

# Plymouth Downtown Development Authority Meeting Agenda

June 9, 2025 7:00 p.m.  
Plymouth City Hall & Online Zoom Webinar

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Plymouth Downtown Development Authority  
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Plymouth, Michigan 48170

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Join Zoom Webinar: <https://us02web.zoom.us/j/83809671884>

Passcode: 292221

Webinar ID: 838 0967 1884

**1) CALL TO ORDER**

*Kerri Pollard, Chairperson*  
*Richard Matsu, Vice Chairperson*  
*Suzi Deal, Mayor*  
*Ellen Elliott*  
*Jennifer Frey*  
*Brian Harris*  
*Dan Johnson*  
*Shannon Perry*  
*Ed Saenz*  
*Paul Salloum*

**2) CITIZENS COMMENTS**

**3) APPROVAL OF AGENDA**

**4) APPROVAL OF MEETING MINUTES**

**A. May 12, 2025 Regular Meeting Minutes**

**5) BOARD COMMENTS**

**6) OLD BUSINESS**

**A. DDA Five-Year Action Plan Status Update**

**7) NEW BUSINESS**

**A. 2025-2026 Budget Adoption**  
**B. 2025 Downtown Streetscape Design Proposal Recommendation**

**8) REPORTS AND CORRESPONDENCE**

**9) ADJOURNMENT**

*Citizen Comments - This section of the agenda allows up to 3 minutes to present information or raise issues regarding items not on the agenda. Upon arising to address the Board, speakers should first identify themselves by clearly stating their name and address. Comments must be limited to the subject of the item.*

*Persons with disabilities needing assistance with this should contact the City Clerk's office at 734-453-1234 Monday through Friday from 8:00 a.m. -4:30 p.m., at least 24 hours prior to the meeting. An attempt will be made to make reasonable accommodations.*

City of Plymouth Strategic Plan 2022-2026

**GOAL AREA ONE - SUSTAINABLE INFRASTRUCTURE**

**OBJECTIVES**

1. Identify and establish sustainable financial model(s) for major capital projects, Old Village business district, 35<sup>th</sup> District Court, recreation department, and public safety
2. Incorporate eco-friendly, sustainable practices into city assets, services, and policies; including more environmentally friendly surfaces, reduced impervious surfaces, expanded recycling and composting services, prioritizing native and pollinator-friendly plants, encouraging rain gardens, and growing a mature tree canopy
3. Partner with or become members of additional environmentally aware organizations
4. Increase technology infrastructure into city assets, services, and policies
5. Continue sustainable infrastructure improvement for utilities, facilities, and fleet
6. Address changing vehicular habits, including paid parking system /parking deck replacement plan, electric vehicle (EV) charging stations, and one-way street options

**GOAL AREA TWO – STAFF DEVELOPMENT, TRAINING, AND SUCCESSION**

**OBJECTIVES**

1. Create a 5-year staffing projection
2. Review current recruitment strategies and identify additional resources
3. Identify/establish flex scheduling positions and procedures
4. Develop a plan for an internship program
5. Review potential department collaborations
6. Hire an additional recreation professional
7. Review current diversity, equity, and inclusion training opportunities
8. Seek out training opportunities for serving diverse communities

**GOAL AREA THREE - COMMUNITY CONNECTIVITY**

**OBJECTIVES**

1. Engage in partnerships with public, private and non-profit entities
2. Increase residential/business education programs for active citizen engagement
3. Robust diversity, equity, and inclusion programs
4. Actively participate with multi-governmental lobbies (Michigan Municipal League, Conference of Western Wayne, etc.)

**GOAL AREA FOUR - ATTRACTIVE, LIVABLE COMMUNITY**

**OBJECTIVES**

1. Create vibrant commercial districts by seeking appropriate mixed-use development, marketing transitional properties, and implementing Redevelopment Ready Communities (RRC) practices
2. Improve existing and pursue additional recreational and public green space opportunities and facilities for all ages
3. Develop multi-modal transportation plan which prioritizes pedestrian and biker safety
4. Improve link between Hines Park, Old Village, Downtown Plymouth, Plymouth Township, and other regional destinations
5. Maintain safe, well-lit neighborhoods with diverse housing stock that maximizes resident livability and satisfaction
6. Modernize and update zoning ordinance to reflect community vision
7. Implement Kellogg Park master plan

*“The government in this community is small and accessible to all concerned.”*

-Plymouth Mayor Joe Bida

November 1977



**Plymouth Downtown Development Authority  
Regular Meeting Minutes  
Monday, May 12, 2025 - 7:00 p.m.  
Plymouth City Hall & Online Zoom Webinar**

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Plymouth, Michigan 48170-1637

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**1. CALL TO ORDER**

Chair Kerri Pollard called the meeting to order at 7:00 p.m.

Present: Chair Pollard, Vice Chair Richard Matsu, Mayor Suzi Deal, Members Ellen Elliott, Ed Saenz, Paul Salloum, and Brian Harris.

Excused: Member Dan Johnson, Shannon Perry, Jennifer Frey

Also present: DDA Director Sam Plymale, DDA Assistant Director Reiko Misumi-Schelm, Economic Director John Buzuvis, Finance Director John Scanlon, City Commissioner Linda Filipczak

**2. CITIZENS COMMENTS**

Everrette Smith, 896 W Ann Arbor Trail: Addressed the board about Art in Park event layout and made suggestions on how to change the event layout to better benefit local businesses in downtown Plymouth.

Krystal Shiklanian, 904 W Ann Arbor Trail, Radiant Jewelry: Addressed the board about Tonquish Creek and made suggestions on how business owners could be alerted when the floodplain rises.

Carol Uber, 852 W Ann Arbor Trail, Home Sweet Home: Asked for a plan to be put in place to prevent future flooding.

Randy Collick, 896 W Ann Arbor Trail, Kemnitz Fine Candies: Asked engineer-related questions about Tonquish Creek, specifically about the floodplain.

Karen Sisolak, 939 Penniman: Addressed the board by providing suggestions on how to help the local businesses.

Ron Picard, 1373 Sheridan: Addressed the board by providing feedback regarding the latest flooding.

**3. APPROVAL OF AGENDA**

Saenz offered a motion, seconded by Harris, to approve the agenda for Monday, May 12, 2025.

There was a voice vote.

MOTION PASSED UNANIMOUSLY

#### **4. APPROVAL OF MEETING MINUTES**

Saenz offered a motion, seconded by Harris, to approve the minutes of the Monday, April 14, 2025 regular meeting.

There was a voice vote.

MOTION PASSED UNANIMOUSLY

#### **5. BOARD COMMENTS**

Elliot praised public comments & the Artisan Market event and made statements regarding the need for community engagement on the latest Tonquish Creek flooding.

Saenz opened the floor up for discussion on Tonquish Creek flooding. Dialogue commenced between administration and board members.

City Commissioner Linda Filipczak made a statement.

Chair Pollard addressed comments regarding Art in the Park event layout.

#### **6. OLD BUSINESS**

#### **7. NEW BUSINESS**

a. 3rd Quarter Budget Amendments

Plymale outlined details for budget amendments.

Harris offered a motion, seconded by Deal, to approve the 3<sup>rd</sup> Quarter Budget Amendments.

There was a voice vote.

MOTION PASSED UNANIMOUSLY

#### **8. REPORTS AND CORRESPONDENCE**

a. 2025-26 Budget Report – No Action Needed

Plymale outlined logistics for budget report adoption and other financial details.

Chair Pollard asked about DDA office lease. Mayor Deal praised Scanlon for the financial report.

b. 2025 Events Update

Plymale outlined previous event details and noted upcoming events.

Harris provided details on the upcoming concert event.

#### **9. ADJOURNMENT**

Matsu offered a motion, seconded by Elliot, to adjourn the meeting at 8:30 p.m.

There was a voice vote.

MOTION PASSED UNANIMOUSLY

Goal	Task	Responsible Party	Timeframe	Status Update (06/05/2025)
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Enhance DDA District Aesthetics &amp; Function</p>	<p><b>**Top Priority** Prepare a Streetscape Improvement Plan With the Following Goals:</b></p> <ol style="list-style-type: none"> <li>1. Use DDA Infrastructure Plan as a framework to build on.</li> <li>2. Enhance aesthetics, function and activating spaces, using industry best practices.</li> <li>3. Make landscaping consistent across the DDA.</li> <li>4. Revamp trees, planters, brick pavers.</li> <li>5. Evaluate patio/outdoor dining opportunities.</li> <li>6. Review opportunities to maximize and increase sidewalk areas/pedestrian/commerce opportunities to improve pedestrian safety.</li> <li>7. Develop plan for additional bike racks in the City.</li> <li>8. Design potential enclosure ideas for The Gathering.</li> </ol> <p><b>(Note: This project will overlap other DDA goals.)</b></p>	<p>DDA Staff/ DDA Board</p>	<p>Short to Long-term</p>	<p>DDA received nine valid proposals for Streetscape. DDA Board to discuss at June meeting. City arborist has indicated that some DDA street trees are showing signs of disease, and may have to be removed prior to streetscape update. DDA staff updated public on trees in June newsletter.</p> <p>New memorial benches have been installed at Main/Fralick.</p> <p>Patio dining season is April 1st to November 1st.</p> <p>Both watering laborers from last year back for 2025 season.</p> <p>3-year Fleet Street trash contract with WM approved at April DDA meeting.</p>
	<p><b>**Top Priority** Create Proactive Community Engagement Plan</b> to educate residents and business owners about the Streetscape Improvement Plan project.</p> <ol style="list-style-type: none"> <li>1. Gather community input.</li> <li>2. Educate downtown stakeholders of plan.</li> </ol>			

Red Text = DDA Related Items from City Commission 2025 City-Wide One-Year Tasks

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Parking</p>	<p><b>Improve the Condition of Existing Lots by:</b></p> <ol style="list-style-type: none"> <li>1. <b>**Top Priority** Resurface the existing lots that are in need.</b></li> <li>2. Prepare a plan to reconstruct/replace the Central Parking Structure.</li> <li>3. Complete Central Parking Deck engineering review for 2026 major renovation</li> </ol>	<p>City Commission/ DDA Board</p>	<p>Short-term</p>	<p>Engineer conducted annual Central Parking Deck review in April and found some issues with the ramp. DDA Staff hired RAM to place temporary shoring on the ramp. 2025 repair project will likely go out to bid in late July and be awarded at Sept DDA meeting. The remainder of the major renovation to take place in spring of 2026. Upper level of the deck will likely be closed for several weeks in September. Parking Deck Engineer presented Life Cycle Analysis Report at May 2024 DDA Meeting. Report indicates an approximate 20 year additional lifespan with regular maintenance.</p>
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Goal	Task	Responsible Party	Timeframe	Status Update (06/05/2025)
Improve Parking	<p><b>Maximize the Number of Parking Spaces by:</b></p> <ol style="list-style-type: none"> <li><b>**Top Priority**</b> Re-assess parking desires of parking patrons/users via user input, needs study, or other methods. Work with the Planning Commission and businesses.</li> <li>Work with property owners of private lots to optimize layout, number of spaces, and increase efficiency/capacity.</li> <li>Analyze more efficient parking space design (Pull-in vs. parallel vs. angled, etc.).</li> <li>Work with Planning Commission to review approach to businesses providing parking. Look for more collective approach.</li> </ol>	City Commission/ Planning Commission/ DDA Board/ DDA Staff	Short to Mid-term	A assesment of potential parking changes will be address during Streetscape Design. Valet Parking season ended on March 31.
	<p><b>Other</b></p> <ol style="list-style-type: none"> <li>Incorporate electric vehicle (EV) charging stations.</li> </ol>	DDA Staff/ DDA Board	Short to Long-term	Current EVs at Saxton's lot are getting regular use. Potential to add more during streetscape upgrade.

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Improve Pedestrian Safety (Coordinate with Streetscape Improvement Plan)	<p><b>**Top Priority** Create Consistent Approach to Determining Pedestrian Crossing Facilities.</b></p> <ol style="list-style-type: none"> <li>Complete 2025 Infrastructure Program and reach decision/direction on push button usage in the DDA.</li> </ol>	City Commission/ DDA Board	Short-term	Signals have been altered with automatic pedestrian signal activation at this time. At 1/13/25 meeting, DDA Board recommended that City Commission move forward with the Main/Church intersection project without engineer recommended push button signals. Intersection upgrade will likely become part of the planned Streetscape Upgrade.
	<p><b>**Top Priority** Prepare Plan to Address Tree issues, including:</b></p> <ol style="list-style-type: none"> <li>Develop tree replacement plan.</li> <li>Tree grates or alternative surfacing around trees.</li> </ol>	DDA Staff	Short-term	Tree replacement and subsequent addition of tree grates to be addressed during Streetscape Planning.
	<p><b>Other</b></p> <ol style="list-style-type: none"> <li>Ensure consistent sidewalk trim/brick work throughout the DDA.</li> <li>Implement vehicle management features that slow cars, reduce traffic, etc.</li> <li>Address uneven sidewalk pavement.</li> <li>Develop a plan to activate alleys and sidewalks.</li> <li>Eliminate obstacles on sidewalks and pedestrian crossings (such as light poles, planters, etc.).</li> <li>Design, purchase, and install street security bollards at minimum of two downtown locations and Cultural Center main entrance.</li> </ol>	City Commission/ DDA Board/ DDA Staff	Short-to Long-term	Contractor completed some minor brick repairs near Kellogg Park, on Penniman, and on Ann Arbor Trail in late May. Some security bollards have been budget for by the City.

Goal	Task	Responsible Party	Timeframe	Status Update (06/05/2025)
Kellogg Park (Coordinate with Streetscape Improvement Plan)	<b>**Top Priority** Address Turf Issues by:</b> 1. Explore natural/synthetic alternatives to turf grass. 2. Look into better turf management.	DDA Staff/ DDA Board	Short-term	DDA staff to explore hiring an agronomist or turf expert to complete study in 2025.
	<b>Create brick pathways that are consistent with the downtown in Kellogg Park.</b>	DDA Staff/ DDA Board	Short-term	
	<b>Other</b> 1. Update the Kellogg Park landscape plan. 2. Evaluate health of existing trees. 3. Incorporate East Penniman, or use of this street, into Kellogg Park functions. 4. Add security cameras.	City Commission/ DDA Board	Short to Long-term	Kellogg Park holiday tree was replaced in mid April. An additional tree in the park had to be removed due to safety issues. Several street trees are likely to be removed in 2025 due to disease. Kellogg Park security cameras are up and running as of August 2024.

Red Text = DDA Related Items from City Commission 2025 City-Wide One-Year Tasks

Support Businesses	<b>**Top Priority** Evaluate public Wi-Fi in DTP.</b>	City Commission/ DDA Board	Short-term	DDA staff to work with City IT department to reach out to internet providers in 2025.
	<b>Support Business Goals Through:</b> 1. Continue community events. 2. Quantify value of proposed CC & DDA improvements to businesses. 3. Encourage business involvement in DDA programs. 4. Use Redevelopment Ready Communities program as a guide to market vacant properties. 5. Implement programming to create connections to other parts of the community. 6. Obtain sponsorships for DDA Music in the Air concert events, DDA banners, bandshell banners, and park/playground.	DDA Staff/ DDA Board	Short to Long-term	Friday concerts underway, weather has been an issue so far.  New AM Rotary Veterans banners program will return in October. AM Rotary looking to expand program.  Business updates, events, available properties continue to be featured in monthly eNewsletter, print calendar, window slideshow. DDA website "business cards" updated, business directory is being updated.  DDA board made recommendation to raise liquor license cap by 1. Commission has approved raising the liquor cap by 2 inside the DDA, and 2 outside the DDA at first public hearing. A second public hearing on the matters is expected in early June.  Artisan Market was a success.

