

# *SWARTZ CREEK DDA*

## **Agenda**

**Downtown Development Authority, Thursday, August 12, 2021, 6:00 P.M.  
City Hall 8083 Civic Drive, Swartz Creek Michigan 48473  
Virtual (Zoom) Meeting Available for General Public**

**1. CALL TO ORDER:**

**2. PLEDGE OF ALLEGIANCE:**

**3. ROLL CALL:**

**4. APPROVE AGENDA:**

4A. Proposed or Amended Agenda, August 12, 2021

**5. MOTION TO APPROVE MINUTES:**

5A. Board Meeting, April 22, 2021

**6. REPORTS & COMMUNICATIONS:**

6A. Resolutions

6B. April 22, 2021 Minutes

6C. August 12, 2021 Meeting Letter

6D. Master Plan Update Proposal

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**7. MEETING OPENED TO THE PUBLIC:**

7A. General Public Comments

**8. BUSINESS:**

8A. Master Plan Steering Committee Liaison

8B. Meijer Appeal

8C. 2021 Updates and Outlook

**9. MEETING OPENED TO THE PUBLIC:**

9A. General Public Comments

**10. REMARKS BY MEMBERS:**

**11. ADJOURNMENT:**

**CITY OF SWARTZ CREEK**  
**DOWNTOWN DEVELOPMENT AUTHORITY**  
**RESOLUTIONS**  
**THURSDAY, AUGUST 12, 2021**

**Resolution No. 210812-01**

**Agenda – August 12, 2021**

Motion by Board Member: \_\_\_\_\_

**I Move** the Swartz Creek Downtown Development Authority approves the agenda for the August 12, 2021 Downtown Development Authority meeting.

Second by Board Member: \_\_\_\_\_

Voting For: \_\_\_\_\_

Voting Against: \_\_\_\_\_

**Resolution No. 210812-02**

**Minutes – April 22, 2021**

Motion by Board Member: \_\_\_\_\_

**I Move** the Swartz Creek Downtown Development Authority approves the Minutes for the April 22, 2021 Downtown Development Authority meeting.

Second by Board Member: \_\_\_\_\_

Voting For: \_\_\_\_\_

Voting Against: \_\_\_\_\_

**Resolution No. 210812-03**

**Steering Committee Liaison**

Motion by Board Member: \_\_\_\_\_

**I Move** the Swartz Creek DDA designate Member \_\_\_\_\_ to serve on the Swartz Creek Master Plan and Downtown Plan Update Steering Committee.

Second by Board Member: \_\_\_\_\_

Voting For: \_\_\_\_\_

Voting Against: \_\_\_\_\_

**Resolution No. 2100812-04**

**Adjourn**

Motion by Board Commission Member: \_\_\_\_\_

**I Move** the Swartz Creek Downtown Development Authority adjourns the August 12, 2021 Downtown Development Authority meeting.

Second by Board Member: \_\_\_\_\_

Voting For: \_\_\_\_\_

Voting Against: \_\_\_\_\_

**CITY OF SWARTZ CREEK  
VIRTUAL DOWNTOWN DEVELOPMENT AUTHORITY MEETING ACCESS INSTRUCTIONS  
THURSDAY, AUGUST 12, 2021, 6:00 P.M.**

The regular virtual meeting of the City of Swartz Creek park board is scheduled for **August 12, 2021** starting at 6:00 p.m. and will be conducted virtually (online and/or by phone), due to health concerns surrounding Coronavirus/COVID-19 and rules promulgated by the Michigan Department of Health and Human Services.

To comply with the **Americans with Disabilities Act (ADA)**, any citizen requesting accommodation to attend this meeting, and/or to obtain the notice in alternate formats, please contact Connie Olger, 810-429-2766 48 hours prior to meeting,

**Zoom Instructions for Participants**

**To join the conference by phone:**

1. On your phone, dial the teleconferencing number provided below.
2. Enter the **Meeting ID** number (also provided below) when prompted using your touch-tone (DTMF) keypad.

**Before a videoconference:**

1. You will need a computer, tablet, or smartphone with speaker or headphones. You will have the opportunity to check your audio immediately upon joining a meeting.
2. Details, phone numbers, and links to videoconference or conference call is provide below. The details include a link to **“Join via computer”** as well as phone numbers for a conference call option. It will also include the 9-digit Meeting ID.

**To join the videoconference:**

1. At the start time of your meeting, enter the link to join via computer. You may be instructed to download the Zoom application.
2. You have an opportunity to test your audio at this point by clicking on “Test Computer Audio.” Once you are satisfied that your audio works, click on “Join audio by computer.”

You may also join a meeting without the link by going to [join.zoom.us](https://join.zoom.us) on any browser and entering the Meeting ID provided below.

If you are having trouble hearing the meeting, you can join via telephone while remaining on the video conference:

1. On your phone, dial the teleconferencing number provided below.
2. Enter the **Meeting ID number** (also provided below) when prompted using your touchtone (DMTF) keypad.
3. If you have already joined the meeting via computer, you will have the option to enter your participant ID to be associated with your computer.

**Participant controls in the lower left corner of the Zoom screen:**



Using the icons in the lower left corner of the Zoom screen you can:

- Mute/Unmute your microphone (far left)
- Turn on/off camera (“Start/Stop Video”)
- Invite other participants
- View participant list-opens a pop-out screen that includes a “Raise Hand” icon that you may use to raise a virtual hand during Call to the Public
- Change your screen name that is seen in the participant list and video window
- Share your screen

Somewhere (usually upper right corner on your computer screen) on your Zoom screen you will also see a choice to toggle between “speaker” and “gallery” view. “Speaker view” show the active speaker.

**Connie Olger is inviting you to a scheduled Zoom meeting.**

**Topic: DDA- Downtown Development Authority Meeting**  
**Time: August 12, 2021 06:00 PM Eastern Time (US and Canada)**

**Join Zoom Meeting**

<https://us02web.zoom.us/j/5699610014>

**Meeting ID: 569 961 0014**

**One tap mobile**

+13126266799,,5699610014# US (Chicago)

+19292056099,,5699610014# US (New York)

**Dial by your location**

+1 312 626 6799 US (Chicago)

+1 929 205 6099 US (New York)

+1 301 715 8592 US (Washington DC)

+1 346 248 7799 US (Houston)

+1 669 900 6833 US (San Jose)

+1 253 215 8782 US (Tacoma)

**Meeting ID: 569 961 0014**

**Find your local number: <https://us02web.zoom.us/u/kedFRqg7ij>**

**If you have any further questions or concern, please contact 810-429-2766 or email [colger@cityofswartzcreek.org](mailto:colger@cityofswartzcreek.org).**

**A copy of this notice will be posted at City Hall, 8083 Civic Drive, Swartz Creek, Michigan.**

**CITY OF SWARTZ CREEK  
VIRTUAL (ELECTRONIC) MEETING RULES AND PROCEDURES**

In order to conduct an effective, open, accessible, and professional meeting, the following protocols shall apply. These protocols are derived from the standard practices of Swartz Creek public meetings, Roberts Rules of Order, and city board & commission procedures. These procedures are adopted to govern participation by staff, councilpersons and members of the public in all City meetings held electronically pursuant to PA 228 of 2020. Note that these protocols do not replace or eliminate established procedures or practices. Their purpose is to augment standing expectations so that practices can be adapted to a virtual meeting format.

The following shall apply to virtual meetings of the city's public bodies that are held in accordance with the Open Meetings Act.

1. Meetings of the City Council, Planning Commission, Zoning Board of Appeals, Downtown Development Authority, Park Board, or committees thereunder may meet electronically or permit electronic participation in such meetings insofar as (1) the Michigan Department of Health and Human Services restricts the number of persons who can gather indoors due to the COVID-19 pandemic; (2) persons have an illness, injury, disability or other health-related condition that poses a risk to the personal health or safety of members of the public or the public body if they were to participate in person; or (3) there is in place a statewide or local state of emergency or state of disaster declared pursuant to law or charter by the governor or other person authorized to declare a state of emergency or disaster.
2. All meetings held hereunder must provide for two-way communication so that members of the public body can hear and respond to members of the general public, and vice versa.
3. Members of the public body who participate remotely must announce at the outset of the meeting that he/she is in fact attending the meeting remotely and by further identifying the specific physical location (by county, township, village and state) where he/she is located. The meeting minutes must include this information.
4. Notice of any meeting held electronically must be posted at the City Offices at least 18 hours before the meeting begins and must clearly explain the following:
  - (a) why the public body is meeting electronically;
  - (b) how members of the public may participate in the meeting electronically, including the specific telephone number, internet address or similar log-in information needed to participate in the meeting;

- (c) how members of the public may contact members of the public body to provide input or ask questions on any business that will come before the public body at the meeting;
  - (d) how persons with disabilities may participate in the meeting.
5. The notice identified above must also be posted on the City's website homepage or on a separate webpage dedicated to public notices for non-regularly scheduled or electronic public meetings that is accessible through a prominent and conspicuous link on the website's homepage that clearly describes the meeting's purpose.
  6. The City must also post on the City website an agenda of the meeting at least 2 hours before the meeting begins.
  7. Members of the public may offer comment only when the Chair recognizes them and under rules established by the City.
  8. Members of the public who participate in a meeting held electronically may be excluded from participation in a closed session that is convened and held in compliance with the Open Meetings Act.

