Neil, Community Development Director

**SUBJECT:** White Lake Township Master Plan Update, 2023

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The Township's Land Use Master Plan is currently in need of updating. The last Master Plan update was completed in 2011, though the plan has been periodically reviewed by the Planning Commission, as is required by the Michigan Planning Enabling Act 33 of 2008.

In August of 2022, the department issued a Request for Proposal (RFP) for assistance with the 2023 Master Plan update. We directly invited seven (7) firms to participate. The deadline of September 27, 2022 was given and only two firms replied. On October 20, 2022, the Planning Commission interviewed Beckett & Raeder and Houseal Lavigne, the two firms that responded to the RFP. While the Planning Commission found both firms to be highly qualified, they unanimously recommended that the Township Board approve Beckett & Raeder's proposal, in an amount not to exceed \$41,580. The proposal from Houseal Lavigne totaled \$50,000. This amount will be paid out of the Professional Fee line item in the Community Development Department budget.

For your reference, I have included the Planning Commission meeting minutes of October 20, 2022, the RFP for Master Plan Update, as well as the full proposals from both Beckett & Raeder and Houseal Lavigne. If you have any questions, or require additional information, please do not hesitate to contact me.

Thank you.

**WHITE LAKE TOWNSHIP  
PLANNING COMMISSION**

Township Annex, 7527 Highland Road  
White Lake, MI 48383  
October 20, 2022 @ 7:00 PM

**CALL TO ORDER**

**Commissioner Seward** called the meeting to order at 7:04 PM and led the Pledge of Allegiance. Roll was called.

**ROLL CALL**

Pete Meagher  
Debby Dehart  
T. Joseph Seward  
Merrie Carlock  
Mark Fine

Absent: Steve Anderson  
Matt Slicker  
Scott Ruggles  
Robert Seeley

Also Present: Sean O'Neil, Community Development Director  
Justin Quagliata, Staff Planner  
Lisa Kane, Recording Secretary

Visitors: 2 members of the public were present

**APPROVAL OF AGENDA**

**Commissioner Carlock** moved to approve the agenda of the October 20, 2022 Planning Commission Meeting.  
**Commissioner Fine** supported and the **MOTION CARRIED** with a voice vote: 5 yes votes.

**APPROVAL OF MINUTES**

- a. Regular meeting minutes of October 6, 2022

**Commissioner Carlock** moved to approve the Minutes of October 6, 2022.  
**Commissioner Dehart** supported and the **MOTION CARRIED** with a voice vote: 5 yes votes.

**CALL TO THE PUBLIC (FOR ITEMS NOT ON THE AGENDA)**

None



## PUBLIC HEARING

None

## CONTINUING BUSINESS

None

## NEW BUSINESS

- A. Master Plan Firm Interviews (to begin at the approximate times below):  
**1. 7:15 p.m. - Houseal Lavigne (participating via Zoom)**

Brandon Nolin and Daniel Tse of Houseal Lavigne presented their proposal to the Planning Commission. Mr. Nolin stated that the project would have three phases in approximately 10-12 months:

1. Project Kick off
2. Vision Statement, Goals and Framework
3. Draft & Final Master Plan

**Mr. Tse** presented the Preliminary Project Understanding as follows:

- a) M-59 Corridor Redevelopment: What is the vision for this region? They would help determine the most appropriate mix of land use for this area.
- b) Lakefront Access Opportunities: Are public access sites in the form of beaches, parks or additional launches desired? Or should most lake fronts be managed by neighborhood associations?
- c) Streetscaping and Transportation Improvements: Are there opportunities to include improvements to accommodate pedestrians and vehicles that improves the experience in the township. Considering other tiers of streets within the township and guiding policy direction to promote better cooperation between different agencies and partnerships.
- d) Define Residential Growth Patterns: Understanding growth to accommodate diversity of growth but respect the natural assets.
- e) Waterfront Commercial Opportunities: Other appropriate locations for use beside residential, destinations to enhance quality of life for residents.
- f) Placemaking & Destination Economy: Aside from Stanley Park what other places would create a unique sense of place in the township.
- g) New Recreational Opportunities: Pontiac Lake State Park and Highland Lake Recreation Area in addition to Stanley Park, identify other recreational opportunities that the Master Plan can promote and what are the connections to these areas such as a township wide trail network.

**Mr. Nolin** presented Engaging Community Input formats as follows:

- a) Traditional Community Workshops, face to face engagement which are large group activities.
- b) Live Polling, virtual or in person.
- c) Visioning Focus Groups & Workshops, small group activities. If needed, they can provide online formats for any of these activities should the need arise.

Project Examples

- Imagine Flint, Master Plan for Sustainable Flint
- Battle Creek, Master Plan
- Wyoming (re)Imagined, Master Plan

**Director O'Neil** thanked Mr. Nolin and Mr. Tse for the presentation and inquired if Houseal Lavigne would be able to meet a time frame of less than one year.

**Mr. Nolin** stated that was a reasonable time frame.

**Commissioner Carlock** asked what synergy with Waterford would be possible and how often would they be able to be meet with the board in person.

**Mr. Nolin** stated the opportunity to partner with Waterford to think strategically for areas such as the gateway at Pontiac Lake Road & M59. White Lake is a unique community and they will not make any assumptions and consider its unique priorities. There would be a defined scope for contracting, which would be about every 3 months for in person visits and if the need arises, they can be flexible.

**Commissioner Dehart** inquired how many workshops would be in-person vs online and how will they encourage people to attend them.

**Mr. Nolin** stated there are quite a few advisory meetings planned in the scope with the Planning Commission. There are three community workshops planned, one in the front end, another at the mid-point and then an open house which would be complimented by an online questionnaire and map.social. Multiple small focus groups are planned at the front end of the project. A project website is provided and communications staff helps with outreach. Staff will help plan for community events and tie in to local networks. Email, social media and targeted communication within the community. Communication staff will also design flyers and postcards that can be shared.

**Commissioner Meagher** thanked them for the presentation and inquired what they thought the difference between a "Township" and a "City" is for how they would proceed.

**Mr. Nolin** stated that the process is very similar for both types of communities in how they engage the population to find out what they want. Every community is different, process is similar but outcome will be different.

**Commissioner Seward** inquired how they will learn about the community other than the workshops and do they tour the community.

**Mr. Nolin** stated they do a staff led driving tour of the community to get back background information of the area. While some of the team attend focus groups and interviews, others continue to drive the community and investigate the area. They learn as much as they can in the first meetings.

**Commissioner Seward** inquired how they will proceed if after they learn about the community and hear what the community says, what if they disagree with the community.

**Mr. Nolin** stated that they are not an echo-chamber. They will hear what people are saying but they use data points to make sure they are having a balanced conversation about the topics.

Concluded the interview at 7:55 p.m.

## 2. 8:05 p.m. - Beckett & Raeder (participating via Zoom)

Rowan Brady and John Iancoangeli of Beckett & Raeder presented their proposal to the Planning Commission.

### Scope Highlights

- Vision for White Lake
  - Magazine style document, 20 pages maximum, highly visual, marketing document for economic development
  - Supporting Appendix which resembles traditional Master Plan chapters
- Community Engagement
  - 3 prong approach
    - Survey on 5-6 critical issues
    - Scenario planning exercises
    - Steering committee comprised of community representatives
- Growth Management
  - Future land use framework
  - Build out analysis
- Scenario planning for redevelopment
- Action Strategies
  - Identify an action and the responsible party and partners for support
  - Priority timelines
  - What are the co-benefits for this timeline
  - Add metrics to these goals

**Director O'Neil** thanked Mr. Brady for the presentation. Mr. O'Neil inquired if Beckett & Raeder would be able to meet a time frame of less than one year.

**Mr. Brady** stated that they would be able to complete the process in that time frame.

**Commissioner Meagher** asked for more information about spatial analysis.

**Mr. Brady** stated that spatial analysis is data represented in a 2-dimensional format and shared an example from another community.

**Commissioner Carlock** had interest in managing development and how to control growth.

**Mr. Brady** stated that they would need to identify market trends and looking into why growth is contentious. Growth will happen and can't be controlled much on private land however identifying preferred areas for growth and enhance the qualities that the residents find special about White Lake. This is done primarily by a land use framework.

**Mr. Iancoangeli** shared that Dexter Township, a rural community just outside of Ann Arbor, is experiencing residential development and they want to preserve their agricultural base. They developed a land suitability matrix indicating properties that should be preserved for agricultural value and where the township needs to direct growth. Strategies used in Acme, Mi had similar challenges, they created a growth and investment area which ensured that the infrastructure was focused in that area. In their Zoning Ordinance they instituted a density transfer requirement where developers could buy rights in the Agricultural area and transfer them to the Growth and Investment area to increase their density. This protected the natural values in areas that they wanted to preserve.

**Commissioner Fine** inquired about the team that would be available to the project and how often would they be available to meet.

**Mr. Iancoangeli** stated that the team will be at all Planning Commission or steering committee meetings and as often as needed for other meetings. At least one member of the team would be in attendance, either Mr. Brady or Mr. Iancoangeli and sometimes both.

**Mr. Brady** stated that he would be in attendance at least once per month as content is developed.

**Commissioner Seward** have you done any Master Plans outside of the state of Michigan.

**Mr. Iancoangeli** stated that they had done Master Plans in Wisconsin and Ohio.

**Commissioner Seward** what do you know about White Lake right now.

**Mr. Iancoangeli** stated that he knows that it is urbanizing, has a lot of natural areas and it is purchasing property for the Parks to provide recreation for the residents. His son worked in the Planning Department until about 3 years ago. The firm's landscape architects have worked on many projects with White Lake Township.

**Commissioner Carlock** inquired about other current clients.

**Mr. Iancoangeli** stated that they currently are working with Dexter Township, Caledonia, Traverse City, Marquette, Negaunie Township and Wakefield which are all in Michigan.

Concluded the interview at 8:35 p.m.

**Mr. Quagliata** opened the bid for Houseal Lavigne which states the cost will not to exceed \$50,000. Optional costs were provided for additional services.

**Mr. Quagliata** opened the bid for Beckett & Raeder which states the cost will not to exceed \$41,580.

**Commissioner Seward** inquired about the hours needed for the last Master Plan project.

**Director O'Neil** stated he does not recall how many hours were needed but the cost was approximately \$35,000 and that was a complete overhaul of the Master Plan.

Deliberation by the board regarding the steering committee.

**Commissioner Meagher** moved to forward a favorable recommendation to the Township Board, to hire Beckett & Raeder as outside council to aid Staff to re-work the White Lake Master Plan with the cost not to exceed \$41,580.

**Commissioner Dehart** supported, and the MOTION CARRIED unanimously with a voice vote: 5 yes votes

## OTHER BUSINESS

### A. Section 61 Review

**Director O'Neil** presented the staff memo and recommends approval of the Section 61 Review of both the Township Civic Center and the Public Safety Building.

Commissioner Meagher moved to approve the projected development of the Public Safety Building and the Civic Center Section 61 review of Public Act 33 of 2008 as the location, character and extent are consistent with the adopted plans, adopted Capital Improvement Plan and Township Government Management Plans as supported by the Township Staff report dated October 14, 2022.

Commissioner Fine supported, and the MOTION CARRIED unanimously with a voice vote: 5 yes votes

#### LIAISON'S REPORT

Director O'Neil reported that the Township Board met Tuesday, October 18<sup>th</sup> and granted preliminary approval to Black Rock and Avalon. Cosmos Car Wash was approved as well and increased their public benefit.

Commissioner Dehart No Zoning Board of Appeal meeting since the last Planning Commission meeting.

Mr. Quagliata reported that the Parks & Recreation hosted Trunk or Treat on Saturday, October 15 with the Historical Society and Lakes Area Chamber of Commerce. They expected 200 but had at least 500 in attendance. Supplies were donated but due to the increase in attendance, they had to purchase more supplies. Parks & Rec committee is continuing to work on the 5-year plan update. There is a need for the consultants to work together. The plan should be ready for adoption at January Township Board meeting. The grant is moving forward for Stanley Park.

#### DIRECTOR'S REPORT

Director O'Neil stated that Lake Point, West Valley and Comfort Care are working together. Pre-Construction meetings occurred with the Oxbow private launch and the Hyper Shine car wash. New Hope landscaping revision request was approved by the Township Board.

#### COMMUNICATIONS

NEXT MEETING DATES: November 3, 2022  
November 17, 2022

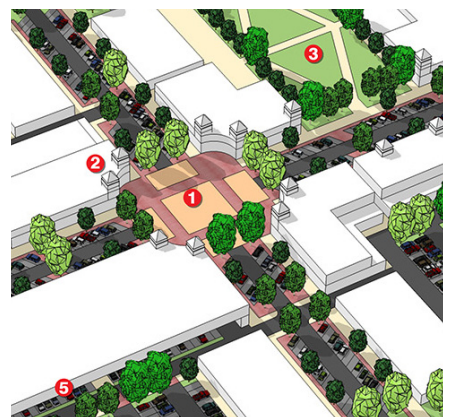
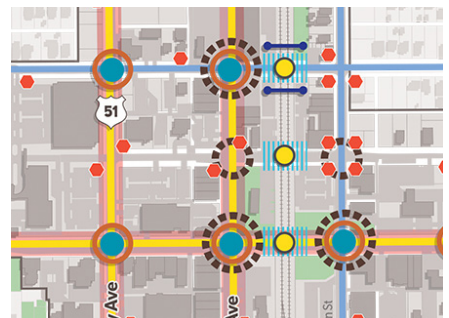
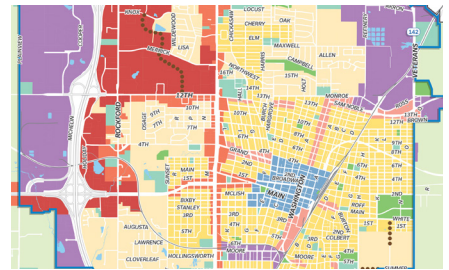
#### ADJOURNMENT

Commissioner Meagher moved to adjourn the meeting at 9:08 PM

Commissioner Fine supported and the MOTION CARRIED with a voice vote: 5 yes votes

White Lake Charter Township, Michigan  
**Master Plan**  
Proposal

September 27, 2022





September 27, 2022

Sean O' Neil  
Community Development Director  
7525 Highland Road,  
White Lake, MI 48383.



Dear Mr O' Neil,

We are thrilled to submit our proposal for the White Lake Charter Township Master Plan assignment. Our Team is uniquely qualified to undertake this assignment, bringing local expertise and understanding together with national experience gained from working with communities throughout Michigan, the Midwest, and the rest of the country. Our staff of professionals provides the skills necessary to create a responsive, detailed, visionary, and achievable Master Plan that will serve the White Lake community for decades to come.

Houseal Lavigne is an innovation-based community planning, zoning, urban design, and economic development consulting firm with extensive experience in a range of assignments, including master/comprehensive planning, outreach and facilitation, zoning ordinances and development regulations, parks and recreation master planning, corridor planning, redevelopment projects, transportation planning, and project financing and implementation. We have worked with more than 400 communities across the country and have extensive experience in areas relevant to the White Lake Township Master Plan assignment:

- **Award-winning Engagement:** We are committed to inclusive and meaningful community engagement. Our proposed scope of work includes a wide range of engagement opportunities, both online and in-person. The assigned project management team has led the development of numerous plans which have received state and national recognition for engagement including plans for Flint and Benton Harbor.
- **Michigan Communities:** Houseal Lavigne has extensive experience working with Michigan communities on a variety of Master planning, zoning, and economic development-related assignments, including Battle Creek, Benton Harbor, Detroit, Flint, Livonia, New Buffalo, Saginaw, Saint Joseph, Shoreham Village, Traverse City, West Bloomfield Township, and Wyoming. This work has included development of Master Plans that meet MEDC Redevelopment Ready Communities requirements, should participation in that program interest the Township. We are also currently working with Waterford Township to develop their Master Plan.
- **Zoning Ordinances:** In addition, our team's zoning experience is unparalleled, with more than 30 zoning projects, including the creation of new zoning ordinances for Benton Harbor and Flint, MI; Richton Park, Bloomington, River Forest, Yorkville, and Cary, IL; Marion, IA; Muskogee, OK; Oak Creek and Verona, WI; Sunset Hills and Ferguson, MO; and many more. While a zoning update is not included in the Township's RFP, this experience will help ensure the Master Plan is grounded and implementable.

We appreciate the opportunity to be considered for this important project and look forward to the prospect of working with you and the entire White Lake community on the development of the Master Plan. If you have any questions regarding this submittal, please do not hesitate to contact me.

Sincerely,

John Houseal, FAICP  
Principal | Co-Founder

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SECTION 1

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# INTRODUCTION



# Introduction



**Houseal Lavigne** is an award-winning consulting firm specializing in all areas of community planning, urban design, and economic development. We have expertise and experience with assignments of all scales, including regional, city-wide, subarea, district, and site-specific planning and design. We strive for a true collaboration of disciplines and talents, infusing all our projects with creativity, realism, and insight.

As a nationally recognized leader in the emerging field of Geodesign we integrate the latest available technologies into the process. This enable us to blend the art and science of planning to deliver more responsive and effective recommendations, 3D scenarios informed with data, and better rationale to support land use and development policy.

