

MCKENNA

PROPOSAL TO PREPARE

# Master Plan Update Parks & Recreation Plan Update

MARINE CITY, MICHIGAN



DECEMBER 28, 2022

Communities for real life.





December 28, 2022

Holly Tatman  
City Manager  
City of Marine City  
Clerk's Office  
260 South Parker Street  
Marine City, MI 48039

**Subject: Marine City Master Plan & Parks and Recreation Update**

Dear Ms. Tatman,

McKenna is pleased to submit our proposal to partner with the City of Marine City on its Master Plan and Parks and Recreation Updates to better fit the City's current needs and comply with the requirements of the Redevelopment Ready Community™ program. This important endeavor is an opportunity to stimulate development in Marine City and we are incredibly excited about the opportunity to work with the City through this process. You can expect our work to honor components of the existing 2021-2025 Master Plan and Parks and Recreation plan and reflect the community's desired direction for the future, while complying with the requirements for the Redevelopment Ready Community certification process. We believe you'll find our team to be the most qualified, passionate, and forward-thinking when it comes to planning for economic development, housing, historic preservation, building design standards, coastal resilience and climate planning, preservation of natural resources, and park and recreation opportunities.

Located on the banks of the St. Clair and Belle rivers near Lake Huron, Marine City is surrounded by Michigan's bounty of natural beauty. Being a waterfront community, Marine City has tremendous advantage in its natural resources and appeal. Its traditional downtown district with historic buildings along with its surrounding leafy residential blocks is an attribute that is in demand among families and a talented workforce. Enhancing the walkability and housing stock will further enhance the City's appeal to residents and visitors. Marine City can leverage these assets to continually improve quality of life for both current and future residents far into the future.

McKenna's robust approach at collaborative community planning will greatly contribute to the revision of the current vision and goals. We host exciting engagement opportunities with residents, community leaders, and stakeholders to share their hopes and dreams for their community.

The comprehensive revision to the Master Plan will include the following elements that comply with the Redevelopment Ready Community (RRC) Certified as well as meet the City's need and be resilient to future changes. In addition to the Parks and Recreation Plan, the Master Plan will include the following topics:

- A. Redevelopment Strategy, including the identification of Redevelopment Ready Sites™
- B. Economic Development and Marketing Strategy
- C. Connectivity and Walkability Analysis
- D. Housing and Aging in Place
- E. Climate and Energy Planning

The inclusion of a Redevelopment Strategy and Economic Development and Marketing Strategy will be essential to setting a roadmap for attracting development that coincides with the City's vision. As a part of the strategies and parks and recreation plan we intend to include ways to collaborate with the Michigan Department of Natural



Resources and St Clair County will help the City strengthen links between the marina, downtown, and outlying areas of the City. The addition of sections on Housing, Aging in Place, Climate and Energy Planning will help to protect the health and wellbeing of residents as well as prepare the City for changes in the demographics and environmental factors in the area.

### **Focus on New Opportunities**

McKenna is Michigan's leading planning and design firm and has decades of experience creating forward-thinking and innovative plans that lead to actionable change. We work with private sector market realities and manage complex municipal redevelopment projects – public acquisition, demolition, grants and other funding, urban design, marketing, and disposition – and are continuously implementing smart redevelopment principles for communities across the Midwest.

**Brigitte Smith** will serve as Project Manager, leading our team and being responsible for strategic direction to complete the project within 10 months and maintain the budget. Brigitte will be supported by Senior Principal Planner **Laura Haw, AICP**, **Nani Wolf**, **Andrew Littman**, Senior Principal Planner and GIS Manager **Brian Keesey, AICP** and Art Director **Carrie Leitner**.

Our team is interdisciplinary, and comprises experience and expertise in urban design, public engagement, coastal management, transportation and housing planning, zoning, mapping, and graphic design. We are prepared to leverage our skillsets through direct engagement with City stakeholders throughout the process by forming consensus and inspiring implementation. We propose to prepare the Master Plan with a focus on implementation to empower the City to maintain excellence while introducing new opportunities.

### **Why Our Team?**

Our team has the right kind of experience and the proven approach Marine City needs to help work through this challenging yet rewarding process of updating City-wide long term plans and becoming Redevelopment Ready Certified. We know how to navigate complex processes in successful communities, learning what residents and stakeholders cherish about their communities and developing actionable plans that build upon these strengths and assets. Our years of experience working to prepare communities to be Redevelopment Ready or complete the requirements will greatly contribute to Marine City's efforts to be certified as well as attract re-development of key sites.

Together with the dedicated people and city administration of Marine City, we can create an exciting, implementable vision that will prepare the City to be RRC Certified and benefit current and future generations for years to come.

Thank you for considering our team; we look forward to discussing our approach in greater detail during a project interview.

Respectfully submitted,

**McKENNA**

John R. Jackson, AICP, NCI  
President

## PROPOSAL AND AWARD

The undersigned, having become thoroughly familiar with and understanding the entire proposal documents attached hereto, agrees to provide the services as specified herein, for the total fees as stipulated herein.

I hereby state that all of the information I have provided is true, accurate and complete. I hereby state that I have authority to submit this proposal, which will become a binding contract if accepted by the City of Marine City. I hereby state that I have not communicated with, nor accepted anything of value from, any official or employee of the City of Marine City that would tend to destroy or hinder free competition.

I hereby state that I have read, understand, and agree to be bound by all of the terms of this proposal document.

  
Signature

John R. Jackson, AICP  
Type or Print Name

President  
Title:

December 27, 2022  
Date:

Company Name: McKenna

Address: 235 East Main Street, Suite 105

Contact Name: Brigitte Smith, Assistant Planner

Contact Phone:

Office: 248.596.0920

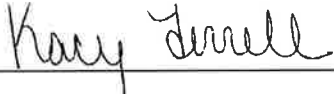
Cell: 313.657.5529

Contact E-mail: bsmith@mcka.com

**HOLD HARMLESS AND INDEMNITY**

To the fullest extent permitted by law, the contractor/subcontractor expressly agrees to indemnify and hold the City of Marine City, its elected and appointed officials, employees and volunteers and others working on behalf of the City, harmless from and against all loss, cost, expense, damage, liability or claims, whether groundless or not, arising out of the bodily injury, sickness or disease (including death resulting at any time therefrom) which may be sustained or claimed by any person or persons, or the damage or destruction of any property, including the loss of use thereof, based on any act or omission, negligent or otherwise, of contractor/subcontractor or anyone acting in its behalf in connection with or incident to this contract or the work to be performed hereunder, except that the contractor/subcontractor shall not be responsible to the City on indemnity for damages caused by or resulting from the City's sole negligence; and the Contractor/subcontractor shall, at its own cost and expense, defend any such claim and any suit, action, or proceeding which may be commenced hereunder, and the Contractor/subcontractor shall pay any and all judgments which may be recovered in any such suit, action or proceeding, and any and all expense, including, but not limited to, costs attorneys' fees and settlement expenses which may be incurred therein. Contractor/subcontractor further expressly agrees that this Hold Harmless and Indemnity Agreement is controlling over and supersedes any and all inconsistent terms and/or provisions that may be contained in any of the other documents comprising this contract.

PLEASE PRINT:

CONTRACTOR/SUBCONTRACTOR'S NAME: McKennaAUTHORIZED REPRESENTATIVE: John R. JacksonSIGNATURE: CONTRACTOR/SUBCONTRACTOR'S ADDRESS: 235 East Main Street, Suite 105, Northville, MI 48167TELEPHONE NUMBER: 248.596.0920WITNESS: DATE: December 27, 2022

## EXAMPLES and REFERENCES

(For Comparable Projects Completed or In Progress within the Past Five Years)

**COMMUNITY MASTER PLAN for** SEE PROPOSAL – PAGE 26

Municipality

Include example or provide link to project: \_\_\_\_\_

CONTACT: \_\_\_\_\_

Name

Phone Number

**PARKS AND RECREATION PLAN for:** SEE PROPOSAL – PAGE 25

Municipality

Include example or provide link to project: \_\_\_\_\_

CONTACT: \_\_\_\_\_

Name

Phone Number

BIDDER'S SIGNATURE:  \_\_\_\_\_ DATE: December 27, 2022

COMPANY: McKenna

## LEGAL STATUS OF BIDDER

Bidder shall fill out the appropriate section and strike out the other three:

### A CORPORATION

State in which incorporated: Michigan

Date of incorporation: May 2, 1978

Names of persons signing Proposal: John R. Jackson

Titles of persons signing Proposal: President

Addresses of signer(s): 235 East Main Street, Suite 105, Northville, MI 48167

### LIMITED LIABILITY COMPANY

State in which organized: \_\_\_\_\_

Date of organization: \_\_\_\_\_

Name of persons signing Proposal: \_\_\_\_\_

Titles of persons signing Proposal: \_\_\_\_\_

Addresses of signer(s): \_\_\_\_\_

### PARTNERSHIP

Names of Partners

Addresses

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

### AN INDIVIDUAL

Official Name

\_\_\_\_\_

\_\_\_\_\_

Assumed Name, if applicable and where registered.