Goal	Task	Responsible Party	Timeframe	Status Update (06/05/2025)
Other	<p><b>Implement More Art Projects in the DDA, such as:</b></p> <ol style="list-style-type: none"> <li>1. Invisible paint that appears when it rains, with messages such as "Thank you for shopping Downtown Plymouth."</li> <li>2. Add more street art/painted artwork.</li> <li>3. Participate in Phase III of Plymouth Art Walk</li> </ol>	DDA Staff/ DDA Board	Short to Long-term	DDA Board approved funding match of \$25K with PCAC for Phase III of Plymouth Art Walk at February meeting. HDC approved Phase III at March meeting. Installation expected in Fall 2025.

Red Text = DDA Related Items from City Commission 2025 City-Wide One-Year Tasks



<b>MEMORANDUM</b>
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Date: June 4, 2025  
To: DDA Board, DDA Staff  
From: John Scanlon, Finance Director  
Subject: Budget Review

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**Issue:** Review of 2025-26 Downtown Development Authority budget

**Analysis:** Please find attached the proposed Downtown Development Authority (248) operating fund, as well as the capital improvement fund (494) budgets for the 2025-26 Fiscal Year. The proposed budget will be presented for adoption to the City Commission at their regular meeting on June 2, 2025. Per Michigan Public Act 57 of 2018, before the budget may be adopted by the board, it shall be approved by the governing body of the municipality. Funds of the municipality shall not be included in the budget of the authority except those funds authorized in this part or by the governing body of the municipality. Below is a brief synopsis of the proposed budgets:

The proposed operating budget for the 2025–26 fiscal year is \$1,285,975, reflecting a 4% decrease from the 2024–25 budget. The primary revenue source continues to be property tax revenue from the established Tax Increment Financing (TIF) district, recorded under account 248-000-402.000. This line item has been reduced by \$89,400 for the upcoming fiscal year due to the loss of the Library TIF capture, along with other minor reductions. The budget is based on the most current available tax data. Any required adjustments will be made through a formal budget amendment process.

The most significant change in the proposed budget is an increase in the transfer from the operating budget to the Capital Improvement Fund. The proposed budget includes a transfer of \$300,000, representing a \$200,000 increase from the amended 2024–25 budget. This adjustment is in anticipation of planned parking deck renovations during the 2025–26 fiscal year. The next largest change is the retirement of the 2015 LTGO Capital Bond, which accounted for \$209,310 in expenditures during the 2024–25 fiscal year.

As a separate legal entity from the City, the Downtown Development Authority (DDA) is required to adopt an annual budget. The proposed budget is identical to the version presented at the DDA meeting on May 12, 2025, and approved by the City Commission at its meeting on June 2, 2025.

**Requested Action:** Approve the resolution to adopt the DDA Operating and DDA Capital Improvement Budgets

**Attachment(s):** Proposed DDA Operating and DDA Capital Improvement Budgets Resolution

<b>BUDGET</b>												
Account #	Account Title	2023 /24		2024 /25				2025 /26	2026 /27	2027 /28	2028 /29	2029 /30
		Amended Budget	Audited Actual	Original Budget	Amended Budget	6 Months Actual	12 Months Projected	Proposed Budget	Projected Budget	Projected Budget	Projected Budget	Projected Budget
<b>DDA OPERATING FUND REVENUES</b>												
<b>DDA Operating Revenues</b>												
248 000 402.000	CURRENT PROPERTY TAX/REAL	1,224,265	1,210,022	1,252,400	1,252,400	1,054,542	1,252,400	1,163,000	1,197,890	1,233,830	1,270,830	1,308,950
248 000 405.000	TAXES RECOVERED BY COUNTY	(3,000)	0	(3,000)	(3,000)	0	0	(3,000)	(3,030)	(3,090)	(3,180)	(3,280)
248 000 408.000	PRIOR YEAR TAX REFUNDS	0	0	0	0	0	0	0	0	0	0	0
248 000 409.000	PERSONAL PROPERTY TAX REPLACEMENT FEE	0	0	0	0	0	0	0	0	0	0	0
248 000 445.000	PENALTIES & INTEREST	0	0	0	0	0	0	0	0	0	0	0
248 000 531.000	STATE/FEDERAL GRANTS	0	0	0	0	0	0	0	0	0	0	0
248 000 573.000	LOCAL COMMUNITY STABILIZATION	13,600	21,727	7,500	7,500	8,230	8,230	7,500	7,730	7,960	8,080	8,200
248 000 532.000	FEDERAL GRANTS/CDBG	0	0	0	0	0	0	0	0	0	0	0
248 000 619.000	BENCH SALE REVENUES	10,000	12,725	0	0	10,000	12,000	0	0	0	0	0
248 000 620.000	CONCERT REVENUES	80,000	14,466	80,000	80,000	89,934	80,000	95,000	97,850	100,790	103,810	106,920
248 000 665.000	INTEREST ON INVESTMENTS	25,050	37,807	50	50	16,383	25,000	5,000	5,150	5,300	5,460	5,620
248 000 670.000	PROGRAM FEES	0	0	0	0	0	0	0	0	0	0	0
248 000 674.000	CONTRIB FROM PRIVATE SOURCES	0	0	0	0	0	0	0	0	0	0	0
248 000 674.095	CONTRIBUTIONS FOR LIGHT DECORATIONS	1,500	0	1,500	1,500	0	1,500	0	0	0	0	0
248 000 679.000	ADVERTISING REVENUE	2,110	2,110	0	0	0	0	0	0	0	0	0
248 000 680.000	OTHER INCOME	450	450	0	0	0	0	0	0	0	0	0
248 000 684.000	OFFICE RENTAL - DDA-587 ANN ARBOR TR	0	0	0	0	0	0	0	0	0	0	0
248 000 685.000	INSURANCE PROCEEDS	0	0	0	0	0	0	0	0	0	0	0
248 000 699.000	APPROP OF PR YR FUND BALANCE	39,030	0	0	0	0	0	18,475	0	0	0	0
<b>DDA OPERATING FUND REVENUE GRAND TOTAL</b>		<b>1,393,005</b>	<b>1,299,306</b>	<b>1,338,450</b>	<b>1,338,450</b>	<b>1,179,090</b>	<b>1,379,130</b>	<b>1,285,975</b>	<b>1,305,590</b>	<b>1,344,790</b>	<b>1,385,000</b>	<b>1,426,410</b>

<b>BUDGET</b>												
Account #	Account Title	2023 /24		2024 /25				2025 /26	2026 /27	2027 /28	2028 /29	2029 /30
		Amended Budget	Audited Actual	Original Budget	Amended Budget	6 Months Actual	12 Months Projected	Proposed Budget	Projected Budget	Projected Budget	Projected Budget	Projected Budget
<b>DDA OPERATING FUND EXPENDITURES</b>												
<b>Administration Expenditures</b>												
248 261 706.000	SALARY & WAGES/FULL TIME	92,615	98,563	101,795	101,795	57,782	101,795	107,975	111,220	114,560	118,000	121,540
248 261 706.050	SALARY & WAGES/PART TIME	29,875	22,163	30,090	30,090	23,023	42,035	42,780	44,066	45,390	46,750	48,150
248 261 706.100	SALARY & WAGES/SICK	3,925	261	4,825	4,825	3,652	4,825	4,580	4,718	4,860	5,010	5,160
248 261 706.300	SALARY & WAGES/RETENTION	675	450	675	675	750	750	425	438	450	460	470
248 261 706.600	SALARY & WAGES/VACATON PAYOFF	1,645	1,625	2,140	2,140	0	2,140	2,245	2,312	2,380	2,450	2,520
248 261 707.000	SALARY & WAGES/TEMP-SEASONAL	1,600	2,870	3,365	3,365	3,657	6,250	3,000	3,090	3,180	3,280	3,380
248 261 709.000	SALARY & WAGES/OVERTIME	3,000	798	4,000	4,000	951	4,000	4,000	4,120	4,240	4,370	4,500
248 261 721.000	FRINGE BENEFITS	53,335	52,188	58,960	58,960	31,947	58,960	65,410	67,376	69,400	71,480	73,620
248 261 721.500	POST RETIREMENT BENEFITS	24,650	24,654	24,560	24,560	12,442	24,560	33,825	34,841	39,160	43,540	47,820
248 261 727.000	OFFICE SUPPLIES	500	410	500	500	92	500	500	515	530	550	570
248 261 728.000	POSTAGE	200	0	200	200	0	200	200	206	210	220	230
248 261 740.000	OPERATING SUPPLIES	2,000	1,734	2,000	2,000	28	2,000	2,000	2,060	2,120	2,180	2,250
248 261 815.000	ADMINISTRATIVE SERVICES	67,200	65,200	69,220	69,220	34,610	69,220	71,300	73,440	75,640	77,910	80,250
248 261 818.000	CONTRACTUAL SERVICES	16,000	14,039	17,000	17,000	7,926	17,000	17,500	18,026	18,570	19,130	19,700
248 261 818.150	CONT SVCS/CITY ATTY - SPECIAL	0	0	0	0	0	0	0	0	0	0	0
248 261 850.000	COMMUNICATIONS	3,500	3,629	4,500	4,500	1,847	4,500	5,000	5,150	5,300	5,460	5,620
248 261 860.000	TRANSPORTATION	1,000	612	1,000	1,000	129	1,000	1,000	1,030	1,060	1,090	1,120
248 261 864.000	CONFERENCES & MEETINGS	2,000	1,087	2,250	2,250	630	2,250	3,000	3,090	3,180	3,280	3,380
248 261 880.000	PUBLIC RELATIONS EVENTS	300	106	300	300	53	300	300	309	320	330	340
248 261 900.000	PRINTING & PUBLISHING	300	155	300	300	206	300	300	309	320	330	340
248 261 920.000	PUBLIC UTILITIES	2,660	2,557	2,750	2,750	1,151	2,750	3,000	3,090	3,180	3,280	3,380
248 261 925.000	PUBLICATIONS/SUBSCRIPTIONS	100	0	100	100	0	100	100	103	110	110	110
248 261 930.000	REPAIRS & MAINTENANCE	2,000	1,479	2,000	2,000	0	2,000	2,000	2,060	2,120	2,180	2,250
248 261 938.000	EQUIPMENT LEASE EXPENSE	1,200	145	1,200	1,200	0	1,200	1,200	1,236	1,270	1,310	1,350
248 261 940.000	EQUIPMENT RENTAL - FORCE ACCT	500	500	500	500	0	500	500	515	530	550	570
248 261 942.000	OFFICE RENT	21,000	20,855	22,500	22,500	12,450	22,500	23,625	24,335	25,070	25,820	26,590
248 261 956.000	MISCELLANEOUS	0	0	0	0	0	0	0	0	0	0	0
248 261 957.000	TRAINING EXPENSE	1,000	817	1,000	1,000	215	1,000	1,000	1,030	1,060	1,090	1,120
248 261 958.000	MEMBERSHIPS & DUES	2,000	730	2,000	2,000	515	2,000	2,000	2,060	2,120	2,180	2,250
248 261 962.000	RESERVE FOR CONTINGENCY	0	0	121,975	121,975	0	14,875	0	195,712	201,700	270,350	268,610
248 261 963.000	BAD DEBT EXPENSE/BANKRUPTCY	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>		<b>334,780</b>	<b>317,626</b>	<b>481,705</b>	<b>481,705</b>	<b>194,054</b>	<b>389,510</b>	<b>398,765</b>	<b>606,458</b>	<b>628,030</b>	<b>712,690</b>	<b>727,190</b>
<b>Police Service Expenditures</b>												
248 301 706.000	SALARY & WAGES/FULL TIME	21,970	22,357	22,745	22,745	11,800	22,745	23,935	24,300	24,790	25,290	25,800
248 301 706.100	SALARY & WAGES/SICK	0	639	0	0	0	0	0	0	0	0	0
248 301 706.200	SALARY & WAGES/HOLIDAY PAY	965	959	1,000	1,000	992	1,000	1,000	1,015	1,040	1,060	1,080
248 301 706.300	SALARY & WAGES/RETENTION	100	100	100	100	113	125	185	188	220	250	290
248 301 706.400	SALARY & WAGES/UNIFORM ALLOW	315	293	215	215	60	215	215	218	220	220	220
248 301 709.000	SALARY & WAGES/OVERTIME	1,825	470	1,225	1,225	211	1,225	2,000	2,031	2,070	2,110	2,150
248 301 721.000	FRINGE BENEFITS	10,765	10,798	11,625	11,625	5,712	11,625	12,100	12,285	12,530	12,780	13,040
248 301 721.500	POST RETIREMENT BENEFITS	0	0	0	0	0	0	0	0	0	0	0
248 301 725.500	MEAL ALLOWANCE	25	8	0	0	8	25	0	0	0	0	0
<b>Total</b>		<b>35,965</b>	<b>35,623</b>	<b>36,910</b>	<b>36,910</b>	<b>18,895</b>	<b>36,960</b>	<b>39,435</b>	<b>40,037</b>	<b>40,870</b>	<b>41,710</b>	<b>42,580</b>

