



Master Plan Update

CITY OF MARINE CITY

DECEMBER 28, 2022



December 28, 2022

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

Attention: Holly Tatman, City Manager

Re: Master Plan Update

Dear Selection Committee:

Wade Trim is a Michigan-based firm with more than 600 professionals and support staff. Our local Michigan offices include Detroit, Flint, Bay City, Traverse City, Grand Rapids, Gaylord, and Taylor. Since 1972, Wade Trim's planning team has been developing creative and thoughtful solutions to strengthen communities and improve quality of life. Drawing from our broad technical expertise and national project experience, we apply a holistic approach to solving local challenges. We think about how people move around a community, where they want to live, and how they want to play. Clients rely on our staff skills and resources for one-stop solutions to a wide range of complex issues.

The City of Marine City is seeking proposals from qualified firms for professional assistance to undertake a major revision of the City's Master Plan. This Master Plan update will outline a refreshed vision for land use and development within the City, incorporate necessary elements as identified in the Michigan Economic Development Corporation's (MEDC) Redevelopment Ready Communities (RRC) program, and include an updated Parks and Recreation Plan.

Wade Trim has served as the City's as-needed planning consultant since 2008. During this time, we have developed a strong understanding of Marine City's needs and aspirations. We have assisted in reviews of new development projects, zoning ordinance amendments, zoning map amendments, grant applications, GIS mapping projects, and a parking study for downtown. We are excited about the opportunity to build upon our past relationship while partnering with the City in this comprehensive and future-oriented Master Plan.

Wade Trim has a successful track record working with communities throughout Michigan on comprehensive master planning efforts. We are currently working with the City of Linden and the City of Montrose on master plan updates and have also recently completed master plan updates for the City of Durand and Village of Lexington. All of these efforts were designed to establish compatibility with RRC Best Practices. We are proud to share about these and other master planning efforts within this Proposal.

Joining our Team will be Community Image Builders (CIB), a Fenton-based firm who specializes in crafting economic development and marketing strategies that transform a community's vision into reality. Wade Trim and CIB are currently working together on the City of Linden and the City of Montrose master planning efforts, with CIB leading the economic development and marketing strategy components.

Adam Young, AICP, a Senior Project Manager with 22 years of community planning experience, will be serving as the dedicated Project Manager for our Team. Adam has gained valuable experience and insight into the needs of Marine City, having served as the City's planning consultant for more than 10 years. As the Project Manager for the ongoing Marine City Highway Corridor Study project, he is leading a multi-disciplinary planning effort that features a broad engagement process to draw out varying citizen and stakeholder viewpoints. He can be reached by phone at 313.961.3650 and by email at ayoung@wadetrim.com. We look forward to assisting the City and presenting our ideas to you in the near future.

Very truly yours,

Wade Trim Associates, Inc.

A handwritten signature in black ink, appearing to read 'Adam Young', with a stylized, looping flourish at the end.

Adam Young, AICP
Project Manager | Vice President

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Project Manager Adam Young, AICP, and GIS specialist Michelle Leppek, AICP, understand that a robust community engagement process is essential to developing the planning and design recommendations for any community.

SECTION 1

PROPOSED SCOPE OF WORK

1.1 Project Understanding

The City of Marine City is seeking proposals from qualified firms for professional assistance to undertake a major revision of the City's Master Plan. The planning process will offer meaningful opportunities for citizen participation and will result in a refreshed vision for land use and development within the City.

As requested by the City, the Master Plan will also include the development of an updated Parks and Recreation Plan prepared in accordance with Michigan Department of Natural Resources (MDNR) guidelines, making the City eligible to apply for grant funding over a 5-year period.

The Master Plan will be developed in line with RRC Best Practices, and will incorporate the elements as identified by the MEDC. This will include a redevelopment

ready sites strategy, a framework plan for a mixed-use downtown, and an economic development and marketing strategy.

As the City's current Master Plan is somewhat outdated and does not meet the City's needs, a re-write would bring the plan in line with contemporary trends and issues that the City is currently facing. A new community profile, based upon the most up-to-date data available (including the 2020 census and 2022 American Community Survey estimates), is necessary to serve as a benchmark for the City. Additionally, various emerging trends are playing out, which may have an impact on planning at the local level, including:

- Demographic change (aging population, growth of the millennial generation)

- Lifestyle preferences (active senior living, changing housing preferences)
- Affordable housing (housing values rising at a much faster rate than household incomes, threatening the City’s supply of affordable housing)
- Awareness of sustainability (environmental protection, resilience in the face of extreme weather events, “green” development and building techniques, renewable energy)
- Economic drivers (transition from incentive-based economy to place-based economy, agricultural tourism, ability to work from home)
- COVID impacts on the economy, social interaction, and community life

Our proposed scope of work has been carefully designed to confirm that the City will be strategically positioned to move forward, by:

1. Engaging citizens and stakeholders while challenging them to move from a “status-quo” mindset to a proactive mindset that produces community-driven solutions
2. Identifying new opportunities Marine City can capitalize upon to drive growth and investment
3. Looking beyond land use and zoning to consider and address additional factors having a significant impact on quality of life, such as sustainability, mobility, recreation, housing affordability, community health and economic development
4. Establishing a framework for driving investments to downtown Marine City and strategic actions to enhance downtown as a vibrant and active mixed-use place
5. Establishing an implementation/action strategy with clear and achievable action steps, supported by implementation tools and resources presently available to Marine City

1.2 Public Engagement

Our Project Team has a proven track record of meaningful public engagement. As part of the City of

Linden’s Master Plan, Economic Development Plan, and Marketing Strategy, we facilitated an engagement effort that included numerous and varying touch-points to confirm that a broad spectrum of citizens and stakeholders would be engaged in the effort. These efforts included online surveys, in-person workshops, and presence at community events. Wade Trim worked with the City of Linden to establish broad participation in an online community survey, including establishing a \$100 gift card giveaway. Our efforts succeeded, as nearly 625 responses were received, representing more than 25% of the City’s total population.



Wade Trim worked with the City of Linden to establish broad participation in an online community survey, including establishing a \$100 gift card giveaway. Our efforts succeeded, as nearly 625 responses were received, representing more than 25% of the City’s total population.

For the City of Marine City Master Plan, our Project Team proposes to facilitate public engagement during the planning process through the following means:

Subtask A – Steering Committee Meetings

We recommend utilizing an ad hoc steering committee to guide the development of the Master Plan (including the recreation plan and economic development and marketing strategy elements). Utilizing the steering committee approach removes the effort from the formalized and rigid Robert’s Rules process of the Planning Commission. We want to build our process upon discussion and consensus. During the course of the planning process, we propose to meet with the steering

committee up to five times to discuss project progress, review key recommendations and deliverables, and confirm that our plans and proposals are consistent with community desires and values.

Subtask B – Online Citizen Survey

The Project Team will utilize an online survey platform, such as SurveyMonkey, to develop a web-based opinion survey covering a range of questions related to future land use, redevelopment, mobility, quality of life and investment strategies. We would first develop a series of survey questions for review and confirmation by the steering committee. Once the questions are approved, we will work with the steering committee to develop and implement a strategy for marketing the availability of the survey, which may include announcements in City newsletters and/or tax/utility bills. Once completed, we will provide a detailed summary of the survey results and analysis.

Subtask C – Economic Development Strategy Kick-Off & SWOT Session

Early in the planning process, the Project Team will meet with City officials and staff for a kick-off session to discuss current conditions, past economic development efforts, existing resources, potential projects, etc. That same day, a meeting will be held with the steering committee to conduct a Strengths, Weaknesses, Opportunities and Threats (SWOT) session. This will help the Team gain a clear understanding of how members see both the potential and limiting factors for the City moving forward.

Subtask D – Community Visioning and Brainstorming Workshop

The Project Team will prepare and facilitate a community visioning and brainstorming workshop focusing on the confirmation of community values and the identification of community-driven solutions to challenges being faced by Marine City. The visioning workshop will also include an emphasis on growing local business investment and job creation, business attraction, talent development and recruitment, capital improvement projects, and place-based redevelopment opportunities.

Subtask E – Public Open House

Toward the end of the planning process, after preliminary planning recommendations have been prepared and endorsed by the steering committee, we propose to host a public open house. The open house will take place during an approximately 3-hour window, where interested residents and stakeholders are able to come and go as they please, reviewing and commenting on the strategic recommendations while interacting with members of our Project Team.

Subtask F – Public Hearing

Prior to plan adoption, state law requires the Planning Commission to hold a formal public hearing. We will attend this public hearing, providing an overview of the process and key recommendations, and be available for questions as they may arise.

1.3 Planning Enabling Act Compliance

The Project Team will assist Marine City staff in complying with the statutory requirements for updating a master plan, as set forth in the Michigan Planning Enabling Act. Such assistance will include developing and sending “notice of intent to plan” letters to adjacent communities and public utilities of record, sending the draft master plan out for review as specified in the notice of intent, crafting public hearing notices, and assistance during the adoption process.