\_\_\_\_\_

**THIS AFFIDAVIT SHALL BE SUBMITTED WITH  
AND MADE A PART OF EACH AND EVERY BID  
PROPOSAL TO THE CITY OF MARINE CITY**

NON-COLLUSIVE AFFIDAVIT

STATE OF MICHIGAN        )  
  ) SS  
COUNTY OF SAINT CLAIR    )

John R. Jackson, BEING DULY SWORN, deposes and says that:

1. The bid has been arrived at by the bidder independently and has been submitted without collusion with, and without any agreement, understanding, or planned common course of action with, any other vendor of materials, supplies, equipment, or services described in the invitation to bid, designed to limit independent bidding or competition, and
2. The contents of the bid have been communicated by the bidder or its employees or agents to any person not an employee or agent of the bidder or its surety on any bond furnished with the bid, and will not be communicated to any such person prior to the official opening of the bid.

\_\_\_\_\_  
SIGNATURE OF BIDDER

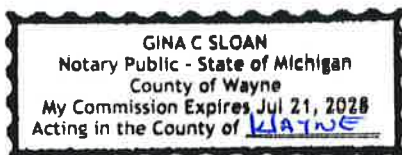
\_\_\_\_\_  
John R. Jackson

\_\_\_\_\_  
PRINTED NAME

\_\_\_\_\_  
President

\_\_\_\_\_  
TITLE

Subscribed and sworn to before me this 27 day of December, 2020, a notary public in and for said county.



Gina C Sloan, Notary Public  
WAYNE County, Michigan  
My Commission Expires: 7/21/28

**CERTIFICATION REGARDING  
DEBARMENT, SUSPENSION, AND OTHER RESPONSIBILITY MATTERS**

The prospective participant certifies, to the best of its knowledge and belief, that it and its principals:

- (1) Are not presently debarred, suspended, proposed for debarment, and declared ineligible, or voluntarily excluded from participation in transactions under any non-procurement programs by any federal, state or local agency.
- (2) Have not, within the three year period preceding, had one or more public transactions (federal, state, or local) terminated for cause or default; and
- (3) Are not presently indicted or otherwise criminally or civilly charged by a government entity (federal, state, or local) and have not, within the three year period preceding the proposal, been convicted of or had a civil judgment rendered against it:
  - (a) For the commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public transaction (federal, state, or local), or a procurement contract under such a public transaction;
  - (b) For the violation of federal, or state antitrust statutes, including those proscribing price fixing between competitors, the allocation of customers between competitors, or bid rigging; or
  - (c) For the commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property.

I understand that a false statement on this certification may be grounds for the rejection of this proposal or the termination of the award.

**[ X ] I am able to certify to the above statements.**

McKenna

Name of Agency/Company/Firm (*Please Print*)

John R. Jackson, AICP, President

Name and title of authorized representative (*Please Print*)



Signature of authorized representative

December 27, 2022

Date

**[ ] I am unable to certify to the above statements. Attached is my explanation.**

## CITY of MARINE CITY INSURANCE REQUIREMENTS

The contractor/subcontractor shall not commence work under this contract until he has obtained the insurance required within this contract. All insurance coverage shall be with issuance carriers acceptable to the City of Marine City. If any insurance is written with a deductible or self-insured retention, the contractor/subcontractor shall be solely responsible for said deductible or self-insured retention. The purchase of insurance and the furnishing of a certificate of insurance shall not be a satisfaction of the contractor/subcontractor's indemnification of the City of Marine City. The contractor/subcontractor is responsible to meet all MIOSHA requirements for on-the-job safety. The contractor/subcontractor and his subcontractor/subcontractor shall procure and maintain during the life of this contract for the following coverage:

- a. Workers Compensation Insurance in accordance with all applicable statutes of the State of Michigan. Coverage shall include Employers Liability Coverage.
- b. Commercial General Liability Insurance on an "Occurrence" basis with limits of liability not less than \$1,000,000.00 (as stated above level of hazard) per occurrence and/or aggregate combined single limit, Personal Injury, Bodily Injury, and Property Damage.
- c. Motor Vehicle Liability Coverage, including Michigan No-Fault Coverage with limits of liability not less than \$500,000.00 per occurrence combined single limit bodily injury and property damage for all vehicles used in the performance of the contract. The City reserves the right to require specific limits of coverage if the contract involves the use of a motor vehicle for other than transportation to the work site.
- d. Additional Insured. Commercial General Liability Insurance as described above shall include an endorsement stating the following shall be an additional insured: **"The City of Marine City, including all elected and appointed officials and employees and all other individuals working on behalf of the City are named as additional insured and said coverage shall be considered to be the primary coverage rather than any policies and insurance or self-insurance retention owned or maintained by the City of Marine City."**
- e. Cancellation Notice. Workers Compensation Insurance, Commercial General Liability Insurance, and Motor Vehicle Liability Insurance as described above shall include an endorsement stating that thirty (30) days advance written notice of cancellation, non-renewal, reduction and/or material change shall be sent to:  

City of Marine City  
Holly Tatman, City Manager  
260 South Parker Street  
Marine City, MI 48039
- f. Professional Liability, where applicable.



# CERTIFICATE OF LIABILITY INSURANCE

 DATE (MM/DD/YYYY)  
 10/27/2022

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> Professional Concepts Insurance Agency, Inc. 1127 South Old US Highway 23  Brighton MI 48114-9861	<b>CONTACT NAME:</b> Certs@pciaonline.com <b>PHONE (A/C No. Ext.):</b> (800) 969-4041 <b>FAX (A/C No.):</b> (800) 969-4081 <b>E-MAIL ADDRESS:</b> Certs@pciaonline.com <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th style="width: 80%;">INSURER(S) AFFORDING COVERAGE</th> <th style="width: 20%;">NAIC #</th> </tr> <tr> <td>INSURER A: XL Specialty Ins. Co.</td> <td>37885</td> </tr> <tr> <td>INSURER B:</td> <td></td> </tr> <tr> <td>INSURER C:</td> <td></td> </tr> <tr> <td>INSURER D:</td> <td></td> </tr> <tr> <td>INSURER E:</td> <td></td> </tr> <tr> <td>INSURER F:</td> <td></td> </tr> </table>	INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A: XL Specialty Ins. Co.	37885	INSURER B:		INSURER C:		INSURER D:		INSURER E:		INSURER F:	
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INSURER B:															
INSURER C:															
INSURER D:															
INSURER E:															
INSURER F:															
<b>INSURED</b> McKenna Associates, Inc 235 East Main Street, Suite 105 Northville MI 48167															

**COVERAGES**
**CERTIFICATE NUMBER:** 22-23 Connie Watts

**REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	<b>COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC <input type="checkbox"/> OTHER						EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMP/OP AGG \$ \$
	<b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> NON-OWNED AUTOS						COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	<b>UMBRELLA LIAB</b> <input type="checkbox"/> OCCUR <b>EXCESS LIAB</b> <input type="checkbox"/> CLAIMS-MADE DED <input type="checkbox"/> RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$ \$
	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A				<input type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
A	<b>Professional Liability</b>			DPR5004469	10/1/2022	10/1/2023	Per Claim \$ 1,000,000 Ann Aggregate \$ 2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