## Firm Role

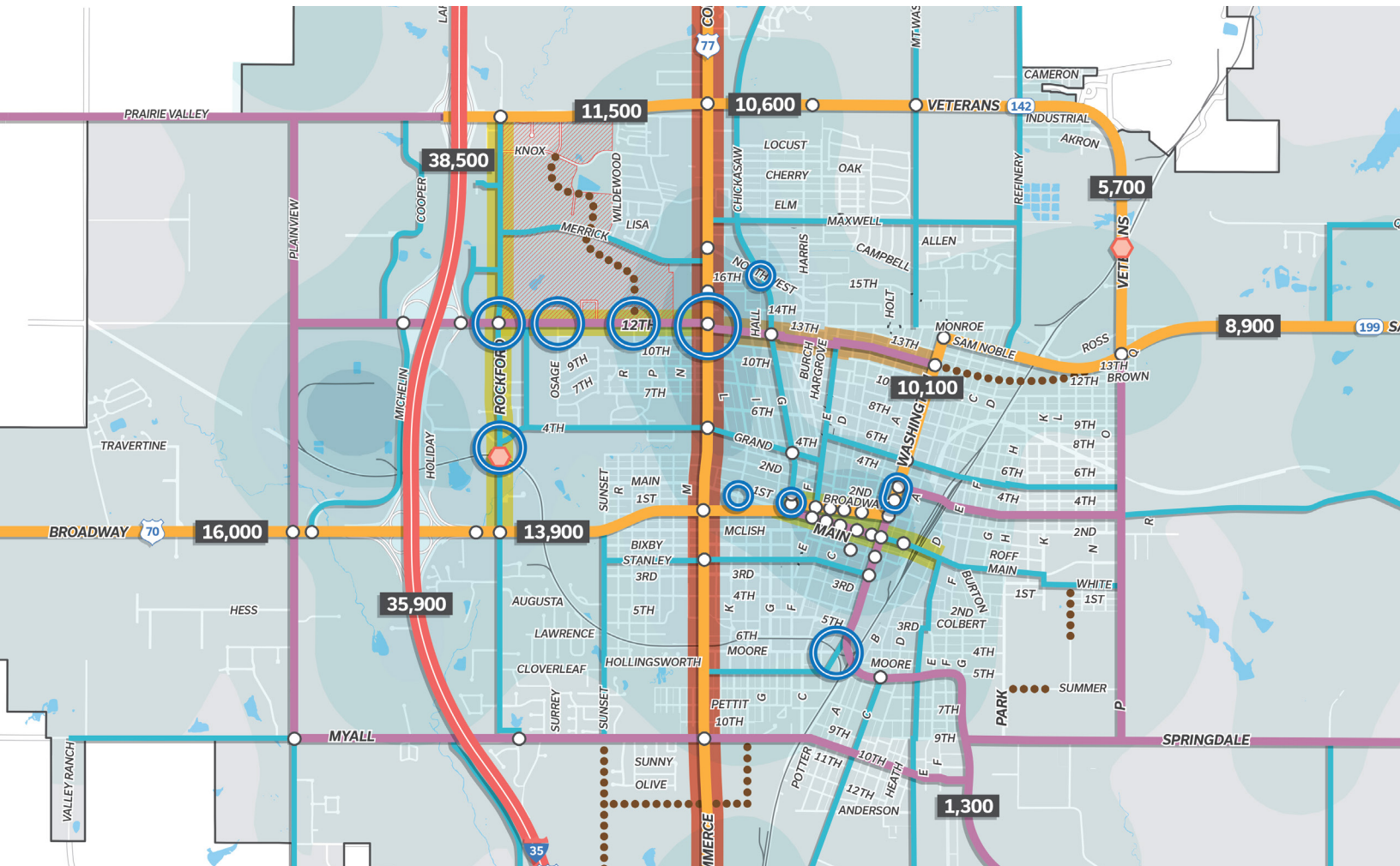
Lead Consultant  
Urban Planning/Design  
Community Outreach  
Economic Development

## Firm Primary Location

188 West Randolph Street, Suite 200  
Chicago, IL 60601

## Firm Size

18+ employees



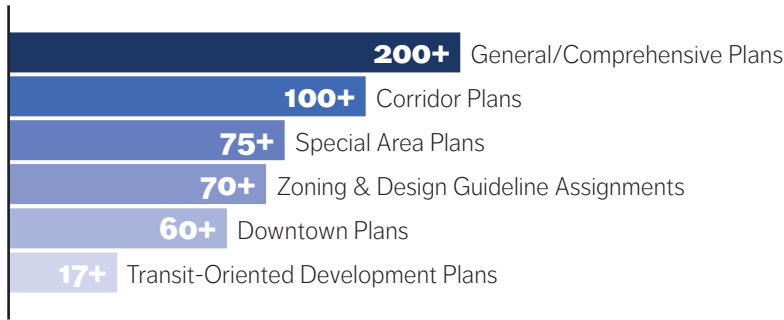


Lead Consultant

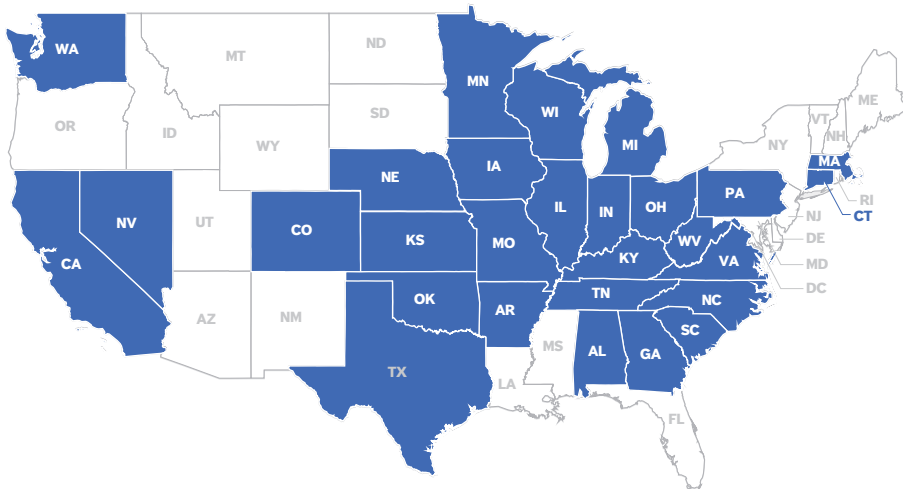
# Houseal Lavigne

*Houseal Lavigne is an innovation-based urban planning and design firm. We pride ourselves on creativity, collaboration, and delivery of quality. Our team approach is built on strong relationships, the exchange of ideas, and a commitment to the integration of technology. Our priorities are to do good, have fun, work hard, and provide responsive, visionary, and viable solutions to our clients and partners.*

OVER THE LAST 15 YEARS, WE HAVE WORKED ON MORE THAN **450 PLANS** ACROSS MORE THAN **400 COMMUNITIES NATIONWIDE**. WE HAVE DIRECTED...



OUR **NATIONAL EXPERIENCE** INCLUDES PLANNING, DESIGN, ECONOMIC, AND ZONING ASSIGNMENTS IN...



## SERVICES

- Comprehensive Planning
- Neighborhood & Subarea Planning
- Zoning/Regulatory Controls
- Downtown Planning
- Transit-Oriented Development
- Corridor Planning
- Design Guidelines
- Land Planning & Site Design
- Park, Recreation & Trail Master Planning
- Market & Demographic Analysis
- Fiscal/Economic Impact Analysis
- Development Services
- Retainer Services



## GIS & GEOSPATIAL TECHNOLOGY

GIS and Geospatial technologies are an integral part of all our services areas, including Comprehensive Planning, Land Planning & Site Design, Visualization, and Community Engagement efforts. Houseal Lavigne Associates (HLA) is an Esri Gold Business Partner and has been designated with the ArcGIS Online Specialty and Release Ready Certifications that recognizes our expertise in the implementation and utilization of the ArcGIS Platform.

HLA is one of a select few Urban Planning firms in the United States that have been awarded the ArcGIS Urban Specialty Designation further exemplifying our commitment to being on the forefront of GIS technology for urban planning.



## Founding Principles

Houseal Lavigne began with a set of founding principles that still guide every project we undertake. By continually honoring these principles, we have reliably and repeatedly served our clients, established trust and strong professional relationships, and produced results that exceed expectations, and developed plans that have served as points of pride for communities. By adhering to our founding principles, we have emerged as one of the most respected, trusted, innovative, and effective firms in the industry. Our founding principles are:

**Better Community Outreach.** We believe strongly in fostering a sense of “community stewardship” by using an inclusive approach to stakeholder engagement as a foundation for all our projects.

**Commitment to Creativity.** We believe vision and creativity are among the most important components of good planning and design, and we pledge to provide fresh, responsive, and intriguing ideas for local consideration.

**Graphic Communication.** We believe all planning processes and documents should utilize a highly illustrative and graphic approach to better communicate planning and development concepts in a user friendly, easy to understand, and attractive manner.

**Technology Integration.** We believe the integration of emerging technologies should be used to improve the planning process and product - improving public engagement and involvement, fostering evidence-based decision-making, and producing more effective documents and recommendations.

**Client Satisfaction.** We believe meeting the needs of our clients is a top priority and we strive to achieve it by developing and maintaining strong professional relationships, being responsive to clients’ concerns and aspirations, and always aiming to exceed expectations.

## Award-Winning Innovative Planning

As a testament to our firm’s overall approach and project methodologies, Houseal Lavigne is frequently recognized across the country and honored with awards and special recognition. Houseal Lavigne has received multiple awards for “Best Plan” from several state chapters of the American Planning Association (APA) in categories including comprehensive plan, strategic plan, community outreach, innovation, healthy communities, and best tool or practice. Houseal Lavigne has also been awarded the APA’s *National Planning Excellence Award for an Emerging Planning and Design Firm*. Upon receiving the award, the APA recognized our innovative planning approach, targeted implementation strategies, creative and effective outreach, integration of emerging technologies, industry-leading graphic communication, and noted our firm’s overall influence on the planning profession across the United States.

We are increasingly recognized for our innovative approach to planning and the strategic use of technology. For example, in 2020 we received the *American Planning Association – Technology Division’s Smart Cities Award* and *Esri’s Special Achievement in GIS SAG Award* for the Land Use Plan and Town Center 3D Scenarios Visualization for the Town of Morrisville, SC. Both awards recognized the innovative use of tools and software including CityEngine and Unreal Engine to visualize and analyze different land use scenarios. In 2021, we were again awarded the Esri SAG Award for our work in developing a 3D immersive model for the Village of Glen Ellyn, IL to review development proposals with its historic downtown.

## AWARDS

### 2022

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

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

CA APA Inland Empire Section Excellence Award (Large Jurisdiction Comprehensive Plan Category): **Riverside Housing Element**

### 2021

Special Achievement in GIS Award: **Glen Ellyn 3D Immersive Model**

CO APA General Planning Award: **Gunnison Comprehensive Plan**

APA North Carolina Comprehensive Planning Award: **Morrisville Comprehensive Land Use Plan.**

### 2020

Smart Cities Award, American Planning Association, Technology Division: **Land Use Plan/Town Center, Morrisville, NC**

Special Achievement in GIS Award (Esri): **Land Use Plan/Town Center Morrisville, NC**

### 2019

CO APA General Planning Award: **Aurora Places Comprehensive Plan**

### 2018

IL APA Healthy Active Community Award: **Healthy Chicago 2.0**

ESRI Special Achievement in GIS Award: **Oshkosh Corporation World Headquarters / Lakeshore Redevelopment**

VA APA - Commonwealth Plan of the Year Award: **Bristol Comprehensive Plan**

### 2017

IL APA - Outreach Award: **Envision Oak Park Comprehensive Plan**

### 2015

MI APA - Daniel Burnham Award (Best Plan): **Imagine Flint Master Plan**

Macinac Prize by the Michigan Chapter of the Congress for New Urbanism: **Imagine Flint Master Plan**

### 2014

**APA National Planning Excellence Award for an Emerging Planning & Design Firm**

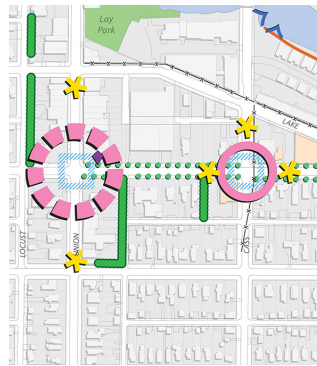
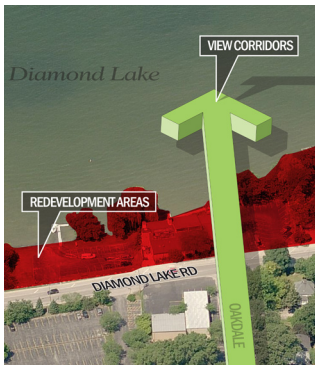
MI APA - Planning Excellence Award for Public Outreach: **Imagine Flint Master Plan**

IA APA - Daniel Burnham Award (Best Plan): **Coralville Community Plan**



# Approach to Planning

Our philosophy of community planning, visioning, goal setting, and implementation is built on a foundation of professional experience, sound planning and design practices, and a track record of award-winning projects. Our approach combines extensive community outreach and participation, highly illustrative and user-friendly maps and graphics, and utilization of available technologies. Our process will help establish a community vision, set community goals, and foster community consensus. Our approach to this assignment will include and be guided by the following core principles, which will allow us to successfully engage the community, develop viable and visionary solutions, and comprehensively respond to local issues and needs.



## Focus on Urban Planning and Community Development

Houseal Lavigne specializes in community planning, urban design, and economic development. It is our focus, it is our passion, and it is our area of expertise. We are a specialized urban planning firm whose efforts are not diluted or compromised by bureaucracy or competing interests. Our focus and size allow us to provide the creativity, flexibility, and responsiveness needed to meet our clients' needs without wasting precious resources.

## Foundation of Experience

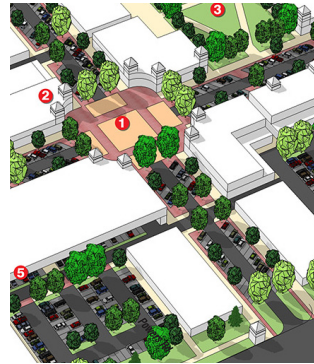
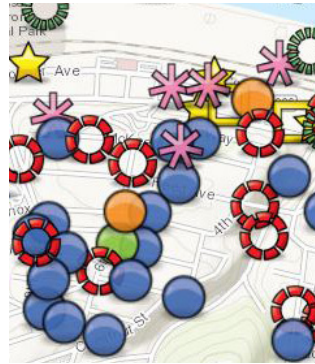
Houseal Lavigne has extensive experience in community planning, visioning and goal setting, implementation strategies, comprehensive planning, economic development studies, urban design, and more. We have directed, managed, and assisted with similar planning assignments for communities across the country.

## Engaging Community Outreach

One of our greatest strengths is our ability to design and conduct engaging and effective community outreach. It is a vital part of all of our planning projects, and we believe it is a necessary component of any successful planning process. It is important that all interested persons have the ability to participate in the planning process, and to know they have been heard and their opinion taken into consideration. We believe strongly in fostering a stewardship for the community and achieving a high level of community consensus for planning initiatives.

## Illustrative Format and Quality Graphics

All our projects incorporate a highly illustrative and graphic approach to communicating planning and development policies and recommendations. We have developed a distinct design approach to urban planning and community development projects which we incorporate into all our projects. The results of this approach are reports and plans that are attractive, distinctive, and easy to use and understand.



### Technology Integration

Integrating appropriate technologies can greatly improve the planning process and product. We specialize in the use of GIS and geospatial analysis, designing and hosting project websites, on-line surveys, interactive real-time polling, and utilizing 3-D rendering to improve planning and development concepts. Our maps and graphics are attractive and compatible with existing and developing information systems. When designed and managed appropriately, these technologies greatly improve communication and involvement with the public.

### Vision, Creativity, and Innovation

We believe vision and creativity are among the most important components of good planning and design. Too often, vision and creativity are lacking in the planning process and final planning product. With the help of the community, we will establish a "Vision" that captures the local spirit and character, while presenting new ideas and concepts for consideration. Our fresh approach to planning and development will broaden the range of available options and maximize the potential of community resources.

### Targeted Implementation

Identifying the "next steps" to be taken is an important part of any good plan. Plans are not meant to sit on a shelf gathering dust but should be used on a regular and on-going basis as a foundation for decision-making. Our plans identify key implementation steps that should be taken to "jump start" the ultimate realization of the Plan's vision and recommendations. Implementation steps outline the projects and actions to be taken and identify responsibilities, timing, and funding options.

### Commitment to Client Satisfaction

Our Firm's primary focus is on client satisfaction. We pride ourselves on our professional relationships, reputation, and client references. We develop strong relationships with our clients and are often considered "an extension of staff." We are responsive to clients' concerns, available at any time to assist with unforeseen events and issues and are committed to doing whatever it takes to serve the client. Many of our "one-time" projects result in long-term on-going professional relationships with client communities.



SECTION 2

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# **WORK PROGRAM**



# Project Understanding

White Lake Township has maintained a stable, steadily growing population over the past several decades, increasing from just over 28,000 in 2000 to nearly 31,000 in 2020. The Township is in need of an updated Master Plan that will provide a roadmap for the next 20 years, serving as a policy guide for growth and development. While many areas of the Township have remained rural in character, framed by recreation and conservation areas, some areas have experienced significant growth since the current Master Plan was drafted in 2010. The Township needs to reevaluate current land use policies, including direction for the Master Plan's various focus areas, to clearly define where continued housing and economic growth should be located and where to direct future investment.

## Engaging

Houseal Lavigne has always had a strong commitment to public participation and community engagement, which serves as one of the cornerstones upon which our firm was created. When engagement tools did not exist, we created them. When tools were created by others, we became the experts in using them. For the past 17 years, Houseal Lavigne has led the way in identifying new ways to engage residents, new ways to visualize data, and new ways to communicate plans, designs, and concepts to the general public. Creating and embracing innovative methods to engage communities has become a hallmark of the firm.

## Public Participation in a Time of “Social Distancing”

As a national leader in the development and utilization of online outreach platforms, Houseal Lavigne is capable and ready to engage residents and stakeholders by fully leveraging online and social media platforms. For years we have been providing virtual meetings, workshops, and tools aimed at allowing people to actively participate in the planning process from home. Microsoft Teams, Facebook Live, ArcGIS Online, Miro, and map.social are just a few of the tools we have been using to allow staff, elected and appointed officials, and entire communities to see presentations, ask questions, provide input, and remain actively and effectively engaged, all in real-time. If face-to-face engagement is not feasible at a particular point in the process, we will work with Township staff to reallocate time and resources and identify the best online engagement tools to supplement outreach efforts. We are confident the suite of online engagement tools we provide will allow us to obtain the community input required.

## Data-driven Decision-making

Land Use and planning recommendations must be grounded in market realities. Recommended land uses and development must be market viable and desirable from the community's perspective. With limited opportunities for new development and the overall difficulty, competition, and challenges facing today's development environment, White Lake must make the best decisions given the opportunities presented. Such decision-making is referred to as “data-driven” or “evidence-based”. Every incremental decision the Township makes regarding land use, development, infill, zoning, and more must lead to a collective impact over time, moving the needle to make the White Lake community better. Our approach will leverage the latest analysis, technologies, and available data to ensure informed decision-making. There is an art and a science to planning and our firm is nationally known for being on the cutting edge of merging these into a seamless, responsive, and reinforcing process.

## **User-friendly, Graphic Communication**

We live in a visual age. Intuitive communication is essential and expected. Modern plans live on the internet and not just as hard copies at Town Hall, making visual communication more important than ever. Houseal Lavigne understands the importance and value of effective visualization to communicate potential, sense of place, and desired character. As a firm nationally renowned for its industry-leading graphic communication, development visualization, and document design, we will ensure that the new White Lake Township Master Plan is highly illustrative, graphically compelling, and visually rich. Our approach to graphic communication will ensure that maps and graphics are clear, attractive, and effectively convey Master Plan policy.

## **Action-oriented**

We believe our proposed work program will produce a meaningful and responsive Master Plan for White Lake. We have completed similar work programs in a number of other communities in Michigan and throughout the Midwest. Should the Township favor our basic approach, we will work closely with Township staff and officials to further refine this process to meet specific local needs and requirements. This includes familiarity with the MEDC's Redevelopment Ready Community requirements, a program that may be of interest to the Township following the adoption of the Master Plan.

## **Capital Improvement Planning**

Per State requirements, the Township will be expected to prepare a capital improvements program following the adoption of the Master Plan. We have a longstanding relationship with DLZ, the consultant that works regularly with the Township regarding infrastructure planning efforts. Building on existing capital project information, recommendations will be provided for next steps in developing a more robust and complete capital improvement plan.

# Scope of Work

Houseal Lavigne's recognizes the importance of using the planning process to establish consensus and foster a sense of community stewardship for the creation of an updated Master Plan for White Lake. Our Team's Scope of Work ensures that Township officials, staff, residents, business owners, and key community stakeholders are engaged in the planning process to help establish a vision and goal-oriented plan, along with action items that will help guide future decision-making.

## **Task 1: Project Kick-off & Community Engagement**

To "kick-off" the planning process off on the right foot, meetings will be conducted with key Township staff and officials prior to undertaking other activities. Outreach will be undertaken to provide residents, business owners, and stakeholders the opportunity to provide input on important issues, opportunities, and aspirations for the community. This task will also include initial reconnaissance, review of past plans and studies, and review of existing conditions related to land use, zoning, transportation, demographics, and community facilities. Any tasks involving in-person engagement will be coordinated to occur during the same two-day visit.

- 1a: Staff Scope and Schedule Review Meeting (Virtual)
- 1b: Project Website
- 1c: Online Questionnaire
- 1d: map.social (interactive mapping application)
- 1e: Staff Kick-off Meeting and Township Tour
- 1f: Joint Township Board & Planning Commission Roundtable
- 1g: Community Visioning Workshop
- 1h: Reconnaissance & Existing Conditions Review

## **Task 2: Vision Statement, Goals & Frameworks**

The purpose of this task will be to establish an overall "vision" for the future of White Lake that can provide focus and direction for subsequent planning activities and serve as the "cornerstone" of the consensus building process. Additionally, outlines of the core plan elements will be created and include land use, transportation, and infrastructure.

- 2a: Vision Statement & Goals
- 2b: Land Use Framework
- 2c: Transportation & Infrastructure Framework (including Parks and Open Space)
- 2e: Joint Township Board & Planning Commission Meeting/Presentation (Virtual)



### **Task 3: Draft & Final Master Plan**

Building on the Vision, Goals, and Frameworks developed in previous tasks, this task will include the preparation of the draft and final Master Plan documents, review and feedback from the community, and the presentation and adoption process. It is anticipated the Master Plan will contain the following elements – Introduction; Community Profile; Vision and Goals; Future Land Use including Housing Strategy and Economic Development Strategy; and Transportation and Infrastructure Plan (including Parks and Open Space).