<b>BUDGET</b>												
Account #	Account Title	2023 /24		2024 /25				2025 /26	2026 /27	2027 /28	2028 /29	2029 /30
		Amended Budget	Audited Actual	Original Budget	Amended Budget	6 Months Actual	12 Months Projected	Proposed Budget	Projected Budget	Projected Budget	Projected Budget	Projected Budget
	<b>Infrastructure Maintenance Expenditures</b>											
248 450 707.000	SALARY & WAGES/TEMP-SEASONAL	8,000	4,336	4,060	4,060	0	4,060	4,060	4,122	4,250	4,380	4,510
248 450 709.000	SALARY & WAGES/OVERTIME	1,600	513	350	350	0	350	350	355	370	380	390
248 450 721.000	FRINGE BENEFITS	650	371	325	325	0	325	325	330	340	350	360
248 450 721.500	POST RETIREMENT BENEFITS	0	0	0	0	0	0	0	0	0	0	0
248 450 740.000	OPERATING SUPPLIES	100	0	100	100	0	100	100	102	100	100	100
248 450 815.000	ADMINISTRATIVE SERVICES	147,060	142,780	151,470	151,470	75,735	151,470	156,010	160,690	165,510	170,480	175,590
248 450 818.000	CONTRACTUAL SERVICES	80,000	50,712	82,000	82,000	40,723	82,000	85,000	86,297	88,890	29,000	40,000
249 450 920.000	PUBLIC UTILITIES	0	0	0	0	0	0	0	0	0	0	0
248 450 930.000	REPAIRS & MAINTENANCE	0	0	0	0	0	0	0	0	0	0	0
248 450 931.000	REPAIRS & MAINT- SUMMER	26,500	26,110	20,000	20,000	5,275	20,000	15,000	15,229	15,690	16,160	16,640
248 450 932.000	REPAIRS & MAINT - WINTER	45,000	36,020	45,000	45,000	6,950	45,000	47,000	47,717	49,150	50,620	52,140
248 450 933.000	HOLIDAY LIGHTS MAINTENANCE	25,000	17,280	25,000	25,000	9,500	9,500	25,000	25,381	26,140	26,920	27,730
248 450 940.000	EQUIPMENT RENTAL - FORCE ACCT	0	0	0	0	0	0	0	0	0	0	0
	<b>Total</b>	<b>333,910</b>	<b>278,121</b>	<b>328,305</b>	<b>328,305</b>	<b>138,183</b>	<b>312,805</b>	<b>332,845</b>	<b>340,222</b>	<b>350,440</b>	<b>298,390</b>	<b>317,460</b>
	<b>Parking System Expenditures</b>											
248 529 740.000	OPERATING SUPPLIES	0	0	0	0	0	0	0	0	0	0	0
248 529 815.000	ADMINISTRATIVE SERVICES	42,350	41,120	43,620	43,620	22,259	43,620	44,930	46,280	47,670	49,100	50,570
248 529 818.000	CONTRACTUAL SERVICES	13,000	3,592	13,400	13,400	449	13,400	13,800	14,010	14,430	14,860	15,310
248 529 920.000	PUBLIC UTILITIES	0	0	0	0	0	0	0	0	0	0	0
248 529 930.000	REPAIRS & MAINTENANCE	0	0	0	0	0	0	0	0	0	0	0
	<b>Total</b>	<b>55,350</b>	<b>44,712</b>	<b>57,020</b>	<b>57,020</b>	<b>22,708</b>	<b>57,020</b>	<b>58,730</b>	<b>60,290</b>	<b>62,100</b>	<b>63,960</b>	<b>65,880</b>
	<b>Saxton Parking Facility Expenditures</b>											
248 531 740.000	OPERATING SUPPLIES	0	0	0	0	0	0	0	0	0	0	0
248 531 818.000	CONTRACTUAL SERVICES	0	0	0	0	0	0	0	0	0	0	0
248 531 850.000	COMMUNICATIONS	0	0	0	0	0	0	0	0	0	0	0
248 531 920.000	PUBLIC UTILITIES	2,000	3,409	0	0	3,967	9,660	0	0	0	0	0
	<b>Total</b>	<b>2,000</b>	<b>3,409</b>	<b>0</b>	<b>0</b>	<b>3,967</b>	<b>9,660</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>DDA Marketing Expenditures</b>											
248 811 727.000	OFFICE SUPPLIES	1,000	0	1,000	1,000	0	1,000	1,000	1,015	1,050	1,080	1,110
248 811 728.000	POSTAGE	200	0	200	200	0	200	200	203	210	220	230
248 811 740.000	OPERATING SUPPLIES	1,500	1,034	2,000	2,000	387	2,000	2,000	2,031	2,090	2,150	2,210
248 811 794.000	CONCERT EXPENSES	80,000	83,334	90,000	90,000	39,141	90,000	95,000	96,449	99,340	102,320	105,390
248 811 818.000	CONTRACTUAL SERVICES	24,000	15,552	25,000	25,000	9,974	25,000	50,000	50,763	52,290	53,860	55,480
248 811 818.410	CONT SVCS/ADVERTISING PROMO	0	0	0	0	0	0	0	0	0	0	0
248 811 818.415	CONT SVCS/PSD MARKETING	0	0	0	0	0	0	0	0	0	0	0
248 811 864.000	CONFERENCES & MEETINGS	0	0	0	0	0	0	0	0	0	0	0
248 811 900.000	PRINTING & PUBLISHING	7,000	3,403	7,000	7,000	2,343	7,000	8,000	8,122	8,370	8,620	8,880
	<b>Total</b>	<b>113,700</b>	<b>103,323</b>	<b>125,200</b>	<b>125,200</b>	<b>51,845</b>	<b>125,200</b>	<b>156,200</b>	<b>158,583</b>	<b>163,350</b>	<b>168,250</b>	<b>173,300</b>
	<b>Capital Outlay</b>											
248 900 977.290	CAP OUTLAY/ DDA ADMIN	0	0	0	0	0	0	0	0	0	0	0
248 900 977.811	CAP OUTLAY/ MARKETING	0	0	0	0	0	0	0	0	0	0	0
248 900 977.813	CAP OUTLAY/ PARKING	0	0	0	0	0	0	0	0	0	0	0
248 900 977.820	CAP OUTLAY/ STSCAPE PHASE 1	0	0	0	0	0	0	0	0	0	0	0
	<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>DDA OPERATING FUND (OPERATING) EXPENDITURE TOTAL</b>	<b>875,705</b>	<b>782,816</b>	<b>1,029,140</b>	<b>1,029,140</b>	<b>429,651</b>	<b>931,155</b>	<b>985,975</b>	<b>1,205,590</b>	<b>1,244,790</b>	<b>1,285,000</b>	<b>1,326,410</b>

<b>BUDGET</b>												
Account #	Account Title	2023 /24		2024 /25				2025 /26	2026 /27	2027 /28	2028 /29	2029 /30
		Amended Budget	Audited Actual	Original Budget	Amended Budget	6 Months Actual	12 Months Projected	Proposed Budget	Projected Budget	Projected Budget	Projected Budget	Projected Budget
<b>Transfers-Out to Other Funds</b>												
248 965 965.310	CONTRIB TO 2010 CAP IMP DBT FD (STREETSC	0	0	0	0	0	0	0	0	0	0	0
248 965 965.315	CONTRIB TO 2015 LTGO CAP IMP DBT FD	217,300	217,300	209,310	209,310	0	209,310	0	0	0	0	0
248 965 965.405	CONTRIB TO DDA CAP IMP FUND	300,000	300,000	100,000	100,000	50,000	170,000	300,000	100,000	100,000	100,000	100,000
248 965 965.494	CONTRIB TO DDA CONSTRUCTION FUND	0	0	0	0	0	0	0	0	0	0	0
	<b>Total</b>	<b>517,300</b>	<b>517,300</b>	<b>309,310</b>	<b>309,310</b>	<b>50,000</b>	<b>379,310</b>	<b>300,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>
	<b>DDA OPERATING FUND EXPENDITURE GRAND TOTAL</b>	<b>1,393,005</b>	<b>1,300,116</b>	<b>1,338,450</b>	<b>1,338,450</b>	<b>479,651</b>	<b>1,310,465</b>	<b>1,285,975</b>	<b>1,305,590</b>	<b>1,344,790</b>	<b>1,385,000</b>	<b>1,426,410</b>
	<b>DDA OPERATING FUND BALANCE</b>											
	BEGINNING SURPLUS (OR DEFICIT)	668,413	668,413	667,604	667,604	667,604	667,604	751,144	751,144	946,856	1,148,556	1,418,906
	CURRENT-YEAR REVENUES	1,393,005	1,299,306	1,338,450	1,338,450	1,179,090	1,379,130	1,285,975	1,305,590	1,344,790	1,385,000	1,426,410
	CURRENT-YEAR EXPENDITURES	(1,393,005)	(1,300,116)	(1,338,450)	(1,338,450)	(479,651)	(1,310,465)	(1,285,975)	(1,305,590)	(1,344,790)	(1,385,000)	(1,426,410)
	<b>CURR-YEAR SURPLUS (OR DEFICIT)</b>	<b>0</b>	<b>(809)</b>	<b>0</b>	<b>0</b>	<b>699,439</b>	<b>68,665</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	+ CONTINGENCY / - APPROPRIATION OF PRIO	(39,030)	0	121,975	121,975	0	14,875	0	195,712	201,700	270,350	268,610
	<b>ENDING SURPLUS (OR DEFICIT)</b>	<b>629,383</b>	<b>667,604</b>	<b>789,579</b>	<b>789,579</b>	<b>1,367,042</b>	<b>751,144</b>	<b>751,144</b>	<b>946,856</b>	<b>1,148,556</b>	<b>1,418,906</b>	<b>1,687,516</b>

<b>BUDGET</b>												
Account #	Account Title	2023 /24		2024 /25				2025 /26	2026 /27	2027 /28	2028 /29	2029 /30
		Amended Budget	Audited Actual	Original Budget	Amended Budget	6 Months Actual	12 Months Projected	Proposed Budget	Projected Budget	Projected Budget	Projected Budget	Projected Budget
<b>DDA CAPITAL IMPROVEMENT FUND REVENUES</b>												
494 000 665.000	INTEREST ON INVESTMENTS	50	1,492	50	50	707	50	50	50	50	50	50
494 000 674.010	CONTRIBUTIONS / PUBLIC FOUNTAIN	0	0	0	0	0	0	0	0	0	0	0
494 000 674.248	CONTRIBUTION FROM DDA OPER FUND	300,000	300,000	100,000	100,000	50,000	100,000	300,000	100,000	100,000	100,000	100,000
494 000 699.000	APPROP OF PR YR FUND BALANCE	0	0	0	0	0	0	0	0	0	0	0
<b>DDA CAPITAL IMPROVEMENT FUND REVENUE GRAND TOTAL</b>		<b>300,050</b>	<b>301,492</b>	<b>100,050</b>	<b>100,050</b>	<b>50,707</b>	<b>100,050</b>	<b>300,050</b>	<b>100,050</b>	<b>100,050</b>	<b>100,050</b>	<b>100,050</b>
<b>DDA CAPITAL IMPROVEMENT FUND EXPENDITURES</b>												
494 261 818.406	CONT SVCS/ENG-ARCH	0	0	0	0	0	0	0	0	0	0	0
494 261 818.450	CONT SVCS/STREET CONSTRUCTION	0	0	0	0	0	0	0	0	0	0	0
494 261 962.000	RESERVE FOR CONTINGENCY	50	0	50	50	0	50	50	50	50	50	50
494 261 972.437	CAP OUTLAY/LAND IMP - PUBLIC FOUNTAIN	0	0	0	0	0	0	0	0	0	0	0
494 261 976.437	CAP OUTLAY/REPAIRS & MAINTENANCE	0	0	0	0	0	0	0	0	0	0	0
494 261 977.000	CAP OUTLAY/EQUIPMENT	0	0	0	0	0	0	0	0	0	0	0
494 261 977.813	CAP OUTLAY/DDA PARKING & DECK	300,000	219,725	100,000	100,000	90,175	100,000	300,000	100,000	100,000	100,000	100,000
494 261 977.820	CAP OUTLAY/STREETSCAPE MAINTENANCE	0	0	0	0	0	0	0	0	0	0	0
<b>DDA CAPITAL IMPROVEMENT FUND EXPENDITURE GRAND TOTAL</b>		<b>300,050</b>	<b>219,725</b>	<b>100,050</b>	<b>100,050</b>	<b>90,175</b>	<b>100,050</b>	<b>300,050</b>	<b>100,050</b>	<b>100,050</b>	<b>100,050</b>	<b>100,050</b>
<b>DDA CAPITAL IMPROVEMENT FUND</b>												
BEGINNING SURPLUS (OR DEFICIT)		(0)	(0)	81,768	81,768	81,768	81,768	81,818	81,868	81,918	81,968	82,018
CURRENT-YEAR REVENUES		300,050	301,492	100,050	100,050	50,707	100,050	300,050	100,050	100,050	100,050	100,050
CURRENT-YEAR EXPENDITURES		(300,050)	(219,725)	(100,050)	(100,050)	(90,175)	(100,050)	(300,050)	(100,050)	(100,050)	(100,050)	(100,050)
<b>CURRENT-YEAR SURPLUS (OR DEFICIT)</b>		<b>0</b>	<b>81,768</b>	<b>0</b>	<b>0</b>	<b>(39,468)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
+ CONTINGENCY / - APPROPRIATION OF PRIO		50	0	50	50	0	50	50	50	50	50	50
<b>ENDING SURPLUS (OR DEFICIT)</b>		<b>50</b>	<b>81,768</b>	<b>81,818</b>	<b>81,818</b>	<b>42,299</b>	<b>81,818</b>	<b>81,868</b>	<b>81,918</b>	<b>81,968</b>	<b>82,018</b>	<b>82,068</b>

**City of Plymouth Downtown Development Authority 2025-2026 Budget**

**RESOLUTION  
ADOPTION OF THE 2025-2026 BUDGET**

The following was moved by Board Member \_\_\_\_\_ and seconded by Board Member \_\_\_\_\_.

WHEREAS the 2025–2026 DDA Budget has been presented by the DDA Director to the Plymouth City Commission for approval and adoption, and

WHEREAS the City Commission at its June 2, 2025, meeting approved of the DDA budget, in accordance with state law, as part of the overall city budget, and

WHEREAS the next step is formal approval by the DDA Board to show its support of the 2025-2026 fiscal year budget,

NOW THEREFORE BE IT RESOLVED THAT the City of Plymouth DDA Board does hereby adopt the budget as attached for the fiscal year beginning July 1, 2025.

D o w n t o w n  
PLYMOUTH



Not Just a Walk in the Park

831 Penniman Ave. Plymouth MI 48170

Ph: 734.455.1453    dda@plymouthmi.gov

## Administrative Recommendation

To: DDA Board  
 From: DDA Staff  
 CC: S:\DDA\Shared Files\DDA Board\DDA Agendas\DDA\June2025\June  
 Date: 06/09/2025  
 Re: 2025 Downtown Streetscape Proposal Recommendation

### BACKGROUND:

In 2024 from March through June, the Plymouth Downtown Development Authority Board of Directors engaged in a thorough strategic planning process to set goals and tasks for the DDA for the next five years. In August of 2024, the DDA Board approved a new Five-Year Strategic Action Plan. One of the main approved goals of the DDA's strategic plan is 'Enhance DDA District Aesthetics & Function'. A top priority task under that goal is 'Prepare a Streetscape Improvement Plan.' 'Create Proactive Community Engagement Plan' is another top priority task, which reflects the DDA Board's commitment to thoughtful, meaningful community engagement regarding streetscape improvements. Two additional main goals of the current Five-Year Strategic Action Plan are 'Improve Parking' and 'Improve Pedestrian Safety,' which would also be part of a comprehensive Streetscape Improvement Plan.

During the late fall of 2024, DDA staff began research on the potential Streetscape Improvement Plan. During the early months of 2025, DDA staff developed a Request for Proposals (RFP) for design and community engagement. On April 4, 2025, the Downtown Plymouth 2025 Streetscape Design RFP was issued publicly. The RFP is attached for reference.

The City of Plymouth and DDA held a public bid opening on May 1, 2025, and nine valid proposals were received. DDA staff was pleased that most of the submitted proposals were highly detailed plans that addressed goals outlined in the DDA's Five-Year Action Plan, the City of Plymouth Strategic Plan and the City's Master Plan. All nine valid proposals are attached for your reference. Additionally, the bid tabulation is attached for review.

During the month of May, DDA and City of Plymouth staff began an extensive review of all nine proposals. DDA Board members were also invited to the DDA office to review the proposals. After the review by DDA staff and City staff, and input from several DDA Board members, there was nearly unanimous consensus that three proposals separated themselves from the remaining proposals and would best suit our needs laid out in the RFP and other strategic plans. Those three proposals were from Giffels Webster, OHM, and SmithGroup.



