

CITY OF MARINE CITY

# MASTER PLAN UPDATE

SMITHGROUP

December 28, 2022





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RE: CITY OF MARINE CITY MASTER PLAN UPDATE

### MS. HOLLY TATMAN

City Manager  
City of Marine City  
260 South Parker Street  
Marine City, MI 28039

December 28, 2022

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Ms. Tatman and Members of the Selection Committee:

SmithGroup is pleased to present our proposal for professional services in response to your request. We would be thrilled to work with the City of Marine City to prepare a master plan and parks and rec plan to revitalize and guide your community. We hope that the information included in this submittal will demonstrate our passion for small waterfront communities in developing plans informed by our knowledge of the issues you face and the unique opportunities available to you.

As evidenced by the content in our submittal, SmithGroup and Mission North have the breadth of planning experience, technical expertise, communication skills, creative talent, and enthusiasm to partner with the community in developing a consensus-based plan that serves as an effective guide for future decision-making in Marine City. We offer the following:

- **Community Master Plan Experience** - Our planners have prepared hundreds of master plans, downtown and district plans, and urban design strategies for communities of all sizes throughout the Midwest and nationally.
- **Recreation and Mobility Planning** - Our staff of highly-experienced planners, designers, and engineers are on the cutting edge of the latest and best approaches and technical standards for creating active and connected Great Lakes waterfront communities.
- **A Proven Team** - Mission North and SmithGroup have successfully teamed on plans for peer communities of Marine City, blending planning and development policy recommendations with economic development strategies. Further, SmithGroup is a long-term partner with the Michigan Economic Development Corporation assisting communities to achieve Redevelopment Ready Community designation.
- **Public Engagement** - We are experts at collaborating with others to develop solutions that honor the participation of a diverse range of perspectives, utilizing a comprehensive range of engagement tools in online and person-to-person settings. We build consensus with client and citizen groups, and our graphic, writing, presentation, and facilitation skills ensure that opportunities for public input are productive, meaningful, and fun.
- **Action Orientation** - Clients confirm that our planning work and implementation strategies lead to meaningful community development tools and responsive built projects.

Thank you for the opportunity to submit our qualifications. If you have any questions or require additional information, please feel free to contact Kathleen Duffy at 734.545.6096. We look forward to the opportunity to discuss our qualifications and proposal with you in greater detail.

Sincerely,



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# UNDERSTANDING MARINE CITY



Communities across the country are at a critical crossroads. Marine City is working to balance multiple interconnected issues which affect how people live, work, move, and engage in their community. These issues, trends, physical environments, social spheres, and technologies have continued to evolve since the prior master plan. This set of plan updates allows Marine City to respond to these changes in a proactive and positive manner side-by-side with community members. The conversations that will take place as part of this process are opportunities to affirm the community's shared values, identity, and sense of purpose. It's a moment to take stock of the planning strategies, policy tools, and essential partnerships developed to set direction in the coming decades, putting plans into action and improving the quality of life for all.

## NEIGHBORHOOD CHARACTER

Marine City will maintain the integrity of its neighborhoods while expanding housing choice to ensure legacy residents, new residents, and visitors can all call Marine City home.

## MARKET THE RIVERFRONTS

With the opening of the new public marina, Marine City is poised to capture new visitors and businesses. Revitalization strategies for the riverfront, similar to our work in St. Clair, Port Huron, and Detroit can ensure public access complements rather than dominates these natural assets.

## STRENGTHEN DOWNTOWN

Downtown Marine City is well on its way to a revival that will only grow with continued investment. Revisiting the DDA and TIF plan could give the city the tools to further enhance downtown.

## REIMAGINE PARKER STREET/M-29

Parker Street serves as one of the city's spines but lacks the cohesion of a unified business district. With MDOT's expected redesign, working with the public and businesses on the benefits of a road diet can spur a more intentional approach to turn this through-way into an asset for neighbors.



# A PROVEN, TRUSTED TEAM

## SMITHGROUP

SmithGroup is an award-winning, national design and planning firm that utilizes thoughtful design, research, data, advanced technologies, and design thinking to help clients and communities solve their greatest challenges.

Based in Detroit, our team of experts is committed to excellence in strategy, design, and delivery—giving rise to new, innovative and equitable processes and methodologies that are redefining the way we work as teams and support the communities we serve. Our specialists— from artists and planners, to data analysts and beyond—develop beautiful, sustainable, future-focused solutions for urban environments, mixed-use and waterfront developments, parks and open spaces, healthcare providers, science and technology organizations, higher education and cultural institutions, and diverse workplaces.

## MICHIGAN STRATEGIC COMPREHENSIVE PLANNING EXPERIENCE

Over the past several decades, SmithGroup has a legacy of great planning projects throughout Michigan.

- Battle Creek Downtown Plan
- Big Rapids Design, Planning and Zoning
- Dearborn West Downtown Form-Based Code
- Design Lansing Master Plan
- Detroit Islandview Greater Villages Urban Design Neighborhood Revitalization
- Ferndale Downtown Form-Based Code
- Grand Rapids Southtown Corridor Improvement District Area Specific Plan
- Grass Lake Master Plan
- Marquette Downtown Plan
- Mount Clemens Downtown Plan and Form-Based Code
- Newaygo Master Plan
- Owosso Master Plan
- Saginaw Riverfront Form-Based Code
- Village of Lexington Master Plan and Zoning
- Wayne Master Plan
- Wyandotte Master Plan and Zoning
- Lexington Master Plan
- Swartz Creek Master Plan
- St. Clair Riverview Plaza
- Ferndale Master Plan and Park's and Recreation Plan
- Ferndale Climate Action Plan
- Muskegon Heights Downtown Vision Plan

## FAST FACTS

### YEARS IN SERVICE

169 years

### STAFF SIZE

1,300 employees

89 in Ann Arbor

### OFFICE LOCATIONS

Ann Arbor, Atlanta, Boston, Chicago, Dallas, Denver, Detroit, Houston, Los Angeles, Madison, Milwaukee, Phoenix, Pittsburgh, Portland, Sacramento, San Diego, San Francisco, Shanghai, Washington DC

### SERVICE OFFERINGS

Architecture; Building Enclosure Consulting; Campus Planning; Civil Engineering; Coastal Engineering; Energy & Environmental Modeling; Facility Condition Assessment; Fire Protection & Life Safety Engineering; Historic Preservation; Interiors; Lab Planning; Landscape Architecture; Lighting Design; Medical Planning; MEP Engineering; Programming; Strategy; Space Utilization; Structural Engineering; Sustainable Design; Urban Design; Urban Planning

# WHY SMITHGROUP?

WE WANT TO WORK WITH YOU!



PETOSKEY EAST MITCHELL STREET RECONSTRUCTION

## 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 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.



SMITHGROUP COLLABORATION

## 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.



VILLAGE OF LISLE STREETScape

## 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.





## MOBILITY & STREET DESIGN

We are leaders in the design of mobility systems that reflect and sustain land use, social activity, 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.



## LAND USE & REDEVELOPMENT

SmithGroup's urban planners craft land use plans that build off local context, incorporating form-based techniques to realize a plan's vision. Our visioning strategies make land use approachable and help residents visualize what development could look like in their neighborhoods.



## CAPITALIZING ON NATURAL RESOURCES

Our team specializes in building resilient communities through innovative land planning policies, best practices, and implemented project designs. Marine City is rich with natural and recreational assets-the Belle River, St. Clair River, wooded areas, athletic facilities, and a string of riverfront parks (including a new marina!). We understand the role these assets play in creating healthy, economically vital, and resilient communities, and we are leaders in helping communities create networks of non-motorized connectivity, provide recreational facilities that meet contemporary needs, protect and enhance natural resources, and adapt to greater variations of storm events and water levels.



## EQUITY MATTERS

Our team 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.



## SECTION 2

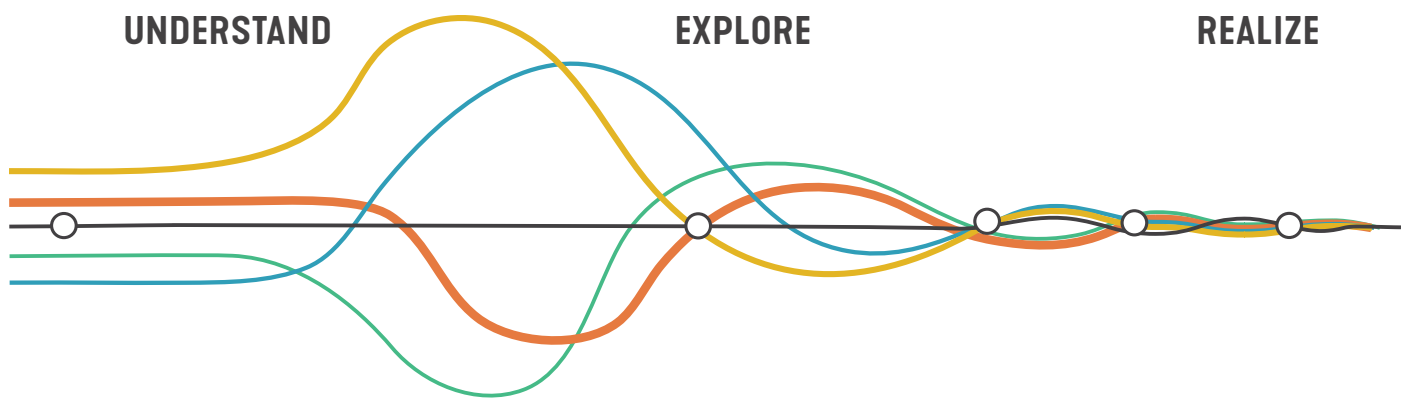
# PROPOSED SCOPE OF WORK





# AN INTEGRATED PLANNING APPROACH

Engagement is at the core of the planning process. To build an actionable plan, each step along the way must be collaborative and evolve as feedback is given throughout these ten months.



Our team brings local thought leadership, leveraging our national depth of expertise, to synthesize plans and studies that freshen up recommendations with the latest best practices. This team will work collaboratively with the City and simultaneously on the following planning items to create a cohesive vision for the future of Marine City and a streamlined guide to implementation.

- Master Plan & Redevelopment Strategy
- Parks & Recreation Plan
- Economic Development & Marketing Strategy
- Joint Engagement Tasks

Our process will go through three key phases.

**PHASE 1: UNDERSTAND:** We will build a solid foundation for the plan, building consensus on community values while interpreting data and feedback.

**PHASE 2: EXPLORE:** We will dig deep into plan alternatives and options with the community and stakeholders.

**PHASE 3: REALIZE:** All three plan tasks are refined simultaneously into one cohesive guide of implementable next steps for Marine City to achieve it's goal, building upon the knowledge and momentum created throughout the process.