- 3a: Draft Master Plan Document
- 3b: Draft Implementation Strategy including high-level Zoning Plan (to satisfy State requirements)
- 3c: Detailed Zoning Audit (OPTIONAL)
- 3d: Staff Review
- 3e: Joint Township Board & Planning Commission Meeting/Presentation (Virtual)
- 3f: Community Open House
- 3g: Planning Commission (Public Hearing)
- 3h: Township Board Presentation & Adoption
- 3i: Final Master Plan Document

SECTION 3

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# **EXPERIENCE & QUALIFICATIONS**



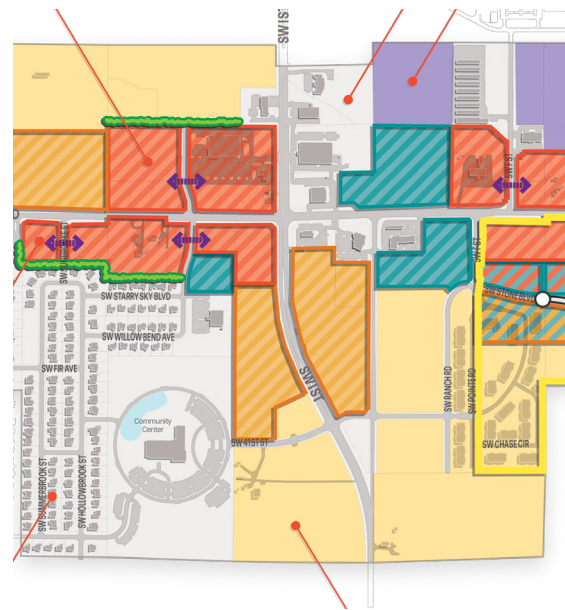
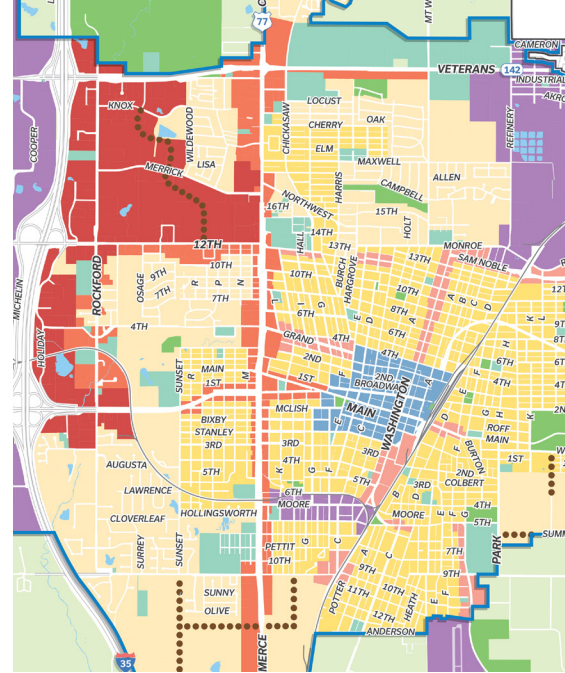
# Project Experience

**Houseal Lavigne** has established itself as one of the top planning firms in the United States. The firm strengthens communities through creative, dynamic, and viable approaches to planning, design, and development. By creating a clear and practical unifying vision, developing achievable and implementable plans and concepts, fostering innovative community involvement programs that reach a broad cross-section of stakeholders, crafting sustainable growth and resilient economic development strategies; our team provides the expertise necessary to improve the relationship between people and their environment.

We have worked on over 450 projects across more than 400 communities nationwide. In that time, we have directed more than 140 comprehensive plans and more than 50 downtown/TOD plans, 100 corridor plans, 55 special area plans, 35 zoning ordinances, design guidelines and related assignments. Our national experience includes planning, design, economic, and zoning assignments in Alabama, Arkansas, California, Colorado, Connecticut, Georgia, Illinois, Indiana, Iowa, Kansas, Kentucky, Massachusetts, Michigan, Minnesota, Missouri, Nebraska, Nevada, North Carolina, Ohio, Oklahoma, Pennsylvania, South Carolina, Tennessee, Virginia, West Virginia, and Wisconsin. The list below is some of our comprehensive planning project with specific project experience in the following pages.

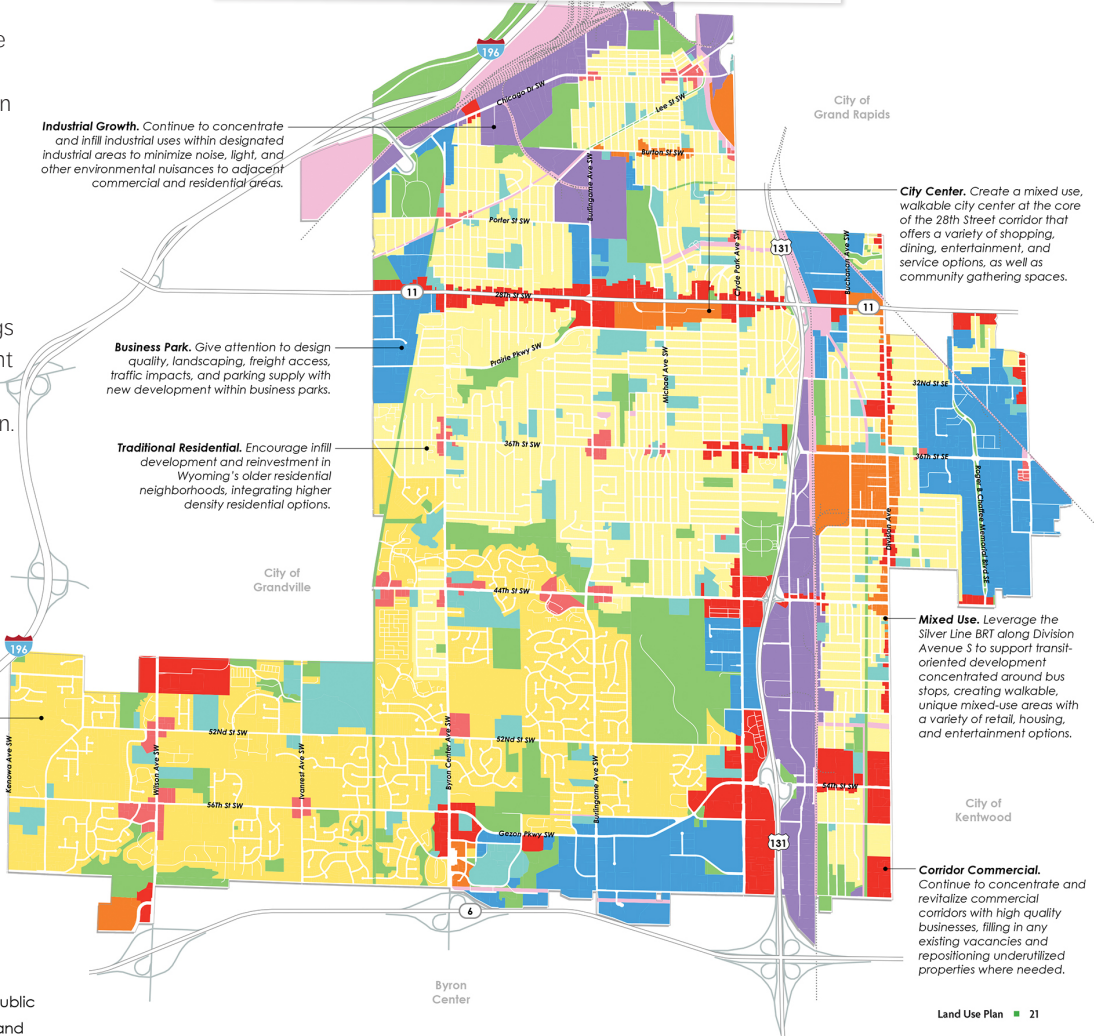
## Comprehensive Plan Experience

- Ardmore, OK
- Aurora, CO
- Battle Creek, MI
- Bentonville, AR
- Brentwood, MO
- Benton Harbor, MI
- Brownsburg, IN
- Bristol, VA
- Cape Code, MA
- Carpentersville, IL
- Cary, IL
- Coralville, IA
- Council Bluffs, IA
- Countryside, IL
- Crestwood, MO
- Crothersville, IN
- Culver, IN
- Downers Grove, IL
- Eden Prairie, MN
- Edinburgh, IN
- Elgin, IL
- El Paso County, CO
- Fairview Heights, IL
- Flint, MI
- Forest Park, IL
- Fort Dodge, IA
- Fort Lupton, CO
- Frederick, CO
- Freeport, IL
- Galesburg, IL
- Gardner, KS
- Geneva, IL
- Glen Ellyn, IL
- Grand Junction, CO
- Greater Bridgeport Region, CT
- Greenwich, CT
- Gunnison, CO
- Hudson, OH
- Jackson, MO
- Jackson, TN
- Jenks, OK
- Kenilworth, IL
- Marion, IA
- Maywood, IL
- Mundelein, IL
- Muskogee, OK
- New Buffalo, MI
- North Aurora, IL
- Niles, IL
- Northfield, IL
- Oakbrook Terrace, IL
- Oak Creek, WI
- Oak Park, IL
- Palos Heights, IL
- Pingree Grove, IL
- Pleasant Hill, IA
- Plainfield, IN
- Richton Park, IL
- River Forest, IL
- Schaumburg, IL
- Sioux City, IA
- St. Charles, IL
- St. Cloud, MN
- Summerville, SC
- Tipton, IN
- Tipton County, IN
- University City, MO
- Westmont, IL
- Windsor, CO
- Wyoming, MI



# City of Wyoming, Michigan Master Plan & Housing Needs Assessment

In December 2019, **Houseal Lavigne** conducted an Analysis to Impediments of Fair Housing Choice (AI) and a Housing Needs Assessment as a component of the Wyoming [re] Imagined Master Plan for Wyoming, MI. The AI and Housing Needs Assessment summarizes housing challenges and opportunities over the next 20 years within the City and identifies methods of corrections to address identified impediments. This includes identifying demands for housing based on the composition of the existing housing stock, the characteristics of the current household population, and the local share of regional household growth projected to occur within Wyoming. Potential opportunities to accommodate projected future growth are assessed based on observed housing trends within Wyoming and broader shifts in housing demand occurring at the national level by housing tenure and type. The report utilizes housing data collected at the census tract level that was aggregated to summarize housing needs within established subareas of the City. Findings of the AI and Housing Needs Assessment were used to guide housing-related recommendations within the Master Plan.



## Land Use Plan

- Traditional Residential
- Suburban Residential
- Mixed Use
- Corridor Commercial
- Neighborhood Commercial Center
- Business Park
- Industrial
- Public-/Semi-Public
- Open Space and Recreation Facilities
- Utility and Railroad

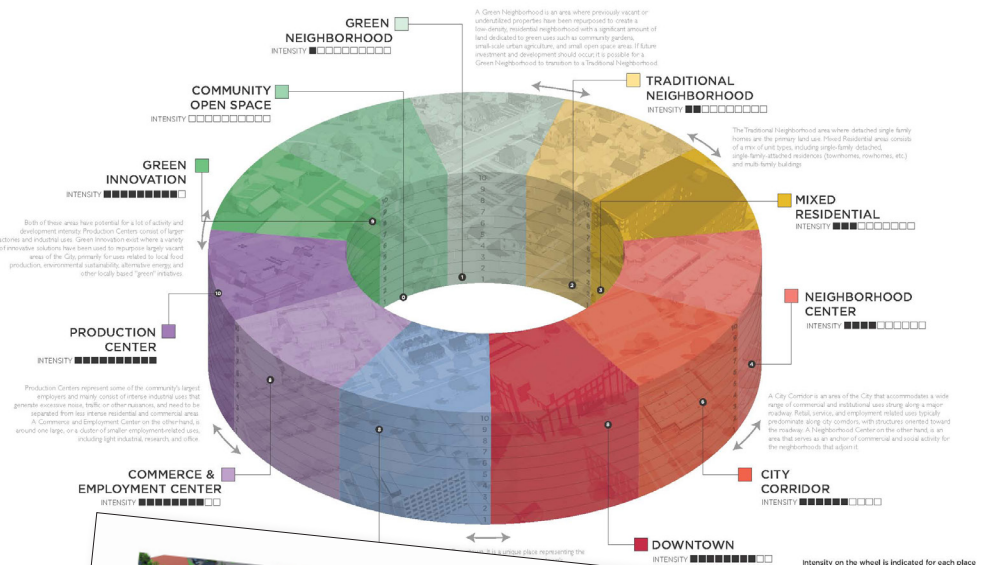
Land Use Plan 21



# City of Flint, Michigan Flint Master Plan

Undertaking a planning effort the scale of which the City has never experienced, the Flint community is developing its first comprehensive plan in nearly 65 years – Imagine Flint. The Master Plan, developed by **Houseal Lavigne Associates**, focuses on the neighborhood unit as the essential and most important community building block, the City of Flint is forging a new direction for the community that has lost 50% of its population in the last 50 years (from 200,000 to 100,000). A central feature of the Imagine Flint Master Plan is the use of an innovative ‘placemaking’ approach to land use planning that builds on the idea of establishing unique and desirable places.

The City of Flint is in the process of updating its zoning ordinance and the placemaking approach has enabled a more seamless integration of land use and development regulations with Master Plan recommendations. The place types identified in the Land Use Plan are now serving as the foundation for future zoning districts and form-based overlays that together, prescribe the desired development, permitting it to occur in appropriate areas throughout the City.



### Green Neighborhood

**CHARACTER DESCRIPTION**

Green Neighborhoods are designed in residential areas that have been largely vacant or abandoned, but for remaining residential use. The development of the City has resulted in a large amount of vacant land. The Flint Master Plan identifies these areas as Green Neighborhoods, recognizing their potential for future development and their role in the city's future.

**LAND USES**

- Single Family, single family detached homes.
- Large Lot Single Family, multiple, smaller lots, consolidated into larger residential lots.
- Open Space, community gardens, vacant residential lots used for green open space.
- Small Scale Urban Agriculture, consolidated vacant lots used for neighborhood agriculture.

**LAND USE WHEEL**

Green Neighborhoods are designed to be compatible with adjacent areas. The wheel shows the compatibility of various land uses within the Green Neighborhood.

**ADJACENT AREAS**

Green Neighborhoods are designed to be compatible with adjacent areas. The wheel shows the compatibility of various land uses within the Green Neighborhood.

**CHARACTER IMAGES**



# IMAGINE FLINT

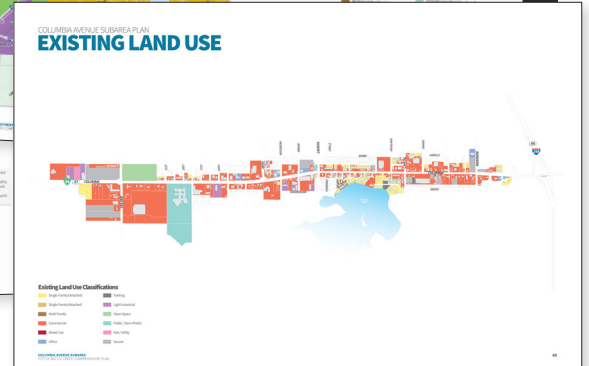
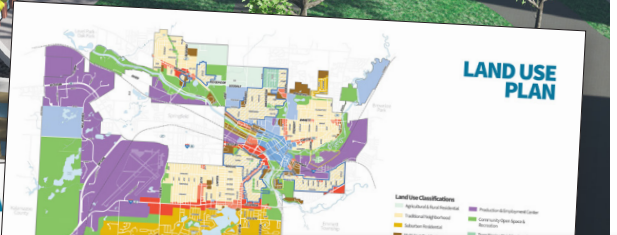
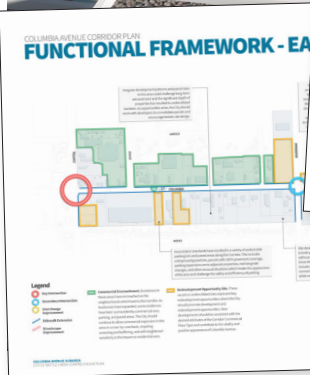
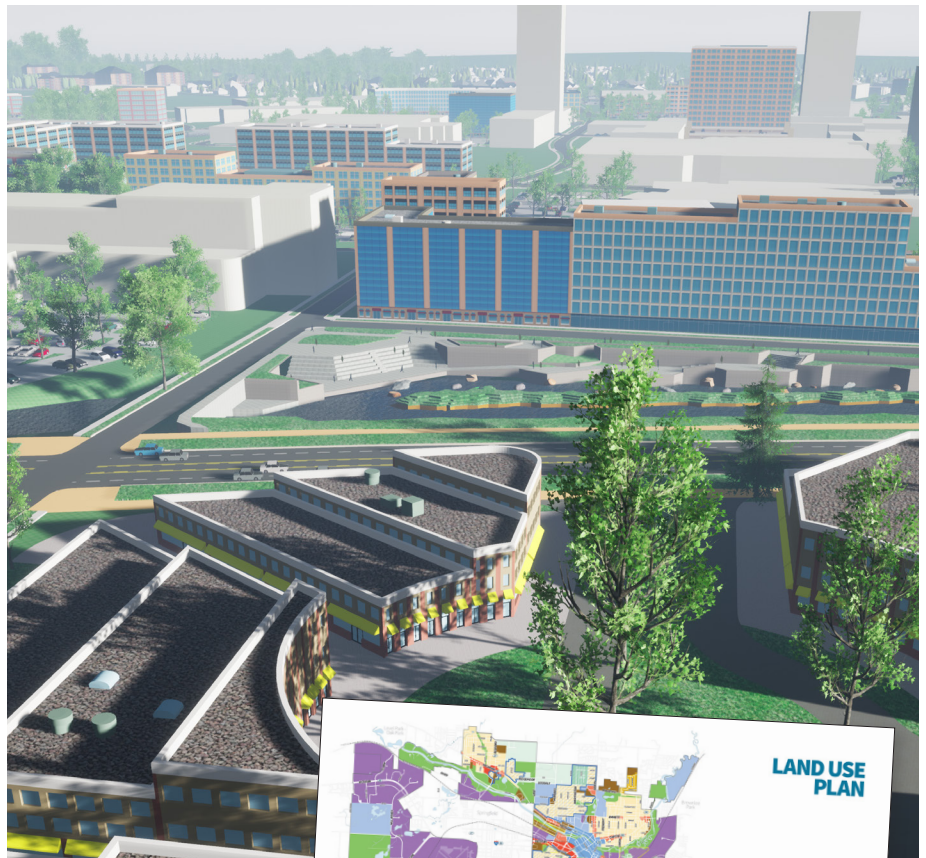
## MASTER PLAN FOR A SUSTAINABLE FLINT

ADOPTED OCTOBER 28, 2013 • HOUSEAL LAVIGNE ASSOCIATES



# City of Battle Creek, Michigan Comprehensive Plan

Battle Creek, dubbed "Cereal City", is a regional economic center in Western Michigan and is the location of Kellogg's Cereal global headquarters. In 2015, the City of Battle Creek partnered with **Houseal Lavigne** to update their Master Plan to provide direction for future development and investment. The new Master Plan places strong emphasis on land use and development in a post-recession era, and promotes an urban growth boundary to combat sprawl and direct investment to the City's established core. A detailed corridor plan provides specific actions and improvements for Columbia Avenue, an aging auto-oriented corridor, including a redevelopment concept for a key intersection. The Master Plan also includes recommendations for Battle Creek's green infrastructure, helping the City address stormwater and local flooding. Shortly after the Master Plan's adoption, the City reengaged Houseal Lavigne to develop an interactive redevelopment model with Esri CityEngine to provide a visual understanding of how the City might redevelop as a result of the new Master Plan's recommendations. The Esri CityEngine webscene demonstrates a detailed application of the land use "place types" within the Master Plan and provides a comprehensive idea of how the City could change in the future. The interactive webscene is being used by Battle Creek Unlimited, the City's economic development agency to promote the full potential of the community and to market available properties within Battle Creek.



