



**Planning Commission**

PO Box 948 - 410 Ludington St., Second Floor  
Escanaba, MI 49829  
906-789-7302

**MEETING AGENDA**  
**Friday, April 26, 2024, 6:00 PM**  
**Council Chambers (Rm. C101), Escanaba City Hall, 410 Ludington Street, Escanaba, MI**

**CALL TO ORDER**

- Roll Call
- Pledge of Allegiance

---

**PUBLIC BUSINESS**

**PB1: Agenda Public Comment**

---

**HOUSEKEEPING BUSINESS**

**HK1: Approval of Agenda**

**HK2: Announcements**

---

**UNFINISHED BUSINESS, REPORTS**

None.

---

**NEW BUSINESS**

**NB1: Planning Consultant Interview**

The Commission will interview a planning consultant, Beckett & Raeder, Inc. Said consultant submitted a proposal for planning services to prepare a master plan.

*Proposed schedule:*

*Consultant presentation – 6:05 PM*

*Interview question period – 6:20 PM*

*Questions from consultant – 6:30 PM*

---

**GENERAL PUBLIC COMMENT**

---

**ADJOURNMENT**

Respectfully submitted,

---

Tyler Anthony  
Planning & Zoning Administrator



## Planning Commission

PO Box 948 - 410 Ludington St., Second Floor  
Escanaba, MI 49829  
906-789-7302

### MEETING AGENDA

Friday, April 26, 2024, 6:00 PM

Council Chambers (Rm. C101), Escanaba City Hall, 410 Ludington Street, Escanaba, MI

#### PUBLIC ENGAGEMENT GUIDELINES

The City of Escanaba will provide all necessary, reasonable auxiliary aids and services to individuals with disabilities at the meeting/hearing upon five days' notice to the City of Escanaba Clerk's Office by writing or calling (906) 786-9402.

Those making public comment are expected to be familiar with the issue and have prepared comments ahead of time. To help the public in preparing for the meeting, any written material shall be made available without cost to members of the public by request prior to the meeting.

During the agenda item, when the floor is opened for public comment by the chair, individuals wishing to comment should:

1. Approach the podium.
2. Speak into the microphone.
3. State your full name and address for the record (providing spelling as necessary)
4. Direct all comments/questions to the Chairperson only.
5. Be guided by the following time limits:
  - Petitioner – 15 minutes (unless amended by the Chair)
  - General public – 3 minutes (unless amended by the Chair)

The Chair may ask members of the audience to caucus with others sharing similar positions so they may select a single spokesperson. If a single spokesperson is selected, that individual shall be allowed to comment under the same time limit as a petitioner.

Persons who are unable to attend meetings, but still wish to make comment, may submit them in writing to the Commission. Written comments for any meeting shall be received no later than 1:00 PM on the meeting date.



## Planning Commission

PO Box 948 - 410 Ludington St., Second Floor  
Escanaba, MI 49829  
906-789-7302

# AGENDA ITEM REPORT

## Friday, April 26, 2024, 6:00 PM

### **NB1: Planning Consultant Interview**

The Commission will interview a planning consultant, Beckett & Raeder, Inc. Said consultant submitted a proposal for planning services to prepare a master plan.

---

### **Background**

At their regular meeting on January 11, the Commission reviewed a draft RFP. This document was drawn up to seek a planning consultant which would help the City in developing a new master plan. The Commission approved of the RFP and directed staff to – jointly with City administration – add dates & necessary language, then post the RFP.

On February 5, the RFP was posted on the City website and on the Michigan Assoc. of Planning's RFP/RFQ advertising site, and it remained up until March 29. In the meantime, the Commission appointed a Planning Consultant Committee to review any proposals received. With the RFP's closing, only one proposal came in. This made the committee's job quite easy, and after a brief review on April 11, they recommended that the Commission interview Beckett & Raeder, Inc. for their submission.

---

### **Analysis**

The Michigan Planners in Private Practice, a division of the Michigan Association of Planning, suggests that interviews should be organized in a fair and consistent format. Given that there is only one interview to be had, consistency shouldn't be an issue.

During the interview, the Commission should concentrate on the work's substance. They should consider qualifications, project understanding and approach, quality of work, personnel, and other objective factors.

---

### **Recommendations**

#### **1. Conduct the interview.**

Because this isn't a typical operation of the Commission, some type of special order should be made for consistency's sake. During the interview, the following items should guide any consideration of the proposal:

- Objective factors listed in RFP
- Qualifications and experience of key project staff
- Understanding of project and the proposed approach
- Quality of work for other similar projects



## Planning Commission

PO Box 948 - 410 Ludington St., Second Floor  
Escanaba, MI 49829  
906-789-7302

- Value of services and products for available budget
- “Chemistry” between consultant and client

Sample language:

*“I move that the following resolution be made a special order for 6:05 PM:*

*RESOLVED, That Beckett & Raeder, Inc., herein “the Interviewee”, shall be allowed fifteen minutes to make a presentation on their proposal, that the Commission shall allow ten minutes for questions of the Interviewee, and that the Interviewee shall be allowed five minutes for questions of the Commission.”*

---

### Attachments

1. City of Escanaba, Michigan, *Request for Proposals: Planning Consultant Services for Drafting and Adopting a New Master Plan*, 5 Feb 2024.
2. Beckett & Raeder, Inc., *City of Escanaba Community Master Plan: Proposal for Professional Services*, 29 Mar 2024.

## Request for Proposals (RFP)

### Planning Consultant Services for Drafting and Adopting a New Master Plan

---

#### **Purpose**

The City of Escanaba is seeking proposals from qualified planning consultants to assist in the development and adoption of a new master plan in compliance with the Michigan Planning Enabling Act. This master plan will serve as a comprehensive guide for the city's future growth and development over the next twenty years or more.

#### **Background**

Escanaba, situated in Michigan's Upper Peninsula, is a dynamic city renowned for its diverse economy and natural charm. With a population of approximately 12,300 as of 2022, Escanaba has seen many changes, necessitating the replacement of its 2016 master plan.

Since that plan's adoption, Escanaba has fallen on hard budgetary times. Many of the items noted in the current master plan are now unrealistic. Another issue is that the current plan doesn't provide any guidance on cooperative progress, nor does it clearly identify who is responsible for given tasks. The goals are, for the most part, not "SMART" ones, which leaves the city with much ambiguity. A clear and statutorily compliant zoning plan is also lacking.

The community finds itself at a crossroads, stuck between the "old economy" and the "new economy", with little clear direction on how to proceed. While Escanaba still hosts several healthy industries, diversification of its economy must serve as a bulwark for long-term viability.

And just like so many other places in Michigan, a housing crisis has plagued the population. Cooperation in the Central Upper Peninsula Regional Housing Partnership, as part of the Statewide Housing Plan, gives promise that one or more solutions will come. Escanaba must still take agency in this Partnership, however, and a clear path forward must be set accordingly.

Our transportation systems, which are heavily reliant on the personal automobile, and utility networks have approached – or surpassed – their service lives. As a result of this and State legislation, monumental upgrades to our water system have been undertaken. Tens of millions of dollars are being invested in new water service lines and mains. Some streets have been replaced right down through the subgrade, and others are next. New and upgraded electrical substations are complete or in progress, with additional circuits being installed to connect them. But much disorganization remains between the different projects, in spite of excellent work by City officials. Escanaba lacks a strong process to handle these projects interdepartmentally, and residents struggle to understand and keep pace with the work. The new master plan should address these issues in some way.

Our environment is invaluable to us as, for most, our way of life is deeply tied to it. Invasive species, poorly controlled development patterns, and a changing climate are causing great strain on the landscape. Some efforts have been made to utilize our natural resources, such as further development of hiking trails in Escanaba's northwestern areas. Other work to mitigate invasives has been taken in that part of the community, and more has been done to eradicate aquatic invasive species in the Municipal Marina. Escanaba needs a comprehensive approach to both tackle these threats and to share our environment with our neighbors and others.