## MONTHS 1 2 3 4 5 6 7 8 9 10

### PHASE 1 UNDERSTAND

1.1	Kick off call with city staff for all plans	●										
	Biweekly Calls with Staff		●	●	●	●	●	●	●	●	●	●
1.2	Public Participation Strategy	★										
1.3	Build project Hub website	★										
1.4	CC + PC Outreach #1: Vision and goals survey	▲										
1.5	Public Survey Outreach #1: Online and in person survey postings on vision, goals, and key plan topics		◆									
1.6	Milestone Visit #1, CC + PC Outreach #2: Downtown walkshop, M-29 walkshop, and joint CC + PC SWOT meeting		■									
1.7	Stakeholder meetings			■								
1.8	Audit current plans			★								
1.9	Baseline data and mapping			★								
1.10	Community snapshot summary document			★								
1.11	Economic Development goals meeting with subgroup											

### PHASE 2 EXPLORE

2.1	Draft plan framework (vision and goals)				★							
2.2	Land use, redevelopment, and zoning analysis				★							
2.3	Survey and input analysis				★							
2.4	Milestone Visit #2, PC Outreach #2: Student parks and recreation workshop and PC meeting				■							
2.5	PC Outreach #3: Plan strategy working session					▲						
2.6	Milestone Visit #3: Strategy vetting pop-ups at VG's Grocery and community event such as Pumpkin Palooza							■				

### PHASE 3 REALIZE

3.1	Draft plans							★				
3.2	CC + PC Outreach #4: Approve for public review								▲			
3.3	Public Survey Outreach #2: Online and in person survey postings on draft plan feedback								◆			
3.4	Draft revisions (3 sets)										★	
3.5	Final deliverable packaging										★	
3.6	CC + PC Outreach #5: Public hearing + adoption (could push into new year to not coincide with holidays)											▲

Technical Tasks

Joint Engagement Tasks

◆ Public Surveys

■ Public Events

▲ City & Planning Commission Engagement

● City Staff Engagement

★ Consultant Deliverable



# AN INCLUSIVE ENGAGEMENT PROCESS

We feel—and our experiences have demonstrated—that the most successful engagement happens when you meet people where they are. Our process has been designed to deliberately engage a variety of community groups in diverse and accessible ways.

Our process is rooted in empathy, dignity, and respect of the diverse spectrum of stakeholders who will advance the plan's vision. The planning process best serves the community when it empowers citizens to become part of the decision-making process, and as facilitators we're able to provide safe and protected spaces for all voices to be heard. Our engagement process is crafted around several key principles.

## **BUILD FROM EXISTING CHANNELS & PARTNERS**

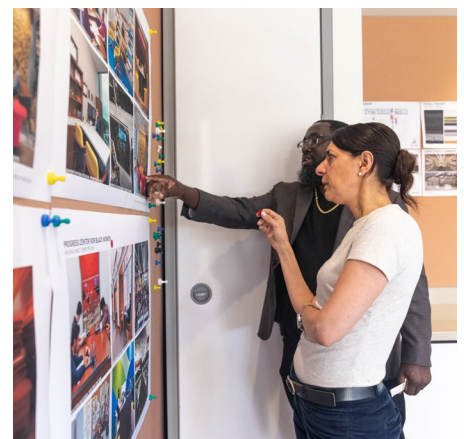
The project messaging is spread through a variety of channels throughout the planning process. We time big pushes around engagement efforts while ensuring there's a continuous trail of information even in the "down times" to keep capturing interest and participation. We will work hand-in-hand with city staff, planning commission, and key stakeholders to identify which existing channels are most effective and trusted for spreading the word.

## **CREATE A WELCOMING SPACE FOR ALL**

The public participation process will be an important opportunity to develop long-range goals for Marine City that bring together the input and information from the community, neighbors, businesses, institutions, and civic leaders. Various events are focused around tapping traditionally marginalized voices in this process to ensure their voices are heard, such as senior community members and youth.

## **REPORT BACK**

Once our work does its job and gets people to participate, we show them what their feedback means to the process. We design engagement infographics and storytelling campaigns showing how their responses shape these plans and the future of Marine City.



# COLLABORATIVE STRUCTURES & ROLES

Project outcomes are most successful and supportive when stakeholders and collaboration fuel the process—where all parties can roll up their sleeves and work through ideas and solutions together. While planning is complex and technical—it is imperative that the community has ownership over the ideas and their outcomes. Each group has a different role to play.

### CONSULTANT TEAM

SmithGroup will be primarily responsible for developing graphic and written materials throughout the process, data collection and analysis, meeting facilitation and summaries, drafting plans and recommendations. We will also work with city staff to coordinate engagement around pre-existing city events and provide necessary materials for productive, fruitful, and honest conversations.

### CITY STAFF

We feel that project outcomes are best when we work closely and collaboratively in partnership with key staff. We anticipate that city staff will play a key role in the following:

- Regular planning team coordination calls.
- Identification and coordination of stakeholders.
- Assisting with meeting logistics (finding spaces, invites, contacting groups, etc.)
- Preparing communications, notices, and gathering/entering paper surveys.
- Assist in gather applicable city data, plans, and resources for the consultant team.
- Collaborate with SmithGroup on GIS mapping and hub site crafting.
- Timely review of deliverables and providing comments back to the consultant team.

### PLANNING COMMISSION

Aside from city staff, the planning commission is often the group who most relies on the information found in these plans to guide decision making. We want commission members to remain informed and actively involved throughout this process. They will be engaged at key intervals throughout the ten months.

### THE MARINE CITY COMMUNITY

Our process includes several in-person and virtual methods of engagement to allow for continuous feedback. Several of the events included in our engagement plan are designed to deliberately engage specific community groups who will be vital to all three of the major technical tasks.



BUFFALO CENTRAL TERMINAL SITE AND NEIGHBORHOOD PLANNING  
PHOTO CREDIT: GET FOKUS'D PRODUCTIONS



# EMPOWERING & APPROACHABLE EVENTS



Each engagement strategy is focused on facilitating honest conversations, engaging community members in their respective spaces, and making these plans feel approachable and fun. A mix of in-person and digital engagement methods will be formulated into a public participation plan at the start of the process. These seven strategies will help the consultant team and the City create a refined vision for the future of Marine City and set the stage for implementable actions following plan development.

## WALKSHOPS

The best way to learn about lived experiences can be to walk in community members shoes. These mobile workshops, or "walkshops" will be arranged early in the planning process around two key corridors: Water Street and M-29. These events will be open to the public with the intent that we discuss the how Water Street contributes to downtown Marine City and how M-29 can transform from a through-way to an asset to better to bridge east and west Marine City. [\(Task 1.6\)](#)



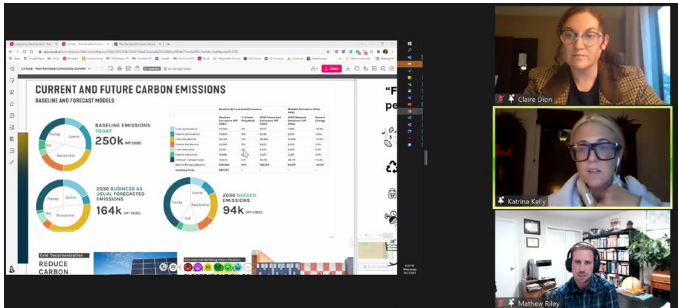
## STUDENT WORKSHOPS

Some of the largest user groups for parks are students. In one of the few events which will be plan specific, we plan to host a workshop at Marine City High School to discuss their thoughts on the future of Marine City parks and recreation. [\(Task 2.4\)](#)



## PUBLIC EVENTS

Sometimes, the best way to interact with the most community members is to coordinate plan events around existing community events. We will organize our milestone visits around annual celebrations such as the Summer Splash Bash and Pumpkin Palooza to reach the most amount of people. [\(Task 2.6\)](#)



This ad has been shared with you.

**City of Las Vegas Government** Sponsored (demo) · ...

If you could dream up a better version your neighborhood what would it look like? Would it have more parks and trees, more streetlights and shopping options. What would you like to see? Tell us what we can do to make East Las Vegas better for you!

#OurFutureEastLasVegas #Ward3Proud



54 95 Comments 14 Shares

Like Comment Share

Most relevant

Write a comment...

Cynthia JA  
Please more trees 🌳 everywhere shade for humans, animals, shade big ones over playgrounds at parks at schools over bus stops, more benches, fix the potholes on the roads, affordable living, more senior living, more water parks

Like Reply 3w

City of Las Vegas Government  
Thank you for your feedback! Please make sure to fill out the survey above as well.

Like Reply 3w

Cynthia JA  
City of Las Vegas Government Yes, ✓ done.

Like Reply 3w

## ONLINE PORTAL

We will provide substantial opportunities for virtual engagement, recognizing some participants will feel most comfortable with us meeting with them through a screen at home. Web-based surveys and mapping applications via an ArcGIS Online Hub site will be utilized to provide interactive mapping, polling, information about the planning process and the current status of ideas and recommendations.

## ONLINE SURVEY

We will develop online surveys to ask questions and get public feedback related to the project through a platform shared on the website. We can also use ArcGIS survey mapping tools for geo-referenced questions which are more interactive than standard surveys. We will compile the results of the surveys for use by the project team. (Tasks 1.5 and 3.3)



SEE OUR INTERACTIVE MAP AND OTHER SURVEY STYLES USED AS PART OF CLARK STREET CROSSROADS.

## POP-UP BOARDS

Online surveys are not always accessible to all users. Pop-up installations at popular spaces such as City Hall, the Marine City Library, Washington Life Center, or VG's grocery store will expand our reach and allow us to tap into crowds at regular gathering spaces. (Task 2.6)

## SOCIAL MEDIA FEEDBACK

Social media is often used for promotions, but it's an underutilized tool in gathering feedback. By using social media polls, Q&A posts, Facebook Live broadcasts, and by partnering with community partners such as the Marine City Area Chamber of Commerce, social media can allow people to provide feedback where they already are and can connect with new and different audiences.

# MASTER PLAN & REDEVELOPMENT STRATEGY

## CREATING A STRONG FRAMEWORK

We will audit past plans, find commonalities, shape a framework that links them all, and use it to vet priorities and strategies with the public. We will work to create a common framework language of **vision, principles, goals, and metrics** which will guide the plan drivers. This will result in an actionable set of strategies to provide annual opportunities for celebration of achievements, listening to constituents' priorities, and prioritizing budgets. ([Task 2.1](#))

## LAND USE

We specialize in preparing context-specific series of Land Use Place Types that articulate combinations of density, neighborhood/district type, and building form/function that translate to desired place types throughout the community. Determining these typologies through the engagement process and analysis of previous plans and existing character will provide the building blocks for assembling a future land use plan that can translate to zoning amendments and redevelopment strategies that tie land use recommendations to transportation, infrastructure, and open space. ([Task 2.2](#))

## ENSURING IMPLEMENTATION

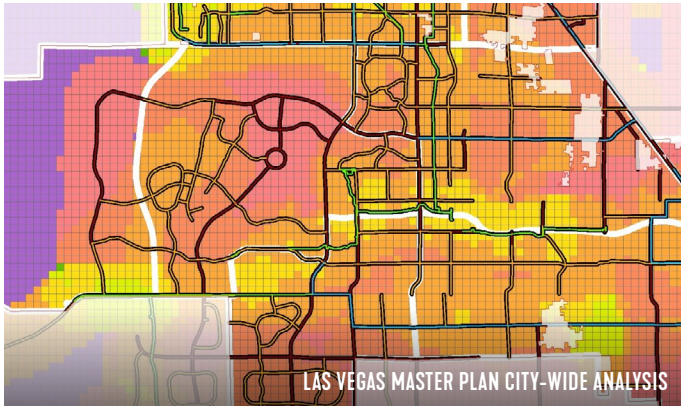
We use a community-driven, fact based approach to create realistic strategies for city staff with measurable metrics. To communicate progress and reevaluate community expectations, this master plan will include a decision making checklist for city staff and planning commission to use when considering developments, community enhancements, and city budgets. This checklist will be based on community-driven values and contain measurable standards for easy use. ([Task 3.1](#))



SEE OUR IMPLEMENTATION PROCESS USED IN THE CITY OF FERNDALE MASTER PLAN.