## REDEVELOPMENT CONCEPT

The intersection of Capital Avenue and Columbia Avenue, East of Battle Creek's biggest traffic corridor, is one of the busiest intersections in the City. Complemented by miles of Battle Creek Lake shoreline, this area could be an important node and pedestrian-friendly neighborhood. However, existing development is largely unimproved and does not take full advantage of the waterfront. The following redevelopment concepts developed to build upon and improve the recommendations of the Battle Creek Master Plan in this key area of the City. This includes direction regarding several undeveloped and vacant parcels in the area, roadway alignments, and right-of-way improvements to enhance connectivity and provide public access to Lake Michigan.

Prepared by Houseal Lavigne Associates

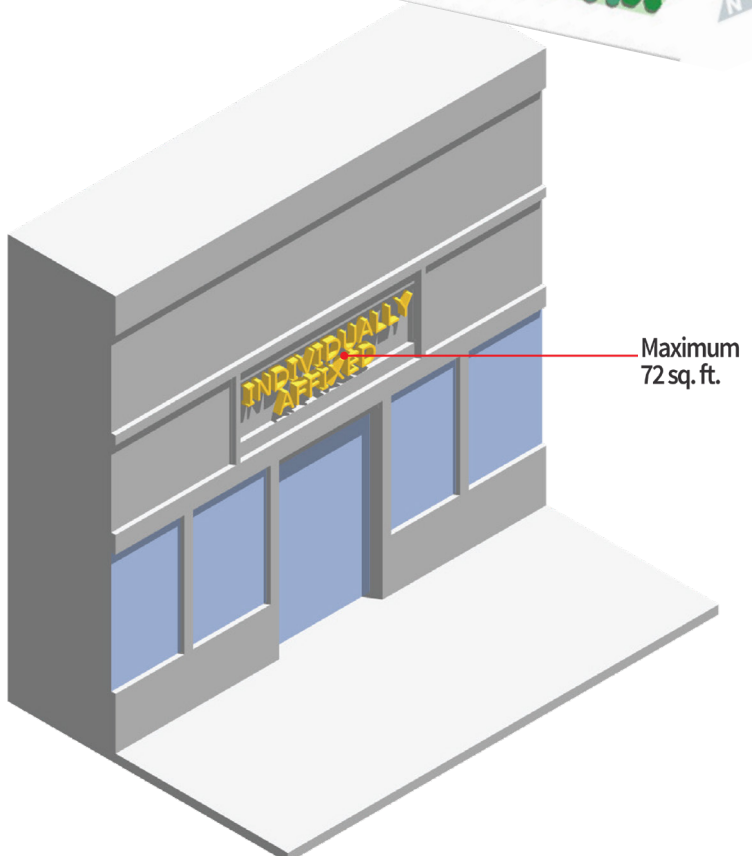
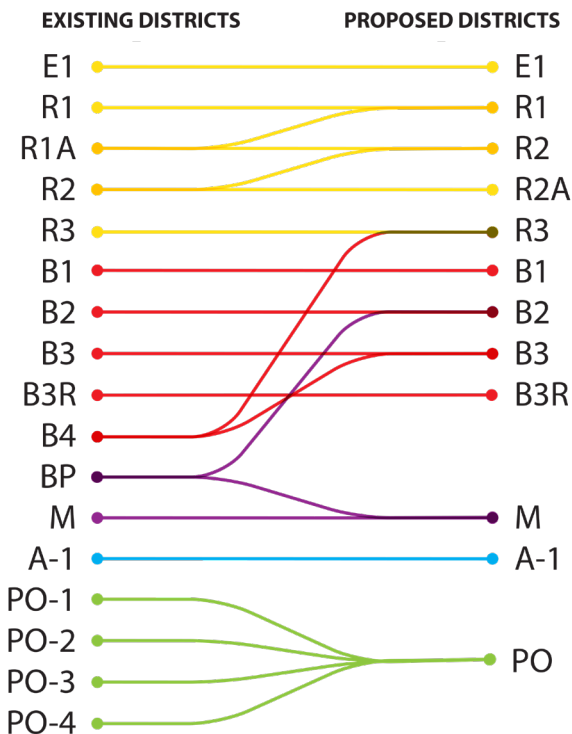
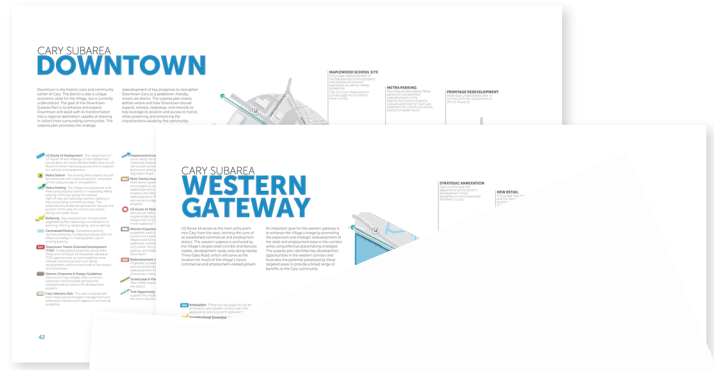
COLUMBIA AVENUE SUBAREA  
ON THE BATTLE CREEK WATERFRONT

Village of Cary, Illinois

## Unified Development Ordinance & Comprehensive Plan

With the closing of a large school site in the heart of the community's downtown, the Village contracted with **Houseal Lavigne** to create a Comprehensive Plan that would capitalize on this once-in-a-generation opportunity, as well as provide a new vision and direction for the entire community. The new Plan focuses on community-wide growth and reinvestment that will better position Cary to compete with neighboring communities for jobs and tax dollars. The Plan identifies strategies for revitalizing Cary's aging auto-oriented commercial corridor and better defining Downtown Cary as a unique mixed use district. Reinvestment strategies are also complemented by detailed concepts that showcase large opportunity sites the Village has invested in clearing and prepping for redevelopment.

After completing the Comprehensive Plan for the Village of Cary, Houseal Lavigne updated the Village's existing zoning ordinance to reflect the goals and vision established in the plan. The project involved transforming their zoning ordinance into a Unified Development Ordinance, addressing issues such as adding and consolidating districts based on nonconformities analysis, modernizing parking and landscaping standards, updating subdivision regulations to support the development of walkable neighborhoods, and rewriting the sign ordinance to comply with Reed vs. the Town of Gilbert.



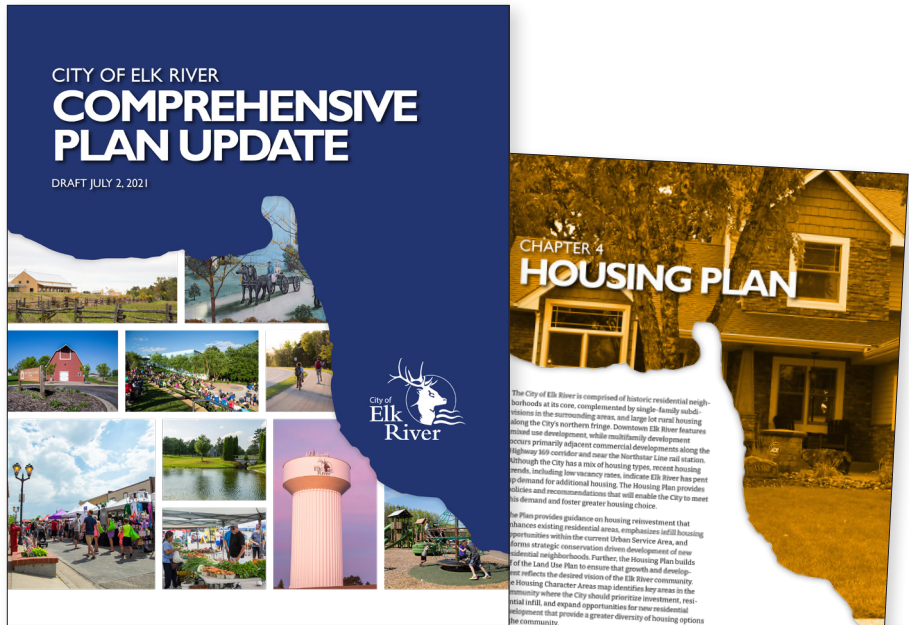


City of Elk River, Minnesota  
**Elk River Comprehensive Plan**

Elk River is the seat of Sherburne County, located 34 miles northwest of Minneapolis/ St. Paul. Between 1990 and 2018 the City of Elk River saw a 54% increase in its population. Two decades into the 21st Century, Elk River is projected to continue to experience consistent population growth through 2035. To help navigate growth and development into the future the City selected **Houseal Lavigne** to update its Comprehensive Plan.

The Elk River Comprehensive Plan provides a vision for the community that applies a smart growth approach to managing development over the next 15 years in the community. The Plan provides guidance on housing reinvestment that enhances existing residential areas, emphasizes infill housing opportunities, and informs strategic conservation driven development of new residential neighborhoods. In addition, the Plan also focuses on strengthening commerce and expanding employment opportunities within the City.

Actionable recommendations are provided throughout the Comprehensive Plan and include leveraging the City's waterfront assets, enhancing connections to outdoor recreation, and creating unique commercial options that support livability and establish Elk River as a destination along the Highway 169 corridor.



**Housing Vision Statement**  
 In 2035, the City of Elk River will provide a range of housing options from entry-level housing for rent-to-own, and government-subsidized for lower-income groups to young professionals, high housing demand neighborhoods, and adjacent neighborhoods with unique character of the City and support neighborhoods that include increased housing variety and provide more affordable options for both homeowners and renters on the community plan.

**Goal:**  
 Encourage residential development with a variety of housing types that enhance quality of life and support the economic vitality of the City and support neighborhoods that include increased housing variety and provide more affordable options for both homeowners and renters on the community plan.

**Policy:**  
 - Support Residential Development  
 - Support Residential & Purpose Density  
 - Encourage Conservation Driven Development  
 - Allow Greater Housing Choice

**City-wide Housing Policies**  
 The following are the City's policies on strategies that can be applied to all housing in Elk River regardless of the following sections:  
 - Promote Context Sensitive Infill  
 - Context Sensitive Infill  
 - Encourage Quality Materials and Design  
 - Practice Smart Growth  
 - Proactively Up-Zone to Align with the Land Use Plan  
 - Conservation Design

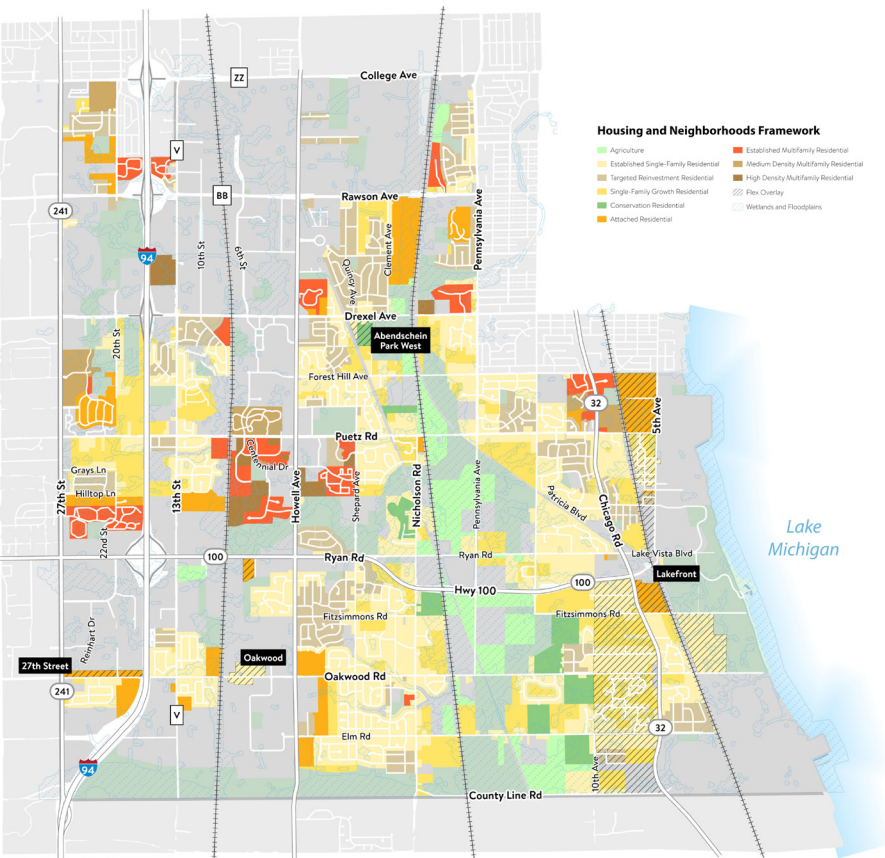
Missing middle housing sits in the middle of the development spectrum between single-family homes and mid-rise to high-rise apartment buildings. This graphic illustrates the housing types that typically make up missing middle housing in scale and form and is intended to highlight the variety of housing options included under the missing middle housing category.





## City of Oak Creek, Wisconsin Comprehensive Plan and Zoning Update

Located in southeast Milwaukee County, the City of Oak Creek is a growing suburb that has transitioned from a semi-rural community of under 5,000 residents, to a diverse city of over 36,000. As a land locked community experiencing rapid growth, the Comprehensive Plan developed by Houseal Lavigne provides clear direction to help guide future development in an intentional and balanced manner as the City transitions to a fully built-out community. Assets such as the Oak Creek waterway and related greenways are critical to community identity and quality of life and the Plan emphasizes the use of conservation design and other strategies to preserve natural areas while maximizing land values and development potential in targeted districts. Conservation is combined with strategies such as accommodating accessory dwelling units to facilitate infill development and the expansion of established retail nodes and industrial parks. Complemented by recommendations for the enhancement of multimodal transportation, the Plan also promotes the expansion of Oak Creek's Drexel Town Square and strategic establishment of other mixed-use districts. Houseal Lavigne is currently working with the City to update the City's Zoning Code to ensure that plan recommendations are supported by the land use and development regulations needed to realize the community's vision.



# References

At Houseal Lavigne, we are proud of our work and long term-relationships we maintain with clients. Below is a list of client communities we have delivered similar projects to the White Lake Charter Township Master Plan assignment. Please note additional references are available upon request.

Project	Client	Contact Name	Phone & Email
Master Plan & Housing Assessment	City of Wyoming, Michigan	Nicole Hofert, AICP Planning Director City of Wyoming	(616) 530-3170 hofertn@wyomingmi.gov
Master Plan & Zoning Ordinance	City of Flint, Michigan	Kevin Schronce Lead/Supervisory Planner for Central Region, City of Detroit	(269) 720-6264 kschronce@gmail.com
Master Plan	City of Battle Creek, Michigan	Christine Zuzga Planning Manager	(630) 443-3676 cmzuzga@battlecreekmi.gov
Comprehensive Plan & UDO	Village of Cary, Illinois	Brian Simmons Village Community Development Director	(847) 474-8073 bsimmons@caryillinois.com
Comprehensive Plan & Zoning Ordinance	City of Oak Creek, Wisconsin	Doug Seymour Director of Community Development	(414) 766-7025 dseymour@oakcreekwi.org
Comprehensive Plan	City of Elk River, Minnesota	Zachary Carlton Planning Manager	(763) 635-1035 zcarlton@elkrivernm.gov

SECTION 4

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# **CONSULTANT PERSONNEL**





# Key Personnel

## Roles & Responsibilities

Houseal Lavigne strives to develop strong working relationships with our clients and essentially consider ourselves an extension of Township staff, maintaining an open and ongoing dialogue throughout the entire process. We will work closely with Township staff to ensure that the final product reflects true collaboration.

For this important project, **Brandon Nolin** will serve as the project principal and **Daniel Tse** will be the Project Manager, serving as the primary contact and managing staff and deliverables. In addition, each of Houseal Lavigne's Principals is recognized as being at the very top of the comprehensive planning field and will ensure accountability and devoted expertise from our team.

Detailed resume for each key personnel are located in the following pages.





# John A. Houseal, FAICP

## Principal | Co-Founder

John is a Principal and Co-founder of Houseal Lavigne and has established himself as one of the nation's top urban planning professionals. John has been inducted in the College of Fellows of the American Institute of Certified Planners, the highest recognition and distinction awarded by the American Planning Association. John's reputation and expertise within the profession as a leader in urban planning, innovation, contemporary development practices, and community outreach has garnered him wide recognition and numerous planning awards. John has been a featured speaker at national, regional, state, and local events and conferences for issues related to urban planning, zoning, transportation, context sensitive design, innovation, graphic communication, and the environment. John is recognized as one of the top community facilitators, consensus builders, and citizen participation experts in the profession.

John maintains professional memberships with the American Planning Association and the American Institute of Certified Planners. John received a Bachelor of Science in environmental sciences from University of Michigan and a Master of Environmental Planning for environmental planning and urban planning from Arizona State University. John is also an AICP certification instructor and has been responsible for training more than 1,000 planners for professional certification since 2005. John also sits on the Board of Directors for the Oak Park and River Forest Community Foundation and serves as the Co-chair of the Community-Works Advisory Board, overseeing community initiatives related to environmental sustainability, community leadership training, and programs aimed at the success of all youth in the community.

Prior to co-founding Houseal Lavigne, John was a Principal and the Director of Urban Planning for URS Corporation, a global multi-disciplinary engineering firm. Working from the Michigan Avenue office in Downtown Chicago, John oversaw and directed the firm's urban planning and community development projects, often coordinating on assignments throughout the country.

### Education

- Bachelor of Environmental Sciences  
University of Michigan
- Master of Environmental Planning  
Arizona State University

### Memberships

- American Planning Association
- AICP inducted Fellow
- Lambda Alpha International
- OPRF Community Foundation  
Board of Directors

### Awards

- 2019 APA-CO - General Planning Award  
Aurora Places Comprehensive Plan
- 2017 APA-IL Outreach Award  
Envision Oak Park Comprehensive Plan
- 2016 APA-MN - Innovation Award St. Cloud  
Comprehensive Plan
- 2015 APA-MI - Daniel Burnham Award (Best  
Plan) Imagine Flint Master Plan
- 2014 APA National Award for Excellence  
Emerging Planning and Design Firm
- 2014 APA-MI Public Outreach Award Imagine  
Flint Master Plan
- 2014 APA-IA Daniel Burnham Award  
Coralville Community Plan
- 2014 Congress for New Urbanism - Mackinac  
Award for Outstanding Plan  
Imagine Flint Master Plan
- 2012 APA-IL Daniel Burnham Award  
Downers Grove Comprehensive Plan
- 2010 APA-IL Strategic Plan Award  
River Forest Corridors Plan
- 2009 APA-IL Implementation Award  
Ogden Avenue Enhancement Initiative
- 2007 APA-IL Daniel Burnham Award  
Carpentersville Comprehensive Plan

### AICP Certification Instructor

APA National and APA State Chapters  
2005 to present

## Project Experience

### Comprehensive Plans

80+ Comprehensive Plans including:

- Aurora, CO
- Benton Harbor, MI
- Brownsburg, IN
- Coralville, IA
- Council Bluffs, IA
- Edinburgh, IN
- Flint, MI
- Frederick, CO
- Greater Bridgeport Region, CT
- Jackson, MO
- Jackson, TN
- Marion, IA
- Oak Park, IL
- Palos Park, IL
- Prairie Grove, IL
- River Forest, IL
- St. Cloud, MN
- Tipton, IN
- Windsor, CO

### Downtown Planning

40+ Downtown Plans including:

- Bentonville, AR
- Downers Grove Downtown
- Forest Park Madison Street Corridor
- Geneva Downtown Master Plan
- Oshkosh, WI Downtown Plan
- Round Lake Downtown Plan
- St. Joseph, MI

### Special Area Planning

50+ Special Area Plans, including:

- Bellwood TOD master Development Plan
- Countryside Dansher Industrial Park Subarea Plan
- Glenview The Glen Parcel 24 Master Plan
- Montgomery Preserve Subarea Master Plan
- Naperville Martin Mitchell Campus Master Plan
- Oak Brook Commercial Areas Master Plan
- Palos Park Commercial Areas Master Plan

### Corridor Planning

70+ Corridor Plans including:

- Hinsdale - Odgen Avenue Corridor Plan
- IL 47 Corridor Study
- Naperville - Ogden Avenue Enhancement Study
- Oak Brook - 22nd Street Corridor Plan
- Portage, IN - Highway 20 Corridor Plan
- Pace TOD Guidelines Manual
- Prairie Grove, IL
- Richton Park, IL
- River Forest, IL
- Sunset Hills, MO
- Wilmette, IL

### Zoning & Design Guidelines

45+ Zoning & Design Guidelines Assignments, including:

- Ardmore, OK
- Benton Harbor, MI
- Bloomington, IL
- Brookfield, IL
- Carpentersville, IL
- Carol Stream, IL
- Cary, IL
- Chicago, IL
- Dunwoody, GA
- Fairview Heights, IL
- Flint, MI
- Geneva, IL
- Hainesville, IL
- Harwood Heights, IL
- Hinsdale, IL
- Kenilworth, IL
- Marion, IA
- McHenry, IL
- Melrose Park, IL
- Montgomery, IL
- Muskogee, OK
- Murray, KY
- Northbrook, IL
- Oak Brook, IL
- Oakbrook Terrace, IL
- Oak Creek, WI
- Verona, WI



# Brandon Nolin, AICP

## Senior Project Manager

Brandon is a Senior Project Manager at Houseal Lavigne Associates with over 13 years of planning, urban design, and market analysis experience. Brandon specializes in comprehensive planning and economic development and is a self-described “numbers guy,” who uses his background in archaeology, statistics, and market research to develop data-driven plans that are both physically achievable and economically viable. Brandon has worked in communities of all shapes and sizes. He has created award-winning plans to reposition disinvested communities like Flint, MI and North Lawndale on Chicago’s west side; leverage key redevelopment opportunities in growing downtowns; revitalize aging commercial corridors in inner ring suburbs; and strengthen small rural towns and emerging suburban communities. Brandon also has extensive knowledge and experience in the use of Geographic Information Systems (GIS). GIS continues to evolve and Brandon strives to embed spatial analysis into all aspects of place-based recommendations like identifying areas underserved by infrastructure in Flint, MI or calculating the impacts of infill and redevelopment strategies in Jackson, TN.