---

## Scope of Work

The planning consultant will be responsible for the following key tasks:

1. Conducting a comprehensive review of existing city plans, zoning ordinances, and relevant documents.
2. Engaging with stakeholders, including residents, community groups, businesses, and local government officials, through public meetings, surveys, and workshops to gather input and feedback.
3. Analyzing demographic, economic, land use, transportation, and environmental data to inform the master plan.
4. Developing a draft master plan that outlines goals, policies, and strategies for land use, economic development, transportation, housing, environmental conservation, and community facilities.
5. Facilitating public hearings and meetings to present the draft master plan and gather additional input for revisions.
6. Finalizing and presenting the revised master plan to the City Council for adoption.

---

## Required Deliverables

Interested consultants are requested to submit proposals that include the following:

1. Cover sheet with the consultant's name, address, telephone, e-mail, and name of the contact person.
2. Letter of transmittal with a statement of understanding for the project and your interest in working with the City of Escanaba. The letter must be signed by a duly authorized officer or agent empowered with the right to bind the consultant submitting a proposal for consideration.
3. Background information on the consultant's size, location, available resources, and brief discussion on past experiences related to updating Master Plans, transportation plans, workforce housing, zoning codes, and other policy documents.
4. Project team (including sub-consultants and associates) with a statement of qualifications for each.
5. Examples of relevant work, including at least three master plans, zoning codes, or other similar products recently completed by the consultant, with web links to each.
6. Approach and methodology description which the consultant intends to use.
7. Timeline for the project, including phasing, task lists, and estimated completion times.
8. References of other municipal officials that we may contact to verify performance on projects recently completed by the consultant.
9. Budget proposal for the project.
10. (Optional) Any other supporting information that the consultant feels may help us evaluate their qualifications and fit for the project.

---

## Project Schedule

- RFP Release Date: 5 February 2024
- Deadline for Submission of Questions/Clarifications: 1 March 2024
- Proposal Submission Deadline: 29 March 2024
- Initial Proposal Review Period: 1-11 April 2024
- Selection of Consultants Short List: 12 April 2024
- Interviews of Shortlisted Consultants: 22-26 April 2024

- Final Consultant Selection: 29 April-3 May 2024

---

### **Budget Proposals**

Proposed budgets must not exceed a total of \$50,000.

---

### **Evaluation Criteria and Selection**

The City of Escanaba will evaluate proposals based on the following criteria:

1. Experience and qualifications of the consultant and team members.
2. Approach, methodology, and timeline for the project.
3. Demonstrated understanding of the Michigan Planning Enabling Act and related regulations.
4. Cost-effectiveness of the proposal.
5. References and past performance on similar projects.

The Planning Commission will appoint a committee to review proposals and ultimately select the final consultant. Once all proposals have been reviewed, a short list of consultants will be chosen on 12 April 2024.

Those shortlisted consultants will then be invited to take part in an interview before the Planning Commission between 22-26 April 2024.

Based on each short-listed consultant's performance in their interview, the final consultant will be chosen and notified between 29 April-3 May 2024.

---

### **Contact Information & Procedures**

Proposals must be submitted electronically no later than 29 March 2024 to Tyler Anthony. Submissions must be in PDF format with a size of 10MB or less, with page sizes of either 8.5"x11", 11"x17", or a combination of the two, and must remain legible after b/w photocopying. Late submissions will not be considered. Any questions or requests for clarification regarding this RFP should be directed to Tyler Anthony by 1 March 2024.

Tyler Anthony, Planning & Zoning Administrator

Email: [tanthony@escanaba.org](mailto:tanthony@escanaba.org)

Phone: 906-789-7302

---

### **Disclaimer and Stipulations**

The City of Escanaba reserves the right to reject any or all proposals received, to negotiate modifications to the scope of work, and to award a contract based on the evaluation criteria deemed most advantageous to the city.

Any planning consultant that submits a proposal must agree not to hire a former City employee for a period from six months prior to the bid through to the completion of the contract.

---

Thank you for your interest in assisting the City of Escanaba with this important initiative. We look forward to receiving your proposals.

This page intentionally blank.



# City of Escanaba Community Master Plan

Proposal for Professional Services

March 29, 2024





innovative

	Letter of Interest	3
<i>i.</i>	Business Introduction	6-15
<i>ii.</i>	Work Program	16-18
<i>iii.</i>	Experience, Qualifications, & References	19-29
<i>iv.</i>	Consultant Personnel	30-34
<i>v.</i>	Timeframe Diagram	35-36
<i>vi.</i>	Cost Proposal	37-38
<i>vii.</i>	Insurance	39-40

March 29, 2024

**Tyler Anthony**  
City of Escanaba  
410 Ludington Street  
Escanaba, MI 49829

**Regarding: City of Escanaba Community Master Plan**



Mr. Anthony,

I am pleased to submit for your consideration a proposal for professional planning services to prepare a Community Master Plan for the City of Escanaba. We feel our team at Beckett & Raeder, Inc. (BRI) is expertly equipped with the planning skills, resources, and experience needed to successfully serve the City. Our emphasis on visual storytelling creates compelling plans that are accessible and provide a clear roadmap for the future.

Over the last ten years, our team has won more Daniel Burnham Awards for a Comprehensive Plan from the Michigan Chapter of the American Planning Association than all other planning firms in the state combined, and it's because we take great pride in crafting unique documents that speak directly to the communities they serve. We have had the pleasure of working with the City of Escanaba, its Planning Commission, and residents on the preparation of the 2006 Community Master Plan, 2010 North Shore Redevelopment Plan, 2011 Downtown Development and Tax Increment Plan, and the 2013 Lincoln Road and Ludington Street Access Management Plan.

We prepared a Scope of Work that complies with the requirements of PA 33 of 2008, the Michigan Planning Enabling Act (MPEA), and meets your plan objectives for clear direction on how to develop in the short- and long-term, using data and community input. If you have any questions, please feel free to contact me at 231.347.2523 or [jri@bria2.com](mailto:jri@bria2.com).

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

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

Petoskey Office  
113 Howard Street  
Petoskey, MI 49770

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

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



*innovative*

## OUR CORE VALUES

The Beckett & Raeder, Inc. team firmly believes and employs the following set of core values, which actively drive each professional throughout the duration of any project and contract. As a team, we strive to be:

- » Responsive
- » Exceeding Expectations
- » Creative
- » Passionate
- » Dedicated

It is fundamental that each client receives services and expertise from Beckett & Raeder, Inc. while strictly adhering to the core values.

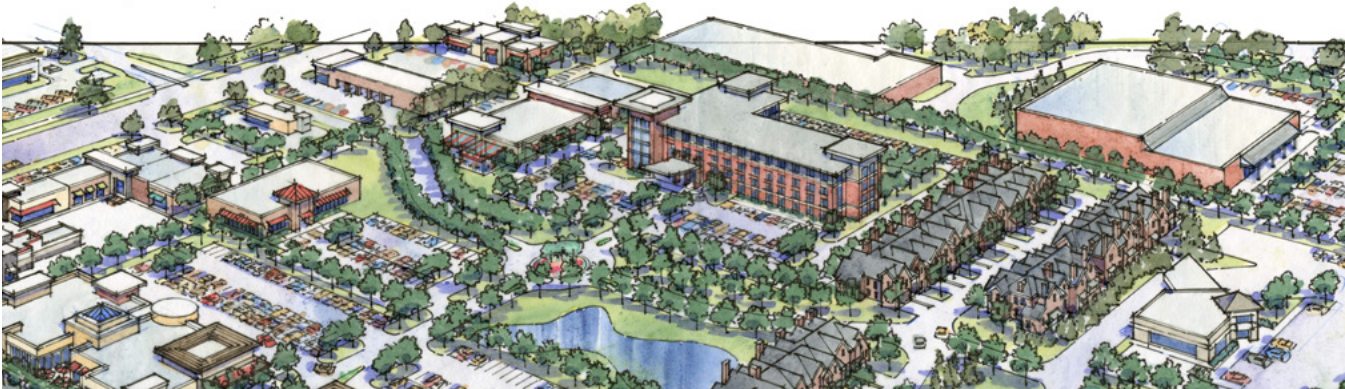




imagine

*i.*

# Business Organization



Seminole and Henry Corridor Redevelopment | Norton Shores, Michigan

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

HISTORY

Beckett & Raeder, Inc. was established as a Michigan corporation in 1966 with its corporate office in Ann Arbor, Michigan. BRI is also licensed to operate in the State of Ohio. Currently, BRI has around 30 employees.