## ANALYZING DATA

We believe in community-driven design backed by accurate data analysis. Our team of Geographic Information Systems specialists use place based data, census information, and other metric factors to create highly specific, location-based suggestions. We believe in making this information understandable and accessible to the public and will include on the Hub website and in engagement materials. ([Task 1.9](#), [1.10](#))



LEARN MORE IN THE LAS VEGAS MASTER PLAN.



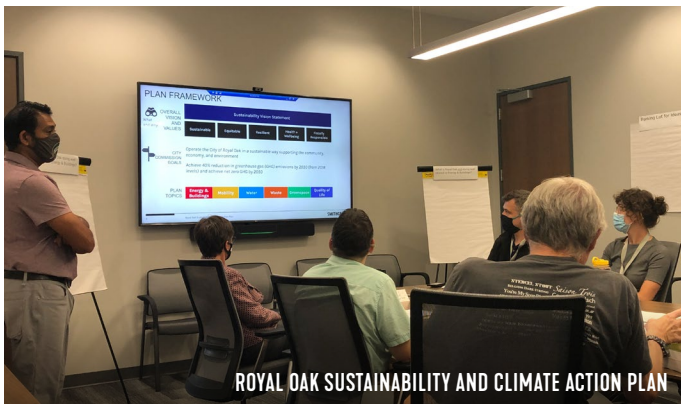
## PREPARING FOR REDEVELOPMENT

We are experts in every phase of the development process—from vision to implementation. Our design and planning team sets the stage early in the process for identifying key projects that can begin implementation before the plan is finished.

We look forward to exploring redevelopment sites or public realm interventions to add a set of concrete recommendations and design inspiration to the master plan. As part of our land use place types analysis, we will develop a set of site or subarea specific recommendations to flesh out catalytic opportunities to spur future investment. ([Task 2.2](#))



LEARN MORE ABOUT OUR MEDC REDEVELOPMENT SITES IN [MUSKEGON](#) AND [JACKSON](#).

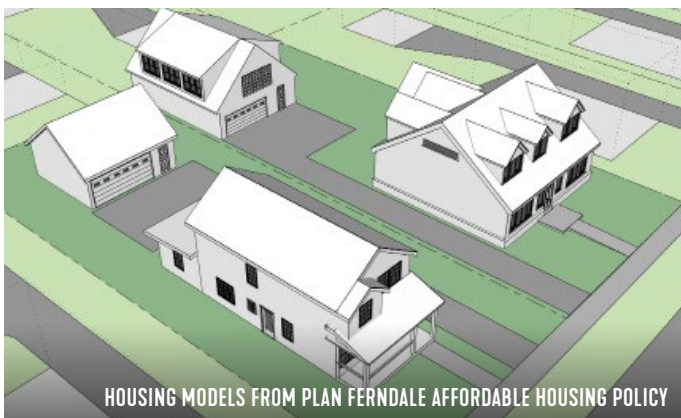


## REDEFINING RESILIENCY

Resiliency in Marine City goes beyond coastal design. Our team will weave resilient practices into every aspect of the plan through economic planning, housing design, open spaces and riverfront preservation. Using complete streets and neighborhood strategies, we will create a custom toolkit for Marine City to use over the next 20 years.



LEARN MORE FROM OUR MEDC RESILIENCY TOOLKIT.



## STRENGTHENING NEIGHBORHOODS

Marine City has strong small-town character at its roots. We will use our understanding of land use and housing policy to encourage a diverse range of housing typologies that fit the needs of residents current and future.



SEE MORE IN THE BIG RAPIDS HOUSING STUDY.

# PARKS & RECREATION PLAN



SmithGroup has a long track record of combining our complementary skills in the development of recreation master plans. Our collective work provides sound data analysis, a well-informed understanding of parks and how they are enjoyed, a thorough technical assessment of the physical conditions of your parks, and creative design approaches that grow out of decades of involvement in park development.

We practice the art of park planning and design across the nation and have portfolios of implemented plans and built work that exemplify excellence that has been recognized with countless awards, commendations, and satisfied client communities.

Our proposal follows the requirements of your request, and outlines services that include:

- A project kick-off that establishes your goals for the planning process, and for your park system at the outset.
- An analysis of your parks and community that will provide a strong basis for making decisions about the future and a context for the possibilities for improving your parks.
- Community engagement that provides access to residents to become informed and provide meaningful input in to the plan through online and face-to-face opportunities.
- The creation of an updated recreation plan that outlines improvement strategies for your parks and non-motorized connections, and cost and funding assessments.





Your recreation facilities cover a wide spectrum, from waterfront parks to athletic facilities. The key challenge of this master plan update is to understand how these facilities and programs meet the needs of Marine City residents and visitors and support local events in the context of ensuring economic vitality and public health and adapting to changes in recreation patterns.

The City would like the current masterplan updated to reflect planned improvements for the current park infrastructure and to look forward if expansion opportunities exist. Equally important is the assessment of current non-motorized mobility in the community, and how these trails and on-street bikeways can connect more completely to the waterfront, neighborhoods, downtown, and the regional system.

The plan is also being updated to abide by the current (5) five-year term for approved Michigan Department of Natural Resources (MDNR). This updating process will ensure that Marine City can receive State of Michigan funding through different grant programs. The plan will build upon the existing park facilities and include input and data-driven needs from the community. The plan will also include current recreation trends and funding to guide the overall system into the future.

## ENGAGEMENT

An up-to date Marine City Parks & Recreation Plan is vital to receive Michigan Department of Natural Resources funding. It provides an opportunity to reflect on current inventory and determine how residents could best use these community assets. Specifically, the process will include the following:

- **Establish a recreation stakeholder committee.** We will work with city staff to identify and invite key parks stakeholders, including park department, public works department, and police department staff, key recreation league and events leaders, DDA representatives, county recreation specialists engaged in non-motorized planning, neighborhood organizations, and others as you see appropriate, to form a recreation stakeholder committee. [\(Task 1.7\)](#)
- **Internal Kickoff.** Conduct a virtual meeting with city staff to conduct an opportunities/challenges or what's working/what's not brainstorming on the virtual whiteboard, Mural. [\(Task 1.1\)](#)
- **Public Survey.** The survey will be available online and as pop-up installations. Upon closing the survey, prepare a summary of responses. [\(Task 1.5\)](#)
- **Student Workshop.** A design charrette with students at Marine City High School will ensure one of the largest park user groups is able to contribute to the conversation. [\(Task 2.4\)](#)
- **Strategy Session.** Strategies for parks will be shared along with overall plan strategies during a working session with Planning Commission. [\(Task 2.5\)](#)
- **Draft Plan Review.** Planning commission will review the draft plan before approving it for a public review period as mandated by MDNR. [\(Task 3.2\)](#)
- **Public Hearing and Adoption.** Prepare presentation for and attend public hearing to gather public feedback on draft plan. [\(Task 3.6\)](#)





## DELIVERABLES

The components of the Parks & Recreation Plan will meet current MDNR standards:

- **Inventory.** Utilizing the previous 5-year plan and the mapping prepared during the master plan, update the park inventory, including a site review of recreation facility conditions and universal access compliance, and documentation of park size, recreation amenities, and use characteristics of each park.
  - **Goals/Objectives.** Based on the feedback from the Kickoff call and Public Survey, we will suggest edits to the previous plans' goals and objectives to align with the Master Plan. [\(Task 2.1\)](#)
  - **Actions.** As part of the plan preparation, we will work with city staff and board members to identify a list of projects, capital improvements, and implementation strategies, especially targeting potential funding sources, some of which are listed below:
    - DNR Recreation Passport grant opportunities
    - MDOT non-motorized/TAP grant opportunities for walking/biking improvements to Main Street
    - American Rescue Plan Act/Infrastructure & Jobs Act opportunities
    - Public Spaces, Community Places MEDC crowd sourcing opportunities
- Our recommendations will map out ideas for improving and enhancing each park in Marine City, as well as a concept plan for how non-motorized greenways and protected on-street bike trails can be integrated into the City, connecting residents and visitors to recreational resources, neighborhoods, job centers, downtown, the waterfront, and larger regional bikeways.
  - Each of the recommendations for physical improvements to parks and recreation facilities will include a budget estimate for projects costs and a timeline for completion.
  - Based on the assessment of recreation needs, park service areas, and community input the plan will include recommendations on the potential acquisition of land.
  - The recreation plan will provide input into the community master plan by suggesting guidelines for mixed use and pedestrian oriented development and how those developments can contribute to recreation activity and connectivity.
- **Final Plan.** Following the public hearing, we will incorporate any revisions into a final plan draft and assist City staff with submitting the required documentation into the DNR website. We will provide editable versions of the final plan.

# ECONOMIC DEVELOPMENT & MARKETING STRATEGY

This strategy report will provide an actionable blueprint for Marine City's economic success. To develop a broad picture of Marine City's economic opportunities, we will compare resident, business, and property owner knowledge and perceptions with demographic and economic data. This strategy will identify partners with whom the City can tackle initiatives that could include real estate and business support, infrastructure improvements, business retention and attraction, brand development, events, and marketing.

Work on other components of the master plan will help inform the economic development and marketing strategy. Developing this report will start with presenting initial findings and then a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis. After this, we will work with a group of the City's choosing to develop and refine goals, objectives, and action steps, including responsible parties.