Brandon has worked for Houseal Lavigne Associates for more than 10 years and also gained valuable experience in his work at the Chicago Metropolitan Agency for Planning (CMAP), a regional planning agency. While at CMAP he directed several projects within the organization’s innovative local-planning and technical assistance program and helped tie on-the-ground development and local initiatives to regional policies. Brandon was also a member of a Chicago-based real estate research firm specializing in market and financial analysis in both the public- and private-sectors.

### Education

Bachelor of Science, Anthropology, Michigan State University

Masters of Urban and Environmental Geography, University of Illinois at Chicago

Masters of Urban Planning and Policy, University of Illinois at Chicago

### Certifications

NCI Charrette System™  
Certificate Training - Core Level

NCI Charrette Management and Facilitation™  
Certificate Training - Advanced Level

### Memberships

American Planning Association (APA)

American Institute of Certified Planners (AICP)

Illinois GIS Association

Chairman, APA Chicago Metro Section

Executive Committee Member, APA Illinois Chapter

Co-founder, Young Planners Group, APA Illinois Chapter

## Project Experience

### Comprehensive Plans

- Battle Creek, MI
- Benton Harbor, MI
- Brownsburg, IN
- Cary, IL
- Crothersville, IN
- Culver, IN
- Des Plained, IL
- Downers Grove, IL
- El Paso County, CO
- Elgin, IL
- Fairview Heights, IL
- Flint, MI
- Freeport, IL
- Geneva, IL
- Glen Ellyn, IL
- Greater Bridgeport Regional Commission (GBRC), CT
- Highwood, IL
- Jackson, TN
- Marion, IA
- McHenry County, IL
- McKinley Park, Chicago\*
- Mundelein, IL
- North Lawndale, Chicago\*
- Northfield, IL
- Oak Creek, WI
- Palos Park, IL
- Pingree Grove, IL
- St. Charles, IL
- St. Cloud, MN
- Summerville, SC
- Tipton, IN
- Tipton County, IN
- Westmont, IL
- Wyoming, MI

### Downtown Planning

- Cary, IL
- Highwood, IL
- Huntley, IL
- Lombard, IL
- Murray, KY
- St. Cloud, MN
- Wilmington, IL\*

### Special Area Planning (TOD, Neighborhoods, Special District)

- Clarendon Hills, IL
- Jefferson-Chalmers, Detroit, MI
- Flint, MI
- Geneva, IL
- Lombard, IL
- Marengo, IL
- Milwaukee, WI
- Murray, KY
- Skokie, IL
- South Chicago Heights, IL
- Sterling, IL
- Winfield, IL

### Zoning & Regulatory

- Benton Harbor, MI
- Fairview Heights, IL
- Flint, MI
- Harwood Heights, IL
- Marion, IA
- Murray, KY
- Muskogee, OK
- River Forest, IL

### Corridor Planning

- Cary, IL - US 14
- Freeport, IL - West Galena Avenue
- Kane and McHenry Counties - Illinois Route 47
- Lockport, IL - I-355 Corridor Master Plan
- Milwaukee, WI - 27th Street
- River Forest, IL - Village-wide Corridors Plan
- St. Cloud, MN - Division Street
- Sugar Run Creek, Will County, IL - IL Route 53\*

### Market Analysis & Economic Development

- Bartlett, IL
- Brownsburg, IN
- Channahon, IL
- Chicago, IL\*
- Clarendon Hills, IL
- IL Housing Dev. Auth. (IHDA)\*
- Lake Barrington, IL
- Lincolnwood, IL
- Lombard, IL
- Milwaukee, WI
- Omaha, NE
- Palos Park, IL
- River Forest, IL

\* Work conducted at another firm.





# Joshua Koonce, AICP

## Project Manager

Josh is a Project Manager with Houseal Lavigne who brings eight years of experience in the areas of zoning, mapping, historic preservation, community development, and bicycle planning. His approach to any assignment is anchored by data-driven plan communication, a people-oriented approach to transportation, and the integration of technology and visuals in the planning process.

Before joining Houseal Lavigne, Josh worked as the sole staff planner and zoning coordinator for the Village of Maywood, a suburban Chicago community of 23,000 residents. In that capacity, he served as the staff liaison for the environmental beautification committee, the historic preservation commission, and the plan commission/zoning board. Josh interacted daily with Village officials, residents, developers, architects, and engineers, conducting zoning and development review for projects ranging from residential homeowner improvements to large mixed-use and industrial developments. Josh also handled all GIS mapmaking and data management tasks for the Community Development Department.

Josh adeptly engages and interfaces with a community and its committees, boards, and commissions. He brings a fresh, outside perspective coupled with an inside, practical understanding of municipal government structures. He has frequently acted as a liaison between these types of entities and local community development organizations and coalitions to connect, build relationships, and advocate and defend the vision of any given assignment.

An additional benefit of his experience is a thorough understanding of the research and procedures necessary to secure planning-related grant monies at the local level. As the planner for the Village of Maywood, Josh applied for and received over \$1 million in planning and engineering grant funds, which increased the capacity for implementation of planning initiatives within the community.

Josh is a certified planner with the American Institute of Certified Planners and an active APA member, enabling him to network with planning professionals and stay up-to-date with planning best practices. Going forward, Josh is interested in helping communities navigate and prepare for a variety of scenarios by finding creative and thoughtful ways to plan and benefit from local assets.

### Education

Master Of Urban Planning And Policy  
University of Illinois at Chicago,  
College of Urban Planning and Public Affairs,  
Chicago, IL, 2010

Bachelor Of Arts In Sociology And English  
Trinity Christian College,  
Palos Heights, IL, 2005

### Memberships

American Institute of  
Certified Planners (AICP)  
  
American Planning Association (APA)

## Project Experience

### Comprehensive Plans

- Cañon City, CO
- Commerce City, CO
- Fort Wayne & Allen County, IN
- Grand Junction, CO
- Gunnison, CO
- Jenks, OK
- Peoria Heights, IL

### Zoning

- Cañon City, CO
- Jenks, OK
- Knightdale, NC
- Verona, WI

### Downtown Plan

- St. Joseph, MI

### Economic Development

- Brownsburg, IN Economic Development Strategic Plan

### Corridor Plans

- Jefferson-Chalmers Main-street Master Plan, Detroit, MI

### Misc. Studies

- MWRD Stormwater Master Plan

### Subarea Plans

- Diamond Willow Property Master Plan, Sioux City, IA
- Grand Junction, CO
- Gunnison, CO
- Jenks, OK
- Oshkosh, WI, Sawdust District Master Plan
- Peoria Heights, IL

### Development Services

- Flossmoor, IL

### Grant Writing\*

Secured and managed the following grant funds or grant-funded projects:

- IHDA abandoned properties grant funding
- Invest in Cook County funding for a major Village roadway project
- Local Technical Assistance funding for a Metra Station Area plan (RTA)
- Local Technical Assistance for updated zoning ordinance public facing guide (CMAP)
- MWRD Green Infrastructure Grant



# Jackie Wells, AICP

## Project Manager

Jackie is a Project Manager at Houseal Lavigne, where she is primarily focused on working with communities to implement plans through authoring zoning, sign, and subdivision ordinances that align with plan goals, are user-friendly, and legally defensible. In addition to zoning, Jackie has been involved in projects ranging from strategic and comprehensive plans to downtown and corridor studies.

Jackie received her Bachelor's degree in architectural studies and Master's degree in Urban Planning from the University of Kansas. While in school her passion for community engagement was ignited, leading to her award of a research grant to further study the geospatial impacts of public engagement preferences.

Prior to joining Houseal Lavigne, Jackie was the Housing and Development Planning Specialist for a community of approximately 45,000. There she developed, implemented, and monitored the City's five-year Consolidated Plan and Annual Plans; applied for, received, and administered local, state and federal grant funding; acted as a liaison between the City and local community groups; spearheaded the City's targeted efforts in two historically disadvantaged neighborhoods; and planned and facilitated community engagement campaigns and events. Through these responsibilities, she gained valuable experience in program and policy development, engaging community groups, and supporting the establishment of new neighborhood associations. Jackie uses her experience in local government to develop data-driven solutions that manage the needs of elected and appointed officials, department heads, non-profit partners, and residents of the community.

### Education

Master of Urban Planning,  
University of Kansas

Bachelor of Arts in Architecture,  
University of Kansas

### Memberships

American Planning Association, IL

American Planning Association, National

Rotary International

### Presentations

APA Quad State Conference: Economic Argument for Flexible Parking Requirements

## Project Experience

### Comprehensive and Master Planning

- Bensenville, IL - Parks & Recreation Master Plan
- Canon City, CO - Comprehensive Plan
- Elk River, MN - Comprehensive Plan
- Jenks, OK - Comprehensive Plan
- Oak Creek, WI - Comprehensive Plan
- Northfield, IL - Comprehensive Plan
- Fairfield, CT - Strategic Plan
- Northfield, IL - Comprehensive Plan
- Greenwich, CT - Comprehensive Plan
- Sioux City, IA - Comprehensive Plan
- Eden Prairie, MN - Comprehensive Plan
- Marion, IA - Comprehensive Plan Update

### Corridor, Downtown & Small Area Planning

- Hasting, MN - Vermilion Street Corridor Plan
- Lawrence, KS - Downtown Master Plan
- Plainfield/Joliet, IL - Boulevard Place PUD Design Guidelines
- Springfield, MO - Grant Avenue Parkway Corridor Plan

### Land Development Regulations

- Ardmore, OK - UDC
- Bloomington, IL - Zoning Ordinance
- Bloomington, IL - R-3B Zoning District Analysis
- Bloomington, IL - Sign Ordinance
- Canon City, CO - UDO
- Carol Stream, IL - UDO
- Cary, IL - UDO
- Hainesville, IL - Zoning Ordinance Update and Retainer Services
- Jackson, TN - UDO
- Jenks, OK - UDO
- Knightdale, NC - UDO
- Marion, IA - Zoning Code Update
- Oak Creek, WI - Zoning and Sign Ordinance
- River Forest, IL - Sign Ordinance
- Roscoe, IL - Zoning / Regulatory Controls
- Springfield, MO - Corridor Overlay District
- Sunset Hills, MO - Zoning / Regulatory Controls
- Verona, WI - Zoning and Sign Ordinance
- Yorkville, IL - UDO



# Daniel Tse, AICP

## Planner II

Daniel is a Planner II with Houseal Lavigne where his primary focus is developing illustrative graphics and innovative design work to further planning recommendations and concepts in a manner that is attractive and easy to understand. He is passionate about working with communities to identify issues and opportunities and design visually appealing graphics to create implementable plans. He adeptly incorporates development concept visualization and 3D renderings into planning documents and also concentrates on the mapping of the physical environment, creating and customizing GIS datasets, and using spatial analytic tools to inform policy recommendations and site design proposals.

Daniel received a Bachelor's and Master's degrees in Urban Planning from the University of Illinois at Urbana-Champaign and his professional practice includes working in both the public and private sectors in the United States and the Asia-Pacific region. Prior to joining Houseal Lavigne, Daniel worked at a multi-disciplinary firm where he expanded his practice and skillset into landscape architecture and architecture through site concept design.

His extensive experience in a wide variety of projects, including comprehensive plans, corridor plans, transit-oriented development, bike and trail plans, subarea plans, research park master plans, design guidelines, and zoning regulations has solidified his position as a well rounded urban planner. He is able to tackle the breadth of activities involved in a planning assignment including research, policy writing, design recommendations formulation, project management, community engagement, implementation, and visually cohesive document design.

## Project Experience

### Comprehensive Plans

- Brookfield, IL
- Crawfordsville, IN
- Cary, IL
- Coralville, IA
- Council Bluffs, IA
- Elgin, IL
- Fort Dodge, IA
- Frederick, CO
- Gardner, KS
- Greater Bridgeport Regional Council, CT
- Hudson, OH
- Jackson, TN
- Maywood, IL
- North Aurora, IL
- Oak Park, IL
- Plainfield, IN
- Pleasant Hill, IA
- St. Cloud, MN
- Sunset Hills, MO
- Windsor, CO

### Corridor Plans

- Champaign, IL
- Moline, IL
- Matteson, IL
- Bi-State Regional Planning Commission, IL
- Downtown Plans
- Carson City, NV
- Rock Island, IL
- South Holland, IL

### Visualizations

- Crystal Lake, IL
- Monmouth, IL
- Oshkosh, WI
- Pleasant Hill, IA
- Fort Dodge, IA
- Richton Park, IL
- Sterling, IL
- Tulsa, OK

### Zoning

- Ardmore, OK
- Bloomington, IL
- Knightdale, NC
- River Forest, IL
- Roscoe, IL
- Verona, WI

### Station Area Plans

- Prairie View, Buffalo Grove, IL
- Brownfield Reuse Plans
- Sherman Park, Indianapolis, IN

### Campus Master Plans

- Research Park at the University of Illinois at Urbana-Champaign, Champaign, IL

### Golf Facilities Master Plans

- Indy Parks & Recreation, Indianapolis, IN

### Strategic Plans

- Wets Chicago, IL

### Design Guidelines

- Aurora, IL
- Brookfield, IL

## Education

Master of Urban Planning, University of Illinois at Urbana-Champaign

Bachelor of Arts in Urban Planning, University of Illinois at Urbana-Champaign

## Memberships

American Planning Association

## Certifications

American Institute of Certified Planners

## Awards

Master's Capstone Award  
Hong Kong Institute of Planner's  
Certificate of Merit  
Highest Honors

Edmund J. James Scholar Student  
James Scholar Research Creativity Award

UIUC Department of Urban and Regional  
Planning Outstanding Sophomore Award



# Trisha Parks, AICP

## Planner II

Trisha is a Planner II with Houseal Lavigne and is instrumental in executing and evolving the firm's distinctive style and transformative 3D and GIS-based visualizations. Her primary area of expertise is visual communication through the development of illustrative maps, graphics, 3D visualizations, plan branding collateral, and plan document layouts.

Trisha received a Bachelor's degree in Architecture from the University of Illinois at Urbana-Champaign and a Master's degree in Urban Planning and Policy from the University of Illinois at Chicago, concentrating in spatial planning and urban design. While attending University, she was awarded the AICP Outstanding Student Award honoring her exceptional achievements in the study of planning. Prior to joining Houseal Lavigne, Trisha worked for the City of Highland Park. Throughout her time with the City, she worked on projects such as the Highland Park Downtown Design Guidelines and the Cultural Arts Master Plan.

Across a wide breadth of scales, Trisha brings specialization in all planning and design platforms, including but not limited to ArcGIS, ArcGIS Pro, Adobe, SketchUp, and CityEngine, to forge the connection between the planning process and the final deliverable. Her ability to design engaging and easy-to-understand graphics and collateral greatly assist the firm throughout the planning and outreach processes. Though she largely concentrates on the graphic representation of planning policies, she is interested in all aspects of the planning process.

### Education

Masters of Urban Planning and Policy  
with a Certificate in Geospatial  
Analysis & Visualization  
University of Illinois, Chicago

Bachelor of Science in Architecture, Univer-  
sity of Illinois, Champaign/Urbana

### Memberships

American Planning Association  
Illinois Chapter

American Planning Association  
National Chapter

IL GIS Association

### Certifications

American Institute of Certified Planners  
Issued by American Planning Association

ArcGIS Desktop Associate  
Issued by Esri

ArcGIS Desktop Professional  
Issued by Esri

### Presentations

Wisconsin Land Information Association  
Persuading Citizens & Corporations  
with Visualization

### Awards

2018 Special Achievement in GIS Award  
Oshkosh Lakeshore Development

2016 AICP Outstanding Student Award

## Project Experience

### Comprehensive Plans

- Aurora, CO
- Lake Barrington, IL
- Channahon, IL
- Downers Grove, IL
- Galesburg, IL
- Greenwich, CT
- Glen Ellyn, IL
- Ardmore, OK
- Schaumburg, IL
- Sioux City, IA
- Brentwood, MO
- Bentonville, AR
- Battle Creek, MI
- Brownsburg, IN
- Fort Lupton, CO
- Eden Prairie, MN
- Marion, IA
- Morrisville, NC
- River Forest, IL
- Northfield, IL
- Oak Creek, WI
- Peoria Heights, IL
- El Paso County, CO
- Wyoming, MI

### Plan Branding

- Aurora, CO
- New Buffalo, MI
- Westmoreland County, PA
- Fort Lupton, CO
- Brentwood, MO
- Canon City, CO
- Jefferson-Chalmers, MI

### Downtown Plans

- Oshkosh, WI
- Lisle, IL
- St. Joseph, MI

### Parks & Recreation Plans

- St. Cloud, MN
- Fort Lupton, CO
- Bensenville, IL

### Site Development Visualizations

- Bentonville, AR
- Oshkosh, WI
- Peoria Heights, IL
- Elmhurst, IL
- Hastings, MN
- Ames, IA
- St. Cloud, MN
- Battle Creek, MI
- Fort Lupton, CO

- Norwegian American Hospital  
Health District Master Plan
- Diamond Willow Property,  
Sioux City, IA

### Subarea Plans

- Huntley, IL
- Elmhurst, IL
- Peoria Heights, IL
- Oshkosh, WI

### Corridor Plans

- Ames, IA
- Oshkosh, IL
- Bradley, IL
- Oak Brook, IL
- Hastings, MN

### Zoning Ordinances

- Roscoe, IL
- Cary, IL
- Bentonville, AR
- Sunset Hills, MO
- Bloomington, IL
- Marion, IA

### Strategic Plan

- Westmoreland County, PA
- Cape Cod, MA

\* Work conducted at another firm.