**CERTIFICATE HOLDER**

For Informational Purposes Only

**CANCELLATION**

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

Mike Cosgrove/SUNNY

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 ACORD 25 (2014/01)  
 INS025 (201401)

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# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

1/4/2022

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> McNish Group, Inc. 26622 Woodward Ave. Ste 200 Royal Oak MI 48067		<b>CONTACT</b> NAME: certs@mcnish.com PHONE (A/C, No, Ext): 248-544-4800 E-MAIL: certs@mcnish.com FAX (A/C, No): 248-544-4801	
<b>INSURED</b> McKenna Associates, Inc. 235 E Main St. Ste. 105 Northville MI 48167-2499		<b>INSURER(S) AFFORDING COVERAGE</b> INSURER A: The Hartford INSURER B: INSURER C: INSURER D: INSURER E: INSURER F:	

## COVERAGES

CERTIFICATE NUMBER: 1770571556

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSD WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PROJECT <input type="checkbox"/> LOC OTHER:		35SBRU2022	1/1/2022	1/1/2023	EACH OCCURRENCE \$ 2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 2,000,000 GENERAL AGGREGATE \$ 4,000,000 PRODUCTS - COMP/OP AGG \$ 4,000,000
A	<input type="checkbox"/> AUTOMOBILE LIABILITY ANY AUTO <input checked="" type="checkbox"/> OWNED AUTOS ONLY <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY		35SBRU2022	1/1/2022	1/1/2023	COMBINED SINGLE LIMIT (Ea accident) \$ 2,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTIONS \$ 10,000		35SBRU2022	1/1/2022	1/1/2023	EACH OCCURRENCE \$ 1,000,000 AGGREGATE \$ 1,000,000
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N <input type="checkbox"/> N/A	35WECPN2013	1/1/2022	1/1/2023	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

<b>CERTIFICATE HOLDER</b>  SAMPLE CERTIFICATE 235 E. Main St Northville MI 48167	<b>CANCELLATION</b>  SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.  AUTHORIZED REPRESENTATIVE 
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# Master Plan Update Parks & Recreation Plan Update

**MARINE CITY, ST. CLAIR COUNTY, MICHIGAN**



—

—

December 28, 2022

**MCKENNA**

235 East Main Street  
Suite 105

Northville, MI 48167

**O** 248.596.0920

**F** 248.596.0930

**E** info@mcka.com

**MCKA.COM**

**MCKENNA**

Communities for real life.





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# Executive Summary



Marine City, Michigan, seeks to update their 2021-2025 Master Plan and Parks & Recreation Plan to better fit the City's needs and be in compliance with the MEDC Redevelopment Ready Community certificate requirements. At McKenna, we have over 44 years of history helping communities, both big and small, with creating and implementing master plan and recreation plan projects. We're here to help!

## PROJECT TEAM

Professionals assigned to provide services:

- Have experience in Planning, Zoning Administration, Housing & Retail Analysis, Aging in Place, Economic and Downtown Development, Transportation Planning, Waterfront Planning, Urban Design, Streetscaping and many other fields.
- Have experience helping communities create their own community vision.
- Are skilled and dedicated to understanding the specific needs of the Marine City.
- Create attractive, graphically rich reports, renderings, and materials.
- Provide extensive expertise in spatial analysis and GIS mapping.

## PROPOSAL FEE

**Master Plan Update and Parks & Recreation Base Fee: \$40,000**, which includes the services and deliverables in the attached scope of work. McKenna is excited about the prospect of working with you.

## SCHEDULE

Completion within 9-10 months of contract execution (April to December anticipated).

## MEETINGS

Our team will prepare for and attend the following meetings:

- Kickoff Meeting with City Leadership
- 1 Community Open House
- 2-3 Roundtable Sessions, including a Parks and Recreation Specific Session
- 1 Draft Review Meetings with the Planning Commission or City Leadership
- Planning Commission Recommendation for Distribution
- City Commission Approval for Distribution
- Planning Commission Public Hearing
- City Commission Board Adoption

Additional meetings requested by the City will be invoiced hourly at the rates included in this proposal.

# Firm Profile



McKenna's workspaces reflect McKenna's commitment to our people, our communities, sustainable design, and the rich technology heritage of the Midwest.

McKenna's team of talented planning, design, and building professionals help municipal leaders develop and maintain communities for real life. From street festivals, neighborhood parks, and storefronts, to parking spots, coffee shops, and farmers' markets, we want your community to thrive. McKenna provides planning, zoning, building, landscape architecture, community and economic development, and urban design assistance to cities, villages, townships, counties, and regional agencies, as well as select private clients, based on skilled and effective public engagement. Our success can be measured by the built improvements to hundreds of McKenna client communities, and by our 44-year record of client satisfaction and on-time, on-budget delivery.

McKenna currently provides project services to more than 85 communities and private land investors in the Midwest. Anticipating and responding to change is a major distinction of McKenna's practice. Our innovation and depth of experience is a resource for public and private decision-makers; we are a corporation of 30-plus planners, building code experts, urban designers, and landscape architects formed under the laws of Michigan on May 2, 1978.

## HEADQUARTERS

235 East Main Street  
Suite 105  
Northville, MI 48167  
O 248.596.0920  
F 248.596.0930  
E info@mcka.com

## GRAND RAPIDS

124 E. Fulton Street  
6<sup>th</sup> Floor, Suite B  
Grand Rapids, MI 49503  
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## KALAMAZOO

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**MCKA.COM**

# Areas of Service

## Community Planning

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

## Economic Development

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

## Building Department Administration

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

## Parks and Recreation

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

## Public Participation (NCI Certified)

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

## Sustainability Plans

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

## Landscape Architecture

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

# Scope of Work



Our plan will honor and include elements of the recent Marine City Master Plan 2021-2025 that are important to the City and its residents, such as the Existing Land Use/Zoning Map, while advancing the plan to incorporate elements necessary to pursue to Michigan Economic Development Corporation's Redevelopment Ready Community™ program.

On the following pages, please find detailed descriptions of the processes for updating Marine City's Master Plan.

## MASTER PLAN/COMPREHENSIVE LAND USE PLAN

We have designed the following work plan to update the Master Plan in an implementation-focused manner. The Master Plan process will include the following steps:

**Task 1 – Community Profile and 2020 Census Data:** Revise the Community Profile of the current 2021-2025 Master Plan to include and potentially update necessary relevant information. This information will include, but is not limited to, data from the US Census 2020, the Census Bureau's sampling-based American Community Survey, and other data sources, such as ESRI.

**Task 2 – Redevelopment and Economic Development Analysis:** Review the Existing Land Use patterns and identify key commercial and/or industrial parcels ripe for re-development that will be a catalyst for further private investment in the City. This analysis may establish or re-configure neighborhoods or districts, such as the Downtown District or the Attainable Housing District (recently signed into law), to better attract residential and commercial development, while maintaining a thriving business district.

**Task 3 – Circulation and Walkability Analysis:** This section analyzes existing circulation patterns within Marine City to provide recommendations on how to further enhance non-motorized transportation options by connecting the west and east sides of the City. This analysis may include elements of how to better connect the marina, downtown, and outlying areas of the City. It will also evaluate trail connectivity, such as the bridge to bay trail, as well as residents' ability to access amenities in the surrounding areas of St. Clair County. In addition, the State now requires Master Plans to include a plan for "Complete Streets." The Complete Streets philosophy states that roads should be safe and efficient for all users, not just automobiles. McKenna has helped communities craft

Complete Streets plans that reflect all types of density and traffic patterns. This section of the plan is important to update to ensure compliance with the State and to continue to improve quality of life in the town by ensuring there are transportation options that are safe and efficient.

**Task 4 – Housing Analysis:** The housing analysis will identify both key residential design elements, such as façade materials and features, that epitomize the historic look of the City and gaps in the housing stock, such as Missing Middle Housing. Establishing design elements critical to the character will allow for multi-family units and new housing development to fit seamlessly into the neighborhood while strengthening the existing single-family residential character of the City.