1.4 Community Profile Updates

The Project Team will prepare updates to the community profile chapters of the currently adopted Master Plan. This will include updates to the population characteristics, housing conditions and trends, economic influences and trends, existing land use, and community facilities and services sections to account for changes since 2018. Additional analysis will include:

- New section documenting changing housing trends and preferences, with opportunities for Marine City to capitalize on the changing trends. The section will also explore housing needs and affordability.

- New section exploring the changing economy, featuring summary market statistics at the local, regional, and national level, with opportunities for Marine City to capitalize on the changing economy.
- New maps will also be prepared to include updated information, where available, and be consistent with the overall report formatting.

1.5 Downtown Plan

Our Project Team will prepare a framework plan for a mixed-use downtown. The plan will outline a variety of recommended policies related to uses, design, circulation and other actions to enhance downtown as a vibrant and active mixed-use place. The plan will also document the feasibility and benefits of establishing a new Downtown Development Authority (DDA). A narrative will be prepared in support of this plan, which will include maps, graphics, and illustrations to capture the spirit of the recommendations.

1.6 Redevelopment Ready Sites

In-line with RRC Best Practices, this section will identify and evaluate “redevelopment ready sites” (sites with the greatest potential for redevelopment) within the City. During the planning process, we will work with the City to identify the top three “priority” redevelopment sites. For each of these priority redevelopment sites, we will outline a future vision for each along with a listing of resources/incentives that could help achieve the vision. This section will include a narrative, maps, and illustrations to capture the spirit of the recommendations.

1.7 Planning Recommendations

The goals and policies from the currently adopted Master Plan must be reviewed as modifications may be required to reflect changes in Marine City’s physical, social, and economic status, as well as citizen attitudes. Our Project Team will work with the steering committee to review existing goals and policy statements in consideration of ongoing trends in the City and the results of the public engagement. The currently adopted Future Land Use Plan and Map will be reviewed and modified, as necessary, based on the community input and findings of the previous tasks.

CITY OF LINDEN PRIORITY REDEVELOPMENT SITES

Site 3: Parkside

Priority Redevelopment Sites



As part of the City of Linden Master Plan, in line with RRC Best Practices, the Wade Trim Team worked with the City of Linden to prepare a strategy for the redevelopment of top priority sites. Through feedback received during the online survey and public visioning session, approximately 10 total prospective sites were initially identified. Wade Trim then worked with community members to prioritize those which had the greatest potential for redevelopment and would provide the most benefit to the community. For each of these top priority sites, our Team prepared concept plans to illustrate a preferred vision for redevelopment, along with specific steps to move the vision toward reality.

A new Circulation Plan element will be prepared, which would include motorized and non-motorized recommendations, taking into consideration complete streets concepts.

1.8 Action Strategy

The Project Team will prepare an Action Strategy consisting of a prioritized matrix of implementation actions, with responsible parties and timeframes, to advance the various recommendations and strategies outlined in the Master Plan.

As part of the Action Strategy, we will prepare a new Zoning Plan based on a cursory audit of the City's Zoning Ordinance. This audit will identify existing Zoning Ordinance deficiencies and changes necessary to implement the key recommendations of the Master Plan. In particular, the Zoning Plan will address contemporary issues such as mixed-use development, flexibility in parking and landscaping requirements, and encouraging sustainable site development.

1.9 Economic Development and Marketing Strategy

Subtask A – Community Understanding and SWOT Assessment

The Economic Development Strategy effort begins with a concerted effort to fully grasp current conditions and trends. Working with the community, the Project Team will prepare a Summary Economic Analysis of the community, building upon completed studies and existing available information while infusing new ideas and updated data. Combined with a description of economic development and related assets, this information will be presented in both narrative and chart form.

Early in the planning process, the Project Team will meet with City officials and staff for a kick-off session to discuss current conditions, past economic development efforts, existing resources, potential projects, etc. That same day, a meeting will be held with the steering committee to conduct a SWOT session (refer to Section 1.2, Subtask C). This will help the Team gain a clear understanding of how members see both the potential and limiting factors for the City moving forward.

The process will include research and investigations to identify and understand resources, and to develop those resources to accommodate business growth within Marine City, with a particular focus of future development both within and outside of the downtown areas identified during the Master Plan process. Part of this initial effort will also include an examination of Marine City's context in light of regional economic development efforts to identify "best practices" and to find creative approaches to challenges.

Subtask B – Create an Economic Development Vision & Strategy

Following completion of the preliminary analysis phase, the Project Team will work with the steering committee to develop an economic development vision for the City of Marine City. This vision will drive the identification of preliminary goals, objectives, and potential implementation strategies. This process would include a community visioning workshop (Section 1.2, Subtask D), which will build upon the results of the SWOT analysis to create clear goal categories. They will focus on growing local business investment and job creation, business attraction, talent development and recruitment, capital improvement projects, and place-based redevelopment opportunities. After a draft plan is prepared, the Project Team will meet with the steering committee to review the draft and incorporate revisions.

Subtask C – Create an Implementation Plan

The Project Team will then work with the steering committee to develop an implementation plan for the Economic Development Strategy. This plan will be action-oriented and identify timelines, priorities, and responsible parties. The Project Team will also work with the steering committee to identify priority redevelopment messages per RRC Best Practices. This process will involve looking at prime investment and economic development opportunities throughout the City. As applicable, relevant state and federal grant programs and economic development programs will be identified to assist with economic development opportunities. To supplement the available programs, the Project Team will work with the steering committee to identify potential implementation partners.

Subtask D – Marketing Strategy

Built upon the SWOT analysis, data analysis, community vision sessions, and with input from the steering committee sessions and the community vision session as a base, an Economic Development Marketing Strategy can be crafted, and will include the following:

- Identification and definition of marketing goals and objectives in support of an economic development strategy
- Identification of key/target audiences in support of an economic development strategy
- Identification of key messages to target audiences in alignment with City assets and economic position in the region
- An Economic Development Marketing Chart that summarizes the target audience segments, their primary interests, outreach tools, and suggested key messages to the segments

1.10 Parks and Recreation Plan

The Wade Trim Team will prepare a parks and recreation plan to serve as a guide for recreation improvements over a 5-year period. As determined by the City, this parks and recreation plan can either be a chapter within the Master Plan or a stand-alone document. The parks and recreation plan will include all required elements per Michigan Department of Natural Resources (MDNR) guidelines and will allow for the City to seek recreation grants for a 5-year period. The City will be responsible for confirming that the parks and recreation plan is adopted by the City Commission, transmitted to the MDNR, and transmitted to other required entities (St. Clair County and SEMCOG).

1.11 Adoption and Final Deliverables

As noted above, the Project Team will provide guidance to the City throughout the planning and adoption process. After the public hearing and Planning Commission adoption of the plan (the City Council may also want to pass a “resolution of support”), we will provide the following final deliverables to the City:

- An electronic copy of the new Master Plan in read-only (Adobe PDF format)
- An electronic and editable copy of the Master Plan report (Word or Adobe InDesign format)
- Additional files associated with the Master Plan, upon the City’s request, including:
 - Report tables (Excel format)
 - Pictures, graphics, renderings and charts in image format
 - GIS data (ArcMap project files and data files), with all GIS data tied to 1983 State Plane Coordinate System



To support a community's image, both the physical and non-physical elements of the urban fabric like the form of land use, open space, natural features, landscape, buildings, and roads, must be understood in concert with the history, culture, values, and human activity of the community.

SECTION 2

EXAMPLES AND REFERENCES OF SIMILAR PROJECTS

The Wade Trim Team is known for providing planning services to a wide range of townships, cities, villages, and towns while delivering a wide range of project services. Our Team tackles projects that focus on meeting the goals and objectives of the municipality while also satisfying residents, businesses, and other stakeholders. Starting on page 11, we have included descriptions and references for each project.



Master Plan, Economic Development Plan, and Marketing Strategy

The City of Linden is located in the southwestern corner of Genesee County, in the mid-Michigan region. Over the past few decades, the population of Linden has increased significantly. This growth has been driven by the City's small-town appeal, coupled with its advantageous location in close proximity to the big-city amenities of the greater Flint area.

The heart of the city – downtown Linden – is located where the historic travel routes of Broad Street, Bridge Street and the Shiawassee River converge. Downtown Linden features a diverse mixture of land uses that include commercial, office, institutional and residential. Numerous mixed-use buildings are found in downtown. Linden has a significant historic character and is a State designated Historic District.

Surrounding downtown Linden are the city's well established and historic residential neighborhoods. The Shiawassee River is the City's most notable natural asset and serves as a focal point for recreational opportunities. Residents and visitors enjoy the waterway for kayaking, fishing, swimming along with accompanying hiking trails and pathways to restaurants, entertainment, and other local amenities.