SERVICES

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

PARTNERS, PRINCIPALS, AND/OR OFFICERS

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

PHILOSOPHY

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

LOCATIONS

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

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

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

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

www.bria2.com

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

## Our Services



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

### INFRASTRUCTURE

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

### COMMUNITY PLANNING & ZONING

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

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

### ENVIRONMENTAL SERVICES

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

### ANALYSIS & EVALUATION

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

### PROJECT CONSTRUCTION

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





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

**DOWNTOWN & ECONOMIC DEVELOPMENT**

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

**SITE DESIGN**

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

**FACILITY DESIGN**

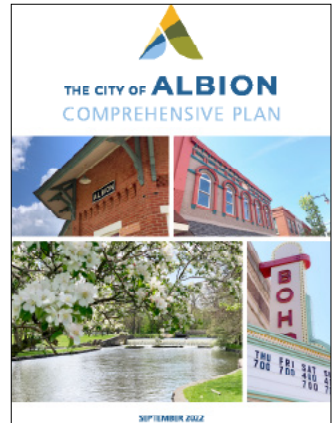
Marina Design  
Playground Design  
Athletic Facility Design  
K-12 Site Development

Subdivision Design  
Campgrounds  
Parks Design  
Higher Education

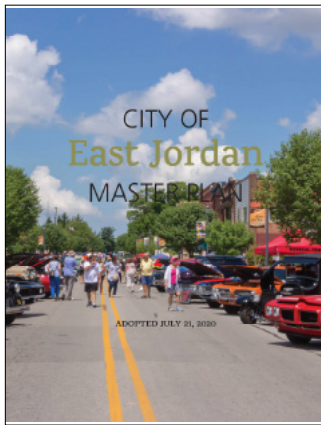
**MASTER PLANNING**

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

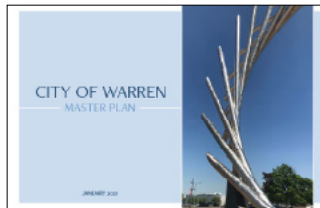
# MAP Daniel Burnham Award for a Comprehensive Plan



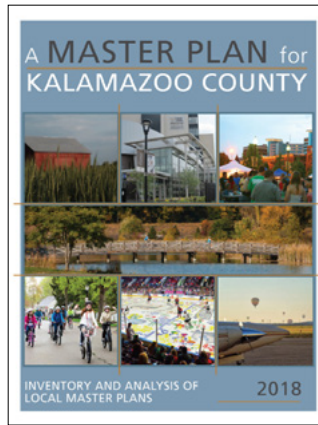
City of Albion Comprehensive Plan  
Albion, MI | 2023



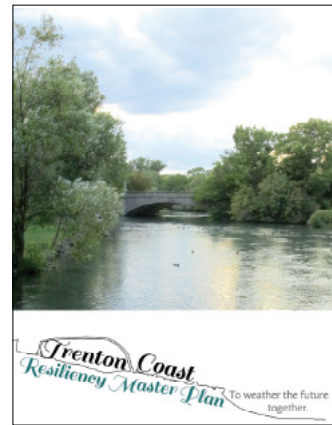
City of East Jordan Master Plan  
East Jordan, MI | 2022



City of Warren Master Plan  
Warren, MI | 2021



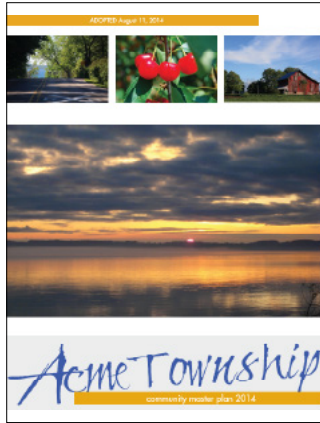
Kalamazoo County Master Plan  
Kalamazoo, MI | 2019



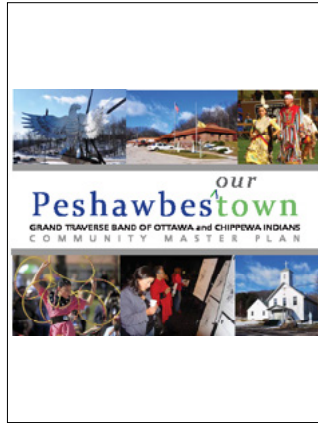
Trenton Resiliency Master Plan  
Trenton, MI | 2017



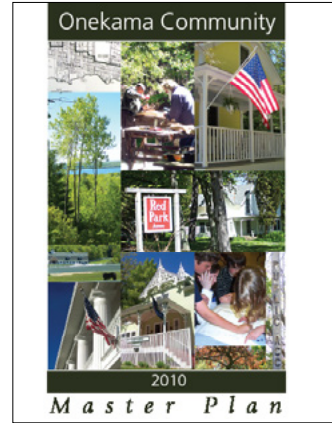
Jackson Community Master Plan  
Jackson, MI | 2016



Acme Township Master Plan  
Acme, MI | 2015



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



Onekama Community Master Plan  
Onekama, MI | 2010

## Other Michigan Association of Planning Awards



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

### PLANNING EXCELLENCE AWARDS

#### Economic Development & Planning, 2021

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

#### Public Outreach, 2021

City of East Jordan Master Plan  
East Jordan, MI

#### Public Outreach, 2020

Sturgis Community Master Plan  
Sturgis, MI

#### Economic Planning & Development, 2018

Project Rising Tide

### URBAN DESIGN AWARDS

#### Urban Design, 2018

Jackson Downtown Streetscape  
Jackson, MI

#### Urban Design, 2017

Jackson Blackman Park Expansion  
Jackson, MI

### HONOR AWARDS

#### Honor Award

Monroe Coastal Zone  
Management Plan  
Monroe, MI

#### Honor Award

River Raisin Esplanade  
Monroe, MI

#### Honor Award

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

#### Honor Award

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

### OTHER AWARDS

#### Best Practice Award, 2018

Planning for Resiliency in Michigan:  
A Comprehensive Handbook

#### Implementation Award, 2016

Bear River Valley Recreation Area  
Petoskey, MI

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

Lakes to Land Regional  
Initiative: Food and Farm  
System Assessment

#### Innovation in Regional Planning, 2014

Lakes to Land Regional Planning  
Initiative

#### Onkama Joint Master Plan, 2012

Onkama, MI

## Selected Recent Awards



*River Raisin Heritage Corridor | Monroe, Michigan*

### **AMERICAN SOCIETY OF LANDSCAPE ARCHITECTS**

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

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

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

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

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

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

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

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

### **Chapter, 2010**

Outdoor Learning Center  
Central Michigan University  
Mt. Pleasant, Michigan

### **AMERICAN INSTITUTE OF ARCHITECTS**

**Architectural Honor Award -  
Detroit Chapter, 2022**  
University of Michigan Dance  
Building  
TMP Architecture, Inc. and  
Ballinger  
Ann Arbor, Michigan

### **Building Award for New Construction, Addition or Renovation - Huron Valley Chapter, 2022**

Clinton Macomb Public Library,  
North Branch  
Quinn Evans Architects  
Macomb, Michigan