## **MAINTAINING ORDER**

Public body members and all individuals participating shall preserve order and shall do nothing to interrupt or delay the proceedings of public body.

All speakers shall identify themselves prior to each comment that follows another speaker, and they shall also indicate termination of their comment. For example, "Adam Zettel speaking. There were no new water main breaks to report last month. That is all."

Any participants found to disrupt a meeting shall be promptly removed by the city clerk or by order of the Mayor. Profanity in visual or auditory form is prohibited.

The public body members, participating staff, and recognized staff/consultants/presenters shall be the only participants not muted by default. All other members must request to speak by raising their digital hand on the meeting application or by dialing \*9 on their phone.

## **MOTIONS & RESOLUTIONS**

All Motions and Resolutions, whenever possible, shall be pre-written and in the positive, meaning yes is approved and no is defeated. All motions shall require support. A public body member whom reads/moves for a motion may oppose, argue against or vote no on the motion.

## **PUBLIC ADDRESS OF BOARD OR Commission**

The public shall be allowed to address a public body under the following conditions:

1. Each person who wishes to address the public body will be first recognized by the Mayor or Chair and requested to state his / her name and address. This applies to staff, petitioners, consultants, and similar participants.
2. Individuals shall seek to be recognized by raising their digital hand as appropriate on the digital application.
3. Petitioners are encouraged to appropriately identify their digital presence so they can be easily recognized during business. If you intend to call in only, please notify the clerk in advance of your phone number.
4. The city clerk shall unmute participants and the members of the public based upon the direction of the mayor or chair. Participants not recognized for this purpose shall be muted by default, including staff, petitioners, and consultants.
5. Individuals shall be allowed five (5) minutes to address the public body, unless special permission is otherwise requested and granted by the Mayor or Chair.
6. There shall be no questioning of speakers by the audience; however, the public body, upon recognition of the Mayor or Chair, may question the speaker.
7. No one shall be allowed to address the public body more than once unless special permission is requested, and granted by the Mayor or Chair.
8. One spokesperson for a group attending together will be allowed five (5) minutes to address the public body unless special permission has been requested, and granted by the Mayor or Chair.
9. Those addressing the public body shall refrain from being repetitive of information already presented.
10. All comments and / or questions shall be directed to and through the Mayor or Chair.
11. Public comments (those not on the agenda as speakers, petitioners, staff, and consultants) are reserved for the two "Public Comment" sections of the agenda and public hearings.

## **VOTING RECORD OF PUBLIC BODIES**

All motions, ordinances, and resolutions shall be taken by "YES" and "NO" voice vote and the vote of each member entered upon the journal.



**CITY OF SWARTZ CREEK  
SWARTZ CREEK, MICHIGAN  
MINUTES OF THE DOWNTOWN DEVELOPMENT AUTHORITY MEETING  
April 22, 2021**

The meeting was called to order at 6:02 p.m. by Board Member Krueger with a virtual (Zoom) meeting available for the general public.

Board Members Present: Beedy, Eckerdt, King, Krueger, Plumb, Raffaelli, Jamison.

Board Members Absent: LaBeau, Whittey.

Staff Present: Adam Zettel

Others Present: Dawn Jamison, Justin Humphries.

**APPROVAL OF AGENDA:**

**Resolution No. 210422-01**

**(Carried)**

Motion by Board Member King  
Second by Board Member Eckerdt

**I Move** the Swartz Creek City Downtown Development Authority approves the agenda for the April 22, 2021 Downtown Development Meeting.

Unanimous affirmative voice vote: Motion declared carried.

**APPROVAL OF MINUTES:**

**Resolution No. 210422-02**

**(Carried)**

Motion by Board Member Plumb  
Second by Board Member Beedy

**I Move** the Swartz Creek City Downtown Development Authority approves the minutes for the February 11, 2021 Downtown Development Authority meeting.

Unanimous affirmative voice vote: Motion declared carried.

**MEETING OPEN TO PUBLIC:**

None.

**Workshop Meetings**

**Update**

There was a discussion about the joint educational workshops. Mr. Zettel briefly discussed the joint budget presentation workshop on Monday April 26th at 5:30 pm, the presentation by the county economic development corporation on May 10<sup>th</sup>, and having another joint workshop later this year regarding the master plan.

**Façade Grant Application**

**Resolution No. 210422-03**

**(Carried)**

Motion by Board Member Raffaelli  
Second by Board Member Plumb

**I Move** the Swartz Creek DDA approves the application, as included in the April 22, 2021 DDA packet, for the façade improvement program as submitted by Justin Humphries for 8053 Miller Road; in the grant amount of \$12,000; with the following conditions:

1. Execution of all standard façade application agreements.

**YES:** Krueger, Plumb, Raffaelli, Jamison, Beedy, Eckerdt, King.  
**NO:** None. Motion declared carried.

**Concert Sponsorship Request**

**Resolution No. 210422-04**

**(Carried)**

Motion by Board Member Jamison  
Second by Board Member Plumb

**I Move** the Swartz Creek DDA approves payment of \$300 to the Swartz Creek Fine Arts Association to support programming for the 2021 concert season.

**YES:** Plumb, Raffaelli, Jamison, Beedy, Eckerdt, King, Krueger.  
**NO:** None. Motion declared carried.

## **FY 2022 Budget**

### **Resolution No. 210422-05**

**(Carried)**

Motion by Beedy  
Second by Plumb

**I Move** the Swartz Creek Downtown Development Authority approve the proposed and amended 2021 fiscal year budget for the Downtown Development Authority for distribution and review by the city council.

The following items were amended:

1. Increase Movie Night department to \$4000
2. Increase Streetscape department by \$1000

**YES:** Plumb, Raffaelli, Jamison, Beedy, Eckerdt, King, Krueger.

**NO:** None. Motion declared carried.

### **MEETING OPEN TO PUBLIC:**

None.

### **REMARKS BY BOARD MEMBERS:**

Board Member Jamison talked with Mr. Justin Humphries about the shared lot concept. He also asked about the house on the corner and the easement that is going to council on Monday night. Jeepers Creekers is moving forward this year with the necessary guidelines and restrictions.

Board Member Raffaelli is excited about the new business in town and the improvements being made on the property. It will be a nice change.

Board Member Eckerdt is looking forward to the improvements and thinks it is nice to see another positive thing come to town. He wanted everyone to know Jeremy Morgan's father recently passed away.

Board Member Beedy is glad to see all of the improvements in town and that we are not losing our identity.

Board Member King is happy that things are opening up and with all of the new things that are coming in.

Board Member Krueger is really looking forward to a lot of the improvements and growth taking place in the community, including the new townhomes and the construction at Apple Creek this summer.

**ADJOURNMENT:**

**Resolution No. 210422-06**

**(Carried)**

Motion by Board Member Beedy  
Second by Board Member King

The Swartz Creek DDA adjourns the April 22, 2021 DDA meeting at 6:47 p.m.

Unanimous affirmative voice vote: Motion declared carried.

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Connie King



SWARTZ CREEK DDA  
SWARTZ CREEK CITY OFFICES  
8083 CIVIC DR.  
SWARTZ CREEK, MI 48473

PHONE: 810-635-4464  
FAX: 810-635-2887

Date: August 5, 2021

**To: DDA Board Members**  
**From: Adam Zettel**  
**RE: August 12, 2021 DDA Meeting**

Hello everyone,

**There will be a meeting of the DDA at 6:00 p.m. on Thursday, August 12, 2021. All board members must now attend in person to participate.** This will also be broadcast virtually via Zoom for the general public. Instructions and guidelines for the virtual meeting are in the packet.

The community is beginning review of the master plan. This effort will be led by the Planning Commission, with the bulk of the work performed by consultants. However, the DDA will be in the thick of it for some specific items. I am including the scope of work that CIB Planning and Smith Group will be delivering. In addition to the expected revisions of the master plan, we are also looking to beef up our sub-area plans for the downtown, as well as to create some design guidelines.