## ENGAGEMENT

Specific engagement touch points specific to the Economic Development and Marketing Strategy:

- A downtown walkabout ([Task 1.6](#))
- A joint planning commission and city council meeting to identify SWOT ([Task 1.6](#))
- Stakeholder meetings with city businesses, property owners, city leaders, and other identified stakeholders ([Task 1.7](#))
- A meeting with the Community and Economic Development Board or another group of the City's choosing to identify goals and objectives ([Task 1.11](#))
- A second meeting to refine goals and objectives, then pinpoint and prioritize action steps. ([Task 2.5](#))

## DELIVERABLES

The Economic Development and Marketing Strategy will be incorporated into the greater master plan and include the following items:

- Key demographic and economic conditions, including:
  - Population projections by age group
  - Comparative median household income and housing costs
  - Payroll trends
- Perceptions of Marine City, its attributes, and shortcomings
- An Economic Development Action Plan with goals, objectives, and action steps



# M-29 CORRIDOR STUDY



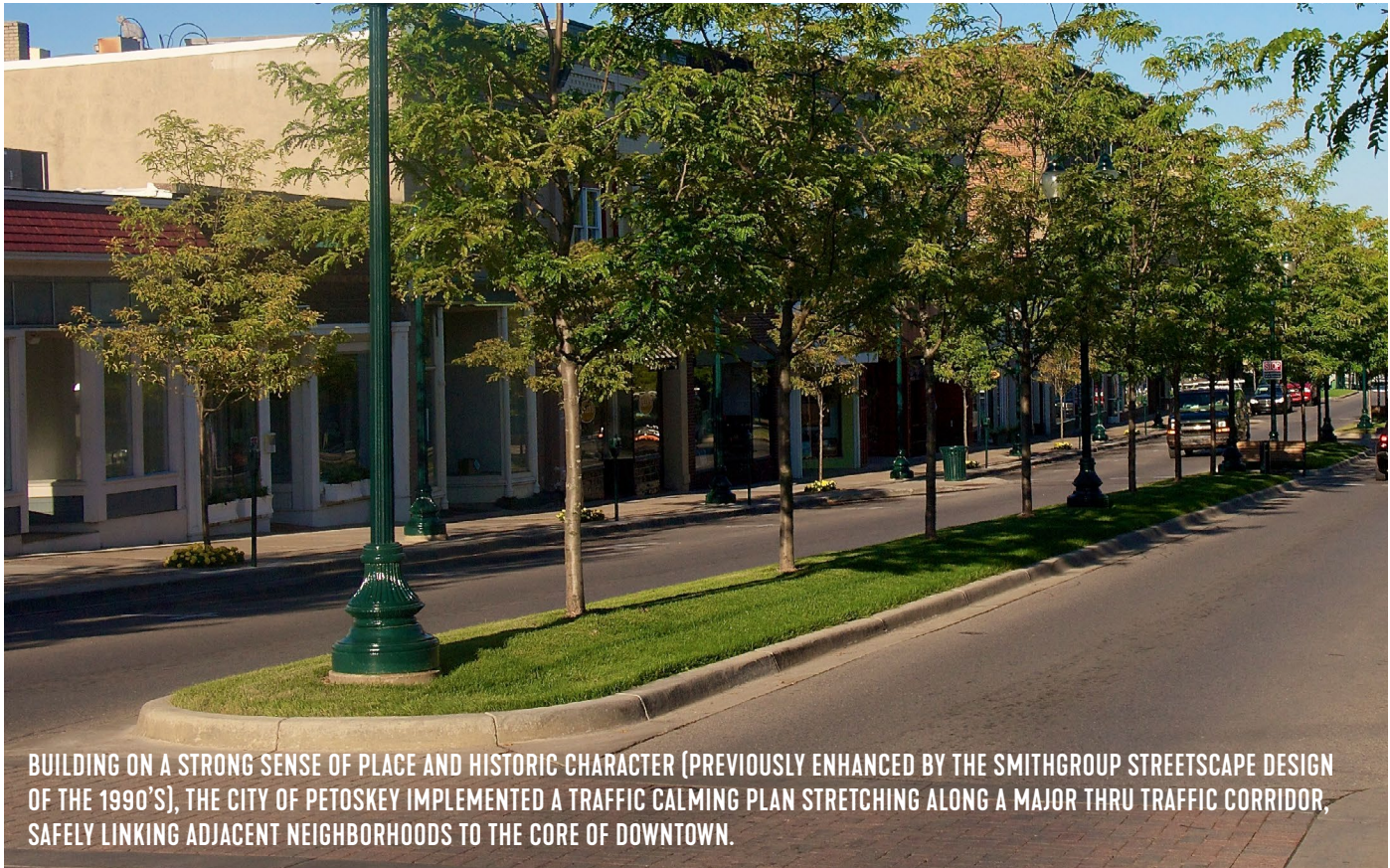
While we can include high-level recommendations for Parker Street in the plans, we recommend that Marine City consider adding a more detailed study of the potential improvements to the M-29 corridor in anticipation of future MDOT redesign. For purposes of discussion, we have defined a study area between Alger Street to the south and Main Street on the north (and east).

The corridor contains a mix of land uses along the corridor including single family residential, institutional, commercial and industrial. The MDOT owned right of way is a four-lane road through much of the city, which evidence has shown does not have significantly more capacity than a three-lane road. Not having a dedicated left turn lane also results in increased crashes.

SEMCOG estimates that the annual average daily trips on the roadway are 8,200, which does not, at first glance, support the need for four lanes. However, the influx of visitors in the summer months needs to be considered in the assessment.

SmithGroup will begin this study by preparing a map of the corridor that indicates land use, road lane use, sidewalk conditions and visual character. We will conduct a stakeholder and public meeting to engage the community in defining the key issues facing the corridor, and what opportunities the community would like to see explored.





**Based on the public input we will develop a series of alternative improvement strategies for the corridor that consider the following:**

- Links into a potential non/motorized network of protected travel ways for pedestrians and bicycles
- Improving pedestrian safety along and across the corridor
- Beautification and streetscape enhancements
- Reallocating right of way and paved space for uses other than motor vehicles, without significant negative impact to traffic operations
- Curb cut management
- "Complete neighborhood" corridor strategies to link land use, zoning approaches, and economic development strategies to transportation improvements to help connect neighborhoods east and west of the corridor

The strategies will be illustrated using enlarged plans and perspective cross sections that cover a typical block, and are linked to an overall plan of the corridor.

A second public workshop will be conducted to discuss the alternatives, refine the ideas, and set a preferred direction for the recommendations.

Following the workshop, SmithGroup will refine the recommendations and develop a brief report that is independent of the overall master plan. A summary of the findings will also be directly included in the Master Plan.

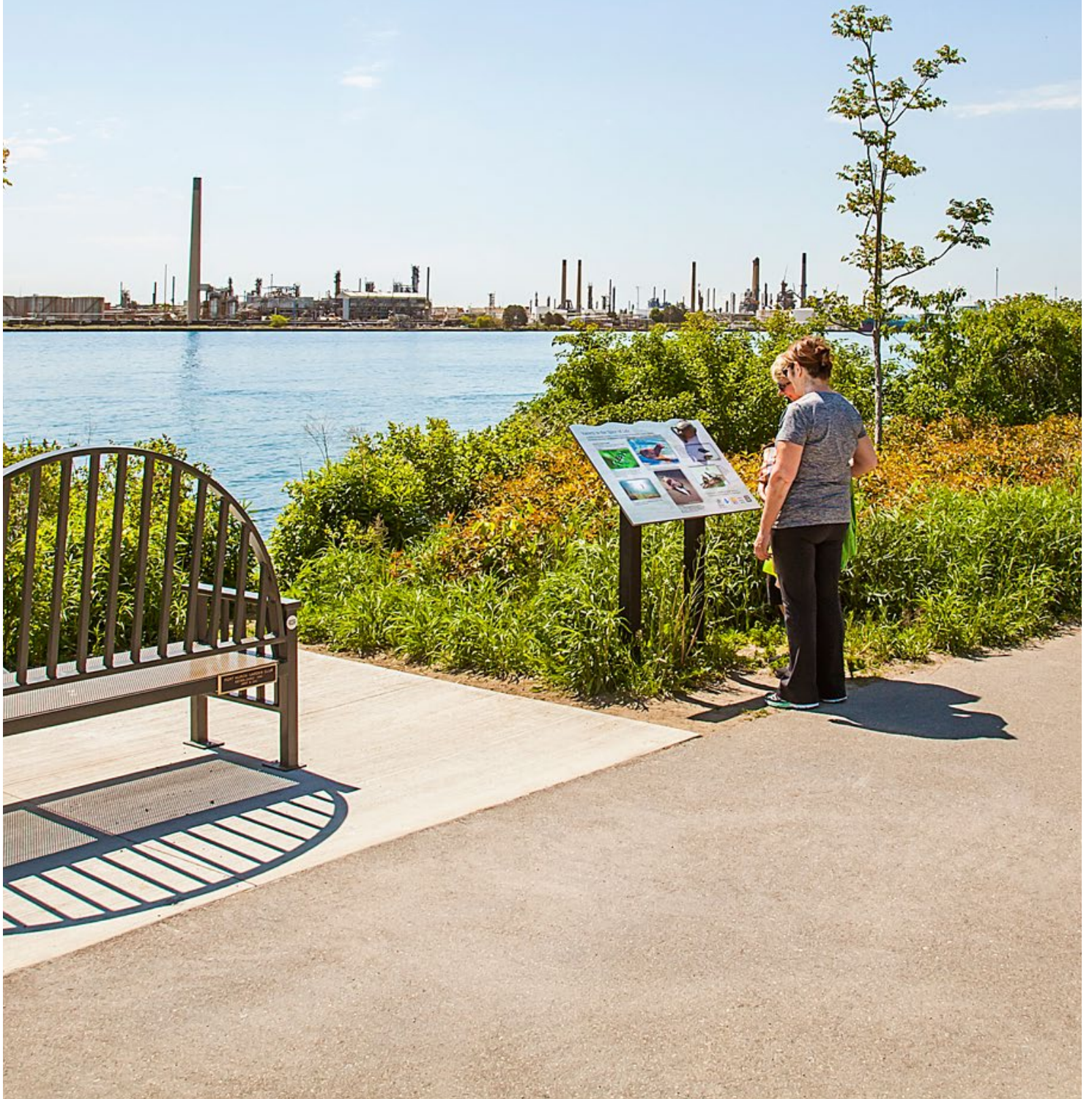
As part of this effort SmithGroup will invite local MDOT officials to participate in the workshops, or alternatively, meet with MDOT separately to gather their input and available data.

The resulting plan is not a traffic assessment (with modelling) that would definitively conclude what is the best solution, but the study will outline community-based planning goals and considerations, and the future steps necessary to guide change on the corridor.



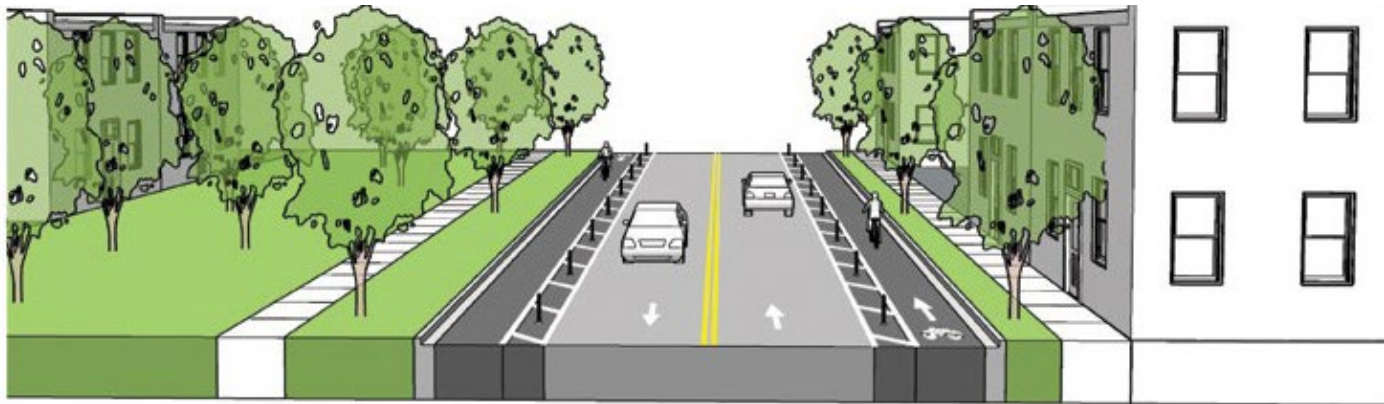
## SECTION 3

# SIMILAR PROJECTS





# DOWNTOWN MASTER PLAN



With support from the Redevelopment Ready Community (RRC) program, **SmithGroup** led a team of downtown experts, including **Nelson-Nygaard** and **Mission North**, 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

LOCATION

Marquette, Michigan

COMPLETION DATE

2020

CLIENT CONTACT

**Tara Laase-McKinney**  
Marquette Downtown Development  
Authority  
906.228.9475  
Tara@downtownmarquette.org

# FERNDAL MASTER PLAN & PARKS & RECREATION PLAN



SmithGroup is providing ongoing planning and design assistance to the City of Ferndale’s planners and economic development specialists. A new downtown form-based code has led to additional zoning amendments and visualizations to illustrate design concepts. The preparation of Design Guidelines for mixed-use and downtown buildings will result in infill that better matches the vision of the city’s planning commission and residents developed during the master plan process.