## Selected Recent Awards

### MICHIGAN RECREATION & PARK ASSOCIATION

**Design Award, Parks 2018**  
Petoskey Greenway, South Segment  
Petoskey, Michigan

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

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

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

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

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

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

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

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

### WASHTENAW CONTRACTORS ASSOCIATION

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

**Pyramid Award**  
Skyline High School  
Ann Arbor, Michigan

### EDUCATION DESIGN SHOWCASE

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

### NATIONAL TRUST FOR HISTORIC PRESERVATION

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

### MICHIGAN HISTORIC PRESERVATION NETWORK

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

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

### GREAT LAKES PARK TRAINING INSTITUTE

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

### OAKLAND COUNTY

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

### PROGRESSIVE ARCHITECTURE AWARDS PROGRAM

**Honor Award**  
"Michigan Soil Erosion & Sedimentation Control Guidebook"  
State of Michigan

**Honor Award**  
"Housing for the Elderly Development Process"  
Michigan State Development Authority

## Professional Affiliations & Organizations



*Jackson Streetscape Master Plan | Jackson, Michigan*

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

### ACCREDITATIONS

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

### CERTIFICATIONS

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

### REGISTRATIONS

Professional Registered Engineers

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

Professional Landscape Architects

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

Residential Builder License

- » State of Michigan

### SPECIALIZED TRAINING

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

## Professional Affiliations & Organizations

### MEMBERSHIPS

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



*imagine*

*ii.*

## Work Program



### TASK 1: PROJECT INITIATION

BRI will meet with the Planning Commission to discuss the final work plan and any special considerations in the planning process.

### TASK 2: COMMUNITY ENGAGEMENT

**2.1 Planning Commission Meetings:** BRI will meet with the Planning Commission quarterly to provide project updates. The Planning Commission will be the primary body guiding the Master Plan, and providing recommendations on the community engagement process.

**2.2 Stakeholder Interviews:** During project initiation BRI will work with the Administrative Staff and Planning Commission members to identify key community stakeholders. These stakeholders will be engaged via guided listening sessions at two (2) key points during the planning process. City staff will have a dedicated listening session each time the stakeholders are convened.

The first listening sessions will be held during the initial stages of the Master Plan. This session will focus on identifying key issues and trends that will influence Escanaba over the next 10 – 20 years.

The second listening session will be held during the final stages of the Master Plan. This session will focus on implementation and stakeholders will be asked to review the action items in the Master Plan and identify if any of the action plans align with the goals and directions of their organizations. This step is critical as it is key to the actual implementation of the Master Plan, if no stakeholders agree on an action plan it is unlikely to be realized and that action item will be reevaluated.

**2.3 Community Survey:** BRI will distribute surveys throughout the project. One (1) primary survey will be conducted during the initial stages of the Master Plan to gather feedback on what issues community members see as the most pressing to address during the project. The survey will be designed to be high-level and brief, attempting to gather as much input as possible.

To reach as many individuals as possible survey invitations will go out with the summer tax

statements to reach property owners, and announcement will be coordinated through other stakeholder social media posts, and ads in the local newspaper.

Surveys will also be created for distribution following the proposed open houses to provide an opportunity for community members to engage if they are unable to attend the in-person open houses.

**2.4 Community Open House:** BRI proposes two (2) open houses to be held at key moments during the project. The first open house will be held during the initial stages of the Master Plan. The open house will cover broad issues and trends and ask for high level feedback on key project topics and inform the focus subjects described in Task 4.

The second open house will be held during the 63-day public review period of Master Plan Adoption. The open house will cover major findings, implementation, and next steps (the zoning ordinance). Participants will be given an opportunity to provide feedback which will be compiled and read during the public hearing of the Master Plan.

### TASK 3: BACKGROUND & EXISTING CONDITIONS

BRI proposes a highly graphic Master Plan with minimal text, clear key takeaways, and a strong connection to the community engagement process. This condensed Master Plan will be more readable and accessible to the community. Each of the sections outlined in task 3 will be concise each, with infographics, charts, and key takeaways prioritized over dense text.

**3.1 Previous Planning and Development Efforts:** The City has already accomplished several studies and plans that will have an impact on the direction of the Master Plan. Each of these plans will be reviewed and summarized in a matrix that indicates areas of compatibility and common themes. This is an important task that reinforces the validity of respective recommendations and input involved in their preparation and adoption.

## Work Program

**3.2 Community Profile:** Demographic analysis is vital to ensuring that future planning strategies align with the needs of the community. BRI will use census data and other sources to provide a summary of Escanaba's population and compare Escanaba's demographics to the demographics of other communities in the region.

**3.3 Natural Features:** The existing natural systems in Escanaba will be inventoried including wetlands, streams, tree canopy, and city parks and recreational assets. This section will discuss strategies for preserving and enhancing the natural systems in the city through regulatory and non-regulatory mechanisms.

**3.4 Climate Resiliency:** Escanaba's location on Lake Michigan is linked to variability of lake level changes induced by weather patterns and Great Lakes water levels. The community's waterfront parks and public/private marinas can be at risk for variations in lake levels. As part of the master plan process, current climate information and water fluctuation modeling data will be used to define a shoreline resiliency strategy for the plan. We will utilize information from EGLE's Coastal Zone Management program to delineated storm scenarios based on high water and storm events to determine potential areas along the shoreline that are at risk. This analysis is used to influence the future land use map and subsequent zoning plan recommendations.

**3.5 Housing:** Housing is one of the most pressing issues facing communities nationwide. This section will provide an overview of existing housing conditions and how shifting demographics may impact housing needs of the community. BRI will use its internal housing model to evaluate potential housing needs based on population and socio-economic tapestry data from Esri and other 3rd party proprietors.

**3.6 Transportation:** This section will include an overview of existing transportation systems in the city and discuss potential street treatments. Suggestions will be rooted in complete streets elements and based on the community feedback. This section will focus equally on motorized and non-motorized systems. Lincoln Road (US-2), the community's commercial corridor, and Ludington

Street, the City's downtown main street, will receive a higher level of due to their community importance.

**3.7 Economic Modeling:** We will use the IMPLAN model to evaluate the presence and economic output of over 500 base industry sectors to determine growth, emerging, mature, and declining sectors of the Escanaba economy. This information is very useful for economic development initiatives and housing assessments.

**3.8 Community Facilities:** Public facilities and services are essential for the function of all communities. This section will inventory all community facilities in the city. Information in this section will be organized to dovetail into the City's capital improvement program.

**3.9 Land Use:** A Master Plan is a document intended to guide land use, this section will discuss the existing land use pattern, existing zoning, and future land use.

### TASK 4: FOCUS SUBJECTS

BRI understands that the abridged version of a Master Plan may not provide the breadth and level of detail/analysis that some critical issues require. Therefore, BRI proposes three (3) focus subjects in the Master Plan that provide additional information. These focus subjects are intended to be heavily grounded on strategies and implementation to provide clear and actionable steps. Focus subjects could be infill housing, a specific redevelopment site, or broader design. The topics/direction of the three focus subjects will be determined with the input of the Planning Commission, Administrative Committee, and community at large.