**Task 5 – Natural Resources Analysis:** We will create Natural Features (flood plains, wetlands, soils, etc.) chapter for the plan, based on GIS data and local knowledge, to preserve the natural resources of Marine City and potentially allow for greater recreational opportunities.

**Task 6 – Public Engagement:** The following public engagement types are proposed for consideration. These engagement types can be modified to fit the needs of Marine City:

- **Online and Paper Survey.** McKenna will administer an online survey through Survey Monkey regarding planning and development topics. McKenna will provide a survey link for the City to place on its website and will work with staff to facilitate paper copies of the survey.
- **Field Day.** McKenna has extensive experience hosting public engagement sessions. This half-day pop-up would occur during an existing community event, such as a farmer's market or mid-summer art fair. Discussions will cover Strengths, Weaknesses, Opportunities, and Threats (SWOT) for the City. There will also be interactive exercises focuses on (1) defining the Downtown District, (2) pinpointing Housing Designs, (3) a Map Activity to identify points to improve connectivity and park spaces. The specific topics can change based on the analysis and feedback from City Administration.
- **Roundtables.** Roundtables allow for more topic specific conversations. We propose one (1) to focus on Parks and Recreation as well as the Marina and another (2) to engage with the Business Community. We are open to adjusting the focus of the roundtables once we establish the most important issues with the City.



**Task 7 – Goals and Objectives:** McKenna will work with the Planning Commission, Parks and Recreation Commission, and City Commission to create a list of Goals and Objectives. This chapter is an integral part of the Master Plan. Goals and objectives guide communities in their decisions on land use development and preservation. The goals will create a city-wide vision. Objectives focus on achievable and measurable outcomes on how to execute the stated goals. McKenna will work with City staff, board and commission members and any other persons/groups of interest to set up Marine City for continued success.

**Task 8 – Strategy Plans:**

- **Redevelopment:** Our team has vital experience guiding other cities to be Redevelopment Ready certified and working with City Leadership to identify priorities for redevelopment. This chapter will identify at least 3 redevelopment sites and/or districts. Recommendations for development incentives for each site/district may be included as well. In addition, there will be an action plan and steps to implement the re-development priorities. The timeline for the action plan will be included in Task 10 described below.
- **Economic Development and Marketing:** Based on input from the open house, roundtable, and conversations with City staff, McKenna can formulate a strategy to attract more businesses, local and regional consumers, and real estate development to Marine City. McKenna's talented team can set a roadmap to guide the future marketing campaign that coincides with the overarching goals of this chapter and the Master Plan as a whole. A strategy and brand can be created for the new marina as well. Guidance on coordinating with neighboring municipalities and the region at large may be included, if applicable.
- **Housing and Aging in Place:** Based on our analysis, our team can propose design standards and zoning reforms to encourage a variety of new, high-quality housing types that maintain and strengthen the existing residential character of the City. This strategy will also include key elements of Aging in Place to support an aging population to retain residents and uphold a high-quality of life for senior citizens.
- **Climate Action and Energy Resiliency:** Part of the future land use plan will include components that discuss the potential of wind and solar facilities within the City as well as pinpoint ideal EV Charger stations that supports the business district and attracts visitors. This section of the future land use plan will include broad overviews of have to plan for such facilities, should the City seek to incorporate these industries and EV chargers within its borders. In addition, this section will also provide planning policies that focus on waterfront living: how to preserve the natural features of Marine City, while allowing for continued growth around the waterfronts. It will also discuss stormwater management and incorporate low impact development into streetscape design and future land use planning. Incorporating this section will prepare Marine City to apply for upcoming federal and state funding opportunities that focus on climate and sustainability.

**Task 9 – Future Land Use Plan:** A future land use plan is a representative of a preferred future of how the community would like to grow. The Future Land Use Plan will include recommendations on how development will be carried out within the City, such as transit oriented development. McKenna will create a Future Land Use plan that focuses on the priorities of Marine City and the public responses received during engagement activities. Additionally, we propose to touch on surrounding communities' development patterns and how those could impact the City. By reviewing adjacent communities, the Future Land Use Plan can encourage or mitigate possible impacts from neighboring development. This task will also focus on how and where future development should occur, which will contribute to the Redevelopment Strategy section of the plan.

**Task 10 – Revisions to the Zoning Plan:** The Zoning Ordinance is the most effective method for implementing the Master Plan. If the zoning and plan do not align, new development will not achieve the established objectives or long-range strategic plan. McKenna will work with Marine City leaders and staff to identify areas where future zoning changes may be made and reflect that on the Future Land Use Map. Then, we will prepare the revisions to the newly adopted Zoning Ordinance Plan. The zoning recommendations may pertain to housing, transportation, sustainability, preservation, and more. We will also incorporate applicable elements from the various public engagement sessions to ensure that the future zoning changes are reflective of the community's drive and vision for the future of Marine City.

## Task 11 –

### Implementation/Action

**Plan:** The Plan will include an implementation section, creating a “roadmap” to help the City accomplish the priorities in the Master Plan, including the redevelopment strategy. This section will also connect the Master Plan to the Capital Improvements Plan. The purpose of the implementation section is to provide a concise list of projects that the City should pursue over the life of the plan. The implementation strategy will also include a “Zoning Plan,” which will outline recommended specific policies for updating the Zoning Ordinance to bring the plan into reality.

ECONOMIC DEVELOPMENT								
PROJECT	PRIORITY	TIMEFRAME	RESPONSIBILITY			FUNDING		
			TOWNSHIP	OTHER GOVT	PRIVATE	PUBLIC	PRIVATE	TIF
Create a DDA to oversee the re-development of the LaPlaisance area into an industrial park and walkable commercial/retail center.	A	1	TB	DDA	MCKA	•		•
Collaborate with the City of Monroe and Frenchtown Charter Township to create multi-jurisdictional Corridor Improvement Authorities for Telegraph and Monroe/Dixie.	A	2	TB	COM FCT	MCKA	•		•
Develop and promote Downtown events and activities.	B	3	TB		BO	•	•	
Create a façade program to fund building façade improvements to buildings along major corridors.	C	4	TB	DDA	MCKA	•		•

ZONING AND LAND USE								
Create new zoning districts for the LaPlaisance Core Commercial and Commercial Recreation FLU categories.	A	1	PC TB		MCKA	•		•
Evaluate the signage standards in the Zoning Ordinance to ensure they still meet Township goals.	A	1	PC TB		MCKA	•		
Evaluate the landscaping standards in the Zoning Ordinance to ensure they still meet Township goals.	A	1	PC TB		MCKA	•		
Update the Zoning Map to be consistent with the Future Land Use Map, especially inside the LaPlaisance Corridor Plan boundary.	A	1	PC TB		MCKA	•		
Evaluate the Mixed Use zoning district to ensure that it effectively enforces the vision for the Mixed Use FLU category.	B	2	TB PC		MCKA	•		
Limit further commercial rezoning along Telegraph Road and South Dixie Highway unless the applicant can demonstrate a clear need.	C	4	PC TB		MCKA	•		
Adopt an amendment to the Zoning Ordinance that encourages the protection of tree stands in the Township and requires replacement of trees when they are damaged or destroyed by development.	C	4	PC TB		MCKA	•		

**Task 12 – Adoption:** McKenna will assist the City with the adoption process under the Michigan Planning Enabling Act (PA 33 of 2008).

- **Distribution of Draft Plan.** After the final draft is completed, the Planning Commission must approve it to be distributed to the surrounding jurisdictions, St Clair County, and other entities for comment as required by State law. The draft plan must also be available for public review for 63 days prior to adoption.
- **Final Revisions.** Upon conclusion of the state-mandated review and comment periods for the noticed entities, McKenna will review all comments submitted to it by the City and, if deemed necessary by the Planning Commission, make one set of modifications to the draft Plan.
- **Final Review, Public Hearing, and Adoption.** McKenna will attend the required public hearing in front of the Planning Commission, explain the Plan to the public, and assist with adoption by the City Commission.
- **Final Document.** Subsequent to adoption, McKenna will provide an electronic copy of the final document via email. The digital version of the Plan, including all text, images and graphics will be provided in PDF format. We will retain the Word version of the plan for future updates. Additional printed and bound copies of the final document will be provided upon request, at McKenna’s quoted costs.