## LOCATION

Ferndale, Michigan

## COMPLETION DATE

Ongoing

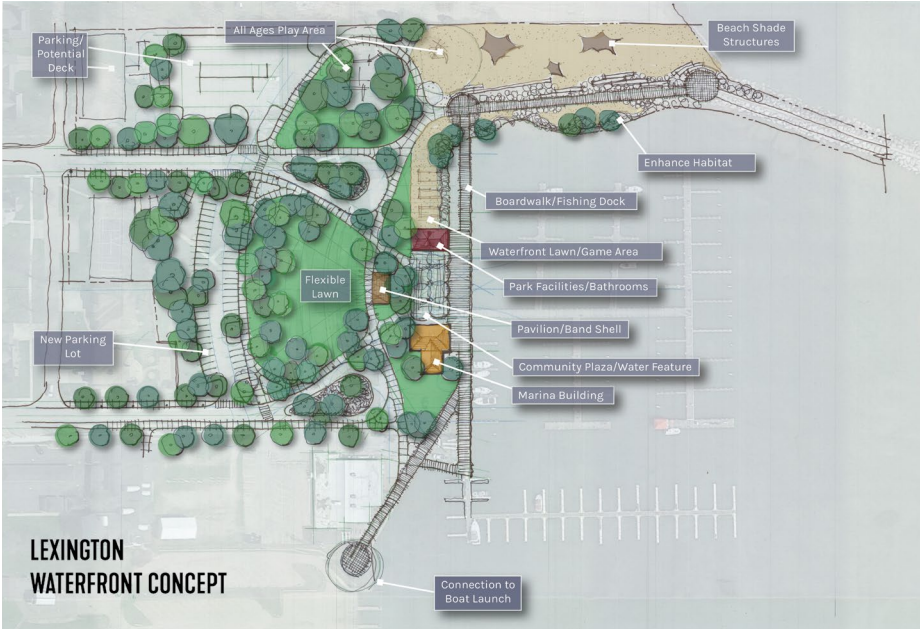
## CLIENT CONTACT

**Justin Lyons, MUP, CNU-A,**  
Former Planning Manager  
City of Ferndale, Michigan  
810.577.2050  
justinlyons@jsarealtors.com

The 2022 Master Plan and Parks and Recreation Plan incorporates a climate action plan and focuses on sustainability and equity. It builds on the recent Ferndale Moves and Equitable Housing Strategy to lay the groundwork for residential zoning amendments to complement our previous mixed-use and downtown work. The master plan included a robust set of conversations with officials and residents on recent redevelopment and the future of growth, scale, character, and density.



# MASTER PLAN & ZONING ORDINANCE UPDATE



SmithGroup completed a Master Plan Update for the Village of Lexington to help redefine the waterfront, harbor, and downtown areas, while defining how the redevelopment will impact the greater village and the region. The master plan included coordination with concurrent efforts by the DNR and Army Corps of Engineers on planned improvements to the marina. CIB Planning lent their economic development expertise for a redevelopment strategy and DDA plan amendment.

LOCATION

Lexington, Michigan

COMPLETION DATE

2020

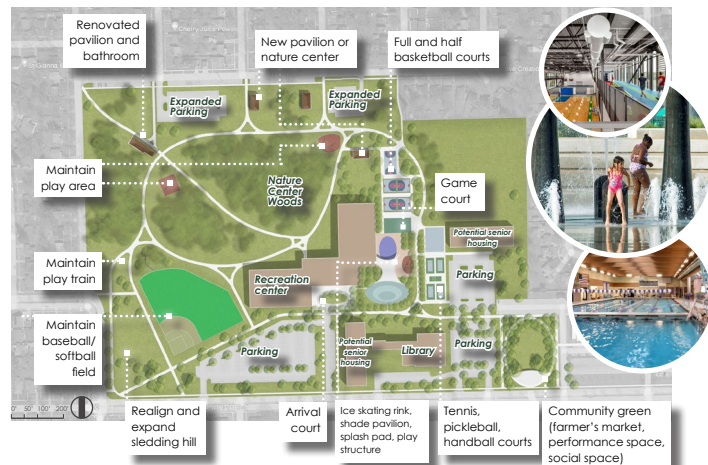
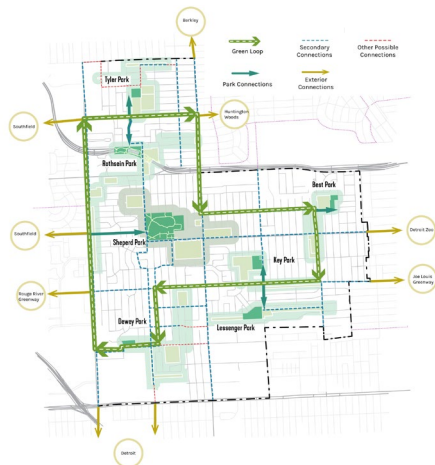
CLIENT REFERENCE

**Jackie Huepenbecker**  
Planning Commissioner  
Village of Lexington, Michigan  
810.359.8631  
streisand5@aol.com

The master plan’s focus on redevelopment and the downtown led to a concurrent zoning ordinance overhaul and capital improvements plan with Wade Trim. Robust public engagement included workshops, focus groups, and a steering committee to shape priorities related to preserving the village’s small town charm while maximizing its waterfront access and tourism potential.

Following adoption of the master plan and zoning ordinance, SmithGroup created a set of downtown and mixed-use corridor design guidelines to illustrate best practices for achieving the vision of the master plan and zoning. The design guidelines emphasize redevelopment that supports the traditional village character while promoting a mixture of uses.

# OAK PARK PARKS & RECREATION MASTER PLAN UPDATE



The City of Oak Park selected SmithGroup to prepare a comprehensive update to the City's Parks and Recreation Master Plan. Our team is working on conjunction with the City on transforming Oak Park's quality of life amenities through the improvement of existing, and creation of exciting new recreational opportunities. The plan includes a comprehensive assessment of the City's future needs for recreation programs, services, and facilities and recommendations that will guide this transformation with a ten-year vision for parks, recreation, open space and trails, and on street and off street non-motorized bikeways. The preparation of the plan is in the final stages following an extensive public engagement process to gain community input and support through informal neighborhood meetings, one-line surveys, and hybrid community workshops.

The SmithGroup team developed concept improvement plans for each of the city's parks based on community input and developed a new vision for the flagship community open space, Shepherd Park, that includes a proposed community recreation center, events plaza, nature center, and farmer's market. The plan also incorporates a community-wide active mobility plan to connect neighborhoods, parks, commercial destinations, and bikeways in adjacent communities. To sustain and improve the park system the plan recommends a series of park programming, funding, and management strategies.

The resulting plan is based on the theme of "Elevate Oak Park", recognizing the importance of recreation in maintaining a high quality of life and health for the city residents.



[CLICK TO OPEN THE MASTER PLAN](#)

## LOCATION

Oak Park, Michigan

## COMPLETION DATE

2022

## CLIENT REFERENCE

**Crystal VanVleck**

Planning Director

City of Oak Park, Michigan

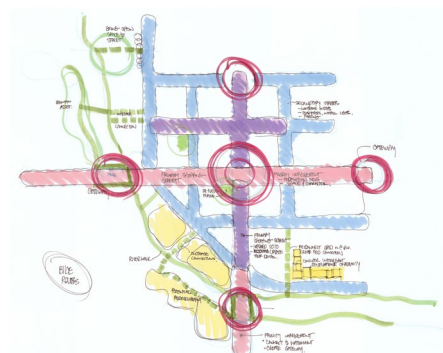
248.691.7401

[cvanvleck@oakparkmi.gov](mailto:cvanvleck@oakparkmi.gov)



# OWOSSO MASTER PLAN

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.



# NEWAYGO MASTER PLAN

Newaygo sought a balance of preserving the small-town feel while promoting itself as a downtown destination for visitors capitalizing on its significant natural features. Following on the heels of citizen-driven engagement on mobility, the SmithGroup RRC team led a two-day mini-charrette focused on housing and redevelopment for Newaygo. Through stakeholder engagement and on-the-ground site analysis, concepts were prepared to integrate “missing middle” housing into three redevelopment sites ranging from a former school site to a suburban-shopping center. These visions were incorporated into a refreshed citywide comprehensive plan invigorated with economic development and redevelopment strategies.



## MICHIGAN ECONOMIC DEVELOPMENT CORPORATION

# WYANDOTTE COMPREHENSIVE PLAN & ZONING ORDINANCE

As the “Downriver Downtown”, Wyandotte is a well-preserved vibrant city south of Detroit situated on the Detroit River. Their previous master plan, now decades old, needed an overhaul to pull together a variety of recent initiatives and studies. A series of meetings and interviews were held to understand the full spectrum of redevelopment initiatives, many of which are undertaken by the City itself to promote acquisition and rehabilitation of historic homes and mixed-use properties. The draft plan highlights key redevelopment sites, a preliminary non-motorized plan, an economic development strategy, and zoning recommendations to provide the city with targeted next steps to continue its strong redevelopment focus. Following adoption of the comprehensive plan, SmithGroup partnered with Wade Trim to prepare a wholesale rewrite of Wyandotte’s zoning ordinance.



DURING THE PANDEMIC, WE SWITCHED TO A VIRTUAL OPEN HOUSE TO INFORM AND GAIN INPUT ON KEY CORRIDOR STRATEGIES FOR THE ZONING ORDINANCE.

## CITY OF MENOMINEE, MICHIGAN

# MASTER PLAN UPDATE

Menominee's MDOT corridor, as a gateway to Michigan's upper peninsula, lacks the charm and history of its historic downtown and bayfront. Rethinking this corridor and its views to Green Bay were the cornerstone of SmithGroup's efforts to redefine the city's land use and redevelopment opportunities for a master plan update. Through stakeholder workshops, the team strategized around economic development possibilities for several key sites, including the Highway 41 corridor, a former school site, office park, and a gateway big box node. This refreshed land use approach, coupled with a streamlined set of goals and actions, sets up Menominee for future zoning amendments to make redevelopment feasible.

### CLIENT REFERENCE

#### Michelle Parkkonen, AICP

Director, Redevelopment Ready Communities  
Michigan Economic Development Corporation  
517.599.8796 | parkkonenm@michigan.org





# ST. CLAIR CITY CENTER PLAZA



In early spring of 2014, the St. Clair County Community Foundation committed to leading the overhaul of the community open space in downtown St. Clair. This existing space was aging, over-paved, lacked a sense of order, and did not connect well to the riverfront. More importantly, the space did not convey its potential role as a central gathering space for the community, and was underutilized.