DDA and City of Plymouth staff believe that all three of these top-tier proposals could fit the needs of our project. All three companies have offices located in Southeastern Lower Michigan, have outlined examples of similar projects they've worked on locally, and offered clear deliverables in their proposals. After comparing the three top-tier proposals, DDA staff believes that SmithGroup's proposal is the most comprehensive proposal, including the most impressive relevant project experience and robust community engagement process.

**Experience**

SmithGroup is currently working or has previously worked in some of the state's largest downtowns including Detroit, Ann Arbor and Grand Rapids. The examples include items relevant to the DDA's Five-Year Action Plan including traffic calming measures in Detroit, consistent and unique landscaping in Ann Arbor, placemaking and activation of unused spaces in Kalamazoo, and connectivity between downtown and other destination points in Grand Rapids. SmithGroup has also worked with smaller towns in Michigan including Dearborn, Dexter, and Mount Clemens.

While their project history is not quite as impressive, Giffels Webster has relevant experience working on Brighton's recent streetscape upgrade and "Complete Street" projects in Ferndale and Oxford. OHM worked on parts of the recently completed Farmington Road Streetscape in the City of Farmington, streetscape work in Newark, OH, and a few other local projects.

**Community Engagement**

There have been some recent projects in which design efforts that lacked robust public input were met with resistance from some community members and the projects were ultimately shelved. In response, the DDA Board committed to engaging the community during the streetscape improvement process during the DDA's most recent strategic planning process. As such, the community engagement process outlined in the proposals should be a top consideration. SmithGroup's community engagement process appears more robust than OHM and/or Giffels Webster. In the proposal, SmithGroup has 385 billable hours outlined for community engagement. This includes multiple workshops, a series of stakeholder meetings, surveying, event popups and more. OHM has 127 billable hours, and Giffels Webster has 102 billable hours for community engagement. While OHM and Giffels Webster's community engagement processes appear to be appropriate, DDA staff appreciate that SmithGroup will customize a multi-channel approach based on best practices and input from City and DDA staff in order to achieve community engagement goals: to reach out, build awareness, listen, and build trust and consensus from a wide-reaching audience of community stakeholders.

	Hours	Cost	Description
Giffels Webster	102 hrs (\$130/hr)	\$13,245	In-person/remote; online survey with interactive elements; walk audit using mobile phone application (QR code to encourage participation); 8 hrs total targeted design charrettes

OHM	127 hrs (\$163/hr)	\$20,696	Public in person kick-off meeting; online community survey via project website; one day series of 50-minute focus group interviews; 2 pop up events resulting in “speech bubbles”; in person mobile workshops; community open house to review final draft of design
SmithGroup	385 hrs (\$150/hr)	\$57,550	Discuss and refine engagement plan with City/DDA staff to customize format, frequency, audience; community pop-ups, surveys, special event tabling, community-wide open houses & workshops; 3 workshops sessions at milestones; targeted stakeholder meetings & work group sessions; digital/print marketing, graphics, sketches, photos, designs for presentations

DDA staff reached out to the references provided, and all three companies are well respected by clients. Although all three companies were spoken highly of, the comments about SmithGroup stood out. More than one reference used the phrase “top of the field,” and another gave multiple examples of how the SmithGroup’s projects were realistically designed for execution. Comments from references seemed to confirm DDA staff beliefs that SmithGroup’s proposal did the best job of showing relevant project designs that were ultimately completed. In addition, references that have worked with SmithGroup indicated that the happenings in community engagement meetings often drove the type of meetings and context of future meetings showing that SmithGroup was able to adapt and pivot and customize the community engagement.

From a cost perspective of the three top-tier proposals, OHM is the least costly at \$89,957, Giffels Webster is next at \$115,560 and SmithGroup is next at \$164,484. Although it is the costliest of the three proposals, DDA staff believes SmithGroup is the best choice to accomplish our goals.

DDA staff has applied for a planning assistance grant with SEMCOG to cover up to \$45,000 of the design cost. SEMCOG indicates that they intend to issue those grant awards by July 1, 2025. Staff will let the DDA board know once the grants have been awarded and if the Plymouth DDA was chosen.

**RECOMMENDATION:**

DDA staff recommends that the DDA Board award the 2025 Downtown Plymouth Streetscape Design bid to SmithGroup. The contract with SmithGroup for Downtown Plymouth Streetscape Design will be in the amount of \$164,484. As this expenditure has not been specifically budgeted for in the DDA/City budget and due to PA 57, contract approval will be contingent on the City Commission’s approval of this expenditure at a future meeting. Funding for the project will come from the DDA’s current fund balance.



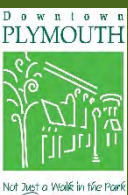
# Request for Proposals

**DOWNTOWN PLYMOUTH 2025 STREETScape DESIGN**



**CITY OF PLYMOUTH**

**PLYMOUTH DOWNTOWN DEVELOPMENT AUTHORITY**



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## Introduction

The City of Plymouth (City) and the Plymouth Downtown Development Authority (DDA) seek qualified consultants to respond to a Request for Proposal (RFP) for a streetscape upgrade design and enhancement plan of Downtown Plymouth using the [Plymouth Downtown Development Authority 2020 Infrastructure Master Plan](#) as framework, including a detailed plan for community engagement, in accordance with the [2024-2028 DDA Five Year Action Plan](#) and the [City of Plymouth Master Plan](#).

## Introducing Downtown Plymouth

The DDA was established in 1983 and is overseen by the Mayor and a 7-13 member board appointed by the City Commission. Members include business owners and city residents. The DDA district is approximately 57 acres roughly bounded by Church Street to the north, Union Street and Deer Street to the east, Wing Street to the south, and Harvey Street to the west.

This bounded area is considered “Downtown Plymouth,” and includes nearly 200 properties. The DDA aims to foster economic development in the downtown area. This includes the maintenance of streetscape elements including parking lots, street lighting, signage, landscaping, plantings, passive and active security measures.



At the heart of Downtown Plymouth is Kellogg Park, the center of many festivals and events. Popular festivals can see over 100,000 visitors pass through and summer concerts in the park draw a few thousand attendees weekly. Downtown Plymouth, often referred to as “DTP,” bustles with the activities of a thriving downtown every day with heavy pedestrian activity year-round.

## Project Background

Downtown Plymouth saw its original streetscape project in 1995, with a refresh in 2010. DDA and City staff continuously explore, review, gather input and generate ideas on how Downtown Plymouth might better serve residents and visitors in the years to come. A streetscape upgrade design is necessary to create a vital, vibrant and cohesive area which addresses the daily needs of a bustling downtown that often pivots to host large events.

## Project Resources

- [Plymouth Downtown Development Authority 2020 Infrastructure Master Plan](https://downtownplymouth.org)  
(downtownplymouth.org)
- [2024-2028 DDA Five Year Action Plan](https://downtownplymouth.org)  
(downtownplymouth.org)
- [City of Plymouth Master Plan \(2018\)](https://plymouthmi.gov)  
(plymouthmi.gov)
- [DDA Boundary Map \(page 12 of this document\)](#)
- [City of Plymouth \(DMS\) Anticipated Projects in Downtown Plymouth \(page 13 of this document\)](#)
- [Photos \(pages 14-18 of this document\)](#)

## Project Scope

The Downtown Plymouth 2025 Streetscape Design will focus on Downtown Plymouth as defined by the [DDA boundary](#). This request is for a design, not a fully engineered construction project. The designs should respond to unique programmatic aspects of Downtown Plymouth.

## Project Stakeholders

The consultant will work closely with DDA and City staff so that all phases of the project and the impact on relevant stakeholders such as the Department of Municipal Services (DMS) may be carefully considered. Community engagement will be conducted by the consultant with support from DDA and City staff to gather input and feedback from residents, visitors and business/property owners.

## Project Objectives

A preliminary list of **essential** goals (based on [2024-2028 DDA Five Year Action Plan](#)):

- Develop a proactive community engagement plan to
  - Educate residents, business owners, stakeholders about the streetscape upgrade design and enhancement plan
  - Gather community input
  - Help identify unique placemaking opportunities
- Develop a cost-effective design including potential supplemental funding options (grants, etc.)
- Provide concepts of vibrant, welcoming public spaces that encourage community building and accommodate people of all ages, physical abilities, and demographics throughout the year
- Improve community branding and informational signage including gateways and wayfinding signage
- Develop designs complimentary to recent upgrades at Saxton's Lot/Harvey Street
  - Sidewalk trim/brick pavers
  - Develop concepts for eco-friendly green infrastructure
    - multi-functional trees and native vegetation
    - tree plan (diversity, root management, mature tree canopy)
    - stormwater management, rain gardens
    - biodiversity (e.g., pollinator habitat)
- Activate unused or underutilized spaces using up-to-date industry best practices
  - Evaluate patio/outdoor dining opportunities
  - Maximize/increase sidewalk areas/pedestrian/commerce opportunities
- Increase viability and use of on-street parking
  - Analyze efficient parking space design (pull-in vs parallel vs angled, etc.)
  - Explore opportunities for additional parking spaces
- Improve pedestrian safety/walkability and vehicle safety mitigation
  - Improvements to sidewalks and walkways to be more inviting to pedestrian traffic while ensuring ADA accessibility and compliance
  - Incorporate passive security measures with input from public safety department
  - Enhance walkability and connectivity while increasing visibility, consistency, effectiveness of public crossings
    - Vehicle safety mitigation for pedestrian safety (planters, bollards, etc.)
    - Eliminate/reposition obstacles in walkway areas (light poles, planters, etc.)
  - Incorporate traffic calming vehicle management features that slow cars, reduce traffic, improve walkability
  - Revamp trees/tree grates/alternative surfacing around trees
  - Revamp planters
- Kellogg Park
  - Develop concepts to improve such as turf options, brick pathways (consistent with other brick areas of downtown), tree replacement
  - Develop concepts to integrate Kellogg Park to interface with proposed streetscape

- Misc
  - Identify locations for additional bike racks
  - Identify locations for additional EV Chargers (Saxton's Lot use should/could guide this decision)
  - Identify potential for coordination on utility company upgrade projects

A preliminary list of **potential** goals (based on previous discussions, will evolve with community engagement):

- Design upgrade(s) to Main Street median
- Extend curbs, increase walkability on Main Street next to Kellogg Park
- Reengineer of municipal lot at Wing/Harvey and areas on Forest to increase parking inventory, improve pedestrian walkability and traffic flow
- Penniman woonerf (improve event activation of Penniman Avenue next to Kellogg Park)
- The Gathering pavilion improvements (new bathrooms, potential pavilion enclosure, activate unused areas)
- Compass painting (Main Street/Ann Arbor Trail)
- Invisible paint artwork on streets/sidewalks
- Other opportunities to increase parking inventory
- Other opportunities to improve walkability
- Other opportunities to improve downtown aesthetics
- Other opportunities for active/passive safety measures
- Identify potential opportunities for land acquisition that adds value to the downtown streetscape

## Project Schedule

Community engagement and final design are expected to be completed within one year from date of proposal award. Scheduling for implementation, engineering and construction are expected to be a phased approach determined in a separate bid process at a later date.

## Proposal Anticipated Timeline

(all dates tentative)

Date(s)	Item
Thursday, April 3 <sup>rd</sup>	RFP publicly available
Thursday, May 1 <sup>st</sup>	Proposal bidding closes
Monday, June 9 <sup>th</sup>	Award



## Proposal Contents/Evaluation/Selection Process

The DDA board shall maintain the right to select a single response to this RFP and reject all other proposals.

**STEP 1** – Submission of a proposal as response to this RFP, including a minimum of these deliverables:

- Three (3) hard copies of entire proposal (required)**, (1) digital copy on a flash drive (*optional*)
- Cover letter
- Qualifications, references
- Previous work examples, preferably comparable in scale and scope
- Concept plan, timeline, sample designs showing detailed plan to administer community engagement and understanding of phased approach to implementation
- Design cost estimates
- Completed Contact Information Sheet
- Completed Affidavit of Noncollusion

**STEP 2** – DDA conducts evaluation and selection process considering some or all of the following elements:

- Compatibility with [Plymouth Downtown Development Authority 2020 Infrastructure Master Plan, 2024-2028 DDA Five Year Action Plan, City of Plymouth Master Plan \(2018\)](#)
- Approach and detailed plan to administer community engagement process
- Cost & value
- Aesthetics complementary to recent upgrades at Saxton's Lot/Harvey Street
- Demonstrated adherence to projected objectives listed in this document
- Demonstrated and documented leadership of similar projects
- Demonstrated understanding of Plymouth community history and culture

**STEP 3** – Financial analysis and due diligence on behalf of the City and DDA

**STEP 4** – Award

**STEP 5** – Projected Deliverables:

- Robust community and stakeholders engagement process to shape design
- Detailed finalized streetscape design as result of engagement process, *not* to include fully engineered construction project

### RFP Contact

Inquiries may be directed to:

Sam Plymale

*DDA Director*

[splymale@plymouthmi.gov](mailto:splymale@plymouthmi.gov)

734-455-1453

**City of Plymouth  
Plymouth Downtown Development Authority**

**NOTICE TO BIDDERS**

Notice is hereby given that the Plymouth Downtown Development Authority in conjunction with the City of Plymouth, Michigan will accept sealed bids up until 10:00 a.m., May 1, 2025. The bid opening will be at 10:00 a.m., May 1, 2025, at Plymouth City Hall.

**Downtown Plymouth 2025 Streetscape Design**  
City of Plymouth Downtown Development Authority  
C/o City Clerk  
Plymouth City Hall  
201 S. Main Street  
Plymouth, Michigan 48170

Specifications and bid documents are available at Plymouth City Hall during normal business hours. You may also download a copy of the documentation from the City's website at [www.plymouthmi.gov](http://www.plymouthmi.gov).

Three (3) hard copies of the entire proposal (see *Proposal Contents/Evaluation/Selection Process, Step 1* on page 6 of this document for items to be included) must be submitted in the sealed bid.

The City of Plymouth reserves the right to accept or reject any or all bids, in whole or in part, and to waive any irregularities.

Maureen Brodie, CMC  
City Clerk  
City of Plymouth

## INSTRUCTION TO BIDDERS

**MODIFICATIONS:** The proposal shall not contain any recapitulations of the work to be done. The City is under no obligation to consider alternate proposals or modifications to the specifications unless specifically requested in the bid documents. Oral presentations will not be considered.

**EXAMINATION/INTERPRETATION OF THE CONTRACT DOCUMENTS & ABILITY TO BID:** Before submitting a proposal, bidders shall carefully read the specifications and other bid documents and shall fully inform themselves as to all existing conditions and limitations and shall include in the proposal a sum to cover the cost of all items included in the specifications. Any bidder in doubt as to the true meaning of any part of the specifications or contract documents may submit to the City of Plymouth a written request for an interpretation or correction thereof. The person submitting such request will be responsible for its prompt delivery. If the interpretation is of general significance to all bidders, the City will attempt to fax or mail a copy of the interpretation to all parties known to be considering the bid. If the interpretation is of sufficient importance to potentially affect other bids, then the City may extend the bid due date to give all potential bidders an opportunity to consider the interpretation. Neither the City, nor its agents and employees, shall be responsible for any other explanations or interpretations of the specifications and bid documents, other than those issued in writing by the City Clerk. It is the intent of the City of Plymouth that all qualified contractors are able to bid under these specifications. If the bidder feels that the specifications are unreasonably restrictive and prevent an effective bid from being submitted, then the bidder is encouraged to notify the City and provide a written request for interpretation of the specification, which is being considered restrictive.