SECTION 6

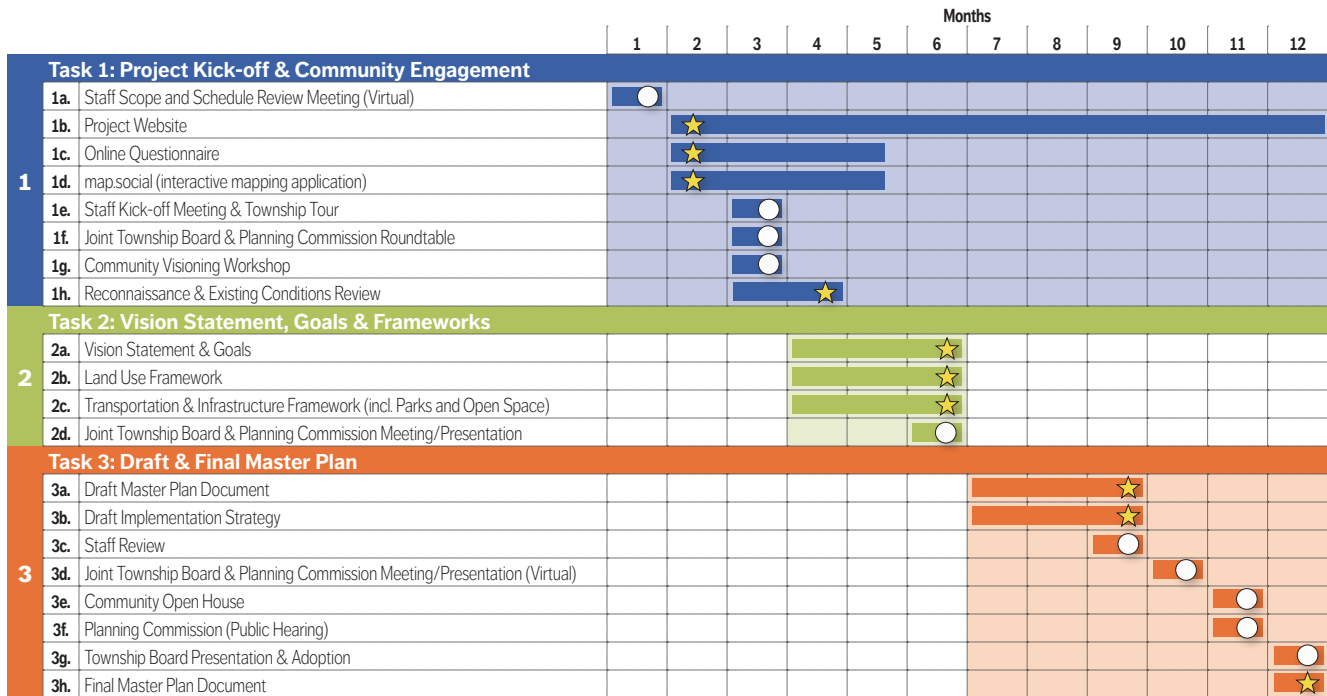
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# **TIMEFRAME FLOW CHART**



# Project Schedule

We propose a 12-month process to complete the White Lake Charter Township Master Plan. We are ready to begin work immediately and are committed to devoting the proposed personnel and resources for the entire length of time necessary to complete the assignment. Should the Township favor our approach, we will work with staff to refine the process and anticipated project schedule in a manner that is most advantageous to the project.

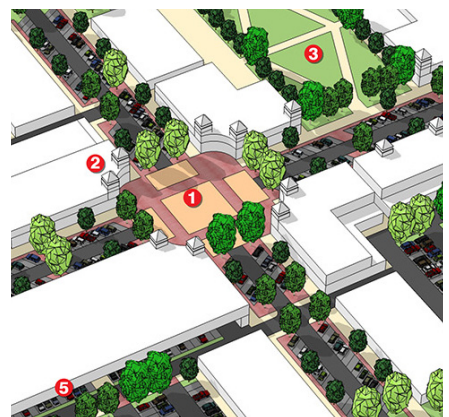
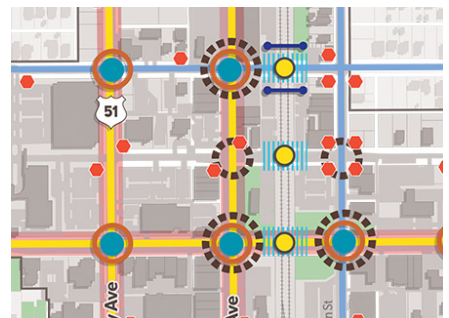
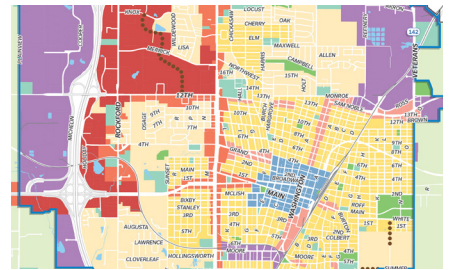
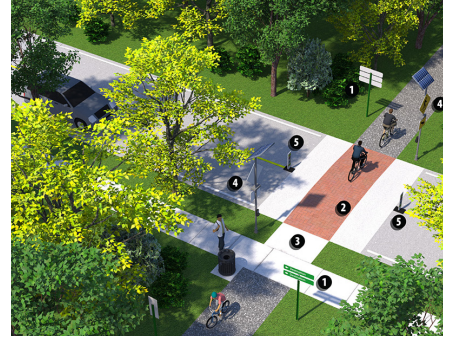


○ Denotes Meetings to be conducted      ★ Denotes Deliverables to be produced by our Team



White Lake Charter Township, Michigan  
**Master Plan**  
Cost Proposal

September 27, 2022





# Estimated Costs

Our proposed budget to undertake the above scope of work is a not to exceed amount of **\$50,000**, including all direct project related expenses. We anticipate completion of the scope of work will take approximately 10-12 months.

Task	Cost
Task 1: Project Kick-off	\$18,500
Task 2: Vision Statement, Goals & Frameworks	\$12,000
Task 3: Draft & Final Master Plan	\$18,000
Professional Fees	\$48,500
Direct Expenses	\$1,500*
<b>Grand Total</b>	<b>\$50,000</b>

*\*Excluding open house costs for boards and materials*

Optional Task	Cost
Zoning Code Audit	\$15,000
Catalyst Site Development Concepts	\$5,000-7,000 / site



# White Lake Charter Township 2023 Master Plan Update

Proposal for Professional Services

September 27, 2022



*Jackson Streetscape | Jackson, MI*



innovative

Letter of Interest	3
<i>i.</i> Business Introduction	6-15
<i>ii.</i> Work Program	16-19
<i>iii.</i> Experience, Qualifications & References	20-25
<i>iv.</i> Consultant Personnel	26-31
<i>v.</i> List of Clients	32-33
<i>vi.</i> Timeframe Flow Chart	34-35
<i>Separate Document.</i> Estiamted Costs	

B R i  
Beckett&Raeder

Landscape Architecture  
Planning, Engineering &  
Environmental Services

September 27, 2022

Sean O'Neil  
White Lake Charter Township  
7525 Highland Road  
White Lake, MI 48383

Regarding: White Lake Charter Township 2023 Master Plan Update

i  
initiative


Sean O'Neil,

I am pleased to submit for your consideration a proposal for professional planning services to prepare a Master Plan for the Charter Township of White Lake. We feel our team at Beckett & Raeder, Inc. (BRI) is expertly equipped with the planning skills, resources, and experience needed to successfully serve the Township. BRI works statewide but specializes in master planning for communities in southeast Michigan that are a mix of rural and developed land and a part of a vast and growing region. Our emphasis on visual storytelling creates compelling plans that are accessible and provide a clear roadmap for the future. BRI has had the pleasure of working with the Township on various park master plans, grants, and design work.

Over the last ten years, our team has won more Daniel Burnham Awards for a Comprehensive Plan from the Michigan Chapter of the American Planning Association than all other planning firms in the state combined, and it's because we take great pride in crafting unique documents that speak directly to the communities they serve. Because we serve as technical consultants to the Michigan Economic Development Corporation's RRC® program, we are attuned to the best practices for leveraging development and redevelopment that achieve a high degree of alignment with recent planning endeavors and that generate predictable outcomes.

We prepared a Scope of Work that complies with the requirements of PA 33 of 2008, the Michigan Planning Enabling Act (MPEA), and meets your plan objectives for clear direction on how to develop in the short- and long-term, using data and community input. If you have any questions, please feel free to contact me at 734.663.2622 or jri@bria2.com.

Sincerely,



John Iacoangeli, PCP, FAICP, LEED AP, CNU-A  
Partner

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

Petoskey Office  
113 Howard Street  
Petoskey, MI 49770

Traverse City Office  
148 East Front Street  
Suite 207  
Traverse City, MI 49684

Grand Rapids Office  
5211 Cascade Road SE  
Suite 300  
Grand Rapids, MI 49546

734.663.2622 ph  
734.663.6759 fx

231.347.2523 ph  
231.347.2524 fx

231.933.8400 ph  
231.944.1709 fx

616.585.1295 ph



imagine

*i.*

# Business Introduction





*Norton Shores, Michigan*

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

### HISTORY

Beckett & Raeder, Inc. was established as a Michigan corporation in 1966 with its corporate office in Ann Arbor, Michigan. BRI is also licensed to operate in the State of Ohio. Currently, BRI has 25 full time employees.

### SERVICES

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

### PARTNERS, PRINCIPALS, AND/OR OFFICERS

Deborah Cooper, President & Partner  
John Iacoangeli, Executive V.P., Treasurer & Partner  
Christy Summers, Secretary & Partner  
Brian Barrick, Partner  
Kristofer Enlow, Partner  
Christopher DeGood, Partner  
John Beckett, Partner Emeritus  
Tim Knutsen, Principal

### PHILOSOPHY

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

### LOCATIONS

**Ann Arbor**  
535 W. William,  
Suite 101  
Ann Arbor, MI 48103  
Tel: 734.663.2622  
Fax: 734.663.6759

**Traverse City**  
148 E. Front St.  
Suite 207  
Traverse City, MI 49684  
Tel: 231.933.8400  
Fax: 231.944.1709

**Petoskey**  
113 Howard Street  
Petoskey, MI 49770  
Tel: 231.347.2523  
Fax: 231.347.2524

**Grand Rapids**  
5211 Cascade Rd SE  
Suite 300  
Grand Rapids, MI 49546  
Tel: 616.585.1295

[www.bria2.com](http://www.bria2.com)

CONTACT:  
John Iacoangeli, PCP, FAICP, LEED AP, CNU-A  
Partner  
734.663.2622 | [jri@bria2.com](mailto:jri@bria2.com)



## Our Services



*Michigan Recreation and Park Association (mParks), Outstanding Park Design Award, 2018, Petoskey Downtown Greenway, South Segment | Petoskey, Michigan*

### INFRASTRUCTURE

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

### COMMUNITY PLANNING & ZONING

- Comprehensive Master Plans
- Brownfield Redevelopment
- Zoning Ordinance /Codes
- Specialized Zoning Ordinance

- Provisions Development
- Standards and Guidelines Site Plan Review
- Strategic Planning
- Expert Witness Zoning Testimony
- Community Development
- Greenway Planning
- New Urbanism

### ENVIRONMENTAL SERVICES

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

### ANALYSIS & EVALUATION

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

### PROJECT CONSTRUCTION

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





2016 Honor Award, Michigan Chapter, Landscape Architectural Sustainability Marshbank Park | West Bloomfield Township, Michigan

### **DOWNTOWN & ECONOMIC DEVELOPMENT**

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

### **SITE DESIGN**

- Planting Design
- Irrigation Design
- Grading Plans
- Utility Plans
- Pavement Design
- Lighting Design
- Site Design Guidelines
- Park Design
- URBAN DESIGN
- Corridor Design & Planning
- Streetscape Design
- Waterfront Design

### **FACILITY DESIGN**

- Marina Design
- Playground Design
- Athletic Facility Design
- K-12 Site Development

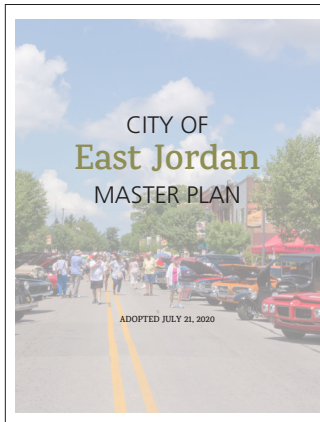
- Subdivision Design
- Campgrounds
- Parks Design
- Higher Education

### **MASTER PLANNING**

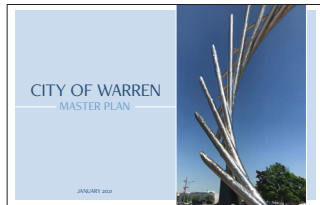
- Campus Planning
- Traditional Neighborhood & Small Town Design
- Community Master Planning
- Watershed Planning
- Recreation Master Planning
- Park Master Planning
- Rural Land Planning Services
- Land Use Planning



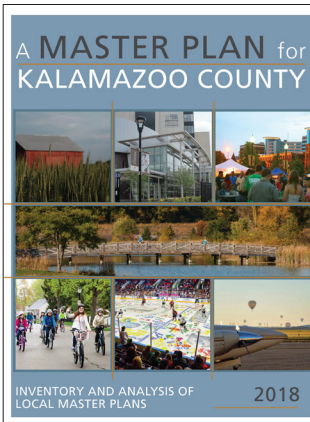
# MAP Daniel Burnham Award for a Comprehensive Plan



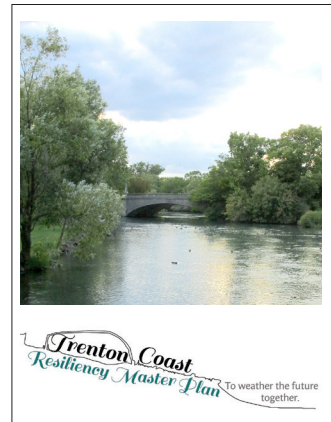
City of East Jordan Master Plan  
East Jordan, MI | 2022



City of Warren Master Plan  
Warren, MI | 2021



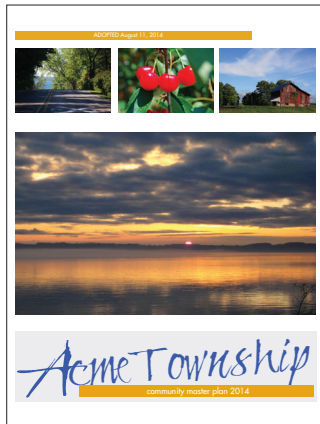
Kalamazoo County Master Plan  
Kalamazoo, MI | 2019



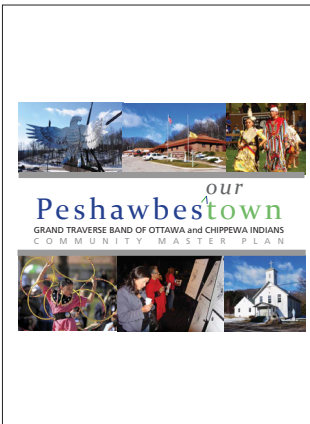
Trenton Resiliency Master Plan  
Trenton, MI | 2017



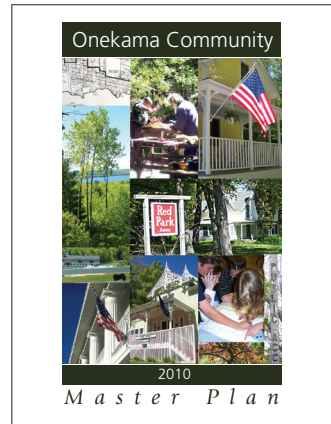
Jackson Community Master Plan  
Jackson, MI | 2016



Acme Township Master Plan  
Acme, MI | 2015



Peshawbestown Master Plan  
Grand Traverse Band of Ottawa & Chippewa Indians | 2013



Onekama Community Master Plan  
Onekama, MI | 2010

## Other Michigan Association of Planning Awards



*Design charrette for City of East Jordan Master Plan | City of East Jordan, Michigan*

### PLANNING EXCELLENCE AWARDS

#### Economic Development & Planning, 2021

Comstock Center Place Plan for Redevelopment and Prosperity Township of Comstock, MI

#### Public Outreach, 2021

City of East Jordan Master Plan East Jordan, MI

#### Public Outreach, 2020

Sturgis Community Master Plan Sturgis, MI

#### Economic Planning & Development, 2018

Project Rising Tide

### URBAN DESIGN AWARDS

#### Urban Design, 2018

Jackson Downtown Streetscape Jackson, MI

#### Urban Design, 2017

Jackson Blackman Park Expansion Jackson, MI

### HONOR AWARDS

#### Honor Award

Monroe Coastal Zone Management Plan Monroe, MI

#### Honor Award

River Raisin Esplanade Monroe, MI

#### Honor Award

"Michigan Social Erosion and Sedimentation Control Guidebook"  
State of Michigan

#### Honor Award

"Housing for the Elderly Development Process"  
Michigan State Development Authority

### OTHER AWARDS

#### Best Practice Award, 2018

Planning for Resiliency in Michigan: A Comprehensive Handbook

#### Implementation Award, 2016

Bear River Valley Recreation Area Petoskey, MI

#### Innovation in Economic Planning & Development, 2015

Lakes to Land Regional Initiative: Food and Farm System Assessment

#### Innovation in Regional Planning, 2014

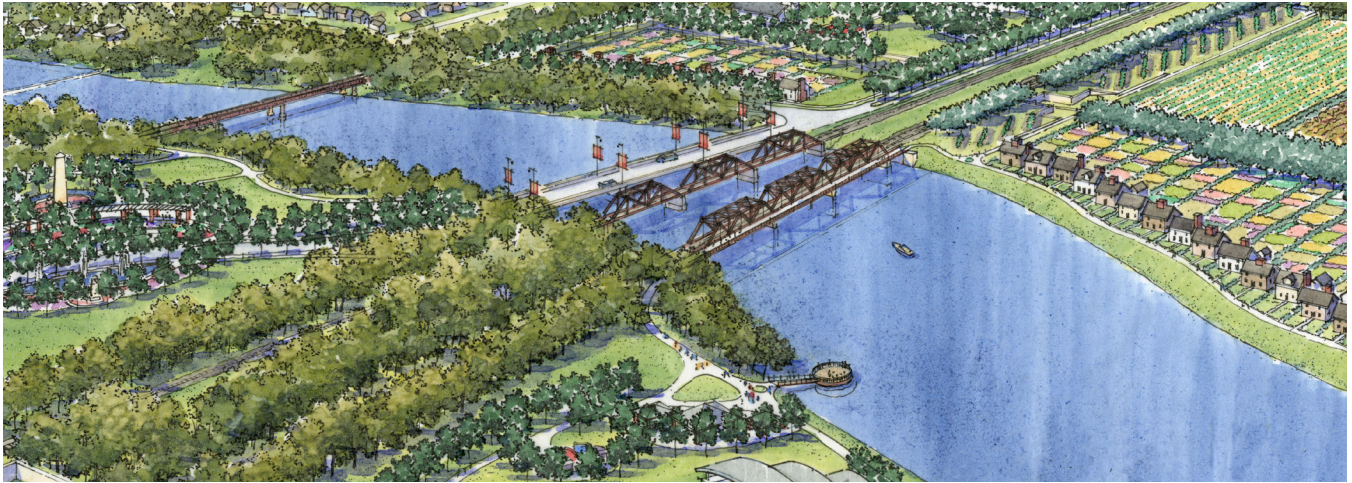
Lakes to Land Regional Planning Initiative

#### Onekama Joint Master Plan, 2012

Onekama, MI



## Selected Recent Awards



River Raisin Heritage Corridor | Monroe, Michigan

### MICHIGAN ASSOCIATION OF PLANNING

**Daniel Burnham Award for a Comprehensive Plan, 2021**  
City of Warren Master Plan  
Warren, MI

**Planning Excellence Award for Economic Development and Planning, 2021**  
Comstock Center Place Plan for Redevelopment and Prosperity  
Township of Comstock, MI

**Planning Excellence Award for Public Outreach, 2021**  
City of East Jordan Master Plan  
East Jordan, MI

**Planning Excellence Award for Public Outreach, 2020**  
Sturgis Community Master Plan  
Sturgis, MI

**Daniel Burnham Award for a Comprehensive Plan, 2019**  
Kalamazoo County Master Plan  
Kalamazoo, MI

**Economic Planning and Development Award, 2018**  
Project Rising Tide

**Urban Design Award, 2018**  
Jackson Downtown Streetscape  
Jackson, MI

**Best Practice Award, 2018**  
Planning for Resiliency in Michigan:  
A Comprehensive Handbook

**Urban Design Award, 2017**  
Jackson Blackman Park Expansion  
Jackson, MI

**Daniel Burnham Award for a Comprehensive Plan, 2016**  
Jackson Community Master Plan  
Jackson, MI

**Implementation Award, 2016**  
Bear River Valley Recreation Area  
Petoskey, Michigan

**Daniel Burnham Award for a Comprehensive Plan, 2015**  
Acme Township Master Plan  
Acme, MI

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

**Innovation in Regional Planning, 2014**  
Lakes to Land Regional Planning Initiative

**Daniel Burnham Award for a Comprehensive Plan, 2013**  
Peshawbestown Master Plan  
Grand Traverse Band of Ottawa and Chippewa Indians