SmithGroup led the design efforts, working with local merchants and stakeholders to develop a plaza design that recognizes how people use outdoor space in their daily lives, and for community events of varying scales and target audiences. The new space provides a flexible platform for events, offers a range of seating, socializing, and activity areas, creates an outdoor dining area for a local restaurant, and presents a fresh, green image for the waterfront community. While the design team was preparing the Schematic Design, the Community Foundation was fundraising to build the plaza, creating a true public-private partnership. The project was one of the first to receive a placemaking grant through the Michigan Economic Development Corporation, and is a perfect example of placemaking as a key tool for economic development.

With a successful fundraising effort underway, the Community Foundation led a team of local engineers and contractors to fast-track the construction, which was completed by the spring of 2015, giving the community a revitalized asset in little over 12 months from inception to completion.

LOCATION  
St. Clair, Michigan

SIZE  
0.75 acres

COMPLETION DATE  
2015

CLIENT REFERENCE  
**Randy Meiers**  
President and CEO  
Community Foundation  
of St. Clair County  
810.984.4761  
randy@stclairfoundation.org

# PORT HURON SOUTH WATERFRONT MASTER PLAN



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## LOCATION

Port Huron, Michigan

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## SIZE

Over 4,000 linear feet of restored shoreline

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## COMPLETION DATE

2011

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## CLIENT REFERENCE

**Randy Meiers**

President and CEO  
Community Foundation  
of St. Clair County  
810.984.4761  
[randy@stclairfoundation.org](mailto:randy@stclairfoundation.org)

As part of larger economic development strategy for St. Clair County, the Community Foundation of St. Clair County focused their attention on revitalizing Port Huron's south waterfront area. Due to years of industrial use, the Upper St. Clair River shoreline had been hardened and the surrounding habitat destroyed leaving the area with very little native vegetation and wildlife.

The Community Foundation retained the services of SmithGroup to prepare a master plan for the south waterfront area identifying opportunities for land redevelopment, improving public access to the St. Clair River, and creating and improving fisheries habitat along the shoreline. Following the completion of the master plan, SmithGroup moved forward with several other projects included in the master plan such as the Upper St Clair River Habitat Restoration, Port Huron Blue Water River Walk, St Clair County Coastal Wetland Park.

SmithGroup played an instrumental role in obtaining funding and developing final designs for a connecting multi-use path, resilient shoreline protection, and extensive riparian and fisheries habitat restoration.



# LOWER BOARDMAN RIVER STRATEGIC PLAN



The Lower Boardman is a 1.6-mile section of the Boardman River. It encompasses rich history and tradition, aquatic life, bridges, streets, boardwalks, paths, parks, businesses and buildings, boats, canoes, kayaks, a robust fishery, anglers, a fish ladder, a major tributary, from the mouth of the Boardman Lake to the mouth of the River that empties into the West Grand Traverse Bay.

The Lower Boardman has been studied and planned many times. SmithGroup is working with the Traverse City DDA to develop a Unified Plan that will serve as a guide for policy changes, capital projects, and establish best practice guidelines. The Plan is action-oriented and addresses several key themes: 1. River Conditions and Habitat, 2. Access, Open Space, and the Built Environment, 3. History, Culture, and Learning, 4. Community and Development Policies, and 5. Implementation and Management.

As part of the process, SmithGroup helped the Leadership Team develop a public participation plan and a set of guiding values for the project. The Leadership Team identified 16 guiding values to serve as a framework for the Unified Plan. SmithGroup facilitated a broad engagement effort that included face to face and online workshops, open public forums, focused stakeholder meetings, an informational website and an online survey. The resulting strategic plan is truly a unifying accomplishment, tying together years of related studies, a complex community history, a range of stakeholder goals, and a comprehensive set of recommendations spanning capital investment, habitat creation, open space access and management, and zoning and development policies.

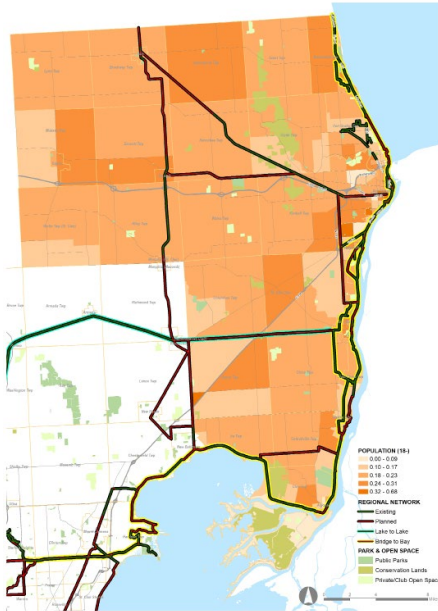
LOCATION  
Traverse City, Michigan

SIZE  
1.6 miles

COMPLETION DATE  
2022

CLIENT REFERENCE  
Harry Burkholder  
COO  
City of Traverse City, Michigan  
231.922.2050  
harry@downtowntc.com

# COUNTY-WIDE NON-MOTORIZED STRATEGY AND ACTION PLAN



## LOCATION

St. Clair County, Michigan

## SIZE

54 total miles

## COMPLETION DATE

2019

## CLIENT REFERENCE

**David Struck**

Planning Director

St. Clair County Metropol

810.898.6900

dstruck@stclaircounty.org

SmithGroup was selected to develop a county-wide non-motorized strategy and action plan that will identify existing gaps in county-wide trail networks, identify preferred alternatives to eliminate those gaps, and prioritize the timing for completing needed connections throughout St. Clair County. The ultimate goal is to connect the Bridge to Bay Trail and Wadhams to Avoca trail networks along with connecting to the Macomb Orchard Trail in neighboring Macomb County and the statewide Great Lake-to-Lake Trail. The comprehensive strategic plan for trails and greenways will enable local and county officials, as well as other community partners, to prioitize the completion of non-motorized gaps and implement trail system connectivity both within and outside of St. Clair County. In addition to identifying existing gaps in the county-wide trail networks, the plan will also identify preferred alternatives to eliminate those gaps, and prioritize the timing for completing needed connections.



## SECTION 4

# FEE PROPOSAL



# FEE PROPOSAL

Below is SmithGroup's cost for this project broken down by the major tasks.

Task	Cost
Master Plan and Redevelopment Strategy	\$60,000
Parks and Recreation Plan	\$ 10,000
Economic Development and Marketing Strategy	\$ 18,000
<b>Total</b>	<b>\$ 88,000</b>

*\*All fees are inclusive of labor and expenses.*

## EXTRA SERVICES

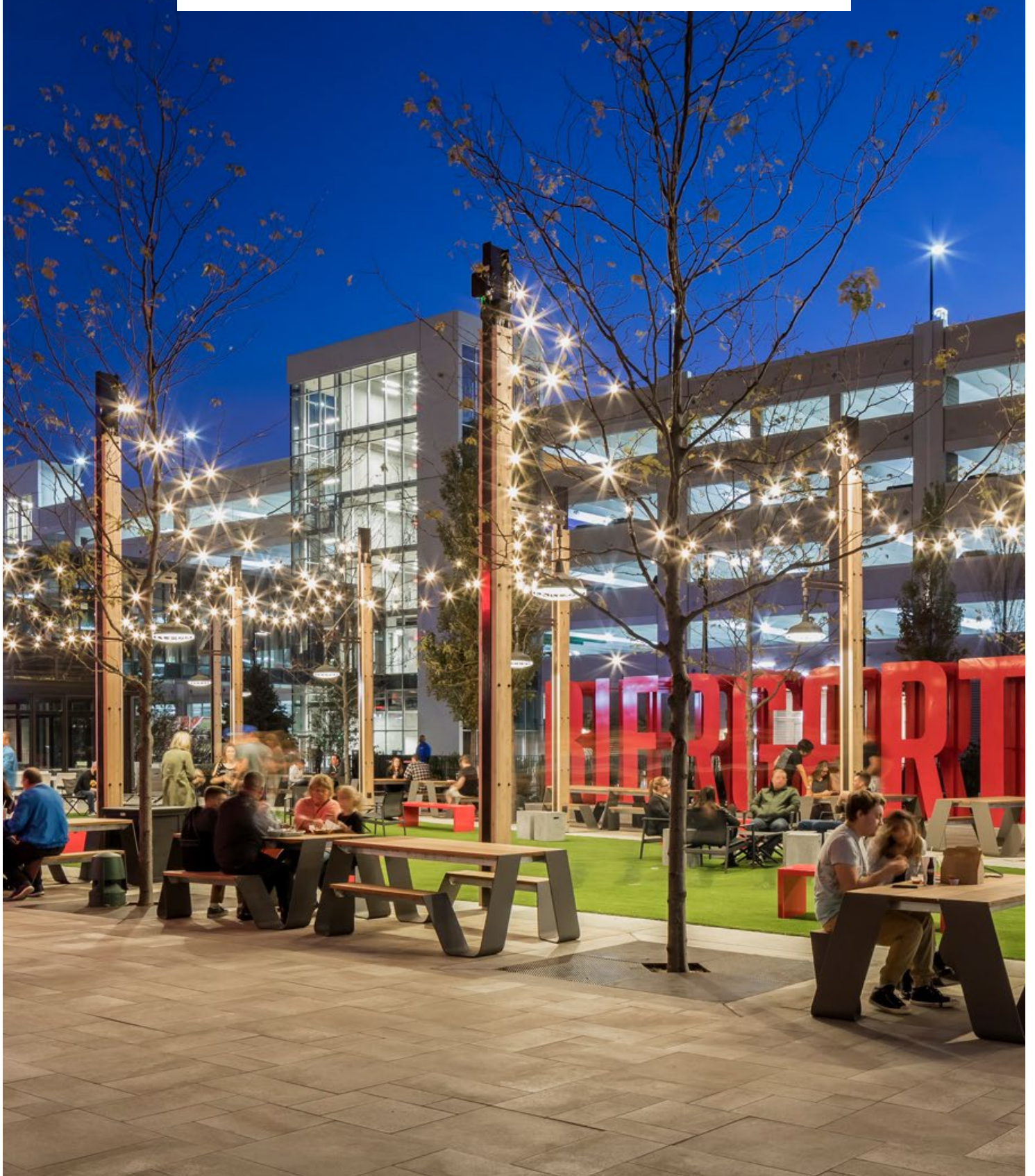
The following service offerings are additional items we feel could benefit the City and are not included in our pricing proposal. SmithGroup is happy to discuss these items in further detail with you.