**ADDENDA:** Any addenda issued prior to the bid opening shall be covered by the bidder in the proposal and shall be made part of the contract documents. Receipt of such addendum shall be acknowledged in the proposal.

**DELIVERY OF PROPOSALS:** Bids shall be delivered by the time and to the place specified in the Notice to Bidders. It is the sole responsibility of the bidder to see that his/her proposal is received in proper time. Any proposal received after the scheduled closing time for receipt of proposals shall be returned to the bidder unopened. To avoid late receipt and disqualification of bids, it is recommended that bidders personally deliver bids or utilize overnight or certified mail with return receipt requested.

BIDS SHOULD BE DELIVERED IN SEALED ENVELOPES BEARING THE INSCRIPTION  
"DOWNTOWN PLYMOUTH 2025 STREETScape DESIGN".

DELIVER BIDS TO:

Maureen Brodie  
City Clerk  
City of Plymouth  
201 S Main  
Plymouth, MI 48170-1688

**WITHDRAWAL:** Any bidder may withdraw his proposal, either personally or by telegraphic, faxed or written request, at any time prior to the scheduled closing time for receipt of proposals.

**OPENINGS:** Proposals will be opened and publicly read aloud at the time designated.

**BIDDER QUALIFICATIONS/REFERENCES:** All bidders shall include a list of at least three references, preferably municipalities, which the City may contact regarding the bidder's performance. Upon request, the bidder shall also furnish a written statement of its qualifications for the proposed work and a list of work completed on similar projects.

**DURATION OF PROPOSALS:** Each proposal shall be considered binding and in effect for a period of ninety (90) days following the bid opening.

**PAYMENT TERMS:** To be determined by The City of Plymouth based on when the order is delivered.

**EQUAL EMPLOYMENT OPPORTUNITY:** In connection with the performance of work under this contract, the contractor agrees not to discriminate against any employee or applicant for employment because of race, religion, color, or national origin. The contractor shall further not discriminate against any employee or applicant for employment to be employed in the performance of this contract with respect to his/her hire, tenure, terms, conditions, privileges of employment or any matter directly or indirectly related to employment because of age, except in cases of bona-fide occupational qualifications. Non-compliance with the non-discrimination clause of this contract shall result in cancellation, termination or suspension of the contract and the contractor may be declared ineligible for further City of Plymouth contracts.

**HOLD HARMLESS CLAUSE:** The contractor agrees to defend and hold the City of Plymouth and its tenants harmless from any claims, actions, damages, losses and expenses of any sort arising out of or in connection with any act or omission of said company, its employees, stewards agents or sub-contractors.

**FAILURE TO PERFORM:** Failure to perform according to the specifications and bid will result in immediate cancellation of the contract, with the understanding that the City will contact the contractor and inform him/her of any deficiencies and allow corrections of said deficiencies to be made within 24 hours of such notification. Repeated failures of same deficiency will result in immediate termination of the contract after written notice has been given and noted as final notice of failure to comply.

**NON-COLLUSION AFFIDAVIT:** Bidders will complete the enclosed Affidavit of Non-collusion by Contractor form.

PLYMOUTH DOWNTOWN DEVELOPMENT AUTHORITY IN CONJUNCTION WITH THE CITY OF PLYMOUTH, MICHIGAN RESERVES THE RIGHT TO ACCEPT OR REJECT ANY OR ALL BIDS, IN WHOLE OR IN PART, AND TO WAIVE ANY IRREGULARITIES. LOW BID DOES NOT AUTOMATICALLY GUARANTEE BID AWARD. BID IS AWARDED TO "BEST BID" AS DETERMINED BY THE CITY OF PLYMOUTH.

## CONTACT INFORMATION

Business Name	
Address	
City/State/Zip	
Phone Number	
Fax Number	
*Email Address	
Business Contact	

The Undersigned, having examined the scope of work, hereby proposes to perform the work in a manner satisfactory to the City of Plymouth in accordance with all specifications, terms and conditions contained in this bid document at the following rates and prices and complete all work within schedules as generally stated and specifically agreed to at the initiation of each phase of work. I affirm that I have the authority to submit this bid to the City of Plymouth for the work specified on the attached sheet.

\_\_\_\_\_  
Signature of Authorized Agent

\_\_\_\_\_  
Printed Name of Authorized Agent

\_\_\_\_\_  
Date

\*Award results will be sent via email, please be sure to include a valid email address above if you wish to be notified of the proposal award.

## AFFIDAVIT OF NONCOLLUSION

STATE OF \_\_\_\_\_ COUNTY OF \_\_\_\_\_

\_\_\_\_\_(name), being first duly sworn deposes and says that he/she is  
 \_\_\_\_\_ (title) of \_\_\_\_\_(corporation) who submits herewith to the  
 City of Plymouth a proposal for DOWNTOWN PLYMOUTH 2025 STREETScape DESIGN for the City of  
 Plymouth and certifies:

That all statements of fact in such proposal are true;

That such proposal was not made in the interest of or on behalf of any undisclosed person, partnership, company, association, organization or corporation;

That such proposal is genuine and not collusive or sham; That said bidder has not, directly or indirectly, by agreement, communication or conference with anyone, attempted to induce action prejudicial to the interest of the City of Plymouth, or of any other bidder or anyone else interested in the proposed contract; and further

That prior to the public opening and reading of proposals, said bidder:

1. Did not, directly or indirectly, induce or solicit anyone else to submit a false or sham proposal;
2. Did not, directly or indirectly, collude, conspire, connive or agree with anyone else that said bidder or anyone else would submit a false or sham proposal, or that anyone should refrain from bidding or withdraw his bid;
3. Did not in any manner, either directly or indirectly, seek by agreement, communication or conference with anyone to raise or fix the proposal price of said bidder or of anyone else or to raise or fix any overhead, profit, cost element of his proposal price or of that of anyone else;

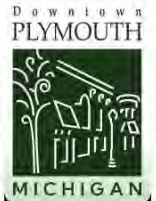
Did not, directly or indirectly, submit his proposal price or any breakdown thereof, or the content thereof, or divulge information relative thereof, to any corporation, partnership, company, association, organization, bid depository, or to any member or agent thereof, or to any individual or group of individuals, except to any person or persons who have a partnership or other financial interest with said bidder in this business.

\_\_\_\_\_  
 Firm Name

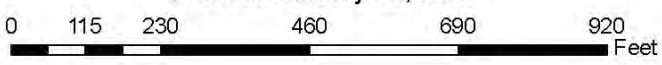
\_\_\_\_\_  
 Signature of Bidder

\_\_\_\_\_  
 Date

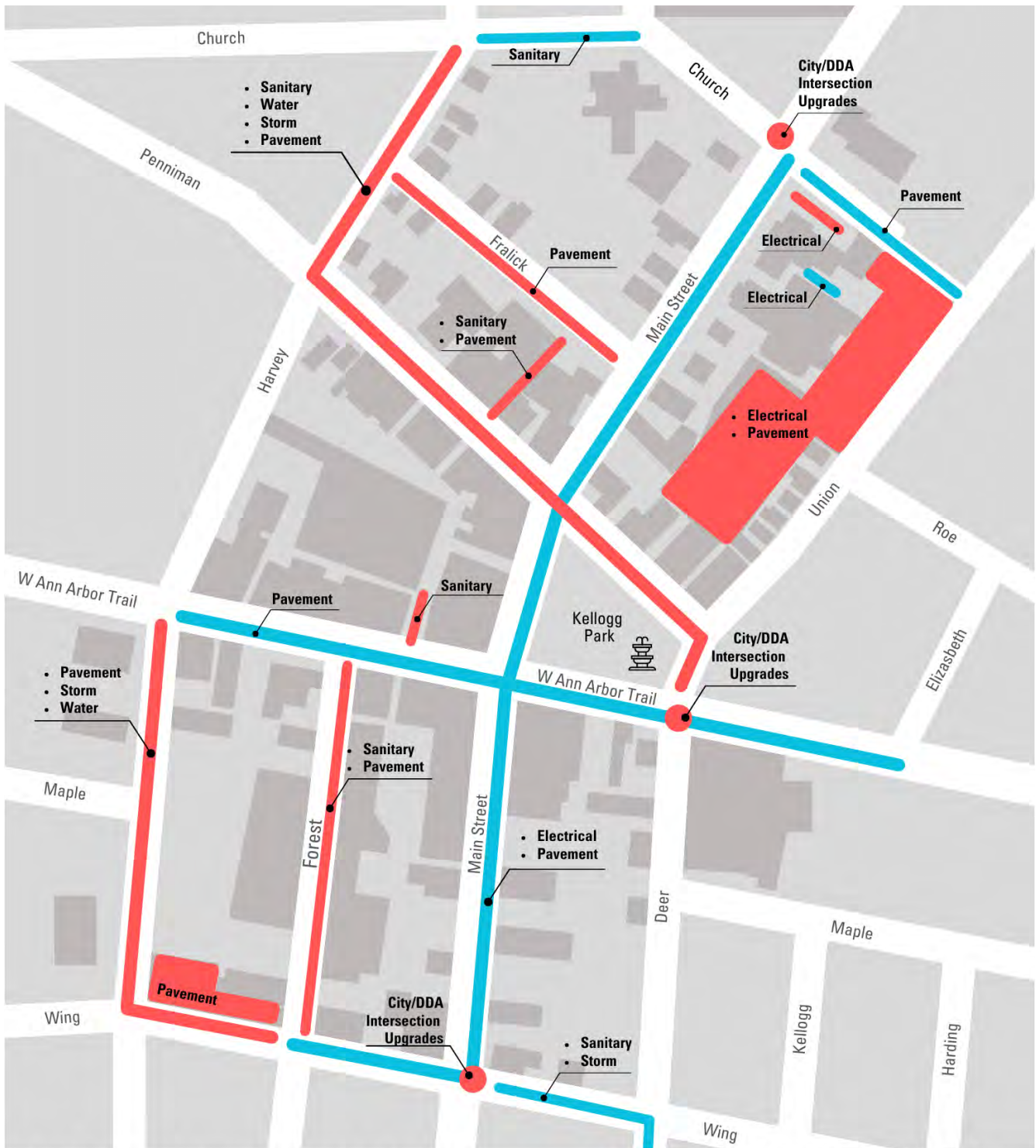
# Plymouth DDA Boundary Map



City of Plymouth GIS  
 201 S. Main  
 734-453-1234  
 Printed: January 22, 2024



## City of Plymouth (DMS) Anticipated Projects in Downtown Plymouth



### Anticipated Infrastructure Repairs/Replacements

City of Plymouth Department of Municipal Services  
March 2025

Includes: *Electric*  
*Pavement*  
*Sanitary*  
*Storm*  
*Water*

● Likely in next 1 - 5 years

● Likely in next 5 - 10 years

*Coordination with utility companies may be required.*



## Photos



Main St median [between Ann Arbor Tr/Penniman]



Ann Arbor Tr/Forest Ave



Main St/Penniman Ave



Summer concert in Kellogg Park



Fourth of July parade [Main St/Ann Arbor Tr]



Art in the Park [Main St between Ann Arbor Tr/Penniman]



Pumpkin Palooza [Forest Ave]



Main Street Tree Lighting [Kellogg Park]



Kellogg Park [view of Main St/Ann Arbor Tr]



Kellogg Park [view of Penniman Ave]



The Gathering [summer]



The Gathering [winter]



Kellogg Park



Wilcox Fountain [Kellogg Park]



Memorial bench [Victor Stanley brand]



Corner planter (raised concrete)



Planter (circular stone)



Planter (concrete median)



Saxton's Lot



Saxton's Lot



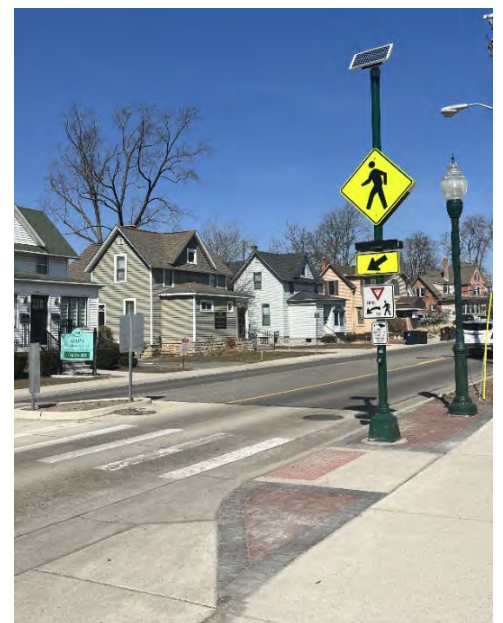
Saxton's Lot [rain garden]



Saxton's Lot [EV charger]



Harvey St





Wayfinding sign [Main St/Penniman Ave]



Wayfinding sign [Main St/Penniman Ave]



Wayfinding signs



Street sign



Main St median banners

Bid Opening: Downtown Plymouth 2025 Streetscape Design

Date/Time: Thursday, May 1, 2025 10:00 a.m.

**UNOFFICIAL BID RESULTS**

Attendees: Sam Plymale

Reiko Misumi-Schelm

Maureen Brodie

Hannah Knight

John Buzuvis

Bidder	Content Provided	Total				
McKenna	Three Copies, Digital on Flashdrive	\$195,465.00				
Spalding DeDecker	Three Copies, Digital on Flashdrive	\$164,695.00				
Wade Trim	Three Copies, Digital on Flashdrive	\$397,150.00				
Conners Ladner Design Workshop, Inc.	Three Copies, Digital on Flashdrive	\$248,500.00				
Smithgroup Companies, Inc.	Three Copies, Digital on Flashdrive	\$164,484.00				
M. C. Smith Associates	Three Copies, Digital on Flashdrive	\$67,200.00				
Toole Design	Three Copies, Digital on Flashdrive	\$182,850.00				
OHM Advisors	Three Copies, Digital on Flashdrive	\$89,957.00				
Giffels Webster	Three Copies, Digital on Flashdrive	\$115,560.00				
MKSK Alisa Burnside			<b>NOT RECEIVED BY 10:00 AM BID OPENING ON MAY 1, 2025</b>			

\*Digital copies given to DDA

CITY OF PLYMOUTH |  
PLYMOUTH DOWNTOWN DEVELOPMENT AUTHORITY

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# 2025 DOWNTOWN STREETScape DESIGN

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**SMITHGROUP**

May 1, 2025





DASH PARK  
ONALASKA, WISCONSIN



RE: 2025 Downtown Plymouth Streetscape Design

May 1, 2025

Maureen Brodie, City Clerk  
Sam Plymale, DDA Director  
City of Plymouth

Dear Ms. Brodie, Mr. Plymale, and Members of the Selection Committee,

SmithGroup is excited to submit our qualifications for the 2025 Downtown Plymouth Streetscape Design. We bring a multidisciplinary approach that combines landscape architecture, civil engineering, and urban planning and design. Our team will work collaboratively with the City, the Downtown Development Authority, interested citizens, and community leaders to develop unique designs that reflect the downtown's unique character.