### TASK 5: ADOPTION

BRI will assist city staff in the adoption of the Master Plan. BRI will attend the Planning Commission meeting where the draft plan is presented prior to 63-day public review and give brief presentation on the Master Plan. BRI will also attend the public hearing held at the conclusion of 63-day public review and give a summary of public comment received during the 63-day public review period.



imagine

*iii.*

## Experience, Qualifications & References

## Escanaba Community Master Plan

*Escanaba, Michigan*

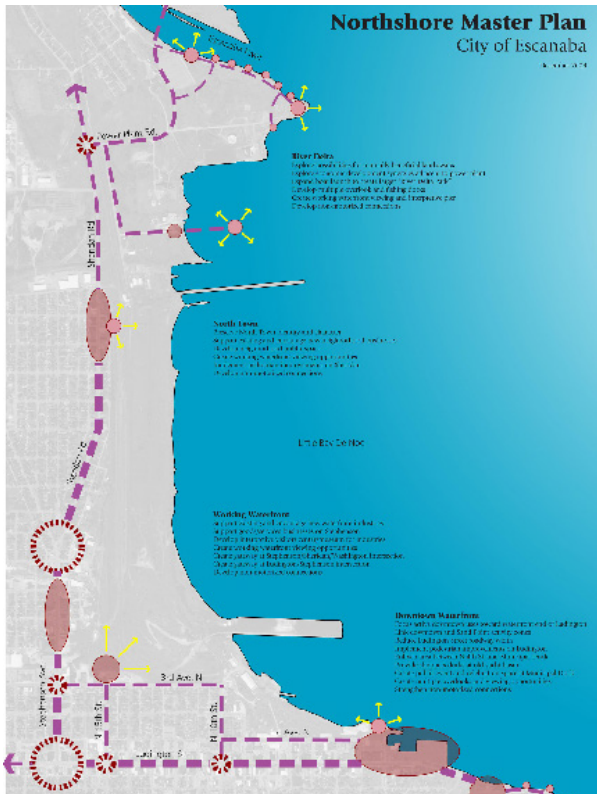
Residents of Escanaba enjoy the beautiful scenic resource and rich community character the region and the city offer. Acknowledging the value of these attributes has led to a strong commitment by the residents and city officials to concentrate efforts to maintain and enhance Escanaba as a premier waterfront city in Michigan's Upper Peninsula. Residents understand the importance of planning for a livable and enjoyable community and have taken an active role in shaping the way in which the community grows and develops. Residents and city officials have worked jointly to gain an understanding and appreciation for those elements that pose challenges and the community is meeting those challenges head on.

This Master Plan is the result of extensive data collection and analysis providing a methodology to address each critical issue in the City of Escanaba. Community input has played a critical role in the formation of this plan. Community involvement ensured that the finalized plan represented the needs and demands of the people who are affected most, the residents. Through intensive collection of resident views and opinions, key issues were identified and addressed throughout the chapters of the plan. These key issues were used as the guiding principles in determining the themes and objectives, and uphold the decisions which were supported by the plan throughout its implementation.

The initial sections of this Master Plan present an analysis of the current conditions of Escanaba including a brief history, demographic statistics, economic climate, and the existing land use. The remaining chapters of the plan are designed around the key issues highlighted by the residents and city officials. Recommendations for how Escanaba should address these key issues are outlined in detail through a summary of necessary steps and an implementation strategy. By utilizing the analysis of the current condition of Escanaba and factoring in the desired community the residents are aiming for, the Master Plan provides a clear view and direction to achieving those goals.



**Escanaba Northshore Plan**  
*Escanaba, Michigan*



In the mid-1800's through the early 1900's, Escanaba was one of Michigan's busiest ports and most important commercial fisheries. Iron ore and timber flowed from the Upper Peninsula's woods and mines through Escanaba and on to manufacturing destinations throughout the Great Lakes. While the volume and intensity of activity has reduced in recent decades, Escanaba's Bay de Noc shore remains a working waterfront that is vital to the community's economy. Great Lakes freighters make frequent calls on Escanaba's port with deliveries of coal and stone and exports of taconite pellets. While commercial fishing in Bay de Noc ceased years ago, sport fishing remains strong and is an important contributor to the local economy.

Escanaba's City leaders recognized these changes over the years and commissioned Beckett & Raeder to produce a Northshore Master Plan that envisions the future of Escanaba's Northshore. One result of the plan's public involvement process was the understanding that the Northshore's maritime and industrial heritage remains an integral part of Escanaba's identity. It is also a key component of destination tourism along with sport fishing, hunting, hiking, skiing, snowmobiling, and other outdoor activities.

The project team developed a Northshore Master Plan that identified opportunities for multi-use development infill of former industrial properties, better integration of the waterfront with adjacent neighborhoods and downtown, and public space viewing and interpretation of Escanaba's maritime industries, past and present. Specifically, the plan proposed short and long term goals such as expansion of successful existing maritime industries, neighborhood housing infill, neighborhood commercial centers and public greens, waterfront civic center and outdoor amphitheater, downtown streetscape improvements leading to the waterfront, downtown shopper's docks, and non-motorized greenways linking the waterfront, downtown, and adjacent neighborhoods.

**City of East Jordan  
 Community Master Plan**

*East Jordan, Michigan*

*2022 Michigan Association of Planning's Daniel Burnham Award for a Comprehensive Plan*

*2021 Michigan Association of Planning's Planning Excellence Award for Public Outreach*



East Jordan is at a crossroads. With a strong history of manufacturing, the community desires to preserve this rich heritage while building on bright opportunities for redevelopment and reinvestment. Nestled at the south Arm of Lake Charlevoix at the confluence of the Jordan River, East Jordan is optimally located to serve as both a industrial center as well as hub of recreation-based tourism with a bustling year-round economy.

BRI assisted the City in the master planning process. The City chose a collaborative, interactive process for the community engagement portion of the plan.

The City of East Jordan recognizes the importance of having a community-supported vision for growth and investment to guide land use decisions and inform priorities. The City is ready for redevelopment and reinvestment and realizes the potential for transformational change through proper planning, regional coordination, and cooperation between the public and private sector.

Over 400 community members provided insight and guidance on the future of East Jordan through this inclusive 12-month planning process. Hundreds of community members responded to a community survey, high school students and elementary students participated in a series of visioning sessions, business leaders attended a business-after hours master plan open house, dozens of community leaders came out for a two-day design charrette focused on conceptual design ideas.

This master plan process placed a special emphasis on developing realizable visions for three priority redevelopment sites. In addition to focusing on the former EJ Foundry, a legacy redevelopment site which includes a half mile of Lake Charlevoix waterfront, community members also provided guidance on future redevelopment of the city-owned Community Center and former Boat Launch site.

BRI utilized the community feedback to provide schematic design plans for the redevelopment sites.



## Albion Comprehensive Plan

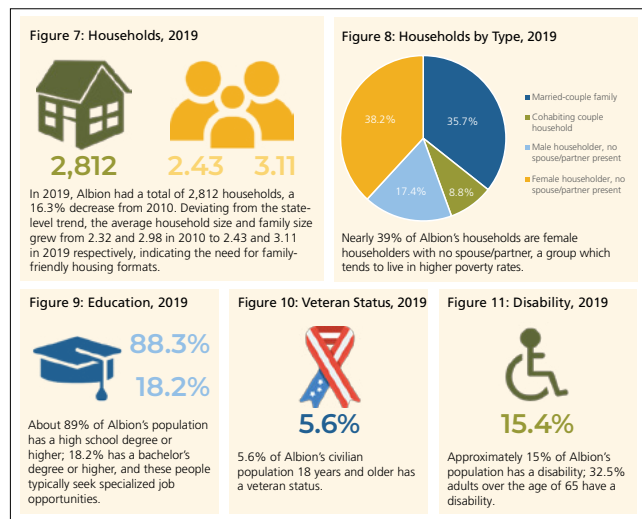
City of Albion, Michigan

2023 Michigan Association of Planning Daniel Burnham Award for a Comprehensive Plan



Beckett & Raeder, Inc. (BRI) assisted the City of Albion in updating its Comprehensive Plan using a new format – in place of a verbose and lengthy plan, the updated Comprehensive Plan is graphic and visual. The first several chapters outline the existing conditions of the City such as demographics, housing, natural features, etc., describing and showing the facts. The Implementation section is the crux of the Plan that distills the existing conditions and community engagement results into actionable items to achieve the City’s desired future.

One of the key components of this Comprehensive Plan update was a robust, four-pronged community engagement program: 1) an online survey; 2) youth engagement with Albion College students; 3) stakeholder surveys; and 4) a community input session. The combination of these four elements guided the implementation and Future Land Use sections of the Plan.



*Above Image: Demographic Dashboard  
 Center Image: Albion College Youth Engagement*

## Negaunee Township Master Plan

*Negaunee Township, Michigan*



*Iron Ore Heritage Trail*

Negaunee Township, located in the upper peninsula, used the master plan process to modernize its land use and infrastructure policy and practices. The Master Plan includes a section on how climate change is expected to impact the region and a community with unique topography, geology, and forestry. Given its abundance of natural resources, it has been a community reliant on extraction. When planning for the future with less predictable climate, it considers different economic pursuits that tap into regional assets.