**Daniel Burnham Award for a Comprehensive Plan, 2010**  
Onekama Community Master Plan  
Onekama, Michigan

### AMERICAN SOCIETY OF LANDSCAPE ARCHITECTS

**Merit Award, Michigan Chapter, 2017, General Design**  
Chicago Drive Corridor  
Grandville, Michigan

**Merit Award, Michigan Chapter, 2017, Planning & Analysis**  
Peshawbestown Community Master Plan  
Peshawbestown, Michigan

**Merit Award, Michigan Chapter, 2016, Landscape Architectural Design**  
Jackson Blackman Park Expansion,  
Jackson, Michigan

**Merit Award, Michigan Chapter, 2016, Landscape Architectural Sustainability**  
Wall Street East Parking Structure,  
Ann Arbor, Michigan

**Honor Award, Michigan Chapter, 2016, Landscape Architectural Sustainability**  
Marshbank Park  
West Bloomfield Township,  
Michigan

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

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

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

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

## **MICHIGAN RECREATION & PARK ASSOCIATION**

**Design Award, Outstanding Facility 2017**  
Silver Lake State Park  
Mears, Michigan

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

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

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

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

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

## **IMAGIN (Improving Michigan's Access to Geographic Information Networks)**

**Innovation Award, 2018**  
Acme Township, Michigan

## **EDUCATION DESIGN SHOWCASE**

**Project of Distinction, 2017 Outstanding Design and Architecture**  
Lasch Family Golf Center,  
Michigan State University  
East Lansing, Michigan

## **NATIONAL TRUST FOR HISTORIC PRESERVATION**

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

## **Selected Recent Awards**

### **MICHIGAN HISTORIC PRESERVATION NETWORK**

**Government/Institution Award, 2016**  
River Raisin Heritage Corridor,  
East Master Plan  
Monroe, Michigan

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

### **GREAT LAKES PARK TRAINING INSTITUTE**

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

### **WASHTENAW CONTRACTORS ASSOCIATION**

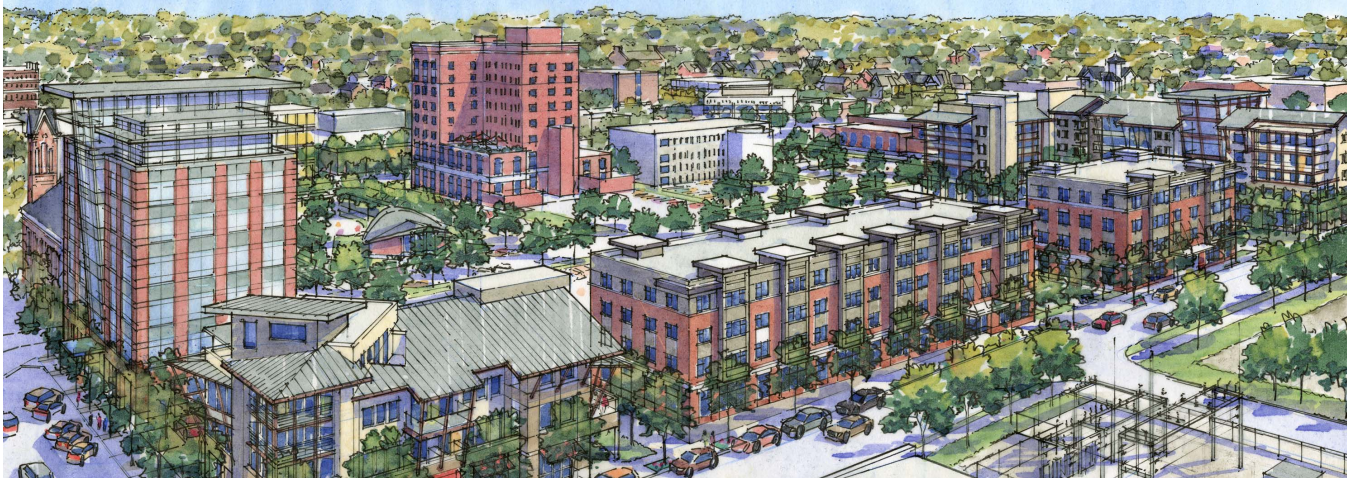
**Pyramid Award, 2018**  
University of Michigan Art &  
Architecture A. Alfred Taubman  
Wing  
Ann Arbor, Michigan

### **OAKLAND COUNTY**

**Oak Land Award, 2012**  
Marshbank Park  
West Bloomfield Township,  
Michigan



## Professional Affiliations & Organizations



*Jackson Streetscape Master Plan | Jackson, Michigan*

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

### ACCREDITATIONS

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

### CERTIFICATIONS

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

### REGISTRATIONS

Professional Registered Engineers

- » State of Michigan (PE)
- » State of Ohio (PE)

Professional Landscape Architects

- » State of Michigan (PLA)
- » State of Ohio (PLA)
- » State of Illinois (PLA)
- » State of Indiana (PLA)
- » Council of Landscape Architects Registration Boards

Residential Builder License

- » State of Michigan

### SPECIALIZED TRAINING

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

## Professional Affiliations & Organizations

### MEMBERSHIPS

American Planning Association (APA)	American Society of Landscape Architects (ASLA)	American Society of Civil Engineers (ASCE)	American Public Works Association (APWA)	Congress for the New Urbanism	Detroit Association of Planners
Heritage Ohio (Ohio Main Street)	Improving Michigan's Access to Geographic Information Networks (IMAGIN)	Institute of Transportation Engineers (ITE)	Michigan Association of Physical Plant	Administrators (MIAPPA)	Michigan Association of Planning (MAP)
MAP Planners in Private Practice	Michigan Complete Streets	Michigan Downtown Association (MDA)	Michigan Economic Development Association (MEDA)	Michigan Historic Preservation Network	Michigan Municipal League (MML)
Michigan Recreation and Parks Association	Michigan Rural Network	Michigan Society of Professional Engineers	Michigan School Business Officials (MSBO)	National Complete Streets	National Main Street Center
National Society of Professional Engineers	National Trust for Historic Preservation	Preservation Detroit	Society of Marking Professional Services (SMPS)	Society of College and University Professionals (SCUP)	South Oakland County Municipal Engineers (SOCME)
Southern Michigan Water and Sewer Utilities Association (SMW & SUA)	Toledo Metropolitan Area of Council of Governments (TMACOG)	Urban Land Institute	Urban and Regional Information Systems Association (URISA)		



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## Work Program





River Raisin Heritage Corridor | Monroe, Michigan

### **TASK 1: PROJECT INITIATION AND BACKGROUND**

#### **1.1 Kick-Off Meeting**

Host a kick-off meeting to discuss the final work plan and any special considerations in the planning process. We suggest the formation of a Master Plan Steering Committee, consisting of representatives from elected offices, the Planning Commission, staff, local institutions, and business owners. This meeting will also establish basic attitudes and priorities relative to the community outreach process and methodology. As part of the kick-off process, the BRI team will take a tour of the community with Township staff to visit notable areas of the Township.

#### **1.2 Public Notification**

Provide intent to plan notification to the required entities as outlined in the MPEA.

### **TASK 2: PUBLIC PARTICIPATION**

#### **2.1 Community Survey**

A survey will be drafted to understand residents' present attitudes, behaviors, and priorities. A survey postcard, announcing the survey with a link to complete it, will be developed to share online and at sites across the Township. A survey summary report will be shared with the Steering Committee. The primary objective of the survey is to identify the "guiding principles" which will be used during Master Plan development to guide recommendations. Additional survey findings will be

included throughout the document where relevant. BRI recommends a postcard notification be sent to property owners by the Township.

#### **2.2 Redevelopment Workshop**

During the planning process several redevelopment sites will be identified. A workshop will be held to gather community's preferences on redevelopment concepts. Wooden blocks and printed aerial maps will be used to help participants visualize development on the site(s). The results from the exercises will be analyzed and quantified to determine the impact of the preferred development on the community.

#### **2.3 Steering Committee Meetings**

Regular steering committee meetings will be held throughout the planning process to get feedback from community representatives. Meetings are proposed to be held virtually but can be held in person, if requested.

### **TASK 3: PLAN DEVELOPMENT**

#### **3.1 Background & Regional Trends**

This section of the plan will detail past planning efforts in the Township, current planning trends, and regional trends that may impact White Lake Township. This section will resemble the "Regional Setting" section of the existing document. An analysis of the surrounding communities and their Master Plans will be performed to determine how land use planning in neighboring jurisdictions may impact White Lake Township.

## Work Program

### 3.2 Demographics

A brief summary of community demographics including population, income, educational attainment will be prepared to provide context to the community. White Lake Township's demographics will be compared to comparable communities to provide regional context to the figures.

### 3.3 Existing Land Use

The existing land use section of the current Master Plan will be updated with the most recent data.

### 3.4 Natural Features and Open Space.

The existing natural features section in the appendix will be updated with the most recent data. Discussion on natural features will focus on the ecosystem services they provide and sustainable land use planning.

### 3.5 Housing

The current housing information, currently in the demographics section, will be expanded to include housing preferences of the community, changes in regional housing trends, and how housing needs will change as the region and community evolves.

### 3.6 Transportation

Transportation in White Lake Township is primarily by automobile, this section of the Master Plan will inventory all transportation systems in the community. An emphasis will be placed on how existing infrastructure can be adapted to support diverse mobility options.

### 3.7 Economic Development

This section will incorporate discussions of economic activity in the Township, economic systems of the Township, and the workforce. This section will also include a discussion of the redevelopment sites in the Township and the findings from the redevelopment workshops. In addition to the redevelopment sites, the economic development section will also refine the vision for the M-59 corridor, aligning the vision with residents' feedback.

### 3.8 Future Land Use

The Master Plan will conclude with a discussion of future land use and zoning plan. This section will resemble the land use plan section of the current Master Plan with the exception of the sub-area plans which will be incorporated into the economic development chapter.

### 3.9 Goals & Implementation

Based on identified goals and objectives identified through community input, BRI will define and provide a schedule of township actions necessary to implement the strategies and recommendations of each element of the plan. Goals and objectives from the 2012 master plan will be revised; those that have been accomplished will be removed, and others may be consolidated or updated based on the existing conditions, community input, and forecasted trends.

A detailed process shall be specified outlining the proposed changes and modifications to be made to the Township's regulatory system (e.g. Zoning Map, zoning, and regulations, etc.) to be consistent with the master plan. The entity most appropriate to spearhead each action will be identified for ease of implementation. Actions will be phased along a recommended timeline for completion, emphasizing the first three years after adoption but going beyond that threshold to also incorporate long-term change.

## TASK 4: VISION FOR WHITE LAKE TOWNSHIP

For the general public a 100+ page Master Plan is often a daunting read and the message and vision of the Master Plan can falter. BRI proposes creating a truncated version of the plan, as outlined in Task 3, that is no more than 20 pages. The document ("Vision for White Lake Township") will outline the guiding principles, future land use plan, and implementation strategies. The Vision for White Lake Township will be highly visual, with limited narrative, and created in a magazine style. This document is intended to be accessible and a quick read.

### **TASK 5: PLAN PREPARATION**

The plan will be initially prepared in .docx format for internal review and review with the steering committee. For public review the plan will be prepared in the final visual and graphic format and provided in a .pdf file.

### **TASK 6: DELIVERABLE AND ADOPTION PROCESS**

#### *6.1 Public Review.*

Post the draft Master Plan and attachments in PDF format on the Township website for public review and comment. Disseminate the draft Master Plan to adjacent municipalities, authorities, and boards as specified in the MPEA.

#### *6.2 Public Hearing.*

BRI will attend a public hearing and make a presentation on the draft plan to the Planning Commission. Any public input received will be documented.

#### **Deliverables:**

At the end of the project BRI will deliver to the client the following:

- Any input received from the community engagement process compiled and summarized in a project memorandum;
- All digital information, documentation, maps, graphics, and educational materials;
- 2 unbound copies of the plan
- A digital copy of the plan
- All tables associated with the Plan
- All GIS data





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## Experience, Qualifications & References

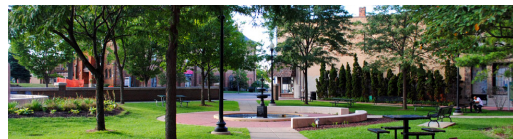
## Jackson Master Plan

*Jackson, Michigan*  
 2016 Daniel Burnham Master Plan Award

When the City of Jackson decided to write a new master plan after several updates to the previous plan, the community wanted a bold, forward-thinking document that would support the considerable investment already taking place, and capitalize on the momentum from that investment to create transformational change in this mid-sized urban core community. To accomplish this successful transformation, Beckett & Raeder designed the master plan around the community-based, form-driven Placemaking process.

A series of community workshops organized by the City's electoral wards provided both a broad picture of the desired change as well as a specific and extensive list of citizen-generated priorities and strategies. A physical survey of the entire jurisdiction was conducted to delineate and characterize eight distinct districts and 32 unique neighborhoods within the City. Beckett & Raeder then performed economic and built form analyses on each of these geographies in order to determine areas of relative need and strength.

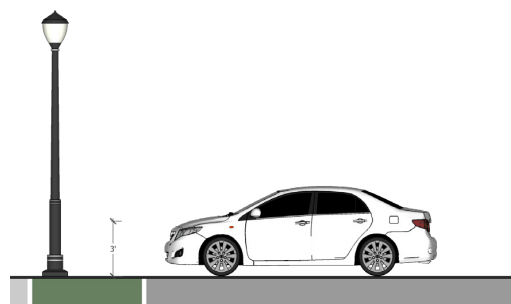
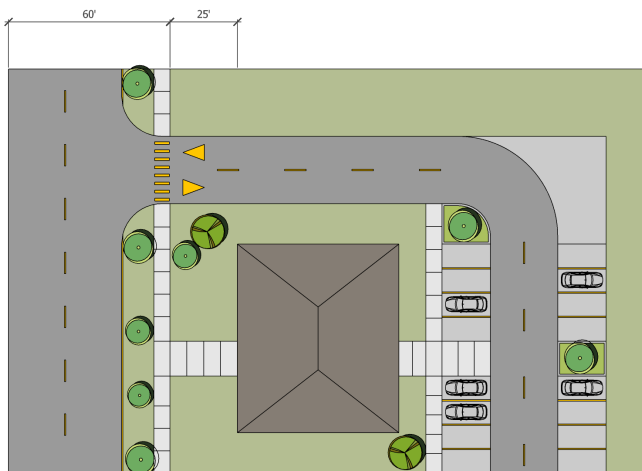
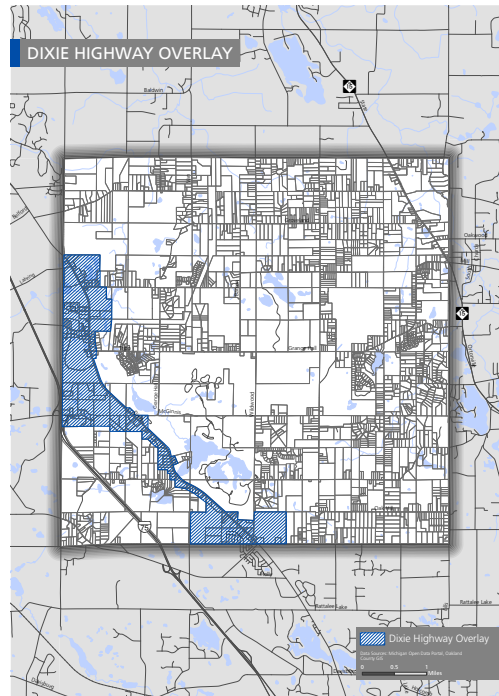
The resulting recommendations reflect the citizens' vision and present a sequential, actionable, data-justified series of steps to achieve it. Projects are geographically concentrated by phase in order to offer opportunities for synergy as well as to build community confidence by showcasing these successes.



**Patrick Burtch, PhD**, City Administrator  
 (Former City Manager of Jackson)  
 400 Conant Street  
 Maumee, OH 43537  
 734.777.0624  
 pburtch@maumee.org

**Groveland Township Master Plan**  
*Groveland Township, Michigan*

Groveland Township is a semi rural Township in northwestern Oakland County. During the master plan process, the community's priority was to restrict any new commercial development to its main corridors to avoid sprawling into the Township's rustic surroundings. In a Township where over 30% of it is owned by county and state parks, planning is limited primarily to two corridors. The Master Plan's main focus was on preserving the Dixie Highway's heritage. As its name suggests, this highway connects to the south and remains rural in many parts and therefore necessitate attention on land use and design that tie into this aesthetic. Along this corridor, nodes for growth were identified and design guidelines favored that promoted minimal access points, vegetation and buffering, pastoral architectural features, and community amenities.



**Robert DePalma**, Supervisor  
 4695 Grange Hall Rd.  
 Holly, MI 48442  
 248.634.4152  
 supervisor@grovelandtownship.net



## Acme Township Master Plan

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

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

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



**Amy Jenema, Treasurer**  
 6042 Acme Rd.  
 Williamsburg, MI 49690  
 231.938.1350  
 ajenema@acmetownship.org





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## Consultant Personnel





**John Iacoangeli, FAICP, PCP, LEED AP, CNU-A, FBCI  
 Partner, Planner**

John joined Beckett & Raeder in 1991 and is a Professional Certified Planner and a member of the College of Fellows of the American Institute of Certified Planners. John has over thirty-five years experience working with public and private sector clients on a variety of community and economic development based projects. He has been involved in the preparation and implementation of community master plans and zoning ordinances, downtown and neighborhood revitalization, community development, economic development, historic preservation, and natural resource-based projects for numerous communities throughout the Midwest. His area of specialization is project implementation involving federal and state grants, local municipal financing, special authority financing, and public-private partnerships.

**EDUCATION**

Master of Public Administration,  
 Northern Michigan University,  
 Marquette, MI

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

**CERTIFICATIONS**

American Institute of Certified  
 Planners

Professional Community Planner  
 (PCP) State of Michigan

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

Congress for New Urbanism  
 Accreditation (CNU-A)

Form Based Code Institute  
 Certification

LEED Accredited Professional  
 (BD+C)

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

**RECOGNITION**

College of Fellows, American  
 Institute of Certified Planners  
 (FAICP)

**SELECTED EXPERIENCE**

**Lakes to Land Regional  
 Initiative  
 Collaborative Master Plan for  
 sixteen communities**  
 Benzie and Manistee Counties  
*Innovation in Regional Planning  
 Award – Michigan Association of  
 Planning, 2014*

**Acme Township Placemaking &  
 Master Plan**  
 Acme Township, MI  
*Daniel Burnham Award for a  
 Comprehensive Plan – Michigan  
 Association of Planning, 2015*

**River Raisin Heritage Corridor  
 East Master Plan**  
**Monroe County Historical  
 Society, National Park Service,  
 City of Monroe**  
 Monroe, MI  
*Merit Award – Michigan Chapter  
 of American Society of Landscape  
 Architects, 2013*  
*Honor Award – Michigan Historic  
 Preservation Network, 2016*

**Dexter Strategic Plan and  
 Placemaking**  
 Dexter, MI

**Peshawbestown Master  
 Plan, Grand Traverse Band of  
 Chippewa and Ottawa Indians**  
 Peshawbestown, MI  
*Daniel Burnham Award for a  
 Comprehensive Plan – Michigan  
 Association of Planning, 2012*

**City of Marquette Master Plan,  
 Historic Waterfront and  
 Lower Harbor Master Plan,  
 Redevelopment Plan**  
 Marquette, MI

**Michigan State Housing  
 Development Authority,  
 Downtowns of Promise  
 Strategic Planning**  
 Flint, Saginaw, Benton Harbor,  
 Hamtramck, Highland Park,  
 Muskegon Heights, and Detroit's  
 Joy-Southfield Neighborhood

**Project Rising Tide, State of  
 Michigan, Michigan Economic  
 Development Corporation**  
 for twenty-one selected  
 communities throughout the  
 State  
*Economic Planning and  
 Development Award - Michigan  
 Association of Planning, 2018*



**Liz Gunden, AICP**

**Project Planner**

Liz comes to Beckett & Raeder with a wealth of knowledge in urban and regional planning as well as a background in Graphic Design. She has a diverse skillset and is involved in many projects including, community master plans, park & recreation plans, zoning ordinances, community engagement strategies, downtown development plans, pattern books, data analysis, and report design. She also provides planning services, such as site plan review and analyzing zoning requests, all of which builds from Liz’s previous experience of serving as a County Planner. Her combined planning and graphic design skills provide unique products that suitably serve their distinct communities.