Our assembled team at SmithGroup has worked in communities across Michigan and the Midwest to enhance, activate, and vitalize downtown centers. We know how critical downtown is to Plymouth's sense of place, economic health, and community vibrancy. SmithGroup is committed to deeply engaging municipal partners, businesses, residents, and other stakeholders through a proven process that combines effective engagement, high-quality design, and best practices in safety, mobility, and placemaking. Downtown Plymouth is a cherished and unique place, and our team is committed to advancing this work with all the passion and sensitivity it will require.

## URBAN PLACEMAKING

We are dedicated to creating engaging streetscapes and public spaces, flexible multi-use streets, and sustainable and resilient downtown districts in communities of all sizes. Our firm has designed signature Midwest public spaces for more than 60 years, and continues to be a leader in urban place creation. We understand that urban parks, alleys, and streets are more than simple conduits for vehicular movement and parking—they are the life blood of our communities and civic activity. SmithGroup's approach starts with a people-first perspective. From engagement to material selections, we aim to create an inclusive experience and design outcomes that are shaped by the community and live up to their values.

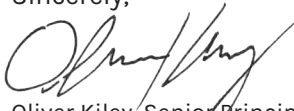
## PUBLIC ENGAGEMENT

We are experts at collaborating with others to develop solutions that honor the participation of a diverse range of perspectives, and use a comprehensive range of engagement tools in online and person-to-person settings. We build consensus with client and citizen groups, and our graphic, writing, presentation, and facilitation skills ensure that opportunities for public input are productive, meaningful, and fun.

## A PROVEN TEAM

The team for your project brings decades of experience planning, designing, and implementing transformational streetscape and urban placemaking projects. Our team has produced several recent landmark urban street projects in Ann Arbor, Kalamazoo, Midland, Dearborn, Grand Rapids, and Detroit. We are excited for the opportunity to leverage our shared skill and commitment to serve the City of Plymouth as we shape the future of downtown together. We invite you to review our qualifications. If you have any questions or require additional information, please do not hesitate to reach out.

Sincerely,



Oliver Kiley, Senior Principal  
oliver.kiley@smithgroup.com | 734.669.2719



BRICKLINE GREENWAY  
ST. LOUIS, MISSOURI

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SECTION 1

# FIRM INTRODUCTION & QUALIFICATIONS



69TH STREET PLAZA  
WAUWATOSA, WISCONSIN



## FAST FACTS

### YEARS IN SERVICE

172 years

### STAFF SIZE

1,500 employees

### OFFICE LOCATIONS

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

### SERVICE OFFERINGS

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

Our mission is to create a legacy of inspiring places that enhance the environment and enrich the human experience. We work together with communities to create thoughtful, well-crafted places that artfully balance beauty with function.

## ABOUT SMITHGROUP

Founded in 1853, SmithGroup has become an award-winning, multi-national organization that employs research, data, advanced technologies and design thinking to help our clients solve their greatest challenges.

Working across a network of 21 offices internationally, our team of 1,500 experts is committed to excellence in strategy, design, and delivery—giving rise to new and innovative processes and methodologies which are redefining the way we work and collaborate. Our specialists develop beautiful, sustainable, future-focused solutions for urban environments, commercial and mixed-use districts, park and open spaces, waterfront developments, workplaces, cultural institutions, healthcare, and science and technology organizations.

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

# WE'RE PASSIONATE ABOUT CONNECTING COMMUNITIES THROUGH DESIGN

## PUBLIC REALM & PLACEMAKING

Our team is dedicated to creating great places, streets, and vibrant, sustainable cities. We know the key elements that help make active, people-focused places, and how to employ them in each part of a city. Our firm has designed signature public places for over 60 years, and we are passionate about creating legacy public destinations.



## PARKS & OPEN SPACE

Our team brings decades of experience designing, funding, and creating welcoming parks, plazas, and public open spaces that foster community and everyday connection. Changes and improvements to these public parks and open spaces can be strategically phased over time as funding is identified and acquired.



## MOBILITY & COMPLETE STREET DESIGN

Complete street design requires the ability to conduct in-depth traffic analyses that assess all users of the corridor: bikes, pedestrians, and motor vehicles. We are leaders in the design of mobility systems that reflect and sustain land use, social activity, community events, pedestrians, and non-motorized movement, outdoor dining and shopping, and community identity.



## PLANNING & OPPORTUNITIES FOR INVESTMENT

We integrate market realities, insights, and development trends into our planning. By understanding the local context we develop targeted strategies that attract investment and support sustainable growth. This ensures our solutions are visionary and grounded in real-world opportunities, making them financially viable and impactful.



## FLEXIBLE STREET DESIGN

SmithGroup is at the forefront of understanding how streets shape the public realm and integrate with adjacent land uses. We have successfully employed shared street environments that accommodate a full range of mobility options, strengthen social cohesion, and create infrastructure flexibility to allow for cost-effective adaptation to new technologies over.



## RESILIENT INVESTMENT

With each project, we have the chance to do something new and different, which is incredibly energizing and exciting. But mitigating risk and managing expectations also needs to be part of the conversation, to ensure it is a strong and sustainable investment for you. Our team can assist in safeguarding your investment, by ensuring that your project is planned with an innovative approach.





## YOU'RE IN GOOD COMPANY

SmithGroup is proud of the long-standing and trusted relationships we have built with communities throughout the Midwest and beyond. Our teams are dedicated to partnering with local municipalities, downtown development authorities, and economic organizations to transform urban environments through innovative and sustainable design solutions. Our urban design projects reflect our commitment to creating vibrant, livable, and resilient communities. The select client list below showcases our depth of expertise and dedication to enhancing the quality of urban life.

- Ann Arbor Downtown Development Authority
- Ann Arbor Housing Development & Economic Corporation
- Capitol Riverfront Business Improvement District
- City of Adrian Downtown Development Authority
- City of Alexandria, Virginia
- City of Ann Arbor, Michigan
- City of Appleton, Wisconsin
- City of Beloit, Wisconsin
- City of Big Rapids, Michigan
- City of Chicago, Illinois
- City of Clive, Iowa
- City of De Pere, Wisconsin
- City of Dearborn, Michigan
- City of Des Moines, Iowa
- City of Detroit, Michigan
- City of Dexter, Michigan
- City of East Moline, Illinois
- City of Elgin, Illinois
- City of Ferndale, Michigan
- City of Grand Blanc, Michigan
- City of Grand Rapids, Michigan
- City of Kalamazoo, Michigan
- City of Kenosha, Wisconsin
- City of La Porte, Indiana
- City of Las Vegas, Nevada
- City of Mason, Michigan
- City of Milwaukee, Wisconsin
- City of Mount Clemens, Michigan
- City of Oak Park, Michigan
- City of Port Huron, Michigan
- City of Portage, Indiana
- City of Racine, Wisconsin
- City of Rockford, Illinois
- City of Rocky River, Ohio
- City of Royal Oak, Michigan
- City of Sandusky, Ohio
- City of Santa Clara, California
- City of Scottsdale, Arizona
- City of St. Louis, Missouri
- City of Sylvania, Ohio
- City of Watertown, Wisconsin
- City of Westland, Michigan
- City of Willoughby, Ohio
- City of Wyandotte, Michigan
- Detroit Riverfront Conservancy, Inc.
- Downtown Detroit Partnership
- Downtown Grand Rapids Inc.
- Downtown Lansing, Inc.
- Eastern Market Corporation Erie Downtown Partnership
- Grand Circus Park Conservancy
- Greater Muskegon Economic Development
- Greater Sandusky Partnership
- Greektown Neighborhood Partnership
- Grosse Ile Township, Michigan
- Jackson County, Michigan
- Kalamazoo Downtown Partnership
- Marquette Downtown Development Authority
- Michigan Central
- Michigan Economic Development Corporation/Redevelopment Ready Community Program
- Midtown Detroit Inc.
- Milwaukee Downtown Business Improvement District
- Pittsburgh Downtown Partnership
- Pittsburgh Innovation District
- San Francisco Downtown Community Benefit District
- Shelby Township, Michigan - Charter Township of Shelby
- St. Clair County Parks and Recreation
- Village of Beverly Hills, Michigan
- Village of Mahomet, Illinois
- Village of Mount Horeb, Wisconsin
- Villard Avenue Business Improvement District

## PROJECT LEADER & LANDSCAPE ARCHITECT

# OLIVER KILEY

PLA



With 20 years of experience as a landscape architect, Oliver Kiley practices at the intersection of community planning, green infrastructure, mobility/street design, and public engagement—all in complex urban environments. He excels at working across scales and in bridging the gap between deep planning-level study and physical implementation, with a special emphasis on urban mobility and greenway projects. Oliver is an advocate for community-driven and data-enriched processes and engagement methods, which he uses to support transparent and defensible decision-making. Oliver's interdisciplinary approach and passion helps clients reposition their communities for a resilient, healthy, and equitable future.

### CITY OF ANN ARBOR, MICHIGAN: STREETScape & MOBILITY PROJECTS

- Ann Arbor Downtown Streets Design Manual
- Ann Arbor Vision Zero Implementation
- Fifth Avenue and Detroit Street Improvements
- First, Ashley, Williams Streets Improvements
- South University Streetscape Improvements
- State Street and Key Streets Improvement Projects
- Huron Street Improvements

### CITY OF GRAND RAPIDS, MICHIGAN: MOBILITY & PLANNING PROJECTS

- Grand Rapids Vital Streets Plan and Design Manual
- Hill and River Network Trail and Plazas
- Michigan Avenue Eastern Avenue Reconstruction

### CITY OF KALAMAZOO, MICHIGAN: PLANNING, MOBILITY & PLACEMAKING PROJECTS

- Kalamazoo Street Design Manual
- Kalamazoo Downtown Placemaking
- Kalamazoo Green Infrastructure Plan

### CITY OF DETROIT, MICHIGAN: STREETScape & PLACEMAKING

- Eastern Market District Development
- Corktown Street Calming and Pedestrian Connectivity

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#### EDUCATION

Master of Landscape Architecture,  
University of Michigan

Bachelor of Science in Natural  
Resources, University of Michigan

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#### REGISTRATIONS

Landscape Architect:  
Michigan

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#### PROFESSIONAL AFFILIATIONS

American Society of Landscape  
Architecture

American Planning Association



## PROJECT MANAGER & URBAN PLANNER

# CAROLYN LUSCH

## AICP



Carolyn Lusch is an experienced urban planner and project manager who specializes in designing communities that support safe, equitable, and sustainable development and transportation. A creative thinker who is embedded in her communities, Carolyn plays a vital role in the creation of innovative plans that guide equitable community development. She believes in building strong relationships with the communities she serves and delivering plans that reflect their visions and values. Her leadership, expertise, and partnering acumen enable her to deliver an impactful and successful program.

### CITY OF ANN ARBOR, MICHIGAN: STREETScape & MOBILITY PROJECTS

- Ann Arbor Comprehensive Plan
- Ann Arbor Downtown Circulation Study
- Ann Arbor Vision Zero Implementation
- State and Hill Streets Improvements

### CITY OF DETROIT, MICHIGAN: STREETScape & PLACEMAKING

- City of Detroit Master Plan
- Vibrant Blocks for Business Corridor Design Guidelines
- North End Framework Plan
- Joe Louis Greenway Neighborhood Action Plans
- Bedrock, East Riverfront Streetscape and Plaza Design

### ADDITIONAL RELATED PROJECTS

- Michigan Department of Transportation, Woodward Loop Conversion and M-59 Reconstruction, Pontiac, Michigan
- City of Ferndale, Master Plan, Parks, and Recreation Plan Update and Climate Action Plan, Ferndale, Michigan
- City of Royal Oak, Sustainability and Climate Action Plan, Royal Oak, Michigan

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#### EDUCATION

Master of Urban & Regional Planning,  
University of Michigan

Bachelor of Arts,  
University of Michigan

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#### REGISTRATIONS

American Institute of Certified Planners

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#### PROFESSIONAL AFFILIATIONS

American Planning Association,  
Transportation Division

Association of Pedestrian & Bicycle  
Professionals

## URBAN DESIGNER & PLACEMAKING SPECIALIST

# KATHERINE DEKREY



Katherine DeKrey is an experienced urban designer with significant experience leading the conceptual design process through document preparation for a variety of project types. She uses important insights gained from active community engagement to help lead creative and innovative urban design solutions. Katherine brings important technical skills, success working collaboratively with community partners from diverse backgrounds, and a personal dedication to excellence in design and experimentation to yield creative results. Katherine will serve as an important team partner bringing innovative solutions.

### CITY OF ANN ARBOR, MICHIGAN: STREETSCAPE & MOBILITY PROJECTS

- Ann Arbor Comprehensive Plan
- Ann Arbor Downtown Circulation Study
- Ann Arbor Vision Zero Implementation
- State and Hill Streets Improvements
- Downtown Transit Alignment Plan
- Ann Arbor Safe Streets for All Grant Coordinator
- Ann Arbor Federal Building Plaza Renovation

### CITY OF DETROIT, MICHIGAN: STREETSCAPES & PLACEMAKING PROJECTS

- Detroit Streets Program Management, Various Projects
- Greektown Monroe Street Improvement Program
- Randolph Plaza Pre-Development Planning

### ADDITIONAL RELATED PROJECTS

- City of Kalamazoo, Downtown Placemaking, Kalamazoo, Michigan
- City of Lansing, Downtown Development Plan, Lansing, Michigan
- City of Muskegon Heights, Downtown Vision Plan, Muskegon Heights, Michigan
- Grand Rapids Downtown Hill and River Network, Grand Rapids, Michigan
- Michigan Department of Transportation, Woodward Loop Conversion and M-59 Reconstruction, Pontiac, Michigan

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#### EDUCATION

Master of Science, Architecture,  
Minor in Urban Planning,  
University of Minnesota

Bachelor of Science, Urban Studies,  
Environmental Sciences, Political  
Science, Augsburg University

## SENIOR LANDSCAPE ARCHITECT & IMPLEMENTATION SPECIALIST

# BRIAN CHARLTON

PLA, LEED AP



As a landscape architect with over 30 years of experience, Brian Charlton works with communities and stakeholder groups to develop sustainable solutions that improve the environment, economy, and quality of life for residents and visitors. His expertise introduces creative and functional solutions using sound design principles, team management skills, and a strong client focus. He brings an emphasis on urban mobility, greenway, and complex urban environments. Brian has extensive experience designing and implementing roadway, streetscape, greenway, and non-motorized trails, including familiarity with details, cost estimating, and the intricacies of state and federal guidelines. His expertise results in solutions that contribute to a strong sense of place, vibrant complete streets, design functionality, and innovative solutions.