## MCKENNA'S PARK PLANNING APPROACH

McKenna has ample experience working with communities on updating their Parks and Recreation Master Plan. McKenna offers the following proposal in addition to Master Plan Update.

We will ensure that the plan is complete, adopted, and submitted to MDNR, along with all required supplemental paperwork. The MDNR provides specific guidelines on PRMP preparation and required elements, McKenna will ensure the final product satisfies state requirements for grant eligibility. Once complete, the updated Parks & Recreation Master Plan (PRMP) will be a guide for future parks and recreation improvements and make Marine City eligible to apply for future Michigan Department of Natural Resources (MDNR) grants. We anticipate the PRMP process to take six (6) to eight (8) months alongside the Master Plan; however, this timeline can be amended to fit Marine City needs.

Recognizing the opportunity to develop a visionary long-range document along with the importance of creating plans yielding actionable results, McKenna proposes the following work plan:

### Public Engagement

2023 is an advantageous year for the Parks update, because the Master Plan update is already underway. As such, the engagement events and activities associated with the Master Plan can be used to obtain information for the Parks and Recreation and can help satisfy the MDNR's public engagement requirements. Additionally, we can dedicate one of the roundtables to focus on parks and recreation specifically.



**FOCUS AREA CONCEPT: MOROSS AND MACK**

[View the discussion](#)

9 days ago Like +1 Dislike

**WIDEN SIDEWALKS ALONG MACK.** A potential option for improving the pedestrian-friendliness of the Mack Ave would be to expand sidewalks along the entire corridor. Most sidewalks currently are about 6-8 feet; in walkable downtowns 10-15 feet is common.

[View the discussion](#)

12 days ago Like +2 Dislike

**UNIFY ZONING WITHIN THE CORRIDOR.** Each municipality should update their zoning along Mack Ave to have similar standards for permitted uses, lot sizes, building heights, and design guidelines.

[View the discussion](#)

12 days ago Like +3 Dislike

**PAINT MURALS IN KEY LOCATIONS.** This example is at Mack and Moross. Add your suggested locations in the comments!

[View the discussion](#)

12 days ago Like +3 Dislike

**COORDINATE STREET PARKING ALONG MACK.** Parking signs, hours, and fees should be standardized along the Mack Avenue Corridor. Clear, branded parking signage should note where parking is permitted, the duration (if applicable), and hours of enforcement.

[View the discussion](#)

12 days ago Like +3 Dislike

**FOCUS AREA CONCEPT: FISHER AND MACK**

[View the discussion](#)

12 days ago Like +1 Dislike

**ALLOW SHARED PARKING.** For businesses that currently have parking lots, or have the space to add one, an agreement can be put in place to share that lot with adjacent businesses. This would unlock many available parking spaces on Mack that are currently reserved only for patrons of certain businesses. This is especially useful for businesses with different peak-hours (for example, gyms and professional offices).

[View the discussion](#)

12 days ago Like +4 Dislike

**CREATE A FAÇADE IMPROVEMENT PROGRAM.** A Façade Improvement Program could provide matching funds, help facilitate and streamline the permitting process, and leverage cost-savings from sharing architectural and contractor's services to property owners along Mack who need financial assistance or incentive to make improvements.

[View the discussion](#)

12 days ago Like +1 Dislike

**FOCUS AREA CONCEPT: BLUEHILL AND MACK**

[View the discussion](#)

12 days ago Like +2 Dislike

**FOCUS AREA CONCEPT: E. WARREN AND MACK**

[View the discussion](#)

12 days ago Like +1 Dislike

**ALLOW SIDEWALK EXTENSIONS.** Extending the curb into the parking lane, either temporarily or permanently would allow more businesses on Mack to have space for outdoor dining, sales, or other pop-ups.

## Plan Development Tasks

In addition to satisfying MDNR PRMP requirements, McKenna will incorporate parks and open space planning items from the Master Plan and Marine City's capital budget for inclusion in this document. McKenna proposes the following tasks to meet MDNR requirements:

- 1) **Introduction.** McKenna will update the document narrative to reflect Marine City's current trends and goals for the parks and recreation system and document the planning process as required by MDNR. McKenna will also revise the description and location of the demographic, economic and physical characteristics from the 2021-2025 plan, which will be completed during the Master Plan process. This section will inform the reader on how these characteristics affect parks and recreation within the City and the surrounding communities.
- 2) **Description of the Planning Process and Public Input.** The plan will include a detailed overview of the process undertaken for the Recreation Plan update. This will include documentation of all the public input efforts by the City (including the ongoing Public Survey) as required by the State of Michigan.
- 3) **Parks Inventory Assessment.** A major component of every PRMP is the recreation inventory. An accurate recreation inventory represents existing park assets and provides a "snapshot" of the City's recreational amenities. McKenna will perform a site visit to catalog and take pictures of existing parks and recreation features to document any changes within the past two years. The inventory will consist of both a text description of the facilities (name, length or area, recreation purpose, service area and support facilities) and a map illustrating their geographic distribution. This map will show the locations and service areas of all parks and recreation facilities in and around the City. Based on the service area and available land, McKenna will propose sites to acquire to better service residents and offer a variety of recreation activities that are accessible to residents. Consideration will be given to the Marina to identify and assess opportunities to strengthen connectivity between the marina, the downtown, and outlying areas of the City. We will also include the grant inventory and evaluate facilities for accessibility, as mandated by MDNR.
- 4) **Administrative Structure.** The plan will include an organizational flowchart of the administration of parks and recreation facilities in Marine City.
- 5) **Goals and Objectives.** After completion of the community description and inventory, McKenna will revise the Plan's goals and objectives for review with the Parks and Recreation Department and City leadership. A description of the methodology used to create these goals and objectives will be described.
- 6) **Action Plan and Parks Capital Improvement Program (CIP).** McKenna will work with the staff to create an action plan of recreation projects to be implemented over the next five years. It will reflect the City's current budget and recommendations for future budgets including identification of viable funding sources. The Parks CIP will be portrayed in table form and will include the following information, at a minimum and as necessary:
  - Project description,
  - Project location,
  - Budget with cost estimates and method of funding,
  - Year(s) to be implemented,
  - Recommendations for improving the appearance of all recreation facilities and parks,
  - Program considerations, and
  - Potential funding sources.
- 7) **Appendices.** The appendices shall include all notices and letter documentation required by MDNR.

## Adoption

McKenna will assist the City with the adoption process consistent with MDNR requirements for recreation plans.

- **Distribution of Draft Plan.** After the final draft is complete, City administration must make the plan available for a 30-day public comment period. McKenna will assist in distributing the plan and seeking comments from surrounding municipalities in St Clair County and other entities as required by MDNR and the State. McKenna will also assist with documenting this process, as the MDNR requires notices and outreach documentation to be submitted with the Plan through the grant portal. The draft plan must also be available for public review for one month prior to adoption.
- **Final Review and Public Hearing(s) and Adoption.** McKenna will attend the required public hearing, explain the Plan to the public, and assist with the circulation and adoption by the City Commission.
- **Final Document.** After adoption, McKenna will prepare one electronic copy of the final document for the City. The digital version of the Plan, including all text, images and graphics will be provided in .pdf and Word format suitable for placement on the City's website. Printed and bound copies of the final document will be provided upon request, at McKenna's quoted costs.
- **Submission to MDNR.** McKenna will complete all required documentation and will upload the document to MDNR's online submission system. We will also communicate with MDNR through the approval process to ensure that the plan will be approved.



# Relevant Parks Planning Experience

McKenna professionals have created dozens of Parks and Recreation Master Plans and hundreds of community Comprehensive Plans for more than four decades and bring that breadth of successful capability to Marine City.