As a community, they developed guiding principles to be more resilient in the 21st century. Principles include sustainable and mixed-use development and leveraging public infrastructure like US-41 and public water systems. Also, rated highly by residents was the expansion of parks and trails for recreation and economic development.

As a result of these principles, and community engagement, several new land use categories were introduced in the Future Land Use Map (FLUM) to ensure that growth, development, and preservation occur concurrently and strategically. In this case, to protect its forests and waterfront, attention is paid to clustering development in a new town center, containing residential, commercial, and industrial uses to corridors and already established areas. The proposed FLUM categories align land use and infrastructure planning and aim to maintain that "up north" rural character.



**Iron Mountain  
 Master Plan**

*Iron Mountain, Michigan*

Iron Mountain was at a pivotal point when BRI started working with the city on its Master Plan. The YMCA and Braumart Theatre were being renovated, several recent new stores had opened, murals were decorating the commercial areas, and younger people were moving back to join local commissions and become entrepreneurs. It was a time for action.

The Master Plan took a close look at future land uses to determine how to build on the city's momentum for positive change. For each new land use category, a one-page description accompanied by a map described desired uses, densities, and basic strategies for improvements. The proposed land use categories included separating the downtown from other commercial zones so that regulations could provide greater specificity for preserving its architecture, history, walkability, and the public realm. BRI worked with staff, the Planning Commission, and the DDA to build consensus on next steps for implementation so that no energy was lost in the transition from planning to doing.



## Acme Township Master Plan

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

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



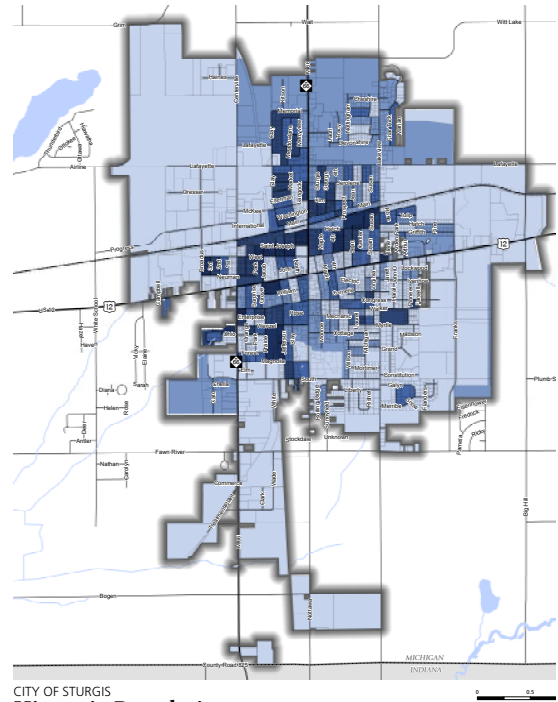
## Sturgis Master Plan

Sturgis, Michigan

2020 Public Outreach Award for Planning Excellence

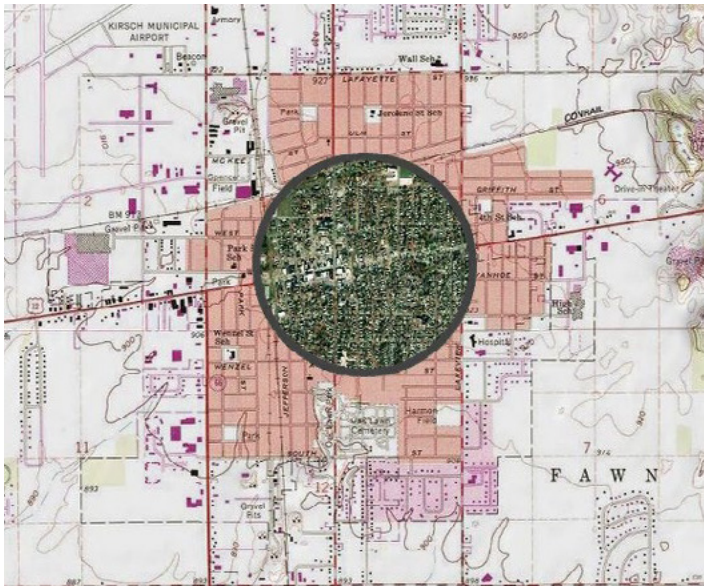
BRI collaborated with the City of Sturgis on updating its Master Plan and creating an engaging interactive online version to share with its residents. The process followed a robust community engagement regimen that included a Spanish survey for the growing Hispanic population, a survey of employers, focus groups, youth education on planning, zoning, and development, and a visioning session. Their perspectives were detailed in the Master Plan and serve as the basis for the City's strategies.

The Master Plan had a heavy focus on future land use planning and action strategies. The proposed zones incorporated new commercial zones the City had been considering, new uses, and mixed-housing formats to avoid sprawling onto productive agricultural land. The action strategies are categorized in a "live," "work," "play" framework but also show the number of co-benefits associated with each strategy to convey their interrelatedness. The interactive map was designed to be playful and informative so that residents could quickly learn about the City's current conditions and its plans for the future.



**CITY OF STURGIS  
 Hispanic Population**  
Data Source: Dept. of Michigan Geographic Data Library, City of Sturgis GIS, Indiana 2010

Legend	Percent Hispanic Population by Block:
City Boundary	0.0% - 8.57%
State Roads	8.58% - 24.39%
All Roads	24.40% - 39.13%
Railroads	39.14% - 61.18%
Rivers / Streams	61.19% - 100.0%
Lakes / Ponds	



Share your vision for  
**THE CITY OF STURGIS!**

The City of Sturgis is updating its master plan.  
**We want to hear from you!**

 **COMMUNITY MEETING**  
*All are welcome!*

Come learn what is happening in your community. Help form a vision for the City through a series of interactive activities, and mingle with friends, family, and local officials!

 **DECEMBER 6th 2017** | **WEDNESDAY, 6:00 - 8:00 PM**  
 Sturges-Young Civic Auditorium | Light Refreshments Provided  
 201 N Nottawa St, Sturgis, MI 49091

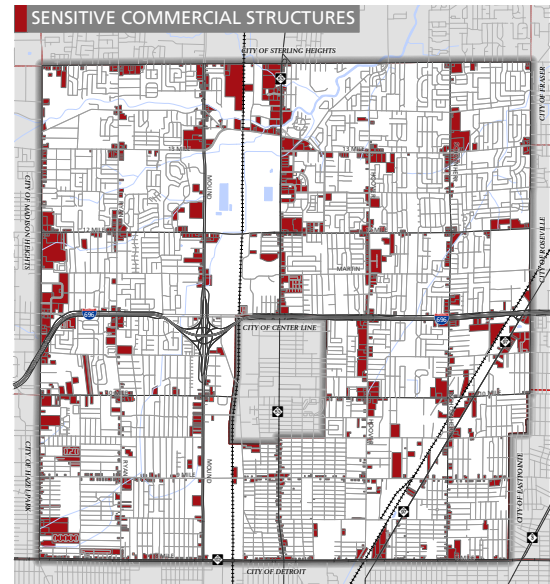
## Warren Master Plan

*Warren, Michigan*

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

The City of Warren, Michigan's third largest city, had not updated its Master Plan since 1966, and was in need of a new framework to manage its many competing and overlapping systems. The framework's utility comes from an emphasis on integration: small, neighborhood-friendly commercial nodes are moved closer to residential neighborhoods, density is increased on opportune corridors coupled with strategic transportation upgrades for nonmotorized and public transit options, and simultaneously green space is preserved for urban refuge. Not only are these changes based on best planning practices, the proposed actions came from residents who crave the convenience of walking to essential goods and services and having greater housing options.