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### EDUCATION

Master of Landscape Architecture,  
University of Michigan

Bachelor of Landscape Architecture,  
Kansas State University (Dean's List)

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### REGISTRATIONS

Landscape Architect:  
Michigan

LEED Accredited Professional

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### PROFESSIONAL AFFILIATIONS

American Society of Landscape  
Architects (ASLA)

Phi Kappa Phi,  
National College Honor Society

Sigma Lambda Alpha,  
Landscape Architecture Honor Society

Tau Sigma Delta,  
Architecture Honor Society

Eagle Scout, Boy Scouts of America

Congress for New Urbanism

### CITY OF DETROIT, MICHIGAN: STREETScape & PLACEMAKING PROJECTS

- Detroit Streets Program Management, Various Projects
- Corktown Street Calming and Pedestrian Connectivity
- Broadway Streetscape Improvements
- Islandview Greater Villages Urban Design Neighborhood Revitalization
- Department of Transportation, M-5 Streetscape Design
- Bedrock, East Riverfront Streetscape and Plaza Design
- District Detroit Framework Plan, Wayfinding and Design Standards
- Little Caesars Arena Plaza

### DETROIT EASTERN MARKET (MICHIGAN) PLACEMAKING & DISTRICT IMPROVEMENTS

- Comprehensive Neighborhood Plan
- District Streetscape Improvements
- District Improvements and Link Detroit

### CITY OF DETROIT, MICHIGAN: GREENWAYS & MOBILITY CONNECTIONS

- Joe Louis Greenway Framework Plan and Implementation
- Midtown Loop Greenway
- Dequindre Cut Greenway
- East Riverfront Greenway Plan
- Detroit RiverWalk

## CIVIL ENGINEER

# JAKE RAY

## PE



Jake Ray, with 10 years of civil engineering experience, brings a strong background working with various municipalities and public/private clients. He understands the complex engineering, permitting, and bidding procedures that are associated with public open space and streetscape projects, and collaborates with the design team to find engineering solutions that maximize design improvements for the communities these public spaces serve. Jake's experience includes streetscape improvements, greenways, stormwater management, pedestrian bridges, and safe pedestrian crossing solutions, and park infrastructure design.

### CITY OF DETROIT, MICHIGAN: STREETSCAPES & PLACEMAKING

- Detroit Streets Program Management, Various Projects
- Jefferson Avenue and Rosa Parks Boulevard Improvements
- Greektown Monroe Streetscape Improvements

### CITY OF DETROIT, MICHIGAN: GREENWAYS & MOBILITY CONNECTIONS

- Joe Louis Greenway Framework Plan and Implementation
- Detroit River Conservancy DDA Riverwalk Design

### CITY OF ANN ARBOR, MICHIGAN: STREETSCAPE & MOBILITY TRANSFORMATION

- Fourth Avenue Streetscape Improvements
- Ann Arbor Housing Commission, 350 S. Fifth Redevelopment Schematic Design
- Federal Building Plaza Renovation

### CITY OF GRAND RAPIDS: DOWNTOWN AND MULTI-MOBILITY PLANNING

- Downtown Hill and River Network
- Silver and Plaster Creek Trail Planning

### ADDITIONAL RELEVANT STREETSCAPE DESIGN & MOBILITY TRANSFORMATION PROJECTS

- Kalamazoo, Downtown Placemaking, Kalamazoo, Michigan
- City of Muskegon Heights Downtown Vision Plan, Muskegon, Michigan
- City of St. Louis City-Wide Transportation & Mobility Plan, St. Louis, Missouri

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#### EDUCATION

Bachelor of Science in Civil Engineering  
North Carolina State University

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#### REGISTRATIONS

Professional Engineer:  
Michigan  
North Carolina

SECTION 2

RELEVANT PROJECT  
EXPERIENCE



SELDEN PLAZA  
DETROIT, MICHIGAN

# A LEGACY OF STREETScape ACTIVATION & PLACEMAKING IN DETROIT

For decades, SmithGroup has worked with city agencies, planning organizations, and diverse community stakeholders on various revitalization plans to reactivate neighborhood streets, downtown districts, and public spaces throughout the City of Detroit. These planning efforts have helped identify investment opportunities, incorporated green infrastructure and sustainable landscapes, and developed implementation strategies that have led to positive, tangible outcomes.



EAST RIVERFRONT  
LANDSCAPE PLAZA AND STREETScape

# GREEKTOWN REVITALIZATION

## MONROE STREET REDESIGN & RANDOLPH PLAZA

SmithGroup is working with the Greektown Neighborhood Partnership on two related projects that aim to enhance the pedestrian experience in Detroit's iconic Greektown neighborhood.

Despite recent changes in the downtown districts, Greektown remains one of the few places that feels authentically welcoming to Detroiters. Monroe Street, the heart of Greektown, is a bustling commercial street with a concentration of entertainment and food/beverage venues. Although the street sees high volumes of visitors, its vehicle-centric design inhibits pedestrian flow and limits opportunities for outdoor dining and event programming.

The **Monroe Street Redesign** prioritizes pedestrians, provides flexibility, increases safety, and celebrates the rich cultural and historic heritage of Greektown. The design was developed based on extensive stakeholder and public outreach. The innovative solution will not only address the needs of today but also provide Greektown with the flexibility to evolve over time. This will be the third public street in Detroit to be built without curbs, and the first downtown.

SmithGroup also developed a vision for a new **Randolph Plaza** serves as a gateway to Greektown. The plaza is made possible by reducing the street width and closing an intersection. This intimate plaza space surrounded by murals will host concerts, movies, and casual events.

### KEY DESIGN CONSIDERATIONS:

- Prioritized pedestrians by reducing roadways from two lanes down to one
- Expanded walkways and enabled outdoor seating
- Eliminated curbs at intersections for flexibility and easy event closure
- Reduced on-street parking allowed strategic passenger and commercial loading zones
- Incorporated pavers in the right-of-way and added street trees to make the street inviting
- Added public art throughout to reflect the rich culture of Greektown and reinforce placemaking



# EASTERN MARKET DISTRICT IMPROVEMENTS

## LINK DETROIT | EASTERN MARKET STREETSCAPES DESIGN

For over 15 years, SmithGroup has worked in partnership with the Eastern Market Corporation, the City of Detroit, and a group of nonprofits and community stakeholders to advance the mission of Eastern Market to provide a space for the community that makes a “Healthier, Wealthier, Happier Detroit.”

**Link Detroit** represented the culmination of bringing these planning efforts together with the award of a \$10 million in TIGER grant funding to assist in the \$24 million multi-modal infrastructure project. This allowed for the completion of a network of non-motorized greenways and bikepaths, and a series of streetscape and public space improvements in Eastern Market. These projects help improve livability, spurred reinvestment, and created an energized urban environment.

SmithGroup is currently working on the **Market Core Streetscape Improvements** to the remaining roads, sidewalks, and non-motorized connections. These upgrades will help the District reach its goal to become a nationally significant food hub. Eastern Market District is one of the most complex areas, requiring intense operational coordination, programming, and infrastructure improvements, while supporting community partners, businesses, and customers.

### KEY DESIGN CONSIDERATIONS:

- Coordination and completion of seven projects simultaneously on schedule
- Identified funding strategies integrated with cost-efficient design solutions and prepared grant applications including TIGER funding



EASTERN MARKET DISTRICT



EASTERN MARKET CORE STREETSCAPE IMPROVEMENTS

### CONNECTING THE DOTS

\$24.8 million in infrastructure improvements!

**MIDTOWN LOOP**  
This greenway transforms Midtown into a more walkable community by offering a safe and convenient route for pedestrians and cyclists to museums, galleries, restaurants, jobs and other businesses.

**HAMTRAMCK CONNECTOR**  
As a northern extension of the Dequindre Cut, the Hamtramck Connector introduces bike lanes along streets to safely move pedestrians and cyclists between Hamtramck and Detroit.

**BRIDGE IMPROVEMENTS**  
The Aubade Street, Division Street and Wilkin Street bridges span the Dequindre Cut Caseway and their renovation is a critical part of the surface transportation network serving Eastern Market.

**EASTERN MARKET**  
Streetscape enhancements, improved bicycle and transit facilities and pedestrian lights on Russell Street, Wilkins Street and the Fisher Freeway Service Drive improves the circulation, access, safety and experience for patrons and vendors at Eastern Market.

**DEQUINDRE CUT**  
A model for revitalization of abandoned urban rail corridors, Phase II of the Dequindre Cut built upon Phase I and extend the repurposing efforts along the abandoned rail corridor making a critical connection between Eastern Market, Midtown Loop and the Detroit RiverWalk.



# DETROIT STREETS PROGRAM MANAGEMENT SERVICES

## CITY-WIDE STREETScape & PUBLIC OPEN SPACE IMPROVEMENTS

As a long-time, trusted partner for the City of Detroit, SmithGroup's multi-disciplinary team has helped engage the community, create policy, frameworks, plans, and thoughtfully designed projects.

SmithGroup is serving on a five-year program to administer an \$80 million complete street design bond program as part of the **Detroit Streets Program Management Services**. Several streets and intersections were improved for enhanced pedestrian safety, non-motorized mobility, and public realm interaction. A series of traffic calming measures featured sidewalk bump-outs to reduce crossing distances, center refuge islands, LED-enhanced flashing crossing signs, speed tables, protected bike lanes, defined pavement markings, and signage for appropriate street usage.

Each solution drew upon its neighborhood's cultural, historical, and social characteristics. This created an appropriate aesthetic for site amenities, street trees, landscaping, gateways, signage, and structures.

Sustainable solutions included green stormwater enhancements, infiltration systems, bioretention/raingarden planting areas, and flow-through planters.

### KEY DESIGN CONSIDERATIONS:

- Enhanced the culture and historic charm of the local neighborhoods
- Completed 10 community-led streetscape projects
- Provided a catalyst for revitalizing retail corridors
- Provided safe and enjoyable pedestrian, bicycle, transit, and vehicle mobility options for all ages, abilities, and economic status



# ANN ARBOR'S NETWORK OF PEOPLE-FRIENDLY STREETS

SmithGroup's decades-long collaboration with the City of Ann Arbor has been transformative—encompassing a range of impactful projects that enhance urban living and community well-being. Together, we have established new benchmarks for urban design, breathing new life into key areas and crafting cohesive, pedestrian-friendly environments that resonate with the values of the Ann Arbor community. These collaborative efforts highlight SmithGroup's unwavering commitment to creating safer, more inclusive, and vibrant urban landscapes.



ANN ARBOR FIFTH & DETROIT  
STREET RECONSTRUCTION

# ANN ARBOR'S PEOPLE-FRIENDLY STREET PROGRAM

## STREETSCAPE & PUBLIC OPEN SPACE IMPROVEMENTS

SmithGroup led an interdisciplinary team to implement transformative transportation infrastructure projects throughout Ann Arbor's downtown as part of the People-Friendly Streets Program. Ten projects have been built to date, which have improved safe, equitable, multi-modal access into and throughout the downtown, support commercial vitality and placemaking, and build resilience and sustainability into public spaces.

**State Street's Curbless Festival Street Design**, demonstrates how SmithGroup transformed three blocks of State Street into a pedestrian-oriented, curbless event street. After public engagement, traffic studies, and safety analyses, SmithGroup proposed a curbless design coupled with a road diet to reduce travel lanes. The curbless street flexibly shifts between parking, loading, and cafe dining depending on business needs while improving ADA access and supporting events such as the Ann Arbor Art Fair.

SmithGroup transformed **First & Ashley Streets** back to two-way traffic to simplify navigation and increase flexibility. This added segments of the Treeline Trail with a two-way bikeway on First Street and enhanced Ashley Street's for cafes and commercial activities.

In the Kerrytown District—beloved for its shops, restaurants, and farmer's market—SmithGroup used traffic calming measures at **Fifth Avenue & Detroit Street**, reduced vehicular lanes, added a buffered bike lane and bump-outs, and creating medians. Sidewalk improvements activated public spaces, enhanced lighting, and preserved the district's charm.

### KEY DESIGN CONSIDERATIONS:

- Resiliency is a cornerstone, using durable materials, native plantings, and sourcing sustainable products when possible.
- Stormwater planters and underground infiltration help manage large storm events
- Streetscapes enhance/incorporate open spaces, pocket parks, and public seating wherever possible
- Pedestrian-scale lighting design, plantings, and site furnishings help enhance user experience



STATE STREET'S CURBLESS FESTIVAL STREET DESIGN



WILLIAMS STREET BIKE-WAY, STREETSCAPE & PLACEMAKING



FIRST & ASHLEY STREETS BIKEWAY DESIGN



ANN ARBOR STREETSCAPE DESIGN STAKEHOLDER ENGAGEMENT



SOUTH UNIVERSITY AVENUE STREETSCAPE DESIGN



FIFTH AVENUE & DETROIT STREET STREETSCAPE IMPROVEMENTS

# COMMUNITY & STAKEHOLDER ENGAGEMENT APPROACH

## DOWNTOWN CIRCULATION STUDY, ANN ARBOR COMPREHENSIVE PLAN, DOWNTOWN REDEVELOPMENT

SmithGroup has a long history of working with the City of Ann Arbor, the Ann Arbor Downtown Development Authority, the Ann Arbor Housing Development Corporation, the University of Michigan, and various related non-profit organizations on planning and design projects to enhance the downtown experience. SmithGroup’s robust stakeholder engagement process has made these projects a success, and is an approach we tailor for each of our clients’ needs.

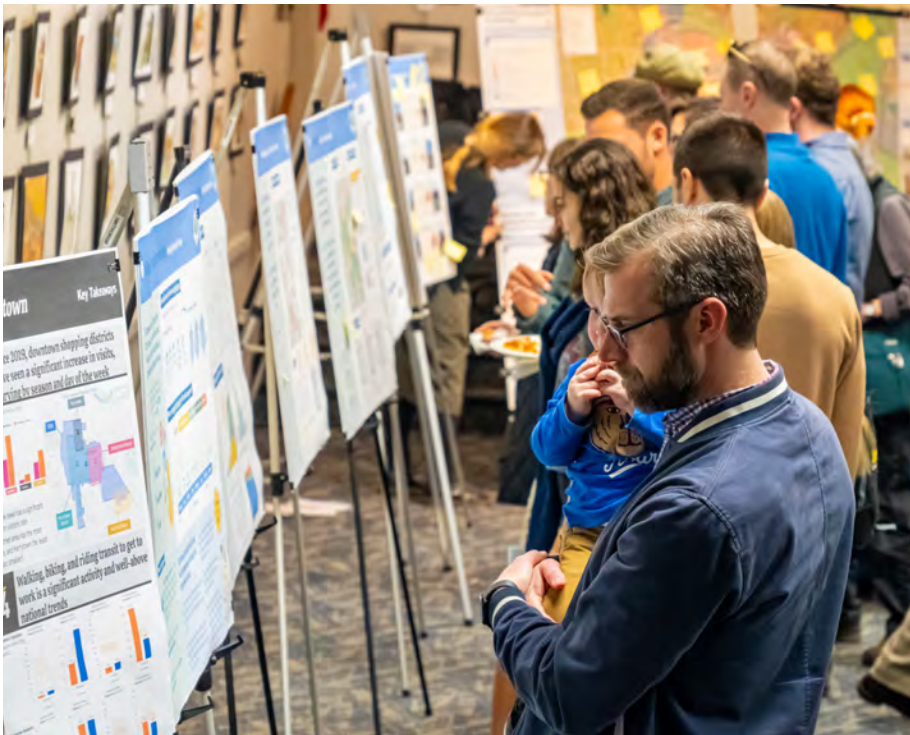
For the **Downtown Circulation Study**, SmithGroup conducted a comprehensive examination of multi-modal transportation models in Ann Arbor including conceptual design studies, cost opinions, best practice reviews, stakeholder engagement, and technical recommendations to advance various projects in a coordinated manner. Engaging stakeholders and the community was essential for setting priorities, managing trade-offs, understanding impacts, and aligning with values throughout the project.