These are features of our community vision that have been asked for but undelivered for some time. It is good to see this process begin. As things get moving, we are looking to assign a DDA member to the master plan steering committee. This is a group that will meet with the consultants a few times in the coming months to guide and give feedback on revision elements. Please consider volunteering!

I will then go over the Meijer appeal. The standard report that has been given to the city council follows:

Meijer is seeking to have their taxable value reduced from \$4,268,627 to \$2,884,935. It looks like they have appeals filed all over the state. This one literally reduces the True Cash Value by 50% (down from ~\$11,000,000), which drops taxable by 32%.

This is a huge slap in the face considering the value of investment and level of economic activity at this site. The site is 58 acres (1.5 acres sold to Dort of ~\$350,000 as vacant land). It also includes a gas station, a land lease (coffee drive through), internal tenants, ~150,000 square feet of indoor sales, additional outdoor

sales, and site improvements. They propose to be valued at the same level as 18 new condos.

Given how much we spend to maintain such a commercial site in the form of a wider road, two new traffic signals, neighbor complaints (trash), and numerous police/fire calls (including an expensive vehicle fire in the last month), I am not sure it is worth having such uses in the community any more. We may want to consider rezoning the rest of the vacant land to R-4 Two Family Residential.

This appeal is especially harmful to the city since Meijer is in the DDA Tax Increment Financing district. This could effectively wipe out about half of the DDA revenues as they stand today, putting all their plans on hold and even compromising their ability to pay their debt.

A deeper look at the issue is more disturbing, and not just to Swartz Creek. Such an appeal brings serious questions before us about what role commercial property has in our community. As noted, Meijer claims that their entire site has the same true cash value as that of 18 new-build condos (which would encompass about 5 acres, general low traffic, and require little public safety services). Why then do we zone such large tracts of land for commercial use when the demand on traffic, public safety, and general community impact are so high?

With that said, it may be time to consider the future of some of our existing commercial and vacant land. I can now make a strong argument that the remainder of the Meijer parcel would be better off (in terms of community impact and fiscal liability) if it were zoned for two-family residential, perhaps even agricultural.

I will be liaising with the city attorney, who has recently worked on such cases. I will also be reaching out to the MML. Perhaps we need to bring this issue to light (again) in the same manner that Escanaba did (recall that this was a Supreme Court case that our community financially supported in order to combat the 'dark store' valuation argument). The state tax laws and disposition of the Michigan Tax Tribunal are creating a toxic environment where the tax burden continually shifts onto residential and small business owners.

The city is likely to refute and fight this appeal. However, the pre-trial is not until February, with hearings in May of 2022. This puts a decision a long way off, which puts the DDA's ability to spend collected revenues a long way off. As such, we are faced with high-level questions regarding future land use for this area, as well as short and long term budget concerns. This is not a good time for this to occur, given the DDA's more aggressive stance at improving the community.

Lastly, we have a number of updates to go over as it relates to the raceway, Brewer Townhomes, Applecreek, and other properties and happenings. Please take a look at the city council packets to get a full picture of things impacting the broader community and downtown.

That is the news! Contact me directly with any questions, comments, or agenda items.  
**Please let us know if you can attend or not.** We have struggled to get a quorum recently.

Sincerely,

A handwritten signature in blue ink that reads "Adam Zettel". The signature is written in a cursive, flowing style.

**Adam Zettel, AICP**  
City Manager  
[azettel@cityofswartzcreek.org](mailto:azettel@cityofswartzcreek.org)



# City of Swartz Creek Master Plan Update

**CIB Planning**  
We Deliver Results.



June 9, 2021

Adam Zettel, City Manager  
City of Swartz Creek  
8083 Civic Drive  
Swartz Creek, MI 48473

Subject: Master Plan Update Proposal

Dear Mr. Zettel:

It is with much enthusiasm that the CIB Planning/SmithGroup team submits this proposal to work with the City of Swartz Creek to prepare an update to the City's Master Plan. Our firms offer the wide range of expertise and innovation necessary to undertake the planning process to provide the City with a useful plan. Our combined experience in community planning, public involvement, economic development, site redevelopment, and ongoing work with communities over a broad geographical area will be invaluable to this assignment. We look forward to our continued partnership with the City of Swartz Creek in planning a great community and helping the City achieve its goals.

Why select the CIB Planning team?

- The principals at CIB Planning have provided quality planning and zoning services to the City of Swartz Creek for nearly two decades.
- CIB Planning and SmithGroup planners are considered experts in planning and zoning, and have prepared dozens of master plans together throughout Michigan, both as public sector planners and as private sector consultants providing staff support.
- One of our team goals is to prepare Master Plans with strategies and projects that can actually be implemented.
- We have significant experience redeveloping sites that are considered no longer viable and can use the Master Plan as the foundation for local efforts.
- Our firms strive to eliminate unnecessary information from the Master Plan and focus on analysis and strategies that prove useful to the Planning Commission, so it doesn't "sit on the shelf and gather dust."

Additionally, both CIB Planning and SmithGroup are proud to serve as two of the firms providing technical assistance and Best Practices training through the Redevelopment Ready Communities program, sponsored by the Michigan Economic Development Corporation. As such, as we review and update your current Master Plan, we will incorporate the RRC Best Practices.

We would value the opportunity to talk more about this important assignment and will gladly refine our enclosed proposal to ensure that it best meets your needs. Let us know how we can help and, feel free to call me directly at 810-734-0000.

Sincerely,



Carmine P. Avantini, AICP  
President, CIB Planning

## About CIB Planning

CIB Planning's mission is to deliver uncommon planning, marketing and development solutions meeting community needs and challenges, helping them prosper.

We believe that everyone should feel a strong connection and a sense of place in their community. We strive to serve our partners by providing innovative and implementable planning and development solutions.

CIB Planning provides exceptional planning and development services to small- and medium-sized communities throughout Michigan, and we are also active in the fields of economic development, economic development marketing, regional coordination, downtown development, ongoing DDA & CIA assistance, housing implementation, redevelopment financing, and project implementation. The planning professionals at CIB began their careers in the public sector and continue to work with local governments on a daily basis. This connection helps ensure that the plans, ordinances, and recommendations we make are both visionary and practical.

Moreover, we pride ourselves on a firm that can not only provide day-to-day solutions to planning and development issues, but also bring a level of leadership that will build community consensus on key topics. This is evidenced by the long-term relationships that we have with client communities; the longest being over 27 years.

At CIB, we have experts with experience at every angle of community improvement. We combine community planning and stakeholder engagement with economic development and tie in marketing, branding, implementation and redevelopment financing strategies, building tools for communities to transform their vision into reality while being a collaborative and trustworthy partner in every step.

CIB frequently teams with other consultants in order to provide a wide range of talents and expertise.

## Firm Information

Community Image Builders (CIB)  
Carmine P. Avantini, AICP, President  
17195 Silver Parkway, #309  
Fenton, Michigan 48430  
avantini@cibplanning.com  
(810) 734-0000

CIB was formed in 2012 and is a Subchapter S Corporation organized in the State of Michigan, Federal ID# 45-5419410.

CIB is an innovative planning and development consulting firm managed by Carmine Avantini, one of the founding partners of LSL Planning, and Justin Sprague, formerly with the Flint & Genesee Chamber of Commerce. With a staff of five professionals, the firm has over 75 years of experience providing innovative planning and development solutions to communities in Michigan and the eastern United States.

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 <b>HOUSING &amp; ECONOMIC DEVELOPMENT STRATEGIES</b>	 <b>COMMUNITY BRANDING</b>	 <b>STAKEHOLDER ENGAGEMENT &amp; FACILITATION</b>
 <b>PROJECT IMPLEMENTATION</b>	 <b>MARKETING STRATEGIES</b>	 <b>MASTER PLANNING &amp; DDA PLANNING</b>
 <b>CORPORATE LOCATION SUPPORT</b>	 <b>PLANNING &amp; ZONING</b>	 <b>TAX INCREMENT FINANCING ASSISTANCE</b>

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## About SmithGroup

Founded in 1853, SmithGroup has become an award-winning, multi-national organization that employs research, data, advanced technologies, and design thinking to help clients solve their greatest challenges. Working across a network of 15 offices internationally, our team of 1,200 experts is committed to excellence in strategy, design, and delivery—giving rise to new and innovative processes and methodologies which are redefining the way we work and collaborate. Our specialists—from planners to architects and engineers, space programmers, campus system

strategists and beyond—develop beautiful, sustainable, future-focused solutions for higher education, science and technology organizations, healthcare providers and cultural institutions, urban environments, diverse workplaces, mixed-use and waterfront developments, and parks and open spaces.