Wade Trim has served as the City's planning consultant since 2011. Since that time, we have helped the City implement key strategies from the 2010 Master Plan – most notably, we assisted the City and its DDA to establish a Downtown Action Plan in 2014 which established a framework for downtown investments. Following the plan, the City's downtown has witnessed significant new private investment in recent years, including the

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City of Linden, MI

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FIRM NAME | ROLE

Wade Trim | Prime
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DATE OF SERVICE

2021-2022

RELEVANCE

- Master Plan based on RRC Best Practices
- Significant and successful community engagement
- Economic Development Strategy
- Marketing Strategy

construction of a new mixed-use building at the site of the former “Union Block” which had been sitting vacant since 2008, when it was destroyed by fire.

After engaging in the Michigan Economic Development Corporation (MEDC) Redevelopment Ready Communities (RRC) program, the City received technical assistance funding to prepare a new Master Plan, Economic Development Strategy and Marketing Strategy. Wade Trim is currently leading this project with assistance from CIB Planning.

The planning effort has included significant public engagement, including generating nearly 625 comments from residents and stakeholders as part of an online community survey. Key elements of the new Master Plan include a Circulation Plan, which builds upon both local and regional initiatives to transform Linden’s streets into safe and efficient routes supporting multiple modes of travel, including vehicular, bicycle and pedestrian.



A new Redevelopment Ready Sites element of the Master Plan envisions several underutilized sites on the edge of downtown being transformed into mixed-use spaces. The Economic Development Strategy and Marketing Strategy components of the effort put the City in a strong position to implement the vision of the new Master Plan, with specific economic development resources and branding strategies identified to drive new public and private investments.



The Shiawassee River is the City of Linden’s most notable natural asset and serves as a focal point for recreational opportunities.



Village of Lexington Master Plan and Zoning Ordinance

Wade Trim was part of a consultant team selected to complete a Master Plan Update and Zoning Ordinance 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. Gibbs Planning Group prepared a market study for the downtown and CIB Planning lent their economic development expertise for a redevelopment strategy.

Wade Trim's focus in the Master Plan was an evaluation of the "gateways" into Lexington along M-25, which led to proposed designs for two new mixed-use districts. The South Gateway is intended to protect established and historic residential uses while allowing for limited, market-driven mixed-use redevelopment. The North Gateway is intended to accommodate light industrial and tourism-related uses and represents a significant economic development opportunity for future growth.

The master plan's focus on redevelopment and the downtown prepared the way for a subsequent zoning ordinance overhaul and capital improvements plan. 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.

Led by Wade Trim, the Village's outdated zoning ordinance was comprehensively updated to create a more streamlined, relevant, and effective land development code. An initial zoning audit was conducted to identify areas for change in line with zoning best practices recommended by the MEDC's RRC program. The adopted zoning ordinance document features user-friendly enhancements including a use guide, hyperlinks, use matrix, and navigational tools.

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Village of Lexington, MI

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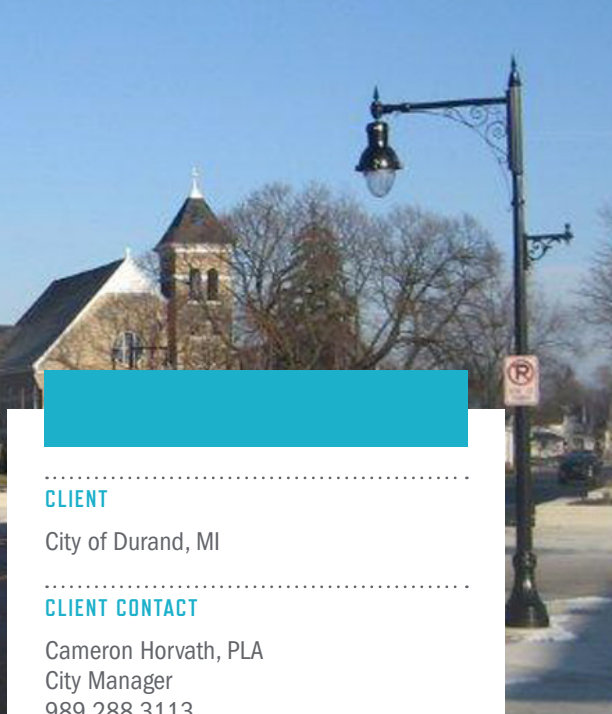
CIB | Subconsultant

DATE OF SERVICE

2020-2021

RELEVANCE

- Public Facilitation and Engagement
- Data Collection
- Land Use Analysis
- Comprehensive Zoning Ordinance Update



City of Durand Master Plan

The City of Durand, a small town in a predominantly rural and agricultural part of Shiawassee County, desired to update its land use vision that was both realistic yet aspirational. Historically, Durand thrived as an important railroad hub with multiple railroad corridors converging in the City, but the town has stagnated as trucking became the predominate mode of freight travel. The updated master plan utilizes the City's railroad heritage to drive future growth opportunities.

A robust community engagement effort was deployed to build an understanding of the desires of the community. This included a public survey with over five percent of the City's population responding, followed up by an Envision Durand day that included several invited specific-interest focus groups during the day with a public workshop in the evening. The results of these engagement activities provided guidance to the Master Plan's Steering Committee and direction regarding its assessment of the City's earlier Master Plan goals and objectives.

The plan utilized the MEDC's Redevelopment Ready Community approach to focus the City's efforts on considering land use changes to support redevelopment. The Plan recognizes that the City is well located between the cities of Flint and Lansing with exceptional rail and freeway access. A Redevelopment Strategy chapter identified a three-prong approach to further development within the City including:

- 1) Identification of six RRC sites within the downtown, designed to leverage investment while supporting the creation of a more vibrant downtown district;

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City of Durand, MI

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DATE OF SERVICE

2020

RELEVANCE

- Sub-area Study
- Master Plan Process Web Site Design
- Community Sessions and Workshops

2) Revising the City's Future Land Use Map to allow for Mixed Use and Mixed Use Downtown land uses in and adjacent to the downtown core; and

3) Identification of two large areas northeast and southwest of the downtown that are well prepped for heavy and light industrial uses.

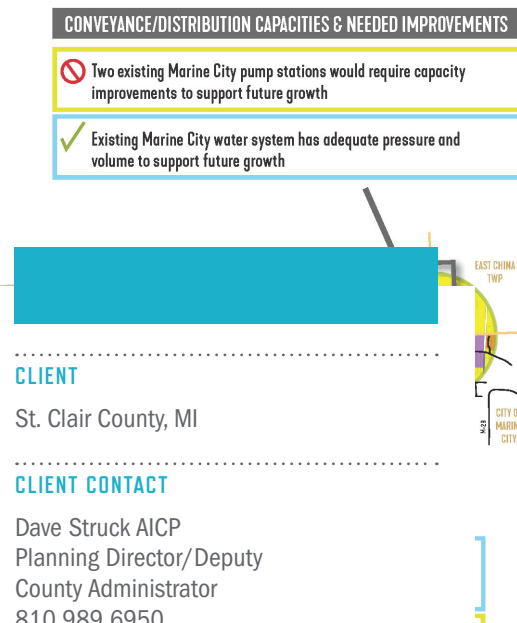
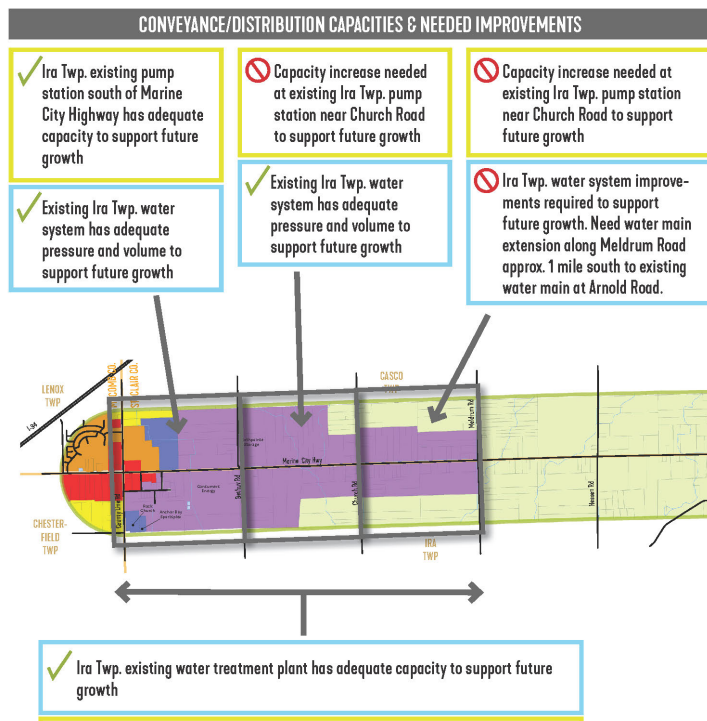
Recognizing the impacts of climate change, the Plan included a chapter titled Improving Sustainability & Increasing Resiliency, which identifies eight areas and dozens of opportunities for the City to take active steps to promote or engage in sustainable actions. This sustainability chapter supports the City's recently adopted Nonmotorized Transportation Plan that was designed to be implementable while connecting parts of the City separated by the railroad tracks while ensuring connectivity to its neighboring communities.