The plan also focused on completely new areas of planning since the 1960s — historic preservation and resiliency. Guidelines for the historic commission are strengthened to commemorate buildings that predate the City's incorporation that are not adequately protected. The resiliency section takes stock of the city's most sensitive lands, structures, and people to target distribution of resources now and in the event of a catastrophe. This plan is truly comprehensive in that it protects the City's historic legacy, thoroughly examines existing conditions, and strategizes for self-preservation against future scenarios.





*M-115 and M-55 Corridor Redevelopment | Cadillac, Michigan*

**ACME TOWNSHIP**

6042 Acme Rd.  
Williamsburg, MI 49690

**Lindsey Wolf**  
Planning and Zoning Director  
231.492.4840  
zoning@acmetownship.org

**CITY OF EAST JORDAN**

201 Main Street  
East Jordan, MI 49727

**Thomas Cannon**  
City Administrator  
231.536.3381  
tcannon@eastjordancity.org

**MICHIGAN ECONOMIC DEVELOPMENT CORPORATION**

300 N. Washington Sq.  
Lansing, MI 48913

**Michelle Parkkonen**  
Managing Director, Technical Assistance Programs  
Community Development  
517.599.8796  
parkkonenm@michigan.org

**CITY OF TRAVERSE CITY**

400 Boardman Avenue  
Traverse City, MI 49684

**Shawn Winter, AICP**  
Director of Planning  
231.922.4778  
swinter@traversecitymi.gov



imagine

*iv.*

## Consultant Personnel



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

John joined Beckett & Raeder in 1991 and is a Professional Certified Planner and a member of the College of Fellows of the American Institute of Certified Planners. John has over thirty-five years experience working with public and private sector clients on a variety of community and economic development based projects. He has been involved in the preparation and implementation of community master plans and zoning ordinances, downtown and neighborhood revitalization, community development, economic development, historic preservation, and natural resource-based projects for numerous communities throughout the Midwest. His area of specialization is project implementation involving federal and state grants, local municipal financing, special authority financing, and public-private partnerships. He serves as an advisor-consultant to planning commissions and a variety of redevelopment authorities (DDA, CIA, BRA) and is a frequent instructor for the Michigan Association of Planning and the MIPlace program.

**EDUCATION**

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

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

**CERTIFICATIONS**

American Institute of Certified  
 Planners

Professional Community Planner  
 (PCP) State of Michigan

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

Congress for New Urbanism  
 Accreditation (CNU-A)

Form Based Code Institute  
 Certification

LEED Accredited Professional  
 (BD+C)

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

**RECOGNITION**

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

**SELECTED EXPERIENCE**

**Lakes to Land Regional  
 Initiative**

**Collaborative Master Plan for  
 sixteen communities**

Benzie and Manistee Counties  
*Innovation in Regional Planning  
 Award – Michigan Association of  
 Planning, 2014*

**Acme Township Placemaking &  
 Master Plan**

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

**River Raisin Heritage Corridor  
 East Master Plan**

Monroe County Historical  
 Society, National Park Service,  
 City of Monroe  
 Monroe, MI

*Merit Award – Michigan Chapter  
 of American Society of Landscape  
 Architects, 2013*

*Honor Award – Michigan Historic  
 Preservation Network, 2016*

**Peshawbestown Master  
 Plan, Grand Traverse Band of  
 Chippewa and Ottawa Indians  
 Peshawbestown, MI**

*Daniel Burnham Award for a  
 Comprehensive Plan – Michigan  
 Association of Planning, 2012*

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

**Lakes to Land Farm and Food  
 System Assessment**

*Innovation in Economic Planning  
 and Development – Michigan  
 Association of Planning, 2015*

**Project Rising Tide, State of  
 Michigan, Michigan Economic  
 Development Corporation  
 for twenty-one selected  
 communities throughout the  
 State**

*Economic Planning and  
 Development Award - Michigan  
 Association of Planning, 2018*



**Dana Gentry**

**Project Professional, Planner**

Dana is a project planner with a background in teaching, research, and public engagement. She is passionate about community-led planning processes that advocate for equitable community investments and facilitate access to high quality services, institutions, and amenities. For the four years prior to beginning her Master of Urban and Regional Planning at the University of Michigan, Dana taught middle school math in Jacksonville, FL and Memphis, TN. She is invested in reciprocal systems of support between schools and the communities they serve. Dana is experienced in community program evaluation, neighborhood planning, land banking and vacant land redevelopment projects, and mechanisms of recreation programming and funding.

**EDUCATION**

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

Bachelor of Arts in Geography and Public Policy, University of North Carolina, Chapel Hill, NC

**AFFILIATIONS**

Michigan Association of Planning

American Planning Association - Public Schools and Communities Division

**TEACHING EXPERIENCE**

Introduction to Urban & Environmental Planning;  
 Gender & the Law  
 Graduate Student Instructor, University of Michigan

Middle School Math  
 Jacksonville, FL & Memphis, TN

**SELECTED EXPERIENCE**

**Village of Elk Rapids Master Plan**  
 Elk Rapids, Michigan - in progress

**Ypsilanti Township Parks & Recreation Plan**  
 Ypsilanti Township, Michigan - in progress

**Racial Equity in Southeast Michigan Green Space Access\***  
 Michigan Environmental Council  
 MURP Capstone Project

**Public Engagement Fellow\***  
**Office of the Vice President for Research**  
 University of Michigan  
 Ann Arbor, MI

**Content Editor\***  
**Agora Journal of Urban Planning and Design**  
 University of Michigan  
 Ann Arbor, MI

**Global Information Engagement Fellow\***  
**Heidelberg Project**  
 Detroit, Michigan

**Research Consultation Services\***  
**Center for Community Progress**  
 Flint, Michigan

*\*Work performed outside of Beckett & Raeder, Inc.*





## Alex Wilkinson

### Project Professional, Planner

Alex is a planner with Beckett and Raeder, Inc. where he began as an intern before hiring on full-time. He is a recent graduate of the Masters of Urban and Regional Planning program at the University of Michigan where he focused on funding, resiliency, and economic development. Alex is a skilled communicator and excels in working with small communities. Prior to moving to Michigan to pursue his graduate education, Alex lived in Ohio where we worked in local government, housing development, and regional planning.

### EDUCATION

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

Bachelor of Geography, Wright State University, Dayton, OH

### CERTIFICATIONS

Geographic Information Systems Certificate

### AFFILIATIONS

Michigan Association of Planning

### SELECTED EXPERIENCE

**City of Manton Master Plan Update** – In progress  
Manton, MI

**City of Manton Parks & Recreation Plan** – In progress  
Manton, MI

**Shiawassee River Recreational Water Trail Development Plan**  
Shiawassee County, MI

**City of Holland Municipal Composting Program\***  
Holland, MI

*\*Work performed outside of Beckett & Raeder, Inc.*



**Liz Gunden, AICP**

**Associate, Planner**

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

**EDUCATION**

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

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

**CERTIFICATIONS**

American Institute of Certified Planners

**AFFILIATIONS**

American Planning Association  
 Michigan Association of Planning

**TEACHING EXPERIENCE**

Planning Representation & Communication  
 Adjunct Professor, University of Michigan

Architecture, Sustainability, & the City and U.S. Planning Institutions & Law  
 Graduate Student Instructor, University of Michigan

**SELECTED EXPERIENCE**

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

*Daniel Burnham Award for a Comprehensive Plan – Michigan Association of Planning, 2023*