Our integrated practice offers depth in all disciplines serving the built and natural environment, including architecture, engineering (civil, structural, mechanical, electrical, and plumbing), landscape architecture, urban design, and planning.

# Services & Value



## COMMUNITY & CITY PLANNING

Our work is client-focused and based on building an understanding and deep appreciation for community context. We analyze existing conditions and rapidly iterate future opportunities, including physical form and relationship of buildings, streets and open spaces in the context of historical patterns, existing situations and future needs. We improve campuses and cities through design guidelines, development projects and refined details that strengthen and identify values and a unique sense of place. We capitalize on the economic value of existing infrastructure including government, institutional, cultural and natural assets. Our approach results in plans and projects that promote activity and enjoyment, support business development, and achieve exciting and livable environments.



## PUBLIC REALM & PLACEMAKING

Our team is dedicated to creating great places, streets and waterfronts, and vibrant, sustainable cities. We know the key elements of creating active, people-focused places, and how to employ them in each part of a city. Our firm has designed signature public places for over 60 years, and we continue to be a leader in place creation for the public realm. Successful urban spaces anticipate and accommodate a wide range of users and use, creating vital public destinations.



## MIXED-USE & REDEVELOPMENT

Our team provides our clients with an adaptive framework to navigate the complex challenges and transformative opportunities facing development projects, from pre-development strategy, to initial concept and implementation. We work with private, public, and non-profit clients to guide the creation of mixed-use environments that meet emerging expectations and critical needs. We collaboratively define near and long-term strategies to realize successful developments while sustaining our clients' core missions and achieving their overall goals.



### MOBILITY & STREET DESIGN

We are leaders in the design of mobility systems that reflect and sustain land use, social activity, community events, pedestrian and non-motorized movement, outdoor dining and shopping, and community identity. Street design must accommodate multi-modal users of all ages and abilities and be flexible enough to adapt to evolving mixes of land use and activity. Resilient streets can better support civic activities, promote a stronger business environment, and build community through unique opportunities for interaction.



### CONNECTING ASPIRATION & OPPORTUNITY

Urban development projects depend on collaborative networks for success: forging local partnerships and building community coalitions, drawing on multiple funding sources, and securing agency support and regulatory approvals, to name just a few. SmithGroup teams help navigate this collaborative process with a strong sense of civic responsibility and stewardship. We listen first: gathering information and perspective from a diverse array of stakeholders. Then we work to help shape a shared vision for future priorities and outcomes, building a broad coalition of support. The result is planning and design that authentically reflects your community, and that connects your aspirations and assets with genuine opportunities.



### EQUITY MATTERS

SmithGroup's urban design and planning practice is built on the philosophy that equitable public engagement has the power to more inclusively shape the design of our communities. We believe in engaging the broadest range of perspectives and values to build a shared understanding of the forces that shape our communities. Over the years, our teams have done this in ways that meet people where they are and use multiple methods and tools to break down barriers.



### ZONING

SmithGroup's urban planners craft zoning amendments that build off the local context, incorporating form-based techniques to realize a plan's vision. Our complete zoning ordinance rewrites focus on the end-user; we provide zoning audits and streamlined development review procedures to ensure an ordinance isn't a barrier to redevelopment.

# THE TEAM



For over 39 years, **Carmine Avantini, AICP**, president and founder of CIB Planning, has provided innovative solutions to community planning, housing, zoning, and development challenges. Carmine specializes in community planning, zoning, public involvement, economic development, downtown planning, small town development, site redevelopment, housing, and project implementation. He works with a wide range of municipalities to find creative solutions to challenging development issues and sees them through to implementation; recognizing that projects are not truly completed until construction is finished.

Carmine's depth of knowledge and his vast experience working with numerous municipalities throughout the planning process offers an advantageous opportunity for Swartz Creek. The community will benefit from a number of strategic initiatives that will best position the area for positive development and redevelopment.



**Kelly McIntyre**, principal and director of planning at CIB Planning, specializes in community planning, zoning, public involvement, and planning administration. She has served as the on-going planning consultant for the City of Wixom and the City of South Lyon and has been involved in zoning re-writes for Ironwood, Munising, Vassar, Wixom, Oak Park, Mayville, and Wixom.

Kelly works with municipalities to identify needs, resources and problems and to make decisions on goals, policies, priorities, plans, programs, and methods of implementation to create a healthy, liveable community. Whether "visioning" with a community, leading a development meeting, or drafting a master plan, Kelly is able to tap into her years of private and public sector experiences.

Prior to joining CIB, Kelly was the community planning and economic director for the City of South Lyon; the deputy director for the non-profit state chapter of American Planning Association-Michigan Association of Planning; the staff planner for the cities of Brighton and Novi, Michigan; and a consultant for LSL Planning Inc., Royal Oak, Michigan; Land Ethics, Annapolis, Maryland; and Dexter, Michigan.



**Justin Sprague** serves as vice president and principal at CIB where he is responsible for traditional planning and zoning services, economic development services, and private sector development services including site selection, incentive negotiations, and navigating the municipal development process. He was previously the director of business development at the Flint & Genesee Chamber of Commerce, where he was responsible for business attraction/retention efforts, large site redevelopment, and municipal collaboration projects. While at the Chamber, Justin teamed with CIB and the W.E. Upjohn Institute to successfully prepare Accelerate, a seven-county regional economic development plan that included a Federal EDA CEDS Plan and State Regional Prosperity Plan.



**Elena Moeller-Younger** serves as principal and the director of marketing and strategic planning for CIB, where she leads the marketing, branding, development and implementation of clients' community image strategies. Elena focuses on assisting municipal clients developing a unique brand and communications plan to attract new investment to the community in the form of industry, housing, and tourism. She also oversees internal marketing and brand development for CIB and assists with proposals, web content, social media, marketing materials and other related business development functions.



**Hannah Smith** serves as a planner for CIB, where she works on planning, zoning, and public engagement. Hannah is a recent graduate of the Master of Urban and Regional Planning Program at the University of Michigan. She received her Bachelor's from U of M in Environment & Sustainability, and worked as the Planning Assistant for the City of Novi. Her professional interests include municipal planning, sustainability-focused planning, and community engagement.





**Kathleen Duffy**, AICP, urban planner, specializes in urban design and planning. She has a wide variety of planning and zoning experience ranging from small villages to capital cities, from rural townships to urban centers. She is an expert on land use, character and placemaking projects and excels in redevelopment and economic development strategies for corridors, downtowns, and districts linking land use to transportation. Her creative problem solving, unique design skills and big picture thinking allow her to effectively and efficiently implement public engagement strategies that are inclusive and ultimately results in an implementable plan.



**Caeley Hynes**, urban planner, specializes in urban design and planning and is a passionate planner who effectively communicates with various stakeholders and coordinates the production and analysis of diverse ranges of data. Her work on several recent master planning and zoning projects gives Caeley a range of project experience to draw from, and her passion for her work allow her to produce high-quality deliverables.



**Alicia Adams** is a leader in SmithGroup's Urban Design Studio where she manages the development of complex urban design projects and contributes the formation of important redevelopment and open space strategies. As a landscape architect, Alicia seamlessly integrates her creative capacity to drive important site design through human-centric goals. She is passionate about bringing together diverse experiences and disciplines to find unconventional and innovative solutions to the challenges we face in our changing urban environments.





# Scope

# Project Scope

As part of the CIB Planning team, SmithGroup will lead the master plan update to be graphically rich with updated maps, photos, diagrams, infographics, and concept drawings to illustrate the plan's vision. We will add a new chapter for the downtown plan and design guidelines to illustrate the form, character, massing, and site design desired for infill development and redevelopment in both the downtown core and the Moorish Road corridor.