In addition to our references on the previous page, we offer the following recent project examples that demonstrate our experience with delivering plans similar in focus to this planning effort:

		MCKENNA TEAM EXPERIENCE				
MUNICIPALITY	COUNTY	MDNR Approval	In-person Public Engagement*	Online Public Engagement	Trail / Non-Motorized Planning	Natural Features Planning
Canton Township	Wayne	✓	✓		✓	✓
City of Birmingham	Oakland	✓	✓	✓		
City of Harper Woods	Macomb	✓	✓	✓		
City of Hudson	Lenawee	✓	✓		✓	✓
City of Flat Rock	Wayne	✓	✓		✓	✓
Village of Lake Orion	Oakland	✓		✓	✓	✓
Village of Oxford	Oakland	✓		✓	✓	
Village of South Rockwood	Wayne	✓	✓		✓	
Village of Webberville	Ingham	✓		✓	✓	✓
Leroy Township	Ingham	✓		✓		
Presque Isle Township	Presque Isle	✓	✓	✓		✓
Van Buren Township	Wayne	✓		✓	✓	
City of Grandville	Kent	✓	✓	✓	✓	
City of Kalamazoo	Kalamazoo	✓	✓	✓	✓	

*\*In-person public engagement, in addition to the required public hearing per MDNR.*

# Timeframe Flow Chart - Tentative

We will work out a mutually acceptable schedule for preparing the Master Plan with you. Following is our proposed timeline of tasks and meetings, estimated to take 8-10 months.

STEP	Month								
	1	2	3	4	5	6	7	8	9
1. Kick-Off and Project Startup									
2. Identify, Quantify and Analyze									
3. Engagement, Participation, Outreach									
4. Goals and Objectives									
5. Draft Parks and Recreation Plan									
6. Draft Master Plan									
7. Implementation Strategies									
8. Adoption									
<b>Marine City / McKenna Meetings</b>									
1. Project Kick-Off – Joint PC/CC Meeting	x								
2. Field Day			x						
3. Round Tables Including Parks and Rec Specific Visioning Session			x	x					
4. Review Draft Master Plan with Planning Commission, Review Draft Parks and Recreation Plan with Parks and Recreation Commission*						x			
5. Draft Master Plan Review w/ Planning Commission							x		
6. Review Plan for Distribution								x	
7. Public Hearing / Adoption									x

## Schedule of Public Meetings:

Planning Commission – 2<sup>nd</sup> Monday of the month, 6 pm

City Commission – 3<sup>rd</sup> Thursday of the month, 7 pm

\*Virtual Meeting

# Project Team



Members of our team are industry leaders in organizing an efficient and effective public process leading to compelling and comprehensive plans with a strong implementation focus.

Our professionals embrace:

- Highly effective public processes.
- Involvement of stakeholders in planning that affects them.
- Information rich decision making.
- Context-sensitive design solutions, such as form-based codes.
- Active living and active transportation.
- Land use and resource conservation.
- Environmental preservation.
- Livable communities.
- Placemaking.
- Economic sustainability

We believe the most important work was done before we arrived and will be ongoing after we leave.

We help build bridges from the past and make course corrections for the future.

# Project Team Organizational Chart





## Laura E. Haw, NCI

SENIOR PRINCIPAL PLANNER

### EDUCATION

#### Master of Urban Planning

Physical Planning and Design  
Taubman College  
University of Michigan

#### Bachelor of Arts (with honors)

International Development  
Michigan State University

#### Bachelor of Arts (with honors)

Political Science / Pre-Law  
Michigan State University

### PROFESSIONAL EXPERIENCE

#### Lean Zoning / Ordinance and Regulatory Review

Prepares complete zoning ordinances, overlay districts, form-based standards, and comprehensive text and map amendments for cities, villages, and townships in Michigan. Streamlines and re-structures zoning ordinances to reduce red-tape, add clarity, and ensure quality building form. Prepares amendments to address new development trends including elderly housing and accessory dwelling units, urban agriculture, non-traditional historic districts, and planned unit developments. Recent zoning ordinance re-write projects include: City of Eastpointe and City of Wayne.

#### Comprehensive Master Plans and Corridor Planning

Prepares master plans, sub-area plans, and corridor plans including data collection, documentation and analysis of existing conditions, character planning, goals and objectives, and recommendations / strategic matrices for future project prioritization, phasing, and implementation processes. Focuses on downtown districts, feasibility analyses, catalytic impact assessments, and ease of development opportunities. Recent master plan projects include: City of Birmingham, Charter Township of Plymouth, Village of Blissfield, City of Clio, City of Eastpointe, and Village of Lake Orion.

#### Public Engagement

Organizes and facilitates public engagement events, including community-wide public workshops, charrettes, focus groups, steering committees, and open houses to inform and capture the visions and ideas of stakeholders. Designs innovative materials for exercises, including presentations, visioning and mapping activities, and priority ballot voting exercises to ensure interactive and meaningful public engagement. Organizes and manages online public engagement platforms, including social media, and the development of communication plans.

#### Parks and Recreation / Open Space Planning

Develops parks and recreation master plans, per MDNR requirements, including facilities assessment, natural features inventory, deficiencies analysis, and action plan programming. Experience in Phase II of Parks and Recreation master planning with MDNR grant applications. Performs open space planning, including greenways (site analysis, traffic calming, low-impact design techniques, gateways and wayfinding signage, local public art and a community maintenance plan) and develops vacant land re-activation strategies rooted in green infrastructure and conversation. Recent 5-Year Recreation Plan projects include: City of Royal Oak, City of Mt. Pleasant, and Village of Lake Orion.

#### Site and Urban Design

Skilled in the preparation and review of site plans, special land use requests, zoning amendments, and variance applications. Experience in the site design of residential and mixed-use neighborhoods in Michigan, including empty-nester housing, townhomes, and high-rise apartment complexes. Background in creating planned unit developments for luxury campgrounds (550+ units in SC and CO) with recreational attractions, pedestrian amenities, and natural resource conservation / eco-tourism.



## PROFESSIONAL EXPERIENCE

### **On-site Planning, Zoning and Economic Development Services**

Handles all day-to-day planning and zoning matters, addressing questions from the public, Township officials and developers; working through project planning; coordinating planning activity with Engineering and Department of Public Works. Provides guidance to Code Enforcement regarding ordinance requirements on an ongoing basis and works actively with Code Enforcement official(s) on ongoing basis to enforce Zoning Ordinance regulations and finding solutions to zoning related issues. Provides ongoing planning and zoning advisory services, including reviews for site plans, special land uses, zoning amendments, and variance applications. Coordinates with municipal staff to deliver excellent customer service to residents, businesses, and applicants.

### **Non-Motorized Transportation Planning**

Instrumental collaborator on non-motorized transportation projects, including BIKE/WALK Livonia, a non-motorized plan for the City of Livonia.

### **Graphic Design / Document Layout**

Prepares document layouts for annual reports and master plans, including innovative and creative approaches to tables, maps, and information graphics and documenting successful urban planning and design projects. Additional experience creating of brand identity, marketing materials (brochures, flyers, presentation boards, etc.) and other graphics for clients.

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

Prepares downtown plans for a wide range of Michigan downtowns that focus on detailed projects to implement, with prioritize phasing and cost estimates. Examples of recent Downtown TIF Plans include: City of Ecorse, City of Wayne, Village of Lake Orion, and Village of Blissfield.

## MEMBERSHIPS

American Institute of Certified Planners  
American Planning Association  
Michigan Association of Planning

## CERTIFICATIONS

### **National Charrette Institute (NCI)**

Charrette Systems and Management and Facilitation

## PUBLIC SERVICE

### **Commissioner**

Environmental Leadership Commission, Charter Township of Plymouth  
June 2020 - Present

### **Member**

Southeast Michigan Active Transportation Committee  
May 2020 - Present

### **Project Manager and Research Fellow, Policy Team**

New Story Non-Profit  
April 2020 - October 2021

## PUBLIC SPEAKING AND SEMINARS

"Do Creative and Helpful Staff Reports Exist?" Michigan Association of Planning Annual Conference, Mackinac Island, Michigan, 2022.



# Brigitte Smith

ASSISTANT PLANNER

## EDUCATION

**Master of Urban and Regional Planning**  
University of Michigan

**Bachelor of Arts – International Studies**  
University of Michigan

## PROFESSIONAL EXPERIENCE

### Community Planning

Assisted professor in teaching key local government financing topics (inc. budgeting, revenues, debt financing, public investment analysis, and fiscal impact analysis). Hosted tutor sessions to support classmates.