The Master Plan culminates with a Strategic Implementation Plan that identifies a select number of direct actionable steps that are under the auspices of the Planning Commission and the City administration. These steps were prioritized into activities that build upon each other and ranked by priority.



"The results of the engagement activities provided guidance to the Master Plan's Steering Committee and direction regarding its assessment of the City's earlier Master Plan goals and objectives."





Marine City Highway Corridor Study

Wade Trim was selected by St. Clair County in Michigan to prepare a Corridor Study for Marine City Highway. Marine City Highway is a two-lane county road that stretches for 11-miles across the county. The west end of the corridor is adjacent to Macomb County, where a considerable amount of new development has occurred surrounding the freeway interchange at I-94. The next inevitable step is for this new growth to cross over the county line and into the corridor. This presents a significant opportunity for St. Clair County to capture new investments that will lead to new jobs and tax base. However, the corridor is largely rural and agricultural and has very limited road and infrastructure capacities to support new development. Recognizing this opportunity, the county used some of its American Rescue Plan Act (ARPA) funding to prepare the Corridor Study and anticipates using additional ARPA funds for future implementation activities, such as water and sewer improvements.

Requiring a multi-disciplinary team approach, the Corridor Study featured a detailed analysis of land use, traffic, infrastructure and market opportunities. Public engagement was also a key component of the planning process. The engagement opportunities were very well attended, as local citizens expressed their desire to manage growth and maintain rural character. Earlier this November, our team hosted a public open house to present our key recommendations, which included a strategy to accommodate high-tech manufacturing and logistics uses within the western third of the corridor.



SECTION 3

ITEMIZED BUDGET

The City’s RFP asks for an itemized budget (including consultant fees and direct expenses) for completing each part of the scope of work. To accomplish the scope of work outlined in Section 1, we propose a lump-sum fee of approximately \$57,000. This fee estimate is reflective of our robust public engagement process and the dynamic and varied scope of work necessary to achieve a visionary Master Plan. The budget is broken down by task in **Exhibit 1** and is inclusive of all miscellaneous project fees such as project administration, supplies, travel, and shipping.

If selected for this project, we look forward to meeting with the City to discuss and receive any feedback on our scope of work. If revisions or additions to the scope of work are requested by the City, we would provide an updated fee estimate.

EXHIBIT 1 Itemized Budget

Task	Cost
Section 1.2: Public Engagement	\$10,000
Section 1.3: Planning Enabling Act Compliance	\$750
Section 1.4: Community Profile Updates	\$4,500
Section 1.5: Downtown Plan	\$4,000
Section 1.6: Redevelopment Ready Sites	\$5,000
Section 1.7: Planning Recommendations	\$5,000
Section 1.8: Action Strategy	\$3,500
Section 1.9: Economic Development and Marketing Strategy	\$17,500
Section 1.10: Parks and Recreation Plan	\$6,000
Section 1.11: Adoption and Final Deliverables	\$750
TOTAL:	\$57,000

BACKGROUND AND PROPOSED STAFF

Wade Trim Overview

Wade Trim is a nationally recognized multidisciplinary planning, landscape architecture, engineering, and surveying firm that helps municipalities develop practical and innovative planning and design solutions. Our multi-discipline character and collaborative approach to problem solving provides us with the necessary perspective to develop solutions that are well received by our clients. Established in southeastern Michigan in 1926, our service philosophy centers on building a strong relationship with our clients and performing work locally. We strive to become our client's partner and to develop solutions our clients can stand behind.

Communities strive to be unique and vibrant places where people want to work, live, and play. Wade Trim has a proven track record helping clients shape their ideas into built environments drawing on diverse staff expertise to offer comprehensive planning and zoning, landscape architecture, design, and economic development solutions. A full list of our planning services can be found in **Exhibit 2**.

Wade Trim has over 600 planners, landscape architects, engineers, surveyors, construction inspectors, and other technical support staff. We have 19 offices in nine states, including seven local offices in Michigan, that enable ease of interaction with our client communities throughout the state. Services for the City's Master Plan Update will be provided from our Detroit office. Adam Young, AICP, will serve as Project Manager and Main Point of Contact. His contact information is as follows:

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www.wadetrim.com

EXHIBIT 2 WADE TRIM PLANNING SERVICES

COMMUNITY PLANNING AND VISIONING

- Comprehensive/master planning
- Day-to-day planning services
- Form-based codes
- Historic preservation
- Neighborhood planning
- Parking and circulation analysis
- Public engagement
- Recreation planning
- Strategic planning and visioning
- Transportation and corridor planning
- Zoning and land use regulations

URBAN AND ENVIRONMENTAL DESIGN

- 3D modeling and visualization
- Campus master planning
- Complete street design
- Environmental impact studies/assessments
- Habitat restoration and mitigation
- Natural resources protection/regulations
- Resource inventory and planning
- Shoreline restoration and enhancement
- Streetscape design
- Waterfront and greenway planning

SUSTAINABILITY

- Climate action planning
- Emergency management plans
- Equity planning
- Green infrastructure planning and design
- Low impact development
- Renewable energy regulations
- Tree surveys
- Vulnerability assessments

PARKS AND RECREATION DESIGN

- Non-motorized trails
- Parks and recreation facilities
- Site design
- Sports facilities

COMMUNITY AND ECONOMIC DEVELOPMENT

- Capital improvement planning
- Consolidated and action planning
- Downtown redevelopment
- Federal programs management
- Funding/grant writing
- Housing studies
- Market studies
- Redevelopment and brownfield planning
- Tax increment finance planning

Subconsultant

Community Image Builders Overview

Community Image Builders (CIB) is an energetic community planning consulting firm that offers a wide range of innovative planning, zoning, and development consulting services. With over 75 years of experience providing innovative planning and development solutions to communities in Michigan and the eastern United States, CIB specializes in downtown development, economic development, ongoing DDA & CIA assistance, housing implementation and project implementation.

CIB combines community planning with economic development strategies and ties in marketing, branding, implementation, and redevelopment financing strategies; building tools for communities to transform their vision into reality while being a collaborative and trustworthy partner in every step. The planning professionals at CIB began their careers in the public sector and continue to work with local governments on a daily basis. This connection helps verify that the plans, ordinances, and recommendations we make are both visionary and practical.

Planning and Design Expertise

Wade Trim has provided master planning, district/corridor, landscape architecture, urban streetscape design, and recreation design/planning services for over 40 years. Our professional staff works with the public sector, private sector, and institutional clients. Our staff skills and resources offer clients one-stop solutions for a wide range of complex issues. Our organizational structure provides a large resource base of modern support programs and facilities such as geographic information systems (GIS) and visual simulation software.

Master Planning and Updates

The Planning Professionals on our Project Team have extensive experience in creating and updating master plans that are tailored to meet the specific needs and goals of your community, while integrating the requirements of regulatory agencies, including county, state, and federal agencies. The Project Team has an established track record working with municipalities in

Wade Trim Service Philosophy

The Wade Trim service philosophy is based on a simple statement of values.

Building relationships on a foundation of excellence.

Trust earned through consistent performance and a strong understanding of a client's needs are keys to project success. We believe regular communication and client involvement are the foundation of excellent projects. We are open about our activities and provide needed advice and counsel. We take the time to fully understand our client's needs and goals to develop short- and long-term priorities that best serve your constituents.

We become an advocate who helps find solutions that you can stand behind. At Wade Trim, we recognize that utility management must go beyond technical knowledge. We encourage our staff to step beyond their traditional roles in order to consider all aspects of utility management, not just the technical ones. We consider how work culture, staffing, and administrative responsibilities impact operations, and we include key client stakeholders in the decision-making process.

Our staff is our company. We strongly believe in keeping staff focused on day-to-day operational tasks and out of the political process. We provide a team-oriented environment and actively promote personal and career development for our employees. As a result, we attract highly qualified, self-motivated individuals providing our clients with a skilled, professional staff.

Our staff serves the client and the general public served by the system. Customer satisfaction is our primary focus whenever and to whomever we provide service.

developing and updating master plans for communities ranging in size from Mackinac Island (pop. 500) to Sterling Heights (pop. 135,000). Our most recent master planning experience (since 2020) includes work with municipalities of similar size and characteristics to Marine City including Durand, Gibraltar, Goodrich, Lexington, Linden and Montrose.

Economic Development Strategies

Team members bring a breadth of experience in crafting economic development strategies in support of a community's effort to create vibrant and thriving business districts, attract and retain new businesses, and improve the overall quality of life. We have extensive knowledge of applicable laws related to economic development including tax increment financing (TIF) and the State's various economic development programs.