## Key Deliverables and Meetings by Task:

### A. Existing Conditions Updates:

- Commence with a kickoff meeting and tour with City Staff to walk downtown and strategize on development potential
- Update demographics when 2020 Census becomes available
- Create updated GIS maps from Genesee County and parcel data from BS&A
- Preparation of infographics to tell data story

### B. Plan Audit:

- City Staff to annotate existing plan:
  - » What has been accomplished since last plan?
  - » What is no longer relevant?
  - » What's missing?
  - » What's most important?
- CIB/SmithGroup Team outline proposed changes/reorganization
  - » Align objectives with action plan
  - » Ensure latest compatibility with RRC 2.0
- Plan Audit Virtual Call
  - » Staff and SmithGroup discuss revised plan outline based on audit
- Planning Commission
  - » Present draft outline/framework
  - » Downtown/Corridor opportunities + challenges discussion

### C. New Downtown and Corridor Plan:

- Focus Groups: SmithGroup and CIB Planning will facilitate three focus groups comprised of officials, business, property owners, and any other key stakeholders focused on redevelopment opportunity, challenges, and character for the targeted subareas:
  - » Downtown
  - » Corridor Transition (gateway to downtown vs. highway commercial)

- Draft concepts
  - » SmithGroup will prepare a draft schematic concept map illustrating in plan view infill opportunities, gateway/streetscape improvements, and proposed street connections
  - » Concept call with City Staff
- Design guidelines
  - » Accompanying the concept map, we will prepare bulleted annotations for character and diagrammatic drawings and photos for buildings, site features (especially signs)
- Planning Commission
  - » Present draft downtown concepts, guidelines, and relationship to downtown zoning PUD

#### **D. Public survey:**

- SmithGroup will prepare a visual online survey highlighting key revisions to the master plan and draft concepts
- City Staff will advertise the survey via social media, email, and on meeting agendas

#### **E. Final Plan Draft:**

- Repackaged Master Plan
  - » Visually impactful
  - » Tie vision to metrics
  - » New downtown vision + design guidelines chapter
  - » Incorporate economic development strategy (2019)
- SmithGroup + CIB Planning will assist with the adoption process
  - » Draft notices
  - » Planning commission draft plan presentation
  - » Public hearing presentation
  - » One set of draft revisions
  - » City to staff adoption meetings
  - » SmithGroup to provide adoption final draft InDesign and GIS shared back with the City

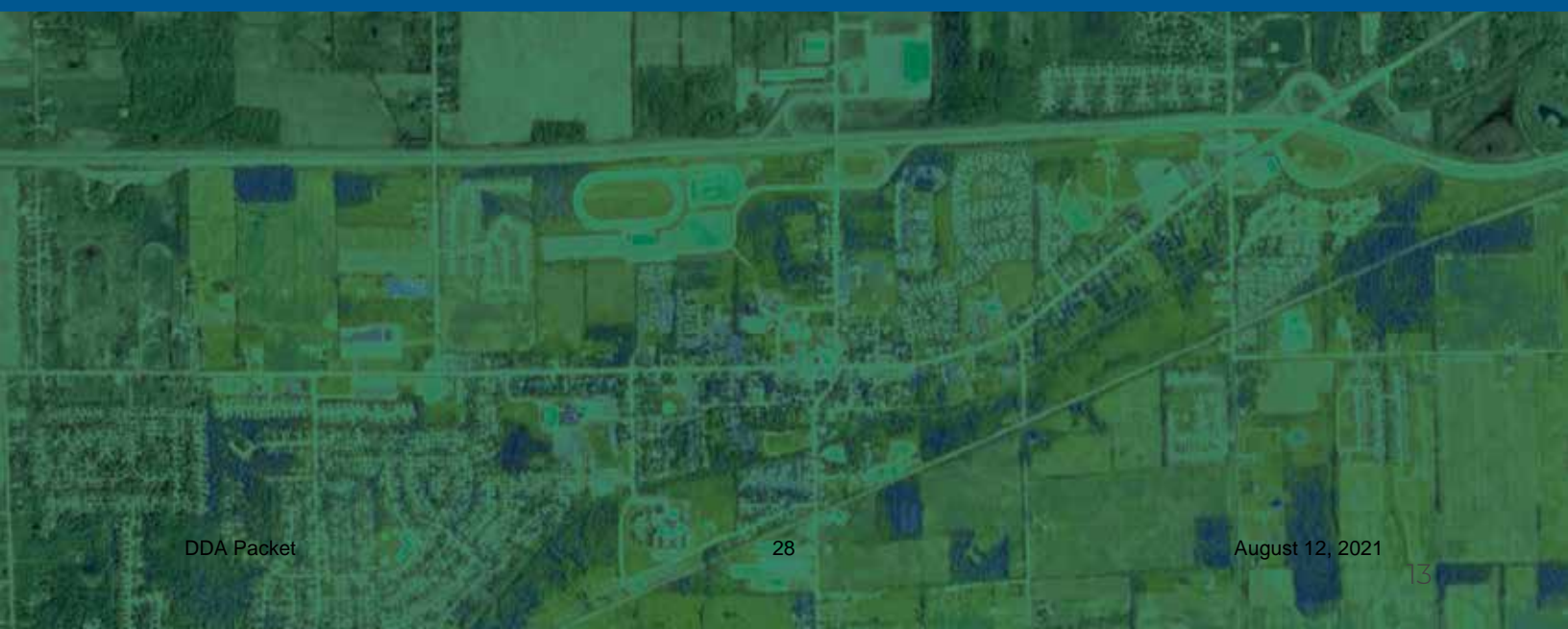
#### **F. DDA Plan Update:**

As part of the master plan update, CIB Planning will work with the City and SmithGroup to update the City's DDA plan including a revised development plan project list, incorporating additional financing tools. Tax capture tables will also be updated and it is not anticipated that the District boundaries will be amended nor the length of time the current plan is in effect.

# Project Schedule

Below is our anticipated timeline to complete all tasks related to the master plan update project.

Project Timeline	Q2 2021	Q3 2021	Q4 2021	Q1 2022
<b>Phase 1: Understand</b> (Kickoff, tour, conditions, audit, objectives, base maps)				
<b>Phase 2: Explore</b> (Focus groups, draft guidelines & concepts, zoning approach)				
<b>Phase 3: Realize</b> (Updates & reformatting, adoption notices, public survey, draft plan revisions, public hearing, DDA Plan)				



# Project Budget

The following budget and associated lump sum fee represent the time anticipated for each of the phases identified in the scope, and includes estimated expenses for items such as travel, reproduction, maps, etc. The time allocated to each task will likely change somewhat during the course of the project, but the fee is still fixed.

Phase 1: Understand	\$18,768
Phase 2: Explore	\$27,502
Phase 3: Realize	\$13,730
<b>Total</b>	<b>\$60,000</b>



# Related Work & Project Samples



## Redevelopment Ready Communities Program



In conjunction with CIB Planning, SmithGroup is part of a team that serves as advisors to the Michigan Economic Development Corporation's (MEDC) "Redevelopment Ready Community" program, a certification program through which the MEDC audits the community's plans, codes, and procedures. We have spent several years serving as the primary point-of-contact for RRC staff to help fill the gaps in the communities' redevelopment programs.

CIB Planning and SmithGroup assist communities to apply best practices including the following services:

- Downtown, corridor, and comprehensive plans
- Zoning ordinances and form-based codes
- Site prioritization and redevelopment strategies
- Economic development and marketing strategies
- Delivery of training programs for staff and officials
- Development review process evaluation and recommendations

**Through this program, our team assisted the following communities:**

Alpena  
Battle Creek  
Big Rapids  
Boyer City  
Dearborn  
Detroit  
East Lansing

DDA Packet

Eastpointe  
Grass Lake  
Hart  
Ironwood  
Jackson  
Laingsburg  
Lansing  
Lathrup Village  
Lawrence  
Lexington  
Mayville

Melvindale  
Menominee  
Meridian Twp  
Mount Clemens  
Mt. Pleasant  
Munising  
Muskegon  
Muskegon Hts  
Newaygo  
Newaygo  
Oak Park

Owosso  
Portage  
Saginaw  
Swartz Creek  
Traverse City  
Vassar  
Wayne  
Wyandotte  
Ypsilanti

## Project Accelerate



Project Accelerate is the culmination of a collaborative planning process for a seven-county area, resulting in a coordinated Federal Economic Development Strategy and State Prosperity Plan. The project ties together the U.S. Economic Development Administration Comprehensive Economic Development Strategy (CEDS) and the Region 6 Prosperity plans into a single,

unified plan expressing a shared economic vision for Shiawassee, Genesee, Lapeer, St. Clair, Tuscola, Huron, and Sanilac counties. Accelerate creates an economic roadmap for unified actions in the region leading to new jobs, international marketing opportunities, and investment. The roadmap is guiding the coordinated efforts by local communities across the seven counties in a manner that will positively impact the region and is still being implemented today. The project began in 2013.

Link to plan: <http://i-69thumbregion.org/wp-content/uploads/2018/07/FINAL-PLAN.pdf>

## Shelby Township Master Plan

Continuing a partnership that began with a revised vision for the DDA's Town Center, CIB Planning was part of a multidisciplinary team with SmithGroup, including Carmine Avantini, to create a new Township-wide master plan. As a nearly built-out township with established neighborhoods, Shelby Township sought a strong redevelopment emphasis for its aging commercial corridors. Through public and stakeholder engagement, including collaboration with adjacent municipalities and road agencies, the team established corridor improvement strategies to group niche uses at nodes, coupled with transportation recommendations to incorporate better non-motorized connections and streetscape improvements. Catalytic projects were identified for each guiding principle, providing a key set of transformative actions for short-term implementation of the recommendations.