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

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

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

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

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

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

**Leelanau Township Master Plan**

Leelanau 42 of 49  
 progr NBI

**Negaunee Township Master Plan**

Negaunee Township, MI - in progress

**City of Traverse City Master Plan**

Traverse City, MI - in progress

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

**City of Dearborn Master Land Use Plan**

City of Dearborn, MI - in progress

**City of Novi Master Plan**  
 City of Novi, MI

**Readmond Township Master Plan**

Readmond Township, MI

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

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

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

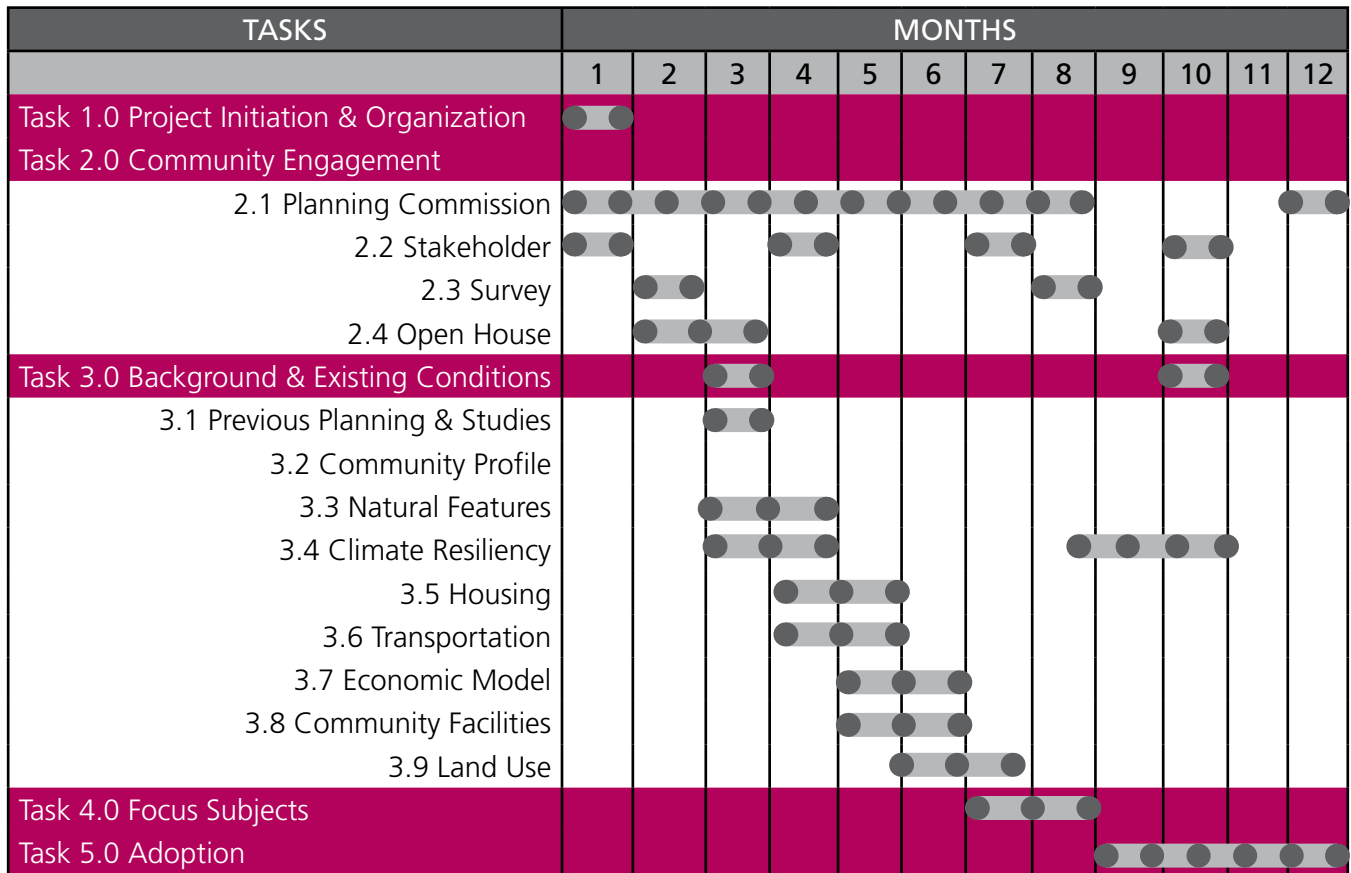


imagine

*v.*

## Timeframe Diagram

## Timeframe Diagram





imagine

*vi.*

## Cost Proposal

## Cost Proposal

Task	Expense	Hours	Fee
<b>TASK 1.0 PROJECT INITIATION</b>	\$125	6	\$930
<b>TASK 2.0 COMMUNITY ENGAGEMENT</b>			
2.1 Planning Commission	\$850	36	\$2,700
2.3 Stakeholder		12	\$1,860
2.4 Survey	\$500	30	\$3,330
2.5 Open House	\$450	32	\$3,520
<b>TASK 3.0 BACKGROUND &amp; EXISTING CONDITIONS</b>			
3.1 Previous Studies		12	\$1,720
3.2 Community Profile		29	\$3,375
3.3 Natural Features		24	\$3,145
3.4 Climate Resiliency		16	\$1,840
3.5 Housing		29	\$3,335
3.6 Transportation		30	\$3,815
3.7 Economic Model		12	\$1,450
3.8 Community Facilities		24	\$2,760
3.9 Land Use		30	\$3,300
<b>TASK 4.0 FOCUS SUBJECTS</b>		85	\$9,350
<b>TASK 5.0 ADOPTION</b>	\$250	12	\$1,550
<b>TOTAL</b>	<b>\$2,175</b>	<b>419</b>	<b>\$47,980</b>
<b>PROJECT BUDGET</b>			<b>\$49,980</b>



imagine

*vii.*

Insurance



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
07/20/2022

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

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

<b>PRODUCER</b> Moore Insurance Services, Inc. 67 N. Howell P.O. Box 207 Hillsdale MI 49242		<b>CONTACT NAME:</b> Cyndi Armstrong <b>PHONE (A/C, No, Ext):</b> (517) 439-9345 <b>FAX (A/C, No):</b> (517) 439-5536 <b>E-MAIL ADDRESS:</b> carmstrong@mooreinsuranceservices.com
		<b>INSURER(S) AFFORDING COVERAGE</b>
		<b>INSURER A:</b> RLI Insurance Company
		<b>INSURER B:</b>
		<b>INSURER C:</b>
		<b>INSURER D:</b>
		<b>INSURER E:</b>
		<b>INSURER F:</b>
<b>INSURED</b> Beckett and Raeder, Inc. 535 West William Street Suite 101 Ann Arbor MI 48103		<b>NAIC #</b> 13056

**COVERAGES**      **CERTIFICATE NUMBER:** CL2272003763      **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	<input checked="" type="checkbox"/> <b>COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			PSB0001668	08/01/2022	08/01/2023	EACH OCCURRENCE \$ 2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 2,000,000 GENERAL AGGREGATE \$ 4,000,000 PRODUCTS - COM/OP AGG \$ 4,000,000 \$
A	<input checked="" type="checkbox"/> <b>AUTOMOBILE LIABILITY</b> <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY			PSA0001303	08/01/2022	08/01/2023	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ PIP-Basic \$
A	<input checked="" type="checkbox"/> <b>UMBRELLA LIAB</b> <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> <b>EXCESS LIAB</b> <input type="checkbox"/> CLAIMS-MADE DED    RETENTION \$			PSE0001408	08/01/2022	08/01/2023	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ \$
A	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) <input type="checkbox"/> Y / <input checked="" type="checkbox"/> N If yes, describe under DESCRIPTION OF OPERATIONS below		N/A	PSW0001523	08/01/2022	08/01/2023	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 500,000 E.L. DISEASE - EA EMPLOYEE \$ 500,000 E.L. DISEASE - POLICY LIMIT \$ 500,000
A	Professional Liability w/ Pollution Incident			RDP0047805	08/01/2022	08/01/2023	Per Claim \$2,000,000 Aggregate \$2,000,000

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

### CERTIFICATE HOLDER

FOR INFORMATIONAL PURPOSES ONLY

### CANCELLATION

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

AUTHORIZED REPRESENTATIVE

© 1988-2015 ACORD CORPORATION. All rights reserved.

ACORD 25 (2016/03)

The ACORD name and logo are registered marks of ACORD

48 of 49  
NBI





Thank You.

John Iacoangeli, PCP, FAICP, LEED AP, CNU-A  
231.347.2523 #1 | jri@bria2.com