Prepared an investment strategy that was presented to a CDFI, the Detroit Land Bank, and the Mayor's Office that focused on driving value into divested areas of the Detroit neighborhood. The strategy centered on initiatives to convert vacant lots, revitalize abandoned homes, and overcome the funding gap in rehabs for owner-occupied homes.

Directed the Constituent Services for a State Representative: This included leading a team that resolved over 2,500 constituent issues, collaborated with stakeholders to enhance community outreach, and organized town halls to proactively engage with the public on emerging issues. Assisted the office with navigating the local political landscape.

Evaluated government documents based on a UN Toolkit to recommend specific programs and policy changes to improve local land use, housing, and environmental planning that focused on withstanding the effects of climate change and supporting vulnerable residents who reside in informal settlements.

Analyzed the impact of current land use practices on water quality, habitat conservation, flooding, and energy use to offer recommendations to enhance hazard preparation and shoreline preservation in Chikaming Township and Muskegon, Michigan. Worked with local officials and stakeholders to create feasible recommendations and community buy-in.

Alleviated annual water shortages by building ferrocement rain catchment and storage tank systems through engaging with community members and local leaders as well as recruiting and collaborating with international partners. Coordinated the construction of the water systems and the training programs for residents, after facilitating a needs assessment by conducting interviews and research, building a prototype, and modifying the system based on feedback.

Analyzed the impacts of ongoing urban development plans on vulnerable populations and created a proposal for a local nonprofit with the goal of increasing economic opportunities and eradicating extreme poverty in informal settlements by improving the health, education, and financial well-being of residents as well as reducing women's risk of domestic violence.

## MEMBERSHIPS

American Planning Association  
Michigan Association of Planning

## TEACHING

SMAP Conference, Speaker.  
U of M ALA 470: Organizing for Global Justice Guest Lecturer  
U of M Global Scholars Program Global Citizenship in Practice Conference



## Nani Wolf

ASSOCIATE PLANNER

### EDUCATION

**Master of Urban and Regional Planning**  
University of Michigan

**Bachelor of Arts – Environmental Science**  
University of Michigan

### PROFESSIONAL EXPERIENCE

#### Community Planning

Develops comprehensive plans, aging-in-place plans, and health assessments for small communities, ranging from entire towns to individual neighborhoods within large cities. Researches and analyzes existing conditions, gathers and balanced public feedback, and created effective, clear, community-specific recommendations. Additionally, writes and edits copy for development projects, including letters of intent, impact statements, and variance requests. Works with Michigan communities of all sizes to create master plans and provide continuous planning services. Believes that all community planning work focuses on identifying common visions for the future and creating concrete strategies that improve residents' quality of life.

#### Public Engagement

Applies engagement best-practices across various municipal programs, including transportation master planning, traffic calming, and annexation. Plans and organizes engagement events—focus groups, surveys, interviews, public meetings —across the full lifetime of projects. Facilitates on-site meetings and engages with residents and public officials. Designs engagement plans, including RRC-compliant plans, and helped execute them in conjunction with master plans. All public engagement focusing on authentic, equitable, and continuous involvement.

#### Sustainability and Environmental Planning

Developed Great Lakes coastal land suitability analysis metrics and site impact assessment guidelines. Audites the master plans and zoning ordinances of municipalities for environmentally friendly land use policies. Conducts ecological assessments of habitats and streams and used the results to make purchasing recommendations to local conservancies. Creates open space, natural land, and surface water recommendations for communities that are vulnerable to natural hazards.

#### Administration and Program Management

Oversaw the environmental assessment program of a regional non-profit and managed a team of volunteer assessors, as well as day-to-day program operations. Administered a municipal transportation commission by coordinating meetings, materials, and public and staff relations.

### MEMBERSHIPS

American Planning Association  
Michigan Association of Planning  
International Association for Public Participation (IAP2)

### TEACHING

**Instructor**, University of Michigan Taubman College. Graduate-level course on GIS principles and programs, including Esri ArcPro and QGIS.

**Instructor**, University of Michigan. Undergraduate-level course on American culture, focusing on equity, race and ethnicity, and power dynamics from 1770-present.



# Andrew Littman

SENIOR PLANNER

## EDUCATION

**Bachelor of Arts (BA), Government**  
Skidmore College

**Graduate Certificate in Real Estate Development**  
University of Michigan

**Juris Doctor**  
Ohio State University, Moritz College of Law

## PROFESSIONAL EXPERIENCE

### Real Estate Market Research

Composed detailed retail, residential, hospitality, and office market studies for downtowns and New Urban communities across the country. Developed customized gravitational models to estimate demand. Determined trade areas based on geography, demographics, spending patterns, economics, competition and other factors. Facilitated focus group discussions to better understand preferences, spending and growth patterns, and the local economy. Recommended additional brands that could successfully locate in the study area. Presented research findings to elected officials, community organizations, business owners and real estate developers.

### Urban Planning

Authored studies examining how various aspects of a downtown's built environment and management impact its business activity. Developed market-based implementation strategies for downtowns to improve their retail market share and become more appealing to leading retailers and restaurants. Delivered lectures on incorporating New Urbanism best practices. Also conducted peer reviews of master plans and site design alternatives.

### Real Estate Brokerage

Brokered the acquisition and disposition of single tenant net-leased retail and medical office buildings throughout the Midwest. Provided in-depth financial analysis for clients.

### Legal Experience

Worked as an associate attorney at a small general practice law firm in Troy, Michigan. Also volunteered with the Family Law Assistance Program representing indigent clients. Later served as a judicial staff attorney at the Wayne County Circuit Court.

## MEMBERSHIPS

State Bar of Michigan  
American Planning Association  
Congress for the New Urbanism



## Brian Keeseey, AICP

SENIOR PRINCIPAL PLANNER / GIS MANAGER

### EDUCATION

**Master of Urban & Regional Planning**  
Michigan State University

**Bachelor of Landscape Architecture**  
Michigan State University

### MEMBERSHIPS

American Institute of Certified Planners  
American Planning Association  
Michigan Association of Planning

### PROFESSIONAL EXPERIENCE

#### Land Use Planning and Administration

Provides support for citizens and developers with land use information and application procedures. Reviews small and large scale development proposals, site plans, and special use applications and recommends action to Planning Commissions and elected officials. Conducts agency review meetings, public hearings, and public input forums to ensure comprehensive analysis and sound planning and design principles. Provides guidance and analysis for owners of properties affected by FEMA's updated flood survey.

#### Zoning

Provides on-site administration of zoning regulations. Researches topics and drafts zoning ordinance amendments, including regulation of signs, mining operations, and wind energy conversion systems. Presents recommendations to Planning Commissions and elected officials.

#### Comprehensive Planning

Facilitates visioning and goal-setting sessions to guide master plan development. Provides demographic analysis using U.S. Census data and market studies highlighting community trends for the municipality to address. Guides the creation of policies to support municipal development goals. Provides graphic design and document layout for master plan updates, including formatting, photography, and presentation graphics.

#### Demographic Trend Analysis

Conducts studies on the effects of neighborhood gentrification on businesses in established commercial corridors, analyzing occupancy changes over several decades against known indicators of gentrification.

#### Capital Improvement Programs

Leads municipalities through the Capital Improvement Program process, including calls for proposals, organization of proposal presenters, the Planning Commission ranking process, formulation of summary reports, and recommendations to legislative bodies. Implements effective changes to the ranking process, evaluation criteria, and format of recommendation documents, as well as the formulation of a multi-year assessment process.



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## PROFESSIONAL EXPERIENCE

### **Signs and Wayfinding Systems**

Researches and drafts ordinances to address changeable copy, electronic message boards, and content-neutral regulations, and presents to Planning Commissions and elected officials. Successfully coordinates the fabrication process, quality control, and installation of directional signage. Participated in Michigan State University's Campus Wayfinding Workgroup for the expansion of the wayfinding system. Designed street signs and wayfinding plans for MSU's East Lansing campus during its implementation of the Tri-County emergency response improvement initiative and collaborated with emergency response units, 911 call center, and law enforcement officials to ensure that all needs were met.