Service	Cost
M-29 Corridor Redesign	\$ 18,000 - 20,000
DDA/TIF Reestablishment	\$ 12,000 - 20,000
Park Illustrative Plans for Implementation	\$ 6,000 / park



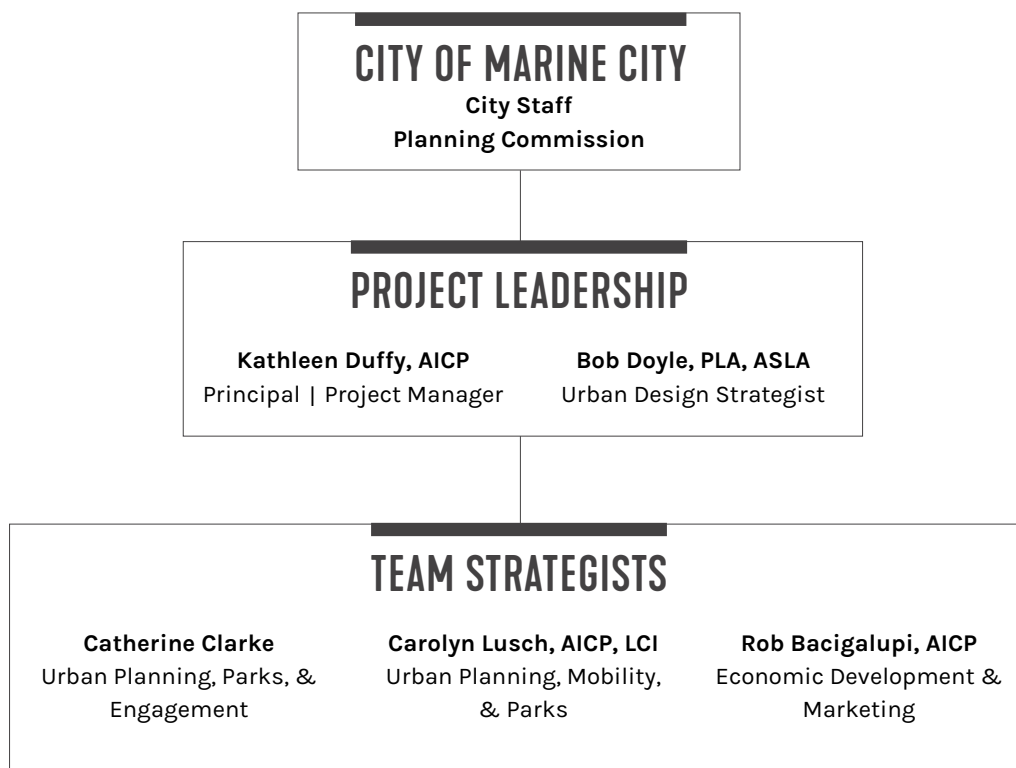
## SECTION 5

# PROPOSED STAFFING



# OUR TEAM

Our team will be fully integrated between the Master Plan and Redevelopment Strategy, Parks and Recreation Plan, and Economic Development and Marketing Strategy. By undertaking these plans simultaneously, we will gain efficiencies in our analysis and engagement opportunities, resulting in more comprehensive and implementable plans for the city.





KATHLEEN DUFFY  
AICP



Kathleen Duffy 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.

EDUCATION

Master of Urban and Regional Planning,  
University of Illinois

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

Urban Land Institute Larson Center for  
Leadership

REGISTRATIONS

American Institute of Certified Planners

PROFESSIONAL AFFILIATIONS

American Planning Association

Urban Land Institute

Form-Based Code Institute

National Charrette Institute

ULI Michigan’s Housing and Community  
Development Local Product Council,  
Member

LEXINGTON MASTER PLAN, MIXED-USE  
CORRIDOR ZONING DISTRICTS AND DESIGN  
GUIDELINES  
Lexington, Michigan

FERNDALE MASTER PLAN, PARKS & REC PLAN  
UPDATE, AND CLIMATE ACTION PLAN  
Ferndale, Michigan

MASON MASTER PLAN AND ORDINANCE  
UPDATE (MEDC)  
Mason, Michigan

WYANDOTTE MASTER PLAN AND ZONING  
ORDINANCE UPDATE (MEDC)  
Wyandotte, Michigan

MEDC RESILIENCE TOOLKIT PILOT  
COMMUNITIES  
Midland and Marquette, Michigan

NEWAYGO MASTER PLAN (MEDC)  
Newaygo, Michigan

MENOMINEE MASTER PLAN UPDATE  
Menominee, Michigan

BATTLE CREEK DOWNTOWN PLAN (MEDC)  
Battle Creek, Michigan

PREDEVELOPMENT SERVICES /  
REDEVELOPMENT SITES (MEDC/MML)  
Muskegon, Eastpointe, Rogers City,  
Michigan

OWOSSO MASTER PLAN (MEDC)  
Owosso, Michigan

DANVILLE COMPREHENSIVE PLAN  
Danville, Virginia

LANSING COMPREHENSIVE PLAN,  
FORM-BASED CODE, AND DOWNTOWN  
REDEVELOPMENT STRATEGY  
Lansing, Michigan

LAS VEGAS MASTER PLAN AND EAST LAS  
VEGAS AREA PLAN  
Las Vegas, Nevada

MOUNT CLEMENS DOWNTOWN MASTER PLAN  
AND ZONING ORDINANCE UPDATE  
Mount Clemens, Michigan

RIVERVIEW PLAZA REDEVELOPMENT PLAN\*  
St. Clair, Michigan

\*Experience Prior to SmithGroup

# BOB DOYLE

## PLA, ALSA



Bob Doyle's career has spanned the breadth of the planning and development professions. With over 35 years of professional experience, Bob successfully serves public, institutional and private sector clients as a project manager and landscape architect. The project types managed and designed by Bob include parks and recreation, campus planning and improvements, community planning and urban design, brownfield redevelopment, and waterfronts. His broad knowledge and skill base, coupled with his talents as a community facilitator, give him the ability to successfully move complex, multifaceted projects from initial planning through implementation.

### MARQUETTE DOWNTOWN DEVELOPMENT AUTHORITY, DOWNTOWN MASTER PLAN (MEDC)

Marquette, Michigan

### ANN ARBOR, DOWNTOWN PLAN

Ann Arbor, Michigan

### LANSING COMPREHENSIVE PLAN, FORM-BASED CODE, AND DOWNTOWN REDEVELOPMENT STRATEGY

Lansing, Michigan

### LOWER BOARDMAN RIVER STRATEGIC PLAN

Traverse City, Michigan

### PORT HURON, SOUTH WATERFRONT MASTER PLAN

Port Huron, Michigan

### CITY OF OWOSSO MASTER PLAN (MEDC)

Owosso, Michigan

### MOUNT CLEMENS DOWNTOWN MASTER PLAN

Mount Clemens, Michigan

### PREDEVELOPMENT SERVICES / REDEVELOPMENT SITES (MEDC/MML)

Fremont, Michigan

### PETOSKEY DOWNTOWN PLAN

Petoskey, Michigan

### VILLAGE OF LEXINGTON, MASTER PLAN

Lexington, Michigan

### NEWAYGO MASTER PLAN (MEDC)

Newaygo, Michigan

### BATTLE CREEK DOWNTOWN PLAN (MEDC)

Battle Creek, Michigan

### KALAMAZOO HARBOR MASTER PLAN

Saugatuck Michigan

### OAK PARK COMMUNITY RECREATION PLAN

Oak Park , Michigan

### ANN ARBOR DOWNTOWN STREET IMPROVEMENTS

Ann Arbor, Michigan

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#### EDUCATION

Bachelor of Landscape Architecture,  
Michigan State University

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#### REGISTRATIONS

Landscape Architect:  
Michigan

Residential Builder:  
Michigan

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#### PROFESSIONAL AFFILIATIONS

American Society of Landscape  
Architects



CATHERINE CLARKE



Catherine Clarke specializes in urban design and planning. She has experience in comprehensive planning, strategic planning, parks planning, corridor planning, redevelopment, adaptive reuse, land use, zoning, and affordable housing. She has worked on projects at the county, city, district, corridor, and site scale. With a passion for both rigorous analysis and high quality design, she believes in implementation-based solutions and community-based storytelling to create inclusive and accessible plans.

DANVILLE COMPREHENSIVE PLAN  
Danville, Virginia

CITY OF MASON, MASTER PLAN AND  
ORDINANCE UPDATE (MEDC)  
Mason, Michigan

CITY OF FERNDALE, MASTER PLAN, PARKS AND  
REC PLAN UPDATE, AND CLIMATE ACTION PLAN  
Ferndale, Michigan

WAYNE COUNTY PARKS, PARKS AND  
RECREATION PLAN  
Wayne County, Michigan

CITY OF DETROIT, NORTH END NEIGHBORHOOD  
FRAMEWORK PLAN  
Detroit, Michigan.

MEDC RESILIENCE TOOLKIT PILOT  
COMMUNITIES  
Midland and Marquette, Michigan

CITY OF SANDUSKY, SOUTH SIDE  
NEIGHBORHOOD PLAN  
Sandusky, Ohio

PREDEVELOPMENT SERVICES /  
REDEVELOPMENT SITES (MEDC/MML)  
Rogers City, Michigan

LANSING DOWNTOWN REDEVELOPMENT  
STRATEGY  
Lansing, Michigan

GREAT PARKS OF HAMILTON COUNTY, PARK  
AND FACILITY MASTER PLAN\*  
Hamilton County, Ohio

JOE LOUIS GREENWAY NEIGHBORHOOD PLAN  
Detroit, Michigan

GREEKTOWN, MONROE STREET CORRIDOR  
Detroit, Michigan

CITY OF LAS VEGAS, BONANZA CORRIDOR  
PLAN  
Las Vegas, Nevada

MIDDLETOWN MAIN STREET DESIGN\*  
Middletown, Ohio

EDUCATION

Bachelors of Science in Urban Planning  
University of Cincinnati

PROFESSIONAL AFFILIATIONS

American Planning Association  
Congress for the New Urbanism

\*Experience Prior to SmithGroup

# CAROLYN LUSCH

AICP, LCI



Carolyn Lusch is an urban planner who specializes in designing communities that support safe, equitable, and sustainable transportation. Her ten years of experience working in the public and private sector give her a valuable perspective on trends in street and trail design and land use strategies. A creative thinker who is embedded in her communities, she has spearheaded transit and shared mobility projects and convened innovative pandemic-era public engagement forums. She believes in building strong relationships with the communities she serves and delivering plans that reflect their visions and values.

### **CITY OF FERNDALE, MASTER PLAN, PARKS & REC PLAN UPDATE, AND CLIMATE ACTION PLAN**

**Ferndale, Michigan**

### **GREAT RIVERS GREENWAY, BRICKLINE GREENWAY**

**St. Louis, Missouri**

### **CITY OF ROYAL OAK, SUSTAINABILITY & CLIMATE ACTION PLAN**

**Royal Oak, Michigan**

### **BEDROCK DETROIT, BEDROCK EAST RIVERFRONT LANDSCAPE & STREETScape**

**Detroit, Michigan**

### **CITY OF ANN ARBOR, URBAN & COMMUNITY FOREST MANAGEMENT PLAN**

**Ann Arbor, Michigan**

### **CITY OF LAS VEGAS, EAST LAS VEGAS SPECIAL AREA PLAN**

**Las Vegas, Nevada**

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#### **EDUCATION**

Master of Urban & Regional Planning,  
University of Michigan

Bachelor of Arts, University of Michigan

### **CITY OF ANN ARBOR, ZERO IMPLEMENTATION PLAN**

**Ann Arbor, Michigan**

### **JOE LOUIS GREENWAY NEIGHBORHOOD PLAN**

**Detroit, Michigan**

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#### **REGISTRATIONS**

American Institute of Certified Planners

League Certified Instructor

### **CITY OF DETROIT, DESIGN GUIDELINES FOR COMMERCIAL CORRIDORS**

**Detroit, Michigan**

### **CITY OF LAS VEGAS, BONANZA CORRIDOR PLAN**

**Las Vegas, Nevada**

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#### **PROFESSIONAL AFFILIATIONS**

New Haven Safe Streets Coalition

American Institute of Certified Planners

American Planning Association

SE MI Regional Transit Authority

Citizens Advisory Committee

### **CITY OF MILWAUKEE, KINNICKINNIC RIVER TRAIL CONNECTIONS**

**Milwaukee, Wisconsin**

### **WOODWARD LOOP GRANT ASSISTANCE**

**Pontiac, Michigan**

### **CITY OF WESTLAND, ZONING ORDINANCE**

**Westland, Michigan**



# ROB BACIGALUPI

AICP



Rob Bacigalupi helped build one of the premier downtowns in the Midwest through placemaking, economic development, and marketing. As Executive Director of the Traverse City Downtown Development Authority, Rob helped build one of the strongest small downtown brands in the country. At Mission North, Rob assists downtowns and municipalities in Michigan and beyond with economic development plans, strategic planning, zoning, and transportation.