## City of Newaygo Master Plan



With assistance from the Michigan Economic Development Program's Redevelopment Ready Communities Program (RRC), CIB Planning teamed with Smith Group to prepare a new Master Plan for Newaygo that tackled the challenges facing this small West Michigan City. The Master Plan provides a strategy for the development of much needed new housing options throughout the City. It also encourages continued housing, retail and office development in the downtown area. As home to home of

the leading small business incubators in the state, the economic development strategy calls for Newaygo to be hub of small business development and start-ups in the County. Tied in with the economic development strategy is the promotion of the Muskegon River as a focal point for tourism, since this is one of the top fly-fishing rivers in the world. The implementation section of the plan ties together these key community strategies and provides a useful road map for land use and development in the City.

## City of Fenton Master Plan

CIB Planning has been actively involved in the successful planning and development of Fenton for over 25 years. Carmine Avantini has been the planning consultant for Fenton during that entire period and has prepared four Master plans for the City, along with associated specialized studies. He has also overseen the planning effort that transformed what was once a failed 1960's federal Urban Renewal retail mall back into a traditional downtown area. Building upon ideas generated through charrettes, stakeholder meetings and public workshops, an innovative plan was prepared for redevelopment of the downtown. This plan was recently updated to include a transformation of the North Leroy Street corridor due to increased development demand in the downtown area.





# The Village of Lexington Master Plan & Zoning Ordinance Update



CIB Planning and SmithGroup updated the Master Plan for this waterfront community, which is situated on Lake Huron, just north of the City of Port Huron. A popular tourist destination in the Summer, one of the challenges presented to the team is the decline in population and spending during the Fall, Winter and Spring months. The cost to provide public services is year-round but the sales revenue for businesses is not. CIB Planning's team focused on an economic development strategy that will increase the population base and encourage investment and activity throughout the year. As with other communities, there is also a need for additional housing and the Future Land Use Plan was amended to provide additional options for builders and developers. Another

key feature of the Master Plan will be enhancements to the traditional downtown and need to attract more year-round businesses.

## City of Owosso Master Plan Update

As an update and reorganization of the City's first comprehensive master plan, SmithGroup's plan will reflect changes that the City has experienced over the past 20 years. The Update will continue expansion of adjacent urban regions; address the decrease in industrial production and employment; expand the Baker College campus; address the aging neighborhoods, buildings and infrastructure in the City; and create a strong downtown revitalization by combining programming, grants and entrepreneurial activity. This Comprehensive Master Plan Update will position the City of Owosso to address the change that is anticipated over the next 10 to 20 years.



## City of Wayne Master Plan & Economic Development



CIB Planning and SmithGroup worked to update the City of Wayne’s Master Plan and provide technical assistance through the Redevelopment Ready Community Certification (RRC) process in 2019. Through the RRC process, the team built a downtown redevelopment strategy, an economic development strategy, and economic development marketing plan for the community. The City of Wayne offers small community living while being close to major employment markets, has relatively low vacancy rates for both businesses and housing; and areas of the city are walkable

with downtown with a great customer base.

## City of Midland, Downtown Streetscape Redevelopment

To preserve its iconic downtown heritage as a quintessential gathering place for the community, the City of Midland needed to address the current design of its downtown streetscapes and sidewalks, which were quickly becoming dated and limited pedestrian accessibility.



Under an aggressive design schedule, our team evaluated design solutions to completely re-imagine seven blocks of the City’s streetscapes to enhance non-motorized activity within the downtown core. Through multiple transportation nodes and improved street practices, these street projects provided increased and safer pedestrian usage, promoted bicycle activity, and created flexible public open space for informal social interaction.

Extensive public and stakeholder engagement shaped the fundamental nature of our design process. We led multiple workshops, open houses, and stakeholder meetings to understand the community’s needs and subsequently develop design concepts for the downtown streets that accommodate them. These concepts included a curbside festival-style streetscape with widened sidewalks, minimized parallel parking spaces, planter beds, rain gardens, bike facilities, civic plazas, and more flexible seating for outdoor dining and community events.

# Marquette Downtown Development Authority, Downtown Master Plan

With support from the Redevelopment Ready Community (RRC) program, SmithGroup led a team of downtown experts in preparing a Downtown Master Plan for the Marquette Downtown Development Authority (DDA).

Framed by dramatic topography and stunning vistas of Lake Superior, downtown Marquette has successfully redeveloped their waterfront, become a premier hub for bicycling of all types, established a strong relationship with Northern Michigan University, and developed into a regional health care, events, and cultural center. The downtown master plan focuses on knitting these successful elements together and establishing economic development strategies for equitable future growth.

Recommendations in the plan cover a broad range of topics critical for success:

- Improvements to the physical environment (such as connecting to the waterfront and campus, creating a festival street, and redeveloping the farmer's market and town green)
- Improvements to the transportation system (including an update to the parking plan, alternatives for parking expansion, non-motorized network enhancement, and analysis of transit upgrades)
- Adopting policy and development strategies to increase workforce housing, renovate upper floors of downtown buildings, foster technology based businesses, expand form based zoning, and redefine the tax increment financing district boundary.



## Downtown Fenton Ongoing Planning Services



CIB Planning has been actively involved in the successful redevelopment planning and implementation of Downtown Fenton for over 26 years. Carmine Avantini has been the lead planning consultant for Fenton during that entire period. Building upon ideas generated through charrettes, stakeholder meetings and public workshops, an innovative plan was prepared for redevelopment of the downtown.

This included the acquisition and demolition of retail and office buildings, culminating in the re-opening of N. Leroy

Street to through traffic. Downtown Fenton has seen a recent surge in new activity as a number of gamechanging projects have been completed.

CIB's planning and economic development involvement resulted in the transformation of the former Fenton fire station building into the Fenton Fire Hall restaurant, redevelopment of the former Beanery Building into Red Fox Outfitters, and an expansion of the Fenton Community Center building. CIB also assisted the City in the development of mixed-use buildings including the fourstory Cornerstone Building, the three-story Horizon Building, and the four-story 111 Leroy Place buildings. The ongoing planning services work that CIB Planning handles with the City of Fenton includes master planning, public involvement, intergovernmental cooperation, tax increment financing, and zoning.





# Qualifications

## Carmine P. Avantini, AICP



For over 39 years, Carmine has provided innovative solutions to community planning, housing, zoning, and development challenges. Carmine specializes in community planning, zoning, public involvement, economic development, downtown planning, small town development, site redevelopment, housing, and project implementation. He works with a wide range of municipalities to find creative solutions to challenging development issues and sees them through to implementation; recognizing that projects are not truly completed until construction is finished.

Carmine is also active in the preparation and implementation of several redevelopment strategies and projects including the Wixom Village Center Area (VCA); the Downtown Fenton Redevelopment Plan including removal of the pedestrian mall and re-opening of the street; the Maxfield Training Center (MTC) redevelopment project in Downtown Farmington; the Pointe South Redevelopment plan in Jasper County, South Carolina; and redevelopment of the former Ford Wixom Assembly Plant into a mixed-use commercial, industrial, office and R&D center.

Prior to starting CIB, Carmine was a co-founder of LSL Planning, the Director of Planning and Community Development for Utica, NY, Executive Director of the Herkimer County, NY, Development Corporation and City Planner for Rome, NY. He also worked as a Project Manager with CRM Commercial Properties where he was responsible for the redevelopment of two different former industrial complexes into mixed- use facilities.