Together, Wade Trim and CIB are currently leading the cities of Linden and Montrose through a process to establish a new Economic Development and Marketing Strategy. CIB has recently assisted the cities of Hart and Romulus and townships of Flint, Grand Blanc and Vienna with economic development strategies that have helped forge a path for community resiliency and vibrancy.

Public Engagement

Just as important as our technical expertise is our ability to coordinate with multiple stakeholders. This participation process begins at the initial stages and continues throughout the project to garner support and buy-in.

We use a variety of presentation and workshop techniques including visioning, walking tours, and interviews. Our team members are skilled in presenting information to inform and educate. Our tools to disseminate project information are brochures, newsletters, presentations, signage, printed, and digital communications in easy-to-understand diagrams and illustrations. The range of graphic techniques we use clearly communicates concepts and solutions.

Our Unique Qualifications

Wade Trim is a member of the U.S. Green Building Council and is committed to incorporating sustainable design concepts and practices into client projects and

into our own offices and facilities. We strive to develop projects that respect the natural environment and are an added amenity within the community. We will incorporate these practices into our work with the City.



In addition, Wade Trim's diverse assignments regularly require us to engage municipal and regulatory agencies to address issues of program requirements and compliance, permitting, or funding. At the state and federal level, these agencies include the Michigan Department of Environment, Great Lakes, and Energy (EGLE), the Michigan Department of Natural Resources (MDNR), Michigan Department of Treasury, Michigan Department of Transportation (MDOT), the Michigan State Housing Development Authority (MSHDA), Michigan tribal governments, the U.S. Department of Housing and Urban Development (HUD), the U.S. Department of Energy (DOE), and the U.S. Economic Development Administration (EDA).

Wade Trim is adept at identifying funding sources, developing strategies to pursue those sources, and obtaining grant funding through effective applications and project communications. Our internal FundingScout team helps municipalities and regional agencies secure project funding, such as grants and loans, to implement infrastructure and placemaking projects. While our project managers and client representatives stay updated on funding opportunities, we have a dedicated group of analysts and grant writers who track proposed and active legislation impacting federal and



FundingScout is Wade Trim's process of monitoring, evaluating, and sharing information on all sources of funding that may benefit our clients. We also help clients match capital improvement and community development plan projects with emerging funding sources. Alternative financing tools, such as tax increment financing, tax credits, and public-private partnerships, are also considered.

state funding and the opportunities that are created for our clients. Our staff members are also trained to identify conventional and unconventional funding sources and provide grant writing or persuasive communication support needed to develop successful applications.

By extension, our project team includes Wayne Hofmann, Wade Trim's Client Funding Director. He will be available to help identify funding sources and develop strategies to position the City of Marine City for funding. Wayne and his FundingScout team will regularly engage with our Planning Team on available funding opportunities for City of Marine City. Notably, the Action Strategy component of the new Master Plan for Marine City will be bolstered by relevant funding opportunities to support implementation of key recommendations.

Proposed Staff

As an established multi-discipline firm, Wade Trim offers a seasoned team of planning and landscape architecture professionals who are supported by design, engineering, and economic experts with the

necessary expertise to deliver the City's updated Master Plan on time and within budget.

Our professional staff stays current with contemporary planning and zoning issues through attendance at webinars, professional seminars and conferences, and through holding membership in professional organizations. Members on our Project Team hold certification with the American Institute of Certified Planners.

Adam Young, AICP, our Project Manager, will be supported by a highly experienced team of planning and GIS professionals. As a supplement to Wade Trim's planning team, we are joined by economic development and marketing professionals from CIB Planning.

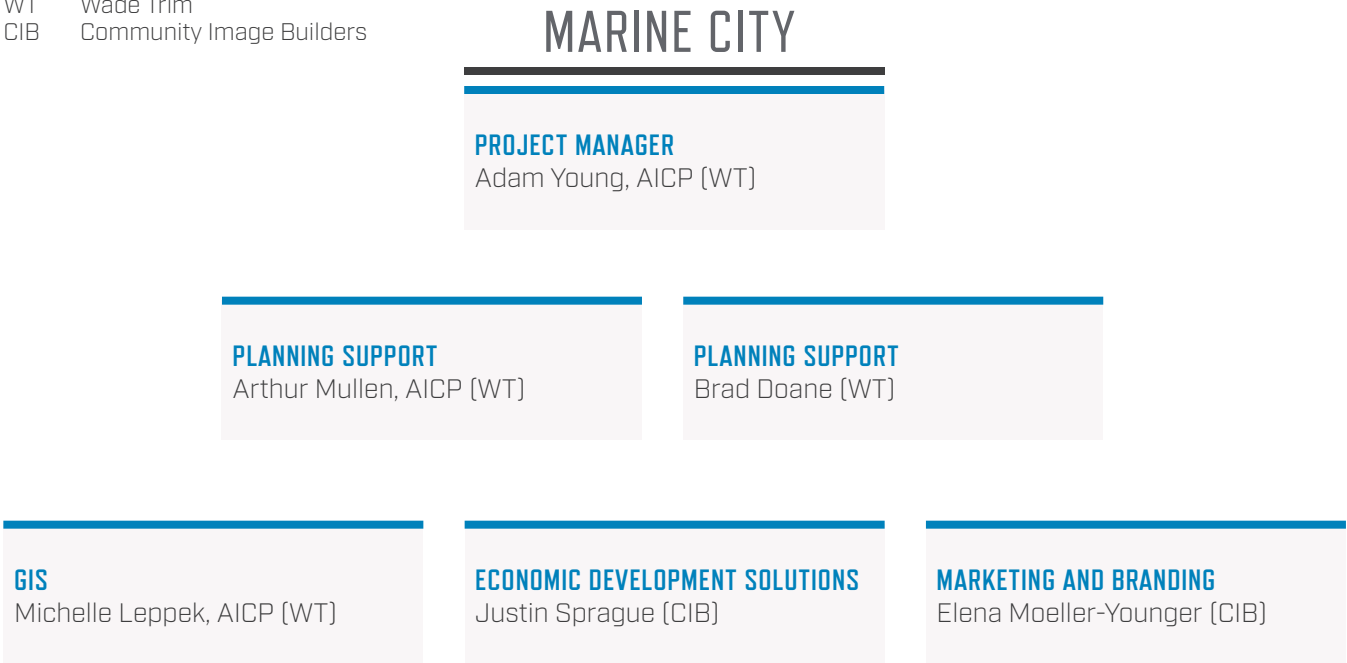
An organizational chart can be found on the following page in **Exhibit 3** on page 22 along with introductory paragraphs on our team members. You will also find resumes for our Team provided on pages 25-31.



Architectural Historian Arthur Mullen, AICP, and GIS specialist Michelle Leppke, AICP, work together frequently on master plans for several communities throughout Michigan.

EXHIBIT 3 ORGANIZATIONAL CHART

ORG CHART KEY
WT Wade Trim
CIB Community Image Builders



Adam Young, AICP
| PROJECT MANAGER

EDUCATION: BA, Geography, Calvin College
REGISTRATION: American Institute of Certified Planners
PROJECT EXPERIENCE: Adam is committed to improving the quality of life through community planning. He brings two decades of experience in long-range master plans, downtown plans, finance/development plans, neighborhood studies, corridor plans, and recreation plans. Adam is knowledgeable in public outreach, economic development, and strategic planning. He also leads master planning efforts for communities of all sizes and locations throughout the state. Adam’s projects regularly include working with multiple stakeholders on development and strategic plans, as well as special studies.





Arthur Mullen, AICP
| **PLANNING SUPPORT**

EDUCATION: MS, Historic Preservation, Columbia University | BA, History, Hamilton College
REGISTRATION: American Institute of Certified Planners | Historian and Architectural Historian
PROJECT EXPERIENCE: Arthur's academic training and work experience in historic preservation, heritage development, and heritage tourism will guide the team in its engagement efforts with the general public. In addition to his qualifications in historic preservation, his experience includes master planning, parks and recreation planning, and technical site plan reviews for municipal clients. Arthur meets the federal requirements as a Historian and Architectural Historian. Through his 25 years as an urban planner, he has extensive experience in managing public engagement efforts spanning from all of southeast and central Michigan to villages of less than 2,000 residents.



Brad Doane
| **PLANNING SUPPORT**

EDUCATION: BS, Urban and Regional Planning, Michigan State University
MEMBERSHIP: American Planning Association | Michigan Association of Planning
PROJECT EXPERIENCE: Brad is a Planner at Wade Trim who brings experience in planning, transportation planning, and GIS mapping. He assists with multiple planning projects including development reviews, mapping, and master plan updates. Brad's special interests include community development, reuse, and nonmotorized transportation planning.