**COLUMBUS DOWNTOWN PARKING STUDY  
UPDATE**

Columbus, Indiana

**MARKET STUDIES FOR SEVEN COMMUNITIES  
AS PART OF AN EFFORT TO  
MARKET DOWNTOWN PROPERTIES**

Various Locations

**GROSSE POINTE PARK PARKING STUDY**

Grosse Pointe, Michigan

**TAX ABATEMENT POLICY**

Oscoda Township, Michigan

**MARQUETTE DOWNTOWN PLAN**

Marquette, Michigan

**KALAMAZOO DOWNTOWN PARKING & MOBILITY  
STUDY**

Kalamazoo, Michigan

**DOWNTOWN PROPERTY MARKETING PACKAGES  
- MICHIGAN EDC REDEVELOPMENT READY  
COMMUNITIES (RRC) PRE-DEVELOPMENT  
SERVICES**

Alpena, Battle Creek, & Petoskey,  
Michigan

**FILER TOWNSHIP DDA DEVELOPMENT PLAN  
UPDATE**

Filer Township, Michigan

**DOWNTOWN CHARLEVOIX PARKING STUDY**

Charlevoix, Michigan

**EDUCATION**

Master of Science in Real Estate &  
Construction Management,  
University of Denver

Bachelor of Science in Urban Planning,  
Michigan State University

**REGISTRATIONS**

American Institute of Certified Planners

**PROFESSIONAL AFFILIATIONS**

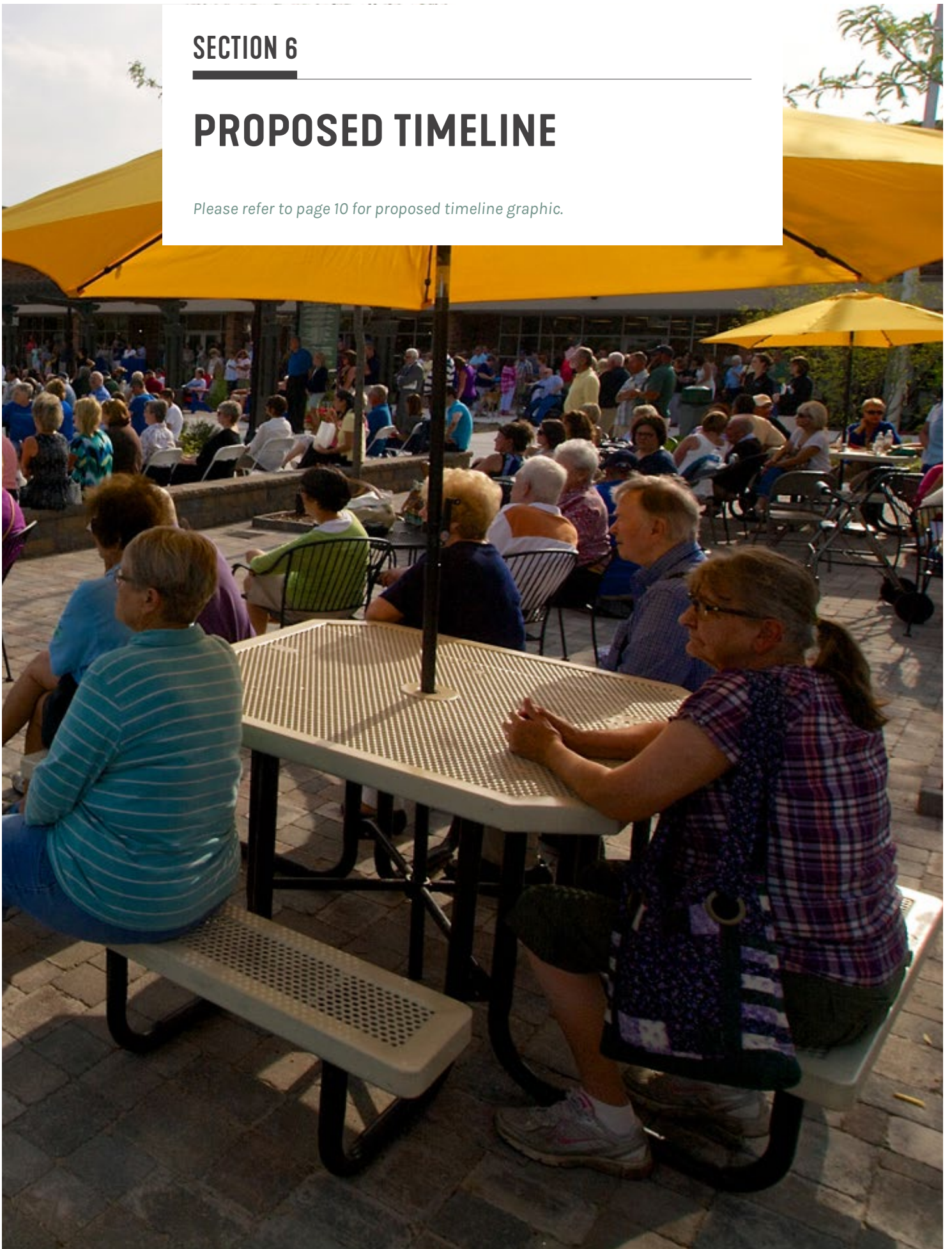
American Institute of Certified Planners

Commongrounds Mission-Driven Real  
Estate Cooperative Board, 2022

## SECTION 6

# PROPOSED TIMELINE

*Please refer to page 10 for proposed timeline graphic.*





## SECTION 7

# REQUIRED FORMS



## 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

Emily McKinnon

Type or Print Name

Ann Arbor Office Director, Vice President

Title:

12/28/2022

Date:

Company Name: SmithGroup

Address: 201 Depot Street, Second Floor, Ann Arbor, Michigan 48104

Contact Name: Emily McKinnon

Contact Phone:

Office: 734.669.2733

Cell: 734.255.0558

Contact E-mail: emily.mckinnon@smithgroup.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: SmithGroupAUTHORIZED REPRESENTATIVE: Emily McKinnonSIGNATURE: 

CONTRACTOR/SUBCONTRACTOR'S ADDRESS: \_\_\_\_\_

201 Depot Street, Second Floor, Ann Arbor, Michigan 48104TELEPHONE NUMBER: 734.669.2733WITNESS: Kathleen Duffy, DATE: 12/28/2022

## EXAMPLES and REFERENCES

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

COMMUNITY MASTER PLAN for Michigan Economic Development Corporation

Municipality

Include example or provide link to project: Owosso Master Plan

CONTACT: Michelle Parkkonen, AICP

Name

517.599.8796

Phone Number

PARKS AND RECREATION PLAN for: City of Oak Park, Michigan

Municipality

Include example or provide link to project: Oak Park Parks & Recreation Master Plan Update

CONTACT: Crystal VanVleck

Name

248.691.7401

Phone Number

BIDDER'S SIGNATURE:  DATE: 12/28/2022

COMPANY: SmithGroup



**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: Ann Arbor: 1971; Firm: 1853

Names of persons signing Proposal: Emily McKinnon

Titles of persons signing Proposal: Ann Arbor Office Director, Vice President

Addresses of signer(s): 201 Depot Street, Second Floor, Ann Arbor, Michigan 48104

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   )

Emily McKinnon, 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

Emily McKinnon

PRINTED NAME

Vice President

TITLE

Subscribed and sworn to before me this 19 day of December, 20 22, a notary public in and for said county.

Kim T. Treaster, Notary Public  
Jackson County, Michigan  
My Commission Expires: 3/15/24





**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.**

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

Ann Arbor Office Director, Vice President  
Name and title of authorized representative (Please Print)

Emily McKinnon 12/28/2022  
Signature of authorized representative Date

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



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
09/15/2022

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> Marsh USA Inc. One Towne Square Suite 1100 Southfield, MI 48076 Attn: detroit.certrequest@marsh.com	<b>CONTACT NAME:</b> <b>PHONE (A/C, No, Ext):</b> <b>E-MAIL ADDRESS:</b>	<b>FAX (A/C, No):</b>
CN102397104-STND-GAWUE-22- MI-Det	<b>INSURER(S) AFFORDING COVERAGE</b>	
<b>INSURED</b> SmithGroup, Inc. 500 Griswold Street Suite 1700 Detroit, MI 48226	<b>INSURER A:</b> Hartford Casualty Insurance Company	<b>NAIC #</b> 29424
	<b>INSURER B:</b> Hartford Fire Insurance Company	19682
	<b>INSURER C:</b> Travelers Property Casualty Co. of America	25674
	<b>INSURER D:</b> Hartford Insurance Company of the Midwest	37478
	<b>INSURER E:</b> Lloyd's, Underwriters At London	99998
	<b>INSURER F:</b>	

**COVERAGES** **CERTIFICATE NUMBER:** CHI-009848840-13 **REVISION NUMBER:** 10

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
A	<input checked="" type="checkbox"/> <b>COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> \$0 Deductible / SIR applies GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input checked="" type="checkbox"/> PROJECT <input checked="" type="checkbox"/> LOC OTHER:			83UUNOL5585	05/15/2022	05/15/2023	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ Incl. in Gen. Agg. \$
B	<b>AUTOMOBILE LIABILITY</b> <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY			83UENOL5586	05/15/2022	05/15/2023	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ COMP./COLL. DED. \$ 1,000
C	<input checked="" type="checkbox"/> <b>UMBRELLA LIAB</b> <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> <b>EXCESS LIAB</b> <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$ 10,000			CUP1S69859022NF	05/15/2022	05/15/2023	EACH OCCURRENCE \$ 10,000,000 AGGREGATE \$ 10,000,000 \$
D	<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	N/A	83WEOL6H7A AZ,CA,CO,CT,DC,DE,FL,GA,ID,IL,IN,KS KY,MA,MD,MI,MN,MO,NC,NJ,NV,NY,PA OH,OR,SD,SC,TX,VA,WA,WI	05/15/2022	05/15/2023	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
E	Architects & Engineers Professional Liability			B0509FINPA2250125	09/15/2022	09/30/2023	Each Claim/General Agg \$ 1,000,000 Retention 150,000

**DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES** (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)  
Evidence of Insurance Only.

## CERTIFICATE HOLDER

SmithGroup, Inc.  
500 Griswold Street, Suite 1700  
Detroit, MI 48226

## 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

*Marsh USA Inc.*

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ACORD 25 (2016/03)

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# Design a Better Future

**SMITHGROUP**

[smithgroup.com](http://smithgroup.com)

201 Depot Street  
Second Floor  
Ann Arbor, MI 48104