### Implementation & Redevelopment

- City of Farmington (MI) DDA Plan
- City of St. Clair (MI) Riverview Plaza Revitalization Plan
- City of Wayne (MI) Downtown Redevelopment Plan and Master Plan
- City of Fenton (MI) Downtown Plan, Implementation & Façade Improvement Program Update
- City of Westland (MI) Central City Parkway Plan
- City of Wixom (MI) DDA Plan & VCA Design Guidelines
- City of Grand Blanc (MI) DDA Plan & Redevelopment Implementation
- City of Novi (MI) Fox Run Senior Housing Community PUD (Private)
- City of Novi (MI) Adell Mixed Use Site Rezoning (Private)
- City of Wixom (MI) Ford Plant Site Redevelopment
- City of Taylor (MI) NSP Implementation
- City of Wixom LDFA Plan Update
- Northwest Georgia & Southeast Tennessee Regional Sustainability Grant Project
- Grosse Ile (MI) DDA Plan & Business Park Redevelopment Plan Jasper County (SC) Point South Redevelopment Plan

- Meridian Township (MI) DDA Plan Update & Village of Shelby Funding Strategy
- MEDC Redevelopment Ready Communities Technical Assistance
- City of Luna Pier (MI) Economic Development Strategy
- Shelby Township (MI) DDA Plan Update & Project Implementation

## **Community Planning**

- Accelerate Regional Prosperity & CEDS Plan
- City of Farmington (MI) Master Plan
- City of Fenton (MI) Master Plan, Zoning Ordinance & Ongoing Services
- City of Swartz Creek (MI) Master Plan & Ongoing Services
- City of Lapeer (MI) Master Plan, Zoning Ordinance
- City of Wixom (MI) Master Plan, Zoning Ordinance, Vision 2020 Plan & Ongoing Services
- City of Imlay City (MI) Master Plan & Ongoing Services
- City of Cedar Springs (MI) Master Plan, Ongoing Services & Image Building Program
- City of South Lyon (MI) Master Plan, Zoning Ordinance & Ongoing Services
- City of Owosso (MI) Master Plan
- Delhi Township (MI) Cost of Community Services Study
- Mundy Township (MI) Corridor Improvement Authority Plan
- Rogers City (MI) Downtown Plan & Public Involvement
- Shelby Township (MI) Master Plan Update
- Village of Spring Lake (MI) Special Zoning Projects
- Village of Lexington (MI) Master Plan
- Southeast Tennessee/Northwest Georgia Regional Sustainability Project

## **Education**

Bachelors in Political Science, with Honors, University of Buffalo

Masters in Community Planning, High Honors, University of Cincinnati

## **Professional Associations**

- American Institute of Certified Planners (AICP)
- Vice President, Michigan Association of Planning
- American Planning Association
- National Charrette Institute (NCI)
- Form Based Code Institute (FBCI)
- Fenton Education Foundation, Board of Directors



## Kelly McIntyre

For more than 20 years, Kelly has worked to listen, understand, educate and coalesce citizens' and communities' needs and desires for the use and implementation of land.

Kelly specializes in community planning, zoning, public involvement, and planning administration. She works with municipalities to identify needs, resources and problems and to make decisions on goals, policies, priorities, plans, programs, and methods of implementation to create a healthy, liveable community. Whether "visioning" with a community, leading a development meeting, or drafting a master plan, Kelly is able to tap into her years of private and public sector experiences.

Kelly has significant experience in grant writing and management. She secured grants from People and Land grants, Michigan Department of Environmental Quality, Michigan Department of Transportation, Safe Routes to Schools, and Michigan State Housing and Development Authority. Kelly was instrumental in the preparation and publication of Green Communities and Redevelopment Readiness articles and accompanying workshops across the state. She developed, coordinated, and managed a basic training series for local officials in Michigan's Cities of Promise program.

Prior to joining CIB, Kelly was the Community Planning and Economic Director for the City of South Lyon, the Deputy Director for the non-profit state chapter of American Planning Association-Michigan Association of Planning, the Staff Planner for the cities of Brighton and Novi, Michigan, and consultant for LSL Planning, Inc., Royal Oak, Michigan and Land Ethics, Annapolis, Maryland and Dexter, Michigan.

### Community Planning and Zoning

- City of Oak Park Zoning Ordinance
- City of Swartz Creek Zoning Ordinance
- City of Ironwood Zoning Ordinance
- City of Vassar Zoning Ordinance
- Village of Mayville Zoning Ordinance
- City of Munising Zoning Ordinance
- Beaufort County (SC) Comprehensive Plan
- City of Berkley (MI) Visioning Plan
- City of Brighton (MI) Staff Planner
- City of Montrose (MI) Ongoing Services
- City of Novi (MI) Staff Planner
- City of Wixom (MI) Ongoing Services and Zoning Ordinance updates
- City of Swartz Creek (MI) Ongoing Services
- City of South Lyon (MI) Planning Director, Zoning Ordinance & Ongoing Services
- Dundee Township (MI) Master Plan



- Southampton (NY) Comprehensive Plan
- Village of Chelsea (MI) Master Plan
- Village of Dundee (MI) Master Plan & Ongoing Services
- Village of Goodrich (MI) Ongoing Services

### **Implementation & Redevelopment**

- People and Land redevelopment Read communities Publication and Workshops
- MDOT Safe Routes to School Publication, Planning Guidelines, and Transportation Workshops
- MSHDA Cities of Promise Basic Training for Local Elected and Appointed Planning Officials

### **Education**

Bachelor's in philosophy, University of Maryland, College Park

Master's in Community Planning, University of Maryland, College Park

### **Professional Associations**

- American Institute of Certified Planners (123222)
- American Planning Association
- Michigan Society of Association Executives



## Justin Sprague

For over 18 years, Justin has provided innovative solutions to planning and community development challenges.

Justin Sprague serves as Principal and Vice President for CIB, where he is responsible for municipal planning and zoning, economic development, corporate incentives and location support, downtown development, corridor improvement, and regional economic development planning.

Prior to joining CIB, Justin was Director of Business Development at the Flint & Genesee Chamber of Commerce where he was responsible for business attraction projects throughout Flint & Genesee County, business retention, brownfield redevelopment, downtown investment projects, and municipal collaboration projects focused around economic development.

### **Economic Development Experience**

- I-69 Thumb Region (MI) “Accelerate” Economic Development Strategy & Prosperity Plan
- Buick City Redevelopment (Flint, MI)
- Genesee County Freight Forecast, 2012 (Genesee County, MI)
- Genesee County Industrial Building Demand Analysis (2015)
- Shiawassee County Industrial Property Inventory and Analysis (2005)
- Economic Development Strategy (City of Laingsburg)
- Region 6 Housing Implementation Strategy (2018)
- Economic Development Strategies for Swartz Creek, Laingsburg, Grand Blanc, Romulus, Flint Township, Hart, Vienna Township, Grand Blanc Township, City of Portage
- City of Hamtramck (MI), Build MI Place (City Owned Property Marketing and Disposition Process)
- City of Inkster (MI), Build MI Place
- Garfield Township, Clare County (MI), Economic Development Strategic Plan

### **Planning and Zoning**

- City of Owosso, Ongoing Planning & Zoning Services
- Village of Fowlerville, Ongoing Planning & Zoning Services
- Imagine Flint, City of Flint Master Plan (team member)
- City of Caro, Master Plan and Zoning Ordinance
- Village of Bancroft, Master Plan and Zoning Ordinance

- Village of Dryden, Master Plan
- City of Lapeer, Master Plan
- Caledonia Township (Shiawassee County) Mater Plan, Zoning Ordinance and zoning support services
- City of Flint DDA, Buckham Alley Placemaking Plan and River Bank Park Phase I
- City of Flint, Chevrolet Avenue Bridge Place Making and Context Sensitive Design
- City of Flint, ongoing planning and zoning support services
- City of Clio, Master Plan, Zoning Ordinance and zoning support services
- City of Bay City, Uptown at Rivers Edge Development Concept Bay Area Housing, Neighborhood Preservation Plan (MAP Award Winner, 2009)
- City of Mt. Pleasant, Parking Study Pinconning Township, Master Plan
- City of Coleman, Master Plan City of Chesaning, Master Plan and Zoning Ordinance

### **Corporate Incentive Projects**

- Miller Industries Corporate HQ (Fenton Township)
- Creative Foam Corporation (Fenton and Mundy Township)
- Enihcam (Fenton Township)
- Crust, A Baking Company (Fenton)
- Laird Technologies (Grand Blanc Township)
- SpenTech USA (Flint)
- Horizon Group (Fenton)
- SignArama (Flint Township)
- Lodgco (Mundy Township)
- Lear Corporation (Flint)

### **Education**

Bachelors in Resource Planning, University of Michigan—Flint

### **Boards and Committees**

- Planning Law Committee
- MAP Scholarship Committee

### **Professional Associations**

- Michigan Association of Planning
- American Planning Association
- Michigan Economic Development Organization



## Kathleen Duffy, AICP

Kathleen specializes in urban design and planning. She has a wide variety of planning and zoning experience ranging from small villages to capital cities, from rural townships to urban centers. She is an expert on land use, character and placemaking projects and excels in redevelopment and economic development strategies for corridors, downtowns, and districts linking land use to transportation.