Michelle Leppek, AICP
| **GIS**

EDUCATION: BS, Urban Planning, Michigan State University | BS, Horticulture, Sustainable and Organic emphasis, Michigan State University
REGISTRATION: Professional Community Planner, American Planning Association
PROJECT EXPERIENCE: Michelle is a Community Planner who assists with data research and analysis, report preparation, and GIS-based mapping. Michelle is proficient in ArcGIS and contributes to design projects through her use of Adobe Illustrator, Adobe InDesign, and Sketchup software. She has been involved in master planning projects for several communities. Michelle has honed her technical skills in GIS and has particular expertise in data creation and cartography, application deployment, asset management solutions, and geodatabase design and management. She holds a Master's Degree in GIS from the University of Washington.





Justin Sprague

ECONOMIC DEVELOPMENT SOLUTIONS

EDUCATION: BS, Resource Planning, University of Michigan - Flint

MEMBERSHIP: Michigan Association of Planning | American Planning Association

PROJECT EXPERIENCE: Justin serves as Vice President for CIB, where he is responsible for municipal planning and zoning, economic development, corporate incentives and location support, downtown development, corridor improvement and regional economic development planning. Prior to joining CIB, Justin was Director of Business Development at the Flint & Genesee Chamber of Commerce where he was responsible for business attraction projects throughout Flint and Genesee County, business retention, brownfield redevelopment, downtown investment projects, and municipal collaboration projects focused around economic development.



Elena Moeller-Younger

MARKETING AND BRANDING

EDUCATION: BA, Communications, Minor in Public Relations, Michigan State University

PROJECT EXPERIENCE: Elena is the Director of Marketing and Strategic Planning for CIB, where she leads the marketing, branding, development and implementation of clients' community image strategies. For over 17 years, Elena has served as a marketing professional in the manufacturing, media and publishing industries. As the Director of Marketing and Strategic Planning at CIB, Elena focuses on assisting municipal clients developing a unique brand and communications plan to attract new investment to the community in the form of industry, housing, and tourism. She also oversees internal marketing and brand development for CIB and assists with proposals, web content, social media, marketing materials and other related business development functions.



Adam Young, AICP
PROJECT MANAGER

COMPANY



EDUCATION

BA, Geography, Calvin College

REGISTRATION

American Institute of Certified Planners

QUALIFICATIONS

- 22 years of professional planning and zoning experience, understands the myriad of issues and challenges facing Michigan communities
- Expertise in long-range master plans, downtown plans, finance/development plans, neighborhood studies, corridor studies and recreation plans
- Facilitated planning and zoning training workshops for Planning Commissioners and other officials as well as frequently presenting at professional planning conferences

PROJECT EXPERIENCE

LEXINGTON MASTER PLAN UPDATE, VILLAGE OF LEXINGTON, MI | Project Manager who assisted the Village with updating its master plan and zoning ordinance. As a part of this update, Wade Trim over-saw the preparation of a sub-area plan and a capital improvements plan. After adoption of the Master Plan, Wade Trim has led the development of updates to the Village's Zoning Ordinance.

MASTER PLAN, ECONOMIC DEVELOPMENT PLAN AND MARKETING STRATEGY, CITY OF LINDEN, MI | Project Manager leading a consultant team for a new Master Plan, Economic Development Plan and Marketing Strategy prepared in line with MEDC Redevelopment Ready Communities (RRC) Best Practices. Key elements of the new Master Plan include a Circulation Plan, which builds upon both local and regional initiatives to transform Linden's streets into safe and efficient routes supporting multiple modes of travel. A new Redevelopment Ready Sites element of the plan envisions four underutilized sites on the edge of downtown to be transformed into mixed-use spaces. The Economic Development Strategy and Marketing Strategy components of the effort put the City in a strong position to implement the vision of the new Master Plan, with specific economic development resources and branding strategies identified to drive new public and private investments.

MASTER PLAN, CITY OF DURAND, MI | Project Planner for the preparation of a new Master Plan. Facilitated extensive citizen involvement during the planning program through a series of community visioning sessions, workshops, and a "Durand Master Plan" project Web site. This involvement helped to garner strong citizen support for the recommendations of the Plan. Assisted in existing conditions assessments, GIS analysis, and future land use scenario development.

LAND USE MASTER PLAN AND PARKS, RECREATION AND NON-MOTORIZED MASTER PLAN, CITY OF STERLING HEIGHTS, MI | Project Manager leading a multi-disciplinary team in this long-range visioning effort for the 4th largest city in Michigan. The Land Use Master Plan included a detailed placemaking effort which identified several specific nodes where redevelopment could transform fairly mundane suburban strips into unique, multi-use districts. The placemaking elements – recommended design guidelines, building placement and massing recommendations, land uses and parking standards – are vital to creating spaces that are both individual to Sterling Heights and convey the community values of the City.

MILFORD COMMUNITY MASTER PLAN, VILLAGE OF MILFORD AND CHARTER TWP. OF MILFORD, MI | Member of a multi-disciplined planning team involved in the preparation of a joint master plan for the Village of Milford and Milford Township in Oakland County. Involved in all phases of the multi-year planning process, including community profiling, the facilitation of community forums and open houses, visioning sessions, strategic planning, and conducting a capabilities audit for each community. Utilizing advanced GIS software, led the process of evaluating several future land use alternatives through a residential and non-residential build-out analysis.

DOWNTOWN ACTION PLAN, CITY OF LINDEN, MI | Project Manager leading the development of a Strategic Action Plan for Downtown Linden, located in southwestern Genesee County along the Shiawassee River. The plan consisted of an existing conditions analysis which assessed the physical conditions of the District, constraints, and market opportunities. A zoning requirements audit was conducted to further understand the boundaries within which development could occur. Wade Trim combined findings from the conditions analysis, along with findings from visioning workshops and customer surveys, to make strategic recommendations to the City for the future development and revitalization initiatives.

DDA AND TIF PLAN, DAVISON TOWNSHIP, MI | Project Manager for the creation of a Development Plan and Tax Increment Finance Plan for the Davison Township Downtown Development Authority. The Development and Tax Increment Finance Plan for the District was prepared to determine the DDA's expected revenue stream and identify critical improvement projects. The ambitious program outlines more than \$20 million in infrastructure improvements over the next 25 years.

PLANNING SERVICES, HARRISON TOWNSHIP, MI | Project Manager providing day-to-day planning services to this waterfront community since 2017. Emphasis has been placed on providing guidance in relation to small and large-scale redevelopment and infill projects, given the predominantly built-out character of the Township. In addition to an active role throughout the development and redevelopment process, services include attendance at Technical Committee, Planning Commission, Township Board and Downtown Development Authority meetings.

CITY OF YALE MASTER PLAN AND RECREATION PLAN, YALE, MI | Project Manager for the preparation of a new Master Plan and Recreation Plan for this historic community in rural St. Clair County. The development of the Master Plan and Recreation Plan was accomplished through a collaborative process with joint meetings to enhance the overall community involvement for each Plan. As a Project Manager, facilitated all meetings and community workshop events and led the efforts for background data analysis, visioning and goal setting, future land use planning, and recreation action planning.



Arthur Mullen, AICP

PLANNING SUPPORT

COMPANY



EDUCATION

- MS, Historic Preservation, Columbia University
- BA, History, Hamilton College

REGISTRATION

American Institute of Certified Planners (AICP)
Historian and Architectural Historian

QUALIFICATIONS

- Highly experienced with master planning, parks and recreation plans, and technical site plan reviews for municipal clients over the last 28 years
- Skills include historic preservation, heritage planning and development, grant writing and management, business attraction and retention, marketing, and media

PROJECT EXPERIENCE

PLANNING SERVICES, PONTIAC, MI | Served as the acting Planning Manager for the City of Pontiac with responsibility for managing all of the City's day-to-day planning needs including completing site plan reviews and serving as staff to the Historic District Commission, Planning Commission, and Zoning Board of Appeals. Ensured a smooth transition back to City staff from Wade Trim's service during Pontiac's restructuring.

MASTER PLANNING SERVICES, VARIOUS LOCATIONS, MI | Provided recreational planning services for Milford Township, Blair Township, and Algoma Township including identifying community desires and needs for the next five years and opportunities for funding. Planner assisting Weldon Township in revising a joint master plan with adjoining communities to become their independent land use planning document. Prepared survey work for community engagement for residents of Millington Township and assisted in drafting new portions of their master plan including transportation and implementation/action plan sections.

COMMUNITY RECREATION PLAN, CASEVILLE HARBOR COMMISSION, CASEVILLE, MI | Served as the Project Manager for the preparation of a community recreation plan for Caseville, Caseville Township, and the Caseville Harbor Commission that meets M-DNR Recreation Plan standards.

MASTER PLAN UPDATE, VILLAGE OF GOODRICH, MI | Serves as the Project Manager for the preparation of an update to the Village of Goodrich's existing master plan, including adding two new community profile sections for Housing and Economy. Public engagement included comment cards and surveys.