**EDUCATION**

Bachelor of Arts, Art  
 Minors: Graphic Design &  
 Spanish  
 Goshen College, Goshen, IN

Master of Urban and Regional  
 Planning, University of Michigan,  
 Ann Arbor, MI

**CERTIFICATIONS**

American Institute of Certified  
 Planners

**AFFILIATIONS**

American Planning Association  
 Michigan Association of Planning

**TEACHING EXPERIENCE**

Architecture, Sustainability, & the  
 City, U.S. Planning Institutions &  
 Law

**SELECTED EXPERIENCE**

**City of Warren Master Plan**  
 Warren, MI

*Daniel Burnham Award for a  
 Comprehensive Plan – Michigan  
 Association of Planning, 2021*

**City of Sturgis Master Plan**  
 Sturgis, MI

*Excellence Award in Community  
 Outreach – Michigan Association  
 of Planning, 2020*

**City of Rochester Master Plan**  
 Rochester, MI

**Fremont Community Joint  
 Comprehensive & Growth  
 Management Plan**  
 City of Fremont, MI - in progress  
 Dayton Township, MI  
 Sheridan Charter Township, MI

**City of Albion Comprehensive  
 Plan**  
 Albion, MI

**Leelanau Township Master  
 Plan**  
 Leelanau Township, MI - in  
 progress

**City of Reading Master Plan**  
 Reading, MI

**City of Iron River Master Plan**  
 Iron River, MI

**Eveline Township Master Plan**  
 Eveline Township, MI

**Oscoda Township Master Plan**  
 Oscoda Township, MI

**Lake City Area Master Plan**  
 Lake City, MI  
 Lake Township, MI  
 Forest Township, MI

**City of Ypsilanti Master Plan &  
 Sustainability Plan**  
 Ypsilanti, MI



**Mrithula Shantha**

**Project Planner**

Mrithula is an Urban planner and Architectural Engineer with a master’s degree in Urban and Regional Planning and a certificate in Real Estate Development from the University of Michigan, Ann Arbor. She has six plus years’ of experience building vibrant and equitable communities in the U.S., India, and Brazil. Her professional experience focuses on master planning, community engagement, affordable housing, equitable development, and policy advocacy. Mrithula is proficient in analyzing and synthesizing data to identify equitable urban solutions that satisfy clients and address the needs of low-income and marginalized communities. She is a strong advocate for cities built on the foundation of social justice.

**EDUCATION**

Master of Urban and Regional Planning, University of Michigan, Ann Arbor

Bachelors of Technology in Architectural Engineering, SRM University, Chennai, India

**CERTIFICATIONS**

Graduate Certificate in Real Estate Development

**AFFILIATIONS**

Michigan Association of Planning

**TEACHING EXPERIENCE**

Quantitative Planning Methods

**PUBLICATIONS / PRESENTATIONS**

Master Planning for Tourism in Michigan, 2020

Michigan Evictions: Trends, Data Sources, and Neighborhood Determinants, 2020

Participatory State and Regional Food System Plans and Charters in the U.S.: A Summary of Trends and National Directory, 2021

**SELECTED EXPERIENCE**

**City of Albion Comprehensive Plan** - in progress  
 Albion, MI

**City of Novi Master Plan** - in progress  
 Novi, MI

**City of Wayland Master Plan** - in progress  
 Wayland, MI

**Dexter Township Master Plan** - in progress  
 Dexter Township, MI  
**City of Roseville Zoning Ordinance** - in progress  
 Roseville, MI

**Groveland Township Zoning Ordinance** - in progress  
 Groveland Township, MI

**Pennfield Township Zoning Ordinance** - in progress  
 Pennfield Township, MI

**Dixie Highway Design Standards**  
 Groveland Township, MI

**Emmet County Housing Analysis**  
 Emmet County, MI

**City of Trenton Redevelopment Ready Certification** - in progress  
 Trenton, MI

**City of Warren Village Historic District Plan** - in progress  
 Warren, MI

**City of Warren Van Dyke Corridor Plan** - in progress  
 Warren, MI

**Coastal Leadership Academy\***  
 Michigan Coastal Management Program

\*Completed prior to BRI



**Kyle Wilkes, AICP**

**Project Planner**

Kyle is an experienced planner with a focus on local government planning and zoning administration. Kyle’s bachelor’s degrees in public administration/public policy and economics – as well as a Master in Urban & Regional Planning degree – demonstrates his commitment to understanding and applying principles for good decision-making and planning to build strong communities. His certification from the American Institute of Certified Planners (AICP) denotes his educational background and experience in applying ethical planning principles and best practices. Kyle excels at collaborative stakeholder engagement throughout the planning process. He has served on numerous appointed local and regional planning committees.

**EDUCATION**

Master of Urban and Regional Planning, Michigan State University, East Lansing, MI

Bachelor of Arts, Economics, Rollins College, Winter Park, FL

Bachelor of Arts, Public Administration & Public Policy Michigan State University, East Lansing, MI

**CERTIFICATIONS**

American Institute of Certified Planners

Certificate in Management, Rollins College, Winter Park, FL

**AFFILIATIONS**

American Planning Association

Florida Chapter of the American Planning Association

Michigan Association of Planning (Pending)

**SELECTED EXPERIENCE**

**Village of Laurium Master Plan**  
 – In Progress  
 Laurium, MI

**Apopka Community-Wide Visioning and Parks & Recreation Master Plan\***  
 Apopka, FL

**Ocoee-Apopka Road (East Shore Village) Small Area Study\***  
 Apopka, FL

**Lincoln Park Planning & Zoning Services** – In Progress  
 Lincoln Park, MI

**City of St. Cloud, FL Planning/ Zoning Services\***  
 St. Cloud, FL

**City of Apopka, FL Planning & Zoning Services\***  
 Apopka, FL

**Orange County Planning Services\***  
 Orlando, FL

**Main Street Oakland County – Planning Services/Technical Assistance\***  
 Pontiac, MI

**Residential Architectural Design Standards\***  
 St. Cloud, FL

**Residential Architectural Standards Update\***  
 Apopka, FL

**Economic Enhancement (Brownfield) Area Ordinance and Overlay\***  
 Apopka, FL

\*Completed prior to BRI





**Rowan Brady, AICP**

**Project Planner & Urban Technology**

Rowan joined Beckett & Raeder as an Intern in 2018. After finishing his undergraduate degree in the Spring of 2019, Rowan remained at Beckett & Raeder, Inc. while completing his Master’s degree in Urban and Regional Planning at the University of Michigan-Ann Arbor. Rowan is a Geographic Information System (GIS) specialist and contributes data input, analysis, and mapping to many of BRI’s community planning projects.

**EDUCATION**

Bachelor of Arts, Environmental Science  
 Minors: Urban Studies  
 University of Michigan, Ann Arbor, MI

Master of Urban and Regional Planning, University of Michigan, Ann Arbor, MI

**CERTIFICATIONS**

American Institute of Certified Planners

**AFFILIATIONS**

Michigan Association of Planning

**PUBLICATIONS & PRESENTATIONS**

Tapping into Economic Potential: The Impact of Microbreweries in Michigan  
*Outstanding Graduate Student Project – Michigan Association of Planning, 2021*

Shoreline Planning - Michigan Association of Planning Conference Presentation, 2021

**SELECTED EXPERIENCE**

**City of Warren Master Plan**  
 Warren, MI

*Daniel Burnham Award for a Comprehensive Plan – Michigan Association of Planning, 2021*

**City of Lincoln Park Master Plan**  
 Lincoln Park, MI

**Clam Lake Township Master Plan**  
 Clam Lake Township, MI

**Banks Township Master Plan**  
 Banks Township, MI

**City of East Jordan Master Plan**  
 East Jordan, MI

*Excellence Award in Community Outreach – Michigan Association of Planning, 2021*

*Daniel Burnham Award for a Comprehensive Plan – Michigan Association of Planning, 2022*

**Hayes Township Master Plan**  
 Hayes Township, MI

**Lake City Area Master Plan**  
 Lake City, MI  
 Lake Township, MI  
 Forest Township, MI

**Grand Blanc Township Master Plan**  
 Grand Blanc Township, MI

**City of Sturgis Master Plan**  
 Sturgis, MI  
*Excellence Award in Community Outreach – Michigan Association of Planning, 2020*

**City of Albion Comprehensive Plan**  
 Albion, MI - in progress

**Dexter Township Master Plan**  
 Dexter Township, MI - in progress

**Village of Elberta Master Plan**  
 Elberta, MI - in progress

**Fremont Community Joint Comprehensive & Growth Management Plan**  
 City of Fremont, MI - in progress  
 Dayton Township, MI  
 Sheridan Charter Township, MI





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## List of Clients

## List of Clients in the Last Five Years

### MASTER PLANS

Ypsilanti Master Plan Update  
& Sustainability Plan | Bonnie  
Wessler, Project Manager  
734.482.9707  
bwessler@cityofypsilanti.com

Trenton Resiliency Master Plan,  
Virgil Mainai, Building Official  
734.675.8504  
vmaiani@trenton-mi.com

Kalamazoo County Master Plan |  
Lotta Jarnefelt, Director, Planning  
& Development Director  
269.384.8115  
lmjarn@kalcounty.com

Warren Master Plan | Ron  
Weurth, Planning Director  
586.574.4687  
rweurth@cityofwarren.org

River Rouge Master Plan | Karl Laub,  
Community Development Director  
313.842.4203 ext. 224  
klaub@cityofriverrouge.org

Lincoln Park Master Plan | John  
Meyers, Building Official  
313.386.1800 (ext: 1224)  
jmeyers@citylp.com

Eaton Rapids Master Plan |  
Aaron Desentz, City Manager  
517.663.8118  
adesentz@cityofeatonrapids.com

Marlette Master Plan | Ryan  
Rudzis, City Manager  
989.635.7448  
manager@cityofmarlette.com

Sandusky Master Plan | Dave  
Faber, City Manager  
810.648.4444  
dfaber@misandusky.com

MAP Master Planning for  
Community Resilience | Andrea  
Brown, Executive Director  
734.913.2000  
abrown@planningmi.org

Beaverton Master Plan | Heath  
Kaplan, City Manager  
989.435.3511 ext. 4  
hkapan@beavertonmi.org

Harrison Master Plan | Tracey  
Connelly, City Manager & Clerk  
989.539.7145  
Tconnelly@cityofharrison-mi.gov

Gladwin Master Plan (RRC) | Chris  
Shannon, City Administrator  
989.426.9231 (ext: 14)  
citymanager@gladwin.org

Clam Lake Township Master  
Plan | Amy Peterson, Clerk  
231.775.5401 (ext: 3)  
clerk@clamlaketownship.org

Sturgis Master Plan | Will Prichard,  
Community Development Director  
269.659.7215  
wprichard@sturgismi.gov

Fenton Township Master Plan |  
Thomas Broecker, Deputy Clerk  
810.629.1537  
tbroecker@fentontownship.org

New Buffalo Township Master  
Plan | Michelle Heit, Supervisor  
269.469.1011 (ext:103)  
mheit@newbuffalotownship.org

Acme Township Master Plan  
Update | Doug White, Supervisor  
231.938.1350  
dwhite@acmetownship.org

Roseville Master Plan | Scott  
Adkins, City Manager  
586.445.5410  
sadkins@roseville-mi.gov

Lake City Area Master Plan |  
Craig Ardis, City Manager  
craigardis@aol.com

Blaine Township Master Plan | Dave  
Long, Planning Commissioner  
d.longplainepec@gmail.com

Iron Mountain Master Plan |  
Isaac Micheau, Treasurer  
906.774.8530  
clerktreasurer@cityofironmountain.com

Eveline Township Master  
Plan & Recreation Plan |  
Sandi Whiteford, Clerk  
231.675.4426  
evelinetwpclerk@gmail.com

Rochester Master Plan | Blaine  
Wing, City Manager  
248.651.9061  
bwing@rochestermi.org

Wayland Master Plan | Josh  
Eggleston, City Manager  
269.792.2265  
jeggleston@cityofwayland.org

Little Traverse Township Master Plan  
Update | William Dohm, Supervisor  
231.347.9686

Plans completed within the last five  
years; contact no longer current

- Grand Blanc Township Master Plan
- Ewart Master Plan
- East Jordan Community  
Master Plan Update



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## Timeframe Flow Chart

## Timeframe Flow Chart

TASKS	MONTHS													
	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Task 1.0 Project Initiation & Background	●	●												
Task 2.0 Public Participation		●	●	●	●									
Task 3: Plan Development				●	●	●	●	●	●	●	●			
Task 4: Vision for White Lake Township											●	●		
Task 5: Plan Preparation										●	●	●		
Task 6: Deliverable & Adoption Process											●	●	●	●



Thank You.

John Iacoangeli, PCP, FAICP, LEED AP, CNU-A  
734.663.2622 | [jri@bria2.com](mailto:jri@bria2.com)



# White Lake Charter Township 2023 Master Plan Update

Estimated Costs

September 27, 2022



*Jackson Streetscape | Jackson, MI*



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# Estimated Costs





Thank You.

John Iacoangeli, PCP, FAICP, LEED AP, CNU-A  
734.663.2622 | [jri@bria2.com](mailto:jri@bria2.com)

**REQUEST FOR PROPOSALS (RFP)  
WHITE LAKE CHARTER TOWNSHIP  
2023 MASTER PLAN UPDATE**

**INTRODUCTION**

White Lake Charter Township is requesting proposals from qualified consultants to assist with reviewing and updating its Master Plan. This update shall be completed in accordance with the Michigan Planning Enabling Act (Act 33 of 2008, as amended). **The Township will accept proposals until 4:00 p.m. on Tuesday, September 27, 2022.**

**BACKGROUND**

White Lake Township is located in central Oakland County in the western lakes area and is a suburban community within the Detroit metropolitan area, with the southeasternmost area of the Township located 19 miles northwest of the Detroit city limits and 10 miles from downtown Pontiac. The 2020 U.S. Census showed the Township’s population was 30,950, in a geographic area of slightly over 37 square miles. The Township development pattern is framed by availability of public utilities and characterized by both urban and rural character.

White Lake Township is bordered by Waterford Township on the east, Commerce Township to the south, Highland Township on the west, and Springfield Township to the north. West Bloomfield Township meets White Lake Township at its southeast corner, forming the “Four Towns” area along Union Lake and Cooley Lake Roads, with Commerce and Waterford Townships.

The Township has an abundance of public recreation and greenspace land under Township, County, and State ownership. Public recreation areas total about 25% of the land use in the Township. The southeast quadrant of the Township has experienced significant development over the years. The northern portion of the Township has experienced less intense development and is more rural in character.

The Township is bisected by State Highway M-59 running east-west through the Township. Access to US-23, which runs north to Flint and south to Brighton and Ann Arbor, is about 10 miles west. I-75, which runs north to Flint and south to Detroit, can be accessed about three miles northeast.

**PROJECT OBJECTIVES**

1. Review current Township Master Plan and identify relevant sections to remain, be revised, or be removed. This review should include identification of deficiencies of the current plan and inclusion of elements that should be incorporated into the plan update.
2. Conduct public engagement session to gather input from residents, business and property owners, the Planning Commission and Township Board.



3. Evaluate existing goals and objectives, explore implications of an aging population, review land use designations, and address regional changes.
4. Review and refine vision for M-59 corridor.
5. Define a clear direction of how and where development/redevelopment should occur over the next 5, 10, 15, and 20 years.
6. Determine a specific implementation plan for immediate, short- and long-term goals.

#### **SUBMITTAL AND SCHEDULE**

1. Submit all required materials as detailed in the Proposal Content and Selection Process sections on the following pages. Provide three (3) hard copies along with emailing an electronic version (PDF) to Sean O’Neil, Community Development Director, at [soneil@whitelaketwp.com](mailto:soneil@whitelaketwp.com). The hard copies can be mailed to: White Lake Township – ATTN: Sean O’Neil, 7525 Highland Road, White Lake, MI 48383.
2. Submit proposal no later than 4:00 p.m. on Tuesday, September 27, 2022. Costs for these master planning services (including a breakdown of cost by task) shall be submitted to the Township in a separate sealed package clearly marked as indicated:

**COMPANY/FIRM NAME**  
**“PROPOSAL TO UPDATE 2023**  
**WHITE LAKE CHARTER TOWNSHIP MASTER PLAN**  
**WHITE LAKE CHARTER TOWNSHIP, MICHIGAN”**

3. Any questions concerning the Proposal shall be directed to:

Sean O’Neil  
Community Development Director  
[soneil@whitelaketwp.com](mailto:soneil@whitelaketwp.com)  
(248) 698-3300 x5

4. It is anticipated work on this project will commence in 2022 and will be completed in 2023.
5. The Township reserves the right to reject any or all responses to this RFP, to advertise for new RFP responses, or to accept any RFP response deemed to be in the best interest of the Township. The Township reserves the right to use its staff to complete a portion or portions of the described activity and to negotiate rates per activity after bids have been received. A response to this RFP should not be construed as a contract, nor indicate a commitment of any kind.
6. All costs incurred for proposal preparation, presentation, or contract negotiations are the responsibility of the consulting firm. The Township will not pay the cost of any information solicited or received.

## PROPOSAL CONTENT

1. Letter of Interest – Cover letter indicating interest in the project and identifying the firm’s ability to provide services needed.
2. Introduction – A brief description of the firm including the number of years the firm has been in existence, range of professional services, office locations, and staff size.
3. Work Program – In the project overview, describe the general project approach and process to be employed; describe a process approach that was used in the past to successfully complete similar project; describe the proposed project schedule including timeline of major milestones, deliverables, and completion.
4. Experience and Qualifications – A brief description of the firm’s prior work relevant to this RFP including the name, address, and phone number of client references and the primary contact persons.
5. Consultant Personnel – Identify individuals from the firm’s professionals and others who will work on the project along with a brief summary of the individuals and their experience.
6. List of Clients – Provide a list of comparable clients for which similar services have been provided in addition to contact information for those clients.
7. Timeframe Flow Chart – Submit a flow chart with estimated project timeframe for meeting important project targets.
8. Estimated Costs – Submit cost estimates for each task associated with preparation of the Master Plan update and overall completion. **This shall be provided in the sealed package described in the Submittal and Schedule section on the previous page.**

## SELECTION PROCESS

Proposals will be reviewed by the Planning Commission, which will make a recommendation to the Township Board. The Township reserves the right to request additional information from firms submitting proposals. The following criteria will be considered in evaluation of the proposals by the Township:

1. Capabilities and previous experience in comparable projects and specialized experience and technical competence of the consultant.
2. The firm’s general approach to the project. Although the Township has identified the general nature of services required, the consultant is given leeway to design the approach for the methodology to provide the proposed services.
3. Past record of performance on contracts with other governmental agencies including such factors as quality of work, cost control, and demonstrated ability to meet scheduled deadlines.

4. Capacity of the candidate to perform the work in a timely manner and affirmatively respond to the inquiries and schedule of the Township and dedicate the appropriate personnel as the schedule dictates.
5. Qualifications of individuals who will have direct involvement in tasks on this project.
6. Reasonableness of project costs.

## **FINAL PRODUCT**

The final product and all related materials shall be the sole property of White Lake Charter Township.

### *Deliverables*

1. Two unbound copies of the Plan (three-hole punched in a binder)
2. A digital copy of the Plan in .pdf format
3. A digital copy of the Plan in .docx format
4. All tables associated with the Plan in .xlsx format
5. Any additional raw data
6. All pictures, graphs, renderings, and charts associated with the Plan in .TIF format
7. All maps prepared for the Plan must be compatible with ArcGIS