### **Geographic Information System (GIS) Analysis and Modeling**

Provides analyses of U.S. Census data, consumer and market information, and development opportunities and patterns. Designs zoning and future land use maps for administration and comprehensive plans and develops online versions for public consumption using the ArcGIS Online platform. Administers databases of utility and infrastructure information. Completes numerous site surveys using GPS and Total Station software. Uses the resulting data to create Sketchup models and production graphics. Drafts site plans, engineering details and design documents using AutoCAD.



# Carrie Leitner

ART DIRECTOR

## EDUCATION

**Bachelor of Fine Arts in Graphic Design**  
University of Michigan

**Internet Professional Curriculum Courses**  
Washtenaw Community College

## SOFTWARE EXPERTISE

Highly proficient in Adobe Creative Suite (InDesign, Illustrator, Photoshop) and Microsoft Office (Word, Powerpoint).

## PROFESSIONAL EXPERIENCE

### **Document Design and Layout – Planning and Zoning**

Designed and produced simple and complex layouts for documents including community master plans, zoning ordinances, and urban design plans.

### **Downtown and Retail Corridor Branding**

Created brands and identities for private firms and Michigan downtowns and corridors. Developed multiple concepts for elaboration in a range of styles. Branding included downtown logos, document design, banners, brochures, and wayfinding signage.

### **Art Director Municipal Projects**

Created initial design and messaging concepts for a multitude of high profile municipal clients, capital campaigns and annual giving initiatives.

### **Image Editing and Production**

Edited complex photographic and illustration graphics using Photoshop and Illustrator for zoning ordinances and master plans. Managed elaborate projects including color correction, recreation plan renderings, and branding for municipal electrical energy use education.

### **Illustration and Visualization – Zoning, Planning, and Design**

Produced graphic ideas quickly and successfully which conveyed the clients' vision. Rendered detailed zoning graphics, facade improvements, and corridor and neighborhood visualization using Adobe Photoshop.

### **Website Design and Implementation for Public Engagement**

Planned website architecture to clearly deliver content for stakeholder use under simplified navigation. Formatted websites to include municipal documents for public review and comments.

### **Hand Renderings and Art Work**

Created privately-commissioned portraits in pencil and charcoal. Created the first annual Charlevoix (MI) Venetian Festival poster in oil pastel. Appeared in the Charlevoix Waterfront Art Fair exhibiting pen and watercolor paintings of local street scenes and building sketches. Rendered several site and landscape concept plans with pen and marker.

# Parks References

CONTACT/ COMMUNITY		SERVICES PROVIDED
CITY OF ROYAL OAK, MI		
<b>Aaron Filipski</b> <b>Director, Department of Public Service and Recreation</b>  203 S. Troy Street Royal Oak, MI 48067 (248) 246-3300 aaronf@romi.gov		<ul style="list-style-type: none"><li>2023 - 2027 Parks and Recreation Master Plan</li></ul> <b>CASE STUDY to review the Plan:</b> <a href="https://roparksplan.com/">https://roparksplan.com/</a>
VILLAGE OF WEBBERVILLE, MI		
<b>Hon. Brad Hitchcock</b> <b>Village President</b>  115 S. Main Street Webberville, MI 48892 (517) 521.3984 bhitchcock@villageofwebberville.com		<ul style="list-style-type: none"><li>2020 Parks and Recreation plan adopted as part of the Village's Master Plan.</li></ul>
CHARTER TOWNSHIP OF CANTON, MI		
<b>Jeanette R. Aiello, CPRE</b> <b>Business Operations Coordinator</b> <b>Canton Leisure Services</b>  1150 Canton Center Canton, MI 48188 (734) 394-5479 jeanette.aiello@canton-mi.org		<ul style="list-style-type: none"><li>2022 – 2026 Parks and Recreation Master Plan</li><li>Parks Design Master Plans</li></ul>
LYON CHARTER TOWNSHIP, MI		
<b>Patti Carcone</b> <b>Treasurer</b>  58000 Grand River Avenue New Hudson, Michigan 48165 (248) 437-2240 pcarcone@lyontwp.org		<ul style="list-style-type: none"><li>2019 – 2024 Parks and Recreation Master Plan</li><li>11 Mile Park Master Plan</li></ul>

# Redevelopment Ready Community References

CONTACT / COMMUNITY	SERVICES PROVIDED
<b>CITY OF BIRMINGHAM, MI</b>	
<b>Nicholas J. Dupuis</b> <b>Planning Director</b>  151 Martin Street Birmingham, MI 48009 (248) 530-1856 ndupuis@bhamgov.org	<ul style="list-style-type: none"><li>• Master Plan</li><li>• Civic Engagement and Public Outreach</li></ul> <b>CASE STUDY to review the Plan:</b> <a href="https://www.thebirminghamplan.com/">https://www.thebirminghamplan.com/</a>
<b>EASTPOINTE, MI</b>	
<b>Kim Homan</b> <b>Assistant City Manager</b>  23200 Gratiot Ave. Eastpointe, MI 48021 (586) 204-3031 khoman@eastpointecity.org	<ul style="list-style-type: none"><li>• Plan 2040 Master Plan (adopted in 2019)</li><li>• Assist in Streamlining Business License and Development Application Process</li><li>• 9 Mile Strategic Corridor Plan, Main Street</li></ul>
<b>CLIO, MI</b>	
<b>Eric Wiederhold</b> <b>City Administrator</b>  505 West Vienna Street Clio, MI 48420 (810) 686-5850 clio.ericwiederhold@gmail.com	<ul style="list-style-type: none"><li>• RRC Certification</li><li>• Master Plan</li><li>• Redevelopment Priority Sites</li><li>• Public Participation Plan</li></ul>

# Fee Proposal

Our proposal is designed to allow Marine City to choose the services that it needs in order to update its Master Plan and Parks & Recreation Master Plan. Therefore, we are providing fees for each step of the process separately.

**The following table details lump sum rates for each service. Additional services can be provided at our hourly rates on the following page.**

BASE SCOPE OF WORK FOR THE MASTER PLAN	PROPOSED FEE
Community Profile and Existing Land Use Analysis (reduced)	\$1,500
Circulation & Housing Analysis Chapters	\$3,000
Public Engagement & Community Survey	\$3,000
Goals & Objectives	\$2,000
Strategy Plans	\$6,500
Future Land Use Analysis	\$10,000
Implementation/Action Plan	\$3,000
Adoption	\$1,000
<b>TOTAL</b>	<b>\$30,000</b>

Parks & Recreation Master Plan Update	PROPOSED FEE
Revised Introduction	\$400
Description of the Planning Process	\$400
Parks Inventory & Assessment	\$3,000
Administrative Structure	\$700
Goals & Objectives	\$1,500
Implementation / Action Plan	\$3,000
Adoption	\$1,000
<b>TOTAL</b>	<b>\$10,000</b>

## HOURLY RATES FOR ADDITIONAL SERVICES

Please note that the fees below only apply to services not specifically offered for a lump-sum price in this proposal.

Professional Classification	Rate Per Hour*	
President	\$150	<p>* Rates include the following overhead: Accounting, Advertising and Promotion, Books, Publications and Maps, Business Entertainment, Charitable Contributions, Computers, Furniture and Fixtures, Graphics Supplies and General Insurance, Interest, Legal, Licenses, Meals, Memberships and Subscriptions, Office Equipment, Office Space and Parking, Office Supplies, Postage (Except Overnight), Professional Dues, Software, Taxes and Telephone.</p> <p>These rates do not include photography, outside reproduction, document, or materials purchases, which are invoiced additionally. Rates also do not include reimbursable costs for travel, courier, overnight mail, etc. Mileage will be invoiced at the Federal mileage rate.</p> <p>These hourly rates are valid through December 31, 2022, after which they may change per classification by a percentage equal to the increase in the Consumer Price Index for the prior 12 months per U.S. Department of Labor, Bureau of Labor Statistics.</p>
Executive or Senior Vice President	\$140	
Vice President	\$135	
Director	\$130	
Senior Principal or Manager	\$125	
Principal	\$120	
Senior	\$110	
Associate	\$100	
Assistant	\$90	
Consultation, preparation for, and sitting as expert witness in legal matters.	\$200	