NON-MOTORIZED PLANNING, CITY OF DURAND, MI | Led effort with the City of Durand to develop a city-wide non-motorized transportation plan that will guide development of bike paths, bike lanes, multi-use paths, and sidewalks within the City and ensuring that this network will connect with adjoining communities and destinations.

CURRENT PLANNING, VARIOUS LOCATIONS, MI | Planner providing site plan reviews for a number of Wade Trim's clients, including Durand, Gibraltar, and Harrison Township. These site plans include special land use approval reviews as well as providing zoning ordinance language to regulate solar energy farms in Atlas, Gaines, and Summerfield Townships.



Brad Doane
| PLANNING SUPPORT

COMPANY



EDUCATION

| BS, Urban and Regional Planning, Michigan State University

MEMBERSHIP

American Planning Association
Michigan Association of Planning

QUALIFICATIONS

- | Experience in transportation planning and GIS mapping
- | Assists with multiple planning projects including rezoning, mapping, and master plan updates
- | Special interests include community development, reuse, and nonmotorized transportation planning

PROJECT EXPERIENCE

REDFORD TOWNSHIP COMPREHENSIVE MASTER PLAN, CHARTER TOWNSHIP OF

REDFORD, MI | Planner who assisted with the collection and preparation of documentation used for the Redford Township Master Plan update process.

RECREATION PLAN UPDATE 2023-2027, HARRISON TOWNSHIP, HARRISON TOWNSHIP,

MI | Project Planner who assisted Harrison Township with updating their 5-year recreation plan document. The prepared 5-year recreation plan update was in accordance with MDNR requirements.

RECREATION PLAN UPDATE, CITY OF LINDEN, MI |

Planner and GIS support. Assisted the City of Linden with updating their 5-year recreation plan document.

EV CHARGING STATION MASTER PLAN, CITY OF STERLING HEIGHTS, MI |

Planner who is currently involved with the creation of a Master Plan for electric vehicle charging stations within the City. This project will provide a snapshot of where the City is today in regard to EV accessibility and a master plan for future use based on the current forecast for EV charging station/infrastructure needs.

DEVELOPMENT REVIEWS 2022, TOWNSHIP OF ASH, CARLETON, MI |

Planner who performed several rezoning application reviews for Ash Township in calendar year 2022. This included site plan reviews, special land uses, rezonings, etc.

ZONING APPLICATION FORMS UPDATES, WORTH TOWNSHIP, LEXINGTON, MI |

Planner who assisted the Township with recreating and updating multiple permit application forms. These forms included land use permit, special land use permit, zoning map amendment, sketch plan review application, site plan review application, and the zoning board of appeals application.

GRAND VALLEY METROPOLITAN COUNCIL FREIGHT PLAN, GRAND RAPIDS, MI |

Transportation Planner for the Grand Rapids freight plan that will define the short and long-term vision for the freight system in a given region. Researched, wrote, and edited multiple sections of the Grand Valley Metro Council's inaugural Freight Plan.

ADMINISTRATIVE ZONING AMENDMENTS, ATLAS TOWNSHIP, GOODRICH, MI |

Planner who assisted with recreating and reorganizing the Township's Zoning Ordinance into a new platform that will be more user-friendly.



Michelle Leppek, AICP
| GIS

COMPANY



EDUCATION

- | BS, Urban Planning, Michigan State University
- | BS, Horticulture, Sustainable and Organic emphasis, Michigan State University

REGISTRATION

American Institute of Certified Planners (AICP)
Professional Community Planner
American Planning Association

QUALIFICATIONS

- | Community Planner who assists with data research and analysis, report preparation, and GIS-based mapping
- | Proficient in ArcGIS and contributes to design projects through the use of Adobe Illustrator, Adobe InDesign, and Sketchup software
- | Experience with the American Community Survey and Census website is helpful to community planning projects

PROJECT EXPERIENCE

LEXINGTON MASTER PLAN UPDATE, VILLAGE OF LEXINGTON, MI | GIS Support. Wade Trim assisted the Village with updating its master plan and zoning ordinance. As a part of this update, Wade Trim over-saw the preparation of a sub-area plan and a capital improvements plan. After adoption of the Master Plan, Wade Trim has led the development of updates to the Village's Zoning Ordinance.

DDA STRATEGIC MASTER PLAN, PLYMOUTH, MI | Responsible for creating a series of visual aid maps to display the current location and condition of these community assets. Also contributed to the production of surveys used to obtain community input. The Downtown Development Authority (DDA) of Plymouth was seeking to create a plan to identify the existing conditions of its assets in an effort to plan for future needs, new technologies, and a growing community.

LAND USE, RECREATION, AND NON-MOTORIZED MASTER PLAN, CITY OF STERLING HEIGHTS, MI | Project Planner using GIS for map creation of non-motorized facilities and park service areas. Participated in data collection and analysis of demographic information and existing conditions, including conducting a city-wide housing structural quality survey.

FAIR HOUSING STUDY, CITY OF STERLING HEIGHTS, MI | Project Planner and GIS analysis in the update of the City of Sterling Heights Analysis of Impediments to Fair Housing (AI). The work consisted of a housing market and policy evaluation, analysis of impediments to fair housing along with identification of actions that need to be taken to overcome the effects of unfair policies.

MICHIGAN MOBILITY 2045 STATE LONG-RANGE TRANSPORTATION PLAN, MICHIGAN DEPARTMENT OF TRANSPORTATION, MI | Project Planner involved in data collection, research and mapping assisting the project team in the development of the Active Transportation section of the 2045 Michigan State Long-Range Transportation Plan / Michigan Mobility 2045 (MM2045).

DOWNTOWN DEVELOPMENT AUTHORITY ACTION PLAN, CITY OF LINDEN, MI | Created design documents to represent potential future developments in the Linden downtown area.



Justin Sprague

ECONOMIC DEVELOPMENT SOLUTIONS

COMPANY



EDUCATION

BS, Resource Planning,
University of Michigan - Flint

MEMBERSHIP

American Planning Association
Michigan Association of
Planning

QUALIFICATIONS

- Over 16 years of experience providing innovative solutions to planning and community development challenges
- Highly versed with municipal planning and zoning, economic development, corporate incentives and location support, downtown development, corridor improvement and regional economic development planning

PROJECT EXPERIENCE

ECONOMIC DEVELOPMENT EXPERIENCE

- I-69 Thumb Region (MI) "Accelerate" Economic Development
- Strategy & Prosperity Plan Buick City Redevelopment (Flint, MI)
- Genesee County Freight Forecast, 2012 (Genesee County, MI)
- Genesee County Industrial Building Demand Analysis (2015)
- Shiawassee County Industrial Property Inventory and Analysis (2005)
- Economic Development Strategy (City of Laingsburg)
- Region 6 Housing Implementation Strategy (2018)
- Economic Development Strategies (Swartz Creek, Laingsburg, Grand Blanc, Romulus, Flint Township, Hart)

CORPORATE INCENTIVE PROJECTS

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



Elena Moeller-Younger

MARKETING AND BRANDING

COMPANY



EDUCATION

BA, Communications, Minor in Public Relations, Michigan State University

QUALIFICATIONS

- Director of Marketing and Strategic Planning for CIB, where she leads the marketing, branding, development and implementation of clients' community image strategies
- Served as a marketing professional in the manufacturing, media and publishing industries for over 17 years
- Focuses on assisting municipal clients developing a unique brand and communications plan to attract new investment to the community in the form of industry, housing, and tourism

PROJECT EXPERIENCE

ECONOMIC DEVELOPMENT MARKETING EXPERIENCE

- Region 6 housing strategy phase II
- City of Hart (MI), Economic Development Marketing Strategy
- City of Romulus (MI), Economic Development Marketing Strategy
- Flint Township (MI), Economic Development Marketing Strategy
- Grand Blanc Township DDA (MI), Marketing and Branding Strategy
- Vienna Township BDA (MI), Marketing and Branding Strategy

SELECTED ACCOMPLISHMENTS: MARKETING MANAGER, CFE MEDIA & TECHNOLOGY (CHICAGO)

- Planned, executed and oversaw the product development, project management, advertising, promotional, and reporting activities for digital products including webcasts/virtual events, websites, media kits, awards programs, in-person events, email newsletters, product offers; and print products including monthly print issues and print supplements for the engineering audience and advertising clients.
- Served as lead product manager for webcast program, averaging 50+ events annually, with an average of 600 viewers per event.
- Managed email marketing program for two audiences: subscribers and advertising partners.
- Managed and execute a multi-channel marketing plan for CFEEdu, the company's learning management system.

PROPOSED TIMELINE

The City’s Request for Proposals indicates that Marine City is anticipating a 9 to 10 month timeline to complete and adopt the Master Plan (including the parks and recreation plan). Given the comprehensive scope of work requested by the City, we do not believe it is possible to have an adopted plan within 9 to 10 months. Notably, the Michigan Planning Enabling Act requires a minimum 63-day review period after a complete draft is prepared and before a public hearing can be held; after which the plan may be adopted.