### Planning and Zoning

- Michigan Economic Development Corporation Redevelopment Ready Communities Program, Various Locations, Michigan
- City of Wyandotte Zoning Ordinance Update, Wyandotte, Michigan
- Downtown Ferndale Planning, Ferndale, Michigan
- Las Vegas Master Plan, Las Vegas, Nevada
- Comprehensive Plan and Form-Based Code, Lansing, Michigan
- Village of Lexington Master Plan, Lexington, Michigan
- Mahomet Downtown Plan and Form-Based Code, Mahomet, Illinois
- Kenosha Innovation District, Kenosha, Wisconsin
- Oshkosh Lakeshore Park Master Plan, Oshkosh, Wisconsin
- Clear Lake Subarea Plan, La Porte, Indiana
- Southtown Corridor Improvement District Plan, Grand Rapids, Michigan
- Downtown Vision Plan, Muskegon Heights, Michigan
- Zoning Ordinance + Form-Based Code, Ironwood, Michigan
- West Downtown Form-Based Code and Design Guidelines, Dearborn, Michigan
- Master Plan Update, Menominee, Michigan
- Shelby Township Town Center and Comprehensive Plan, Shelby Township, Michigan\*

*\*Experience prior to SmithGroup*

### Education

Master of Urban and Regional Planning, University of Illinois, 2008

Bachelor of Science in Architecture with a Minor in Art History, University of Michigan, 2006

Urban Land Institute Larson Center for Leadership, Class of 2014

### Registrations

American Institute of Certified Planners

### Professional Affiliations

- American Planning Association
- Urban Land Institute
- Form-Based Code Institute
- National Charrette Institute



## Alicia Adams, PLA, ASLA

Alicia Adams is a leader in SmithGroup's Urban Design Studio where she manages the development of complex urban design projects and contributes the formation of important redevelopment and open space strategies. As a landscape architect, Alicia seamlessly integrates her creative capacity to drive important site design through human-centric goals.

### Planning and Zoning

- Michigan Economic Development Corporation Redevelopment Ready Communities Program, Various Locations, Michigan
- Campau Banglatown Neighborhood Planning, Detroit, Michigan
- Islandview Greater Villages Urban Design Neighborhood Revitalization, Detroit, Michigan
- ReImagine Washtenaw Corridor Transportation Plan, Ann Arbor & Ypsilanti, Michigan
- Buffalo Central Terminal Site and Neighborhood Planning, Buffalo, New York
- Euclid Avenue Redevelopment Study, Cleveland, Ohio
- Joe Louis Greenway Framework Plan, Detroit, Michigan
- Las Vegas Master Plan, Las Vegas, Nevada
- Pittsburgh District Vision Plan, Pittsburgh, Pennsylvania
- Greenway Planning Study, Sylvania, Ohio
- Community Design Charrettes, Washtenaw County, Michigan
- Lower Rouge Trail Signage Program, Canton, Michigan
- Mix-tape Zoning, Detroit, Michigan
- DTE Energy, Campus and Neighborhood Master Plan, Detroit, Michigan
- Eastside Greenway Master Plan, Cuyahoga County, Ohio

### Education

Bachelor of Landscape Architecture, Iowa State University, 2013

### Registrations

Landscape Architect: Michigan

### Professional Affiliations

- American Society of Landscape Architects (ASLA)
- AIA Detroit Architecture Building Communities: Detroit Program Volunteer (ABC:D K-8 outreach program)
- ASLA Emerging Professionals Committee
- ASLA Archives and Collections Committee
- Urban Land Institute
- ULI Larson Leadership Program
- Portfolio Review Juror, University of Detroit Mercy



## Caeley Hynes

Caeley Hynes specializes in urban design and planning and is a passionate planner who effectively communicates with various stakeholders and coordinates the production and analysis of diverse ranges of data. Her work on several recent master planning and zoning projects gives Caeley a range of project experience to draw from, and her passion for her work allow her to produce high-quality deliverables.

### Planning and Zoning

- Ann Arbor Affordable Housing Public Engagement, Ann Arbor, Michigan
- Big Rapids Planning Services, Big Rapids, Michigan
- City of Cleveland Euclid Avenue Redevelopment Study, Cleveland, Ohio
- City of Kalamazoo Street Design Manual, Kalamazoo, Michigan
- City of Romulus Ongoing Planning Services, Romulus, Michigan
- City of Wyandotte Zoning Ordinance Update, Wyandotte, Michigan
- Connecting the Rouge Framework Plan, Wayne County, Michigan
- Downtown Phoenix Partnership Curb Study, Phoenix, Arizona
- Las Vegas Master Plan, Las Vegas, Nevada
- Marquette Downtown Plan, Marquette, Michigan
- MEDC Redevelopment Ready Communities Technical Assistance, Various Locations, Michigan
- Menominee Master Plan Update, Menominee, Michigan
- Village of Grass Lake Master Plan, Grass Lake, Michigan
- Village of Lexington Master Plan Update, Lexington, Michigan
- Village of Mahomet Form-Based Code, Mahomet, Illinois

### Education

Bachelor of Art in Urban & Regional Planning, University of Illinois at Urbana-Champaign

### Registrations

- Michigan Association of Planning (MAP)
- Illinois Association of Planning (APA-IL)



## Hannah Smith

Hannah worked as the Planning Assistant for the City of Novi, and is a recent graduate of the Master of Urban and Regional Planning Program at the University of Michigan

Hannah Smith serves as a planner for CIB, where she works on planning, zoning, and public engagement. Hannah is a recent graduate of the Master of Urban and Regional Planning Program at the University of Michigan. She received her Bachelor's from U of M in Environment & Sustainability, and worked as the Planning Assistant for the City of Novi. Her professional interests include municipal planning, sustainability-focused planning, and community engagement.

### Planning & Policy Experience

- Graduate Research Assistant to Sarah Mills, PhD
- Policy Analyst/Graduate Research Assistant to Professor Barry Rabe, PhD
- Taubman Externship Program Extern – McKenna
- Planning Assistant – City of Novi Planning Division (Community Development Department)
- CLOSUP (Center for Local, State, and Urban Policy) Policy Analyst

### Summer Internships

- Matthaei Botanical Gardens Gaffield Children's Garden Internship
- Growing Hope Urban Farm Internship

### Projects & Publications

- "Measuring Equitable Development: A Scorecard for the People of Detroit," (Working Project). UM MURP Capstone project.
- Light, A., Smith, H., & Mills, S. "Renewable Energy in Michigan," Planning & Zoning News, March-April 2020.
- "Commerce 275: A Future for Huron Township," Report for Detroit Region Aerotropolis Development Corp., URP507 course project.
- Mills, S., Bessette, D., & Smith, H. (2019). "Exploring landowners' post-construction changes in perceptions of wind energy in Michigan," Land Use Policy, 82, 754-762.
- Rabe, B. & Smith, H. "United States" Chapter in Federalism & Climate Governance book (forthcoming).

# REFERENCES

**We invite you to contact the following references who can speak on behalf of the CIB Planning team.**

Lynn Markland, City Manager, City of Fenton  
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Brian Chapman, Current City Manager, Sault Sainte Marie  
Former City Manager, City of Vassar  
(906) 632-5706  
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Steve Brown, City Manager, City of Wixom  
(248) 624-0894  
citymanager@wixomgov.org

Nathan Henne, City Manager, City of Owosso  
(989) 725-0568  
nathan.henne@ci.owosso.mi.us

Tom Bergman, Community Development Director, City of Ironwood  
(906) 932-5050 x 126  
bergmant@cityofironwood.org

Michelle Parkkonen, Manager, RRC, Michigan Economic Development Corporation  
(517) 599-8796  
parkkonenm@michigan.org





# We Deliver Results.

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# SCHEDULE

## TO BE CONFIRMED

- ◆ Aug 4: Tour + Kick Off
- ◆ Aug 24: Dtown focus group
  - SWOT or PET or something – what’s working? What’s not?
- ◆ August TBD: Call with Adam + SC
  - go through audit/new plan outline
- ◆ Sep. 14: PC Kickoff (DDA invited)
  - Share results from focus group and audit
- ◆ Sep. TBD: Call with Adam + SC
  - Concept review
- ◆ Oct 5: PC (DDA invited)
  - Share draft concept plan and design guidelines (and relationship to PUD)
- ◆ Nov. 2: PC (DDA invited)
  - Draft Plan – send to Council for distribution
- Nov 8: Council Authorize Distribution
  - 42-day review period w/public survey
- ◆ Dec 3: PC public Hearing (may adopt this day or wait)
- Council adoption

- To Be Determined:
- ◆ Follow up stakeholder interviews
  - ◆ Any more SC meetings?

*We budgeted for 3 focus groups, only have 1 scheduled*

- DDA updates happening in parallel to MP updates
- Any zoning amendments – after MP adoption