We do recognize the City’s desire for an accelerated timeline and look forward to partnering with the City to move the project forward as quickly and efficiently as possible. We believe a more realistic timeline is an 11 to 14-month process. This process accommodates the State-mandated review period and also allows sufficient time for Marine City and Wade Trim to work together to establish well-advertised and meaningful public participation throughout the process. **Exhibit 4** below is our recommended project schedule.

EXHIBIT 4 Project Schedule

Task	Timeframe
Project Kick-Off	Month 1
Community Profile Updates	Months 2-4
Public Engagement Including up to five Steering Committee meetings, online citizen survey, SWOT session, community visioning and brainstorming workshop, public open house, and public hearing.	Throughout the project, with key engagement in Months 3-10
Downtown Plan	Months 6-7
Redevelopment Ready Sites	Months 6-7
Planning Recommendations	Months 9-10
Action Strategy	Months 9-10
Economic Development and Marketing Strategy	Concurrent with the Master Plan
Parks and Recreation Plan	Concurrent with the Master Plan
Complete Draft Report Prepared	Month 11
State-Mandated Review Period	Months 12-13
Adoption and Final Deliverables	Month 14

SECTION 6

REQUIRED FORMS

In this section you will find the following Information requested by the City:

- Proposal and Award Form
- Hold Harmless and Indemnity Form
- Examples and References Form
- Legal Status of Bidder Form
- Non-Collusive Affidavit
- Certification Regarding Debarment, Suspension, and Other Responsibility Matters
- City of Marine City Insurance Requirements

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

Adam Young

Type or Print Name

Vice President

Title:

December 15, 2022

Date:

Company Name: Wade Trim Associates, Inc.

Address: 500 Griswold Street, Suite 2500, Detroit, MI 48226

Contact Name: Adam Young

Contact Phone:

Office: 313.961.3650

Cell: 517.243.5938

Contact E-mail: ayoung@wadetrim.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: _____

AUTHORIZED REPRESENTATIVE: _____

SIGNATURE: _____

CONTRACTOR/SUBCONTRACTOR'S ADDRESS: _____

TELEPHONE NUMBER: _____

WITNESS: _____

DATE: _____

**Wade Trim has been working as Marine City's as-needed planning consultant since 2008 under a Professional Services Agreement executed between Marine City and Wade Trim. If we are chosen by the City to undertake this Master Plan project, we would be glad to discuss with the City the potential to work under the terms of our existing Professional Services Agreement or negotiate a new agreement for this project. In a new agreement, we would be willing to indemnify Marine City from losses and claims arising out of our negligence related to the project. However, the above language is problematic in that it unfairly asks us take on responsibility for "any act or omission, negligent or otherwise," in addition to other uninsurable obligations.*

EXAMPLES and REFERENCES

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

COMMUNITY MASTER PLAN for City of Linden, Michigan
Municipality

Include example or provide link to project: This project example can be found on page 11 of this proposal.

CONTACT: Ellen Glass, City Manager 810.735.7980
Name Phone Number

COMMUNITY MASTER PLAN for Village of Lexington, Michigan
Municipality

Include example or provide link to project: This project example can be found on page 13 of this proposal.

CONTACT: Cynthia Cutright, Interim Village Manager 810.359.8631
Name Phone Number

COMMUNITY MASTER PLAN for City of Durand, Michigan
Municipality

Include example or provide link to project: This project example can be found on page 14 of this proposal.

CONTACT: Cameron Horvath, PLA, City Manager 989.288.3113
Name Phone Number

COMMUNITY MASTER PLAN for St. Clair County, Michigan
Municipality

Include example or provide link to project: This project example can be found on page 16 of this proposal.

CONTACT: Dave Struck, AICP 810.989.6950
Name Phone Number

BIDDER’S SIGNATURE:  DATE: December 15, 2022

COMPANY: Wade Trim Associates, Inc.

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: February 2, 1966

Names of persons signing Proposal: Adam Young

Titles of persons signing Proposal: Vice President

Addresses of signer(s): 500 Griswold Street, Suite 2500, Detroit, MI 48226

~~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

<u>Names of Partners</u>	<u>Addresses</u>
--------------------------	------------------

_____	_____
-------	-------

_____	_____
-------	-------

_____	_____
-------	-------

~~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)

Adam Young, 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.

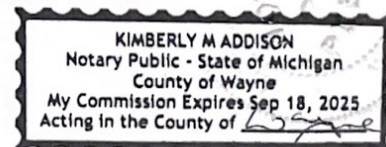

SIGNATURE OF BIDDER

Adam Young
PRINTED NAME

Vice President
TITLE

Subscribed and sworn to before me this 19th day of December 2022 a notary public in and for said county.

Kimberly M. Addison, Notary Public
Wayne County, Michigan
My Commission Expires: 9/18/25



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.

☒ ***I am able to certify to the above statements.***

Wade Trim Associates, Inc.

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

Adam Young, Vice President

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



Signature of authorized representative

December 15, 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)
 9/30/2021

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).

PRODUCER Ames & Gough 8300 Greensboro Dr. Suite 980 McLean VA 22102		CONTACT NAME: PHONE (A/C, No, Ext): 703-827-2277 FAX (A/C, No): 703-827-2279 E-MAIL ADDRESS: admin@amesgough.com	
		INSURER(S) AFFORDING COVERAGE	NAIC #
		INSURER A : Continental Insurance Company A(XV)	35289
INSURED Wade Trim Associates, Inc. 500 Griswold Avenue Suite 2500 Detroit MI 48226		INSURER B : Continental Casualty Company (CNA) A, XV	20443
		INSURER C : National Fire Insurance Company of Hartford A(XV)	20478
		INSURER D : Valley Forge Insurance Company A(XV)	20508
		INSURER E : Travelers Property Casualty Company of America	25674
		INSURER F :	

COVERAGES

CERTIFICATE NUMBER: 845407778

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
C	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PROJECT <input checked="" type="checkbox"/> LOC OTHER:			6050071562	10/1/2021	10/1/2022	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 15,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 \$
D	AUTOMOBILE LIABILITY <input checked="" 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			6050071576	10/1/2021	10/1/2022	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$ 10,000			6050071612	10/1/2021	10/1/2022	EACH OCCURRENCE \$ 10,000,000 AGGREGATE \$ 10,000,000 \$
C	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	N/A	6050071609	10/1/2021	10/1/2022	<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 B	Excess Umbrella Professional Liability			EX-7S149981 AEH591913816	10/1/2021 10/1/2021	10/1/2022 10/1/2022	Occurrence/ Aggregate \$10,000,000 Per Claim \$5,000,000 Aggregate \$10,000,000

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

CERTIFICATE HOLDER

CANCELLATION

For Proposal Purposes Only	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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CIBPLAN-01

SHARTMAN

CERTIFICATE OF LIABILITY INSURANCE

 DATE (MM/DD/YYYY)
 9/23/2022

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).

PRODUCER Hartland Insurance Agency, Inc. PO Box 129 Hartland, MI 48353	CONTACT NAME: PHONE (A/C, No, Ext): (810) 632-5161 FAX (A/C, No): (810) 632-6775 E-MAIL ADDRESS: ShelbyHartman@hartlandinsurance.com
INSURED CIB Planning/Community Image Builders LLC 17195 Silver Parkway, 309 Fenton, MI 48430	INSURER(S) AFFORDING COVERAGE NAIC #
	INSURER A : Citizens Insurance 31534
	INSURER B : Hiscox Pro
	INSURER C :
	INSURER D :
	INSURER E :

COVERAGES

CERTIFICATE NUMBER:

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
A	COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			ODHD309127	7/1/2022	7/1/2023	EACH OCCURRENCE \$ 1,000,000
							DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000
							MED EXP (Any one person) \$ 5,000
							PERSONAL & ADV INJURY \$ 1,000,000
							GENERAL AGGREGATE \$ 2,000,000
							PRODUCTS - COMP/OP AGG \$ 2,000,000
							COMBINED SINGLE LIMIT (Ea accident) \$
							BODILY INJURY (Per person) \$
							BODILY INJURY (Per accident) \$
	UMBRELLA LIAB EXCESS LIAB DED RETENTION \$						PROPERTY DAMAGE (Per accident) \$
							EACH OCCURRENCE \$
							AGGREGATE \$
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below			WDHD309423	7/1/2022	7/1/2023	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER
							E.L. EACH ACCIDENT \$ 100,000
							E.L. DISEASE - EA EMPLOYEE \$ 100,000
							E.L. DISEASE - POLICY LIMIT \$ 500,000
B	Professional Liabili			MPL212810121	1/10/2022	1/10/2023	Limit \$ 1,000,000

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

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CERTIFICATE HOLDER

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

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