SmithGroup is also working on the latest **Ann Arbor Comprehensive Plan**, which is being updated for the first time since 2009. After performing an initial analysis, our team distilled critical information into engaging, digestible forms for on-going conversations with the steering committee, technical advisory committee, and the public.

When the City re-acquired the **350 S. Fifth Avenue Redevelopment** site, SmithGroup led a community engagement process to reimagine it. The result will be an 18-story development with 95 affordable units, 201 mixed-income units, and retail space. The project aims to leverage its downtown location and transit access. SmithGroup’s redesign of Fourth Avenue will further enhance transit and pedestrian experiences, supporting the development.

### KEY DESIGN CONSIDERATIONS:

- Used a variety of public outreach and stakeholder engagement strategies, including: public meetings, community pop-up events, client advisory meetings, and focused workshops



# ANN ARBOR VISION ZERO IMPLEMENTATION PLAN

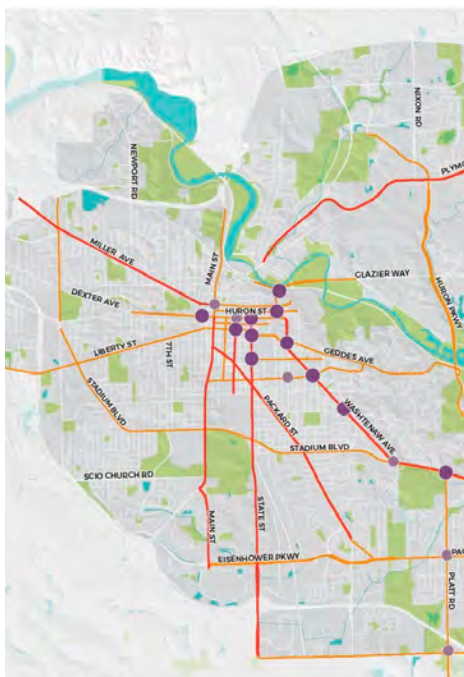
## QUICK BUILD PROJECTS FOR PEDESTRIAN SAFETY AND IMPROVED BIKE NETWORK

In 2021 the City of Ann Arbor adopted a new Transportation Master Plan based on the principles of Vision Zero, which aims to eliminate all transportation related fatalities and serious injuries. SmithGroup worked with the City to help prioritize and construct a series of quick build **Vision Zero Implementation** projects at high priority locations in order to reduce vehicle speeds, create safer pedestrian crossings, and complete gaps in the bicycle network.

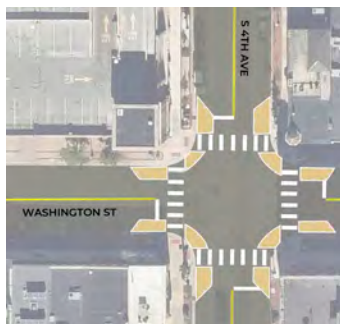
For immediate impact, this series of projects uses readily available, low cost, and high visibility materials and strategies. SmithGroup also coordinated and led community engagement efforts related to these quick build projects as well as the City's speed management program at major city streets.

### KEY DESIGN CONSIDERATIONS:

- Quick and cost effective measures to improve bike and pedestrian safety
- Ideal for high traffic areas where pedestrians, bikes, and vehicles frequently come together



— Tier 1 Focus Corridors    — Tier 2 Focus Corridors  
● Tier 1 Focus Intersections    ● Tier 2 Focus Intersections



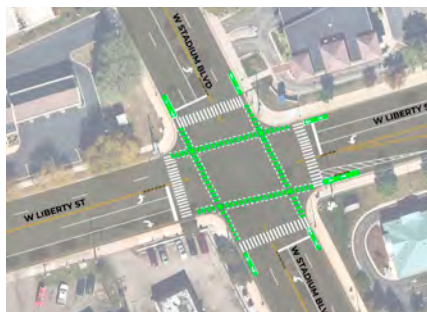
WASHINGTON ST. & S. 4TH AVE.



W ANN ST. & S 4TH AVE.



STATE ST. & S. UNIVERSITY AVE.



W LIBERTY ST. & W STADIUM BLVD.



FULLER ST. & GLEN AVE.

# ELEVATING THE DOWNTOWN STREETS & URBAN SPACES IN KALAMAZOO

As part of the Imagine Kalamazoo 2025 Master Plan, the city is taking a strategic approach to creating a stronger, more connected, and vibrant downtown. SmithGroup has been working with the city to help advance and implement these initiatives in a series of streetscape improvements, pedestrian and multi-modal paths, and placemaking projects that aim to reinvigorate the downtown.

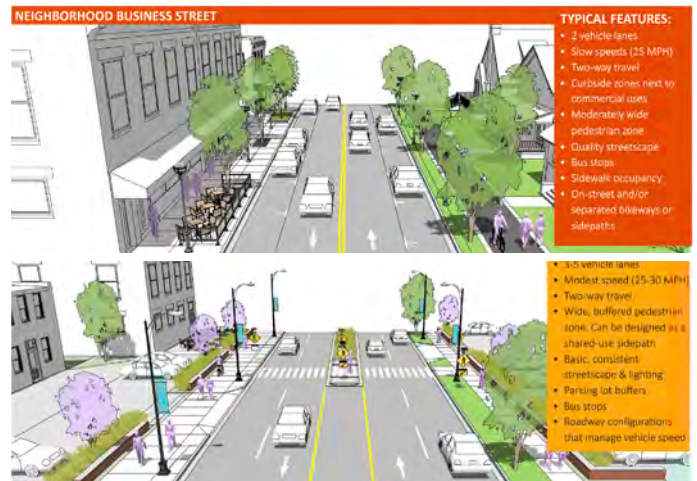


# KALAMAZOO STREET DESIGN & DOWNTOWN PLACEMAKING

## STREETSCAPE GUIDELINES & STRATEGIC OPEN SPACE DESIGN

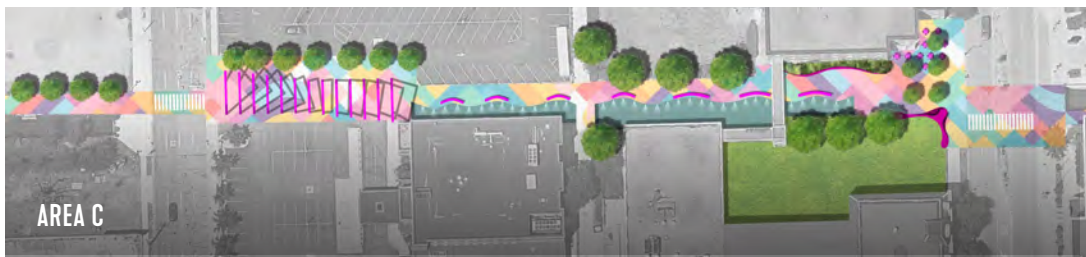
The City of Kalamazoo has identified enhancing its streetscapes and downtown open spaces as a central priority to advancing the city’s vision for its Connected City initiative. SmithGroup worked closely with city staff to develop the **Street Design Manual**, which gives the public and private sector a set of street typologies, a clearly delineated process to guide them through planning, design, and construction, and design standards and best practices for building and managing complete streets. The manual establishes the critical role streets and the public realm play in supporting multi-modal transportation, economic vitality, sustainability, and community character.

As a continuation of our work with Kalamazoo, SmithGroup, is now working with the City of Kalamazoo and the Kalamazoo Downtown Partnership on their **Kalamazoo Downtown Placemaking** initiative. This project reimagines five important public spaces in the downtown, each of which play critical role in contributing to the city’s vibrant urban fabric.



**KEY DESIGN CONSIDERATIONS:**

- Established street typologies, design guidelines, and best practices for sustainability and safe streets
- Reinventing key public spaces to increase downtown vibrancy and activity



# STREETSCAPE DESIGN & FLEXIBLE PLACEMAKING IN MIDLAND

To preserve its iconic downtown heritage as a quintessential gathering place, the City of Midland, Michigan re-imagined its downtown streetscapes and sidewalks—creating more activated spaces along its Main Street corridor.







In partnership with DLZ Corporation, our team completely re-imagined **Midland’s Downtown Streetscape**, which included seven blocks of the City’s streetscapes to enhance non-motorized activity within the downtown core. Through multiple transportation nodes and improved street practices, these street projects provided increased and safer pedestrian usage, promoted bicycle activity, and created flexible public open space for informal social interaction.

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

SmithGroup also develop conceptual plans for **Midland’s East End Gateway Plaza**. The gateway concepts were complement the downtown corridor and provide future economic development opportunities, and could activate underutilized public spaces.



**KEY DESIGN CONSIDERATIONS:**

- Curbsless, festival-style street design for flexible event programming
- Widened sidewalks for outdoor dining and gathering
- Planters and rain gardens for stormwater management
- Extensive stakeholder engagement process

# A REINVENTED PEDESTRIAN CONNECTION IN GRAND RAPIDS

The City of Grand Rapids has been working to reinvent how people move throughout the City—building urban sustainability, equity, and value for the community and businesses. SmithGroup has been assisting the City on master planning, transportation infrastructure, and community network connections to improve their downtown public realm.

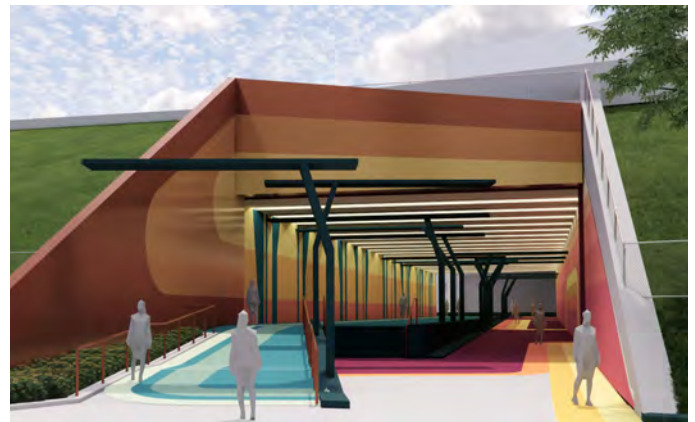




SmithGroup has been working with the City of Grand Rapids on a series of projects to help improve their downtown public realm, including the **Grand Rapids Vital Streets Plan & Design Manual**. This initiative expanded transportation infrastructure spending and provided an opportunity to reverse decades of disinvestment in aging infrastructure by building innovative solutions. SmithGroup developed a street typology framework for the City that applies pioneering street design approaches for multimodal connectivity to the entire city. Extensive use of the GIS analytical tools and assessment methods defined harmonious networks of bicycle, transit, pedestrian and vehicular infrastructure. New street typologies were coupled with green infrastructure design standards, promoting not just complete green streets.

SmithGroup is also currently working with the City on the **Hill & River Network Project**. This transformative project in the heart of Grand Rapids is poised to revolutionize connectivity between the Belknap Neighborhood and North Monroe District. It aims to bring residents closer to the Grand River, recreational resources, job opportunities, and key community destinations. The plan showcases a stunning elevated urban trail that elegantly traverses a 100-foot elevation change along a steep bluff.

Additionally, a former railway tunnel has been reimagined as a pedestrian-friendly connector between the Michigan State University Research Center and North Monroe District. This innovative design provides direct access to the Grand River and revitalizes a forgotten space, ultimately benefiting both community and student health and safety.



**KEY DESIGN CONSIDERATIONS:**

- Complete, green streets offer safe and sustainable streetscapes
- Public open spaces are built into the network
- Pedestrian-first design helps connect people to key downtown locations and businesses

# COMMUNITY CONNECTIONS AT WATERTOWN TOWN SQUARE

This new Town Square in Watertown, Wisconsin's historic downtown, serves as a civic hub to attract residents and visitors, support local businesses and community functions, and create an activated destination. The new public space enlivens Main Street, connects people with the Rock River, and serves as flexible space that supports active use throughout the year.





The design for Watertown’s historic downtown park integrates a shared street that connects the Square to the adjacent expanding library, resulting in an adaptable space that is used for daily gatherings as well as larger civic events.

The new Town Square features a splash play plaza, shade structure, stage area, community table and reading space, as well as a kayak dock and riverfront trail. The design incorporates bioretention and permeable pavements to infiltrate and treat stormwater runoff. The Town Square does not rely on a traditional rectilinear shape for walkways and other features. Instead, its patterns are inspired by the ebb and flow of the Rock River, which is a source of identity, pride, and growth for the community’s history. The materiality of the design honors the colors and textures of the historical downtown while looking to the future.

**KEY DESIGN CONSIDERATIONS:**

- Flexible downtown civic park design to encourage daily visitors as well as host events
- Connecting visitors, businesses, and residents to Main Street and a new riverfront access point

# CLIENT REFERENCES

We encourage you to contact the following clients for an independent perspective on the expertise and services provided by SmithGroup for similar projects.

## ANN ARBOR DOWNTOWN DEVELOPMENT AUTHORITY

Amber Miller  
DDA Projects Manager  
150 South Fifth Avenue, Suite 301  
Ann Arbor, Michigan 48104  
734.997.1352  
amiller@a2dda.org

## CITY OF DETROIT, STREETS PROGRAM MANAGEMENT

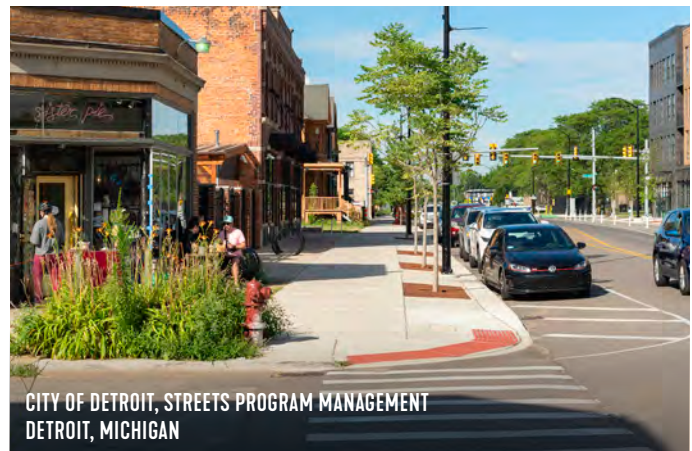
Christina Peltier  
Deputy Director Complete Streets  
2 Woodward Avenue  
Detroit, Michigan 48226  
313.224.3923  
pelteirc@detroitmi.gov

## CITY OF KALAMAZOO

Rebekah Kik  
Deputy City Manager  
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## DOWNTOWN GRAND RAPIDS, INC.

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SECTION 3

PROJECT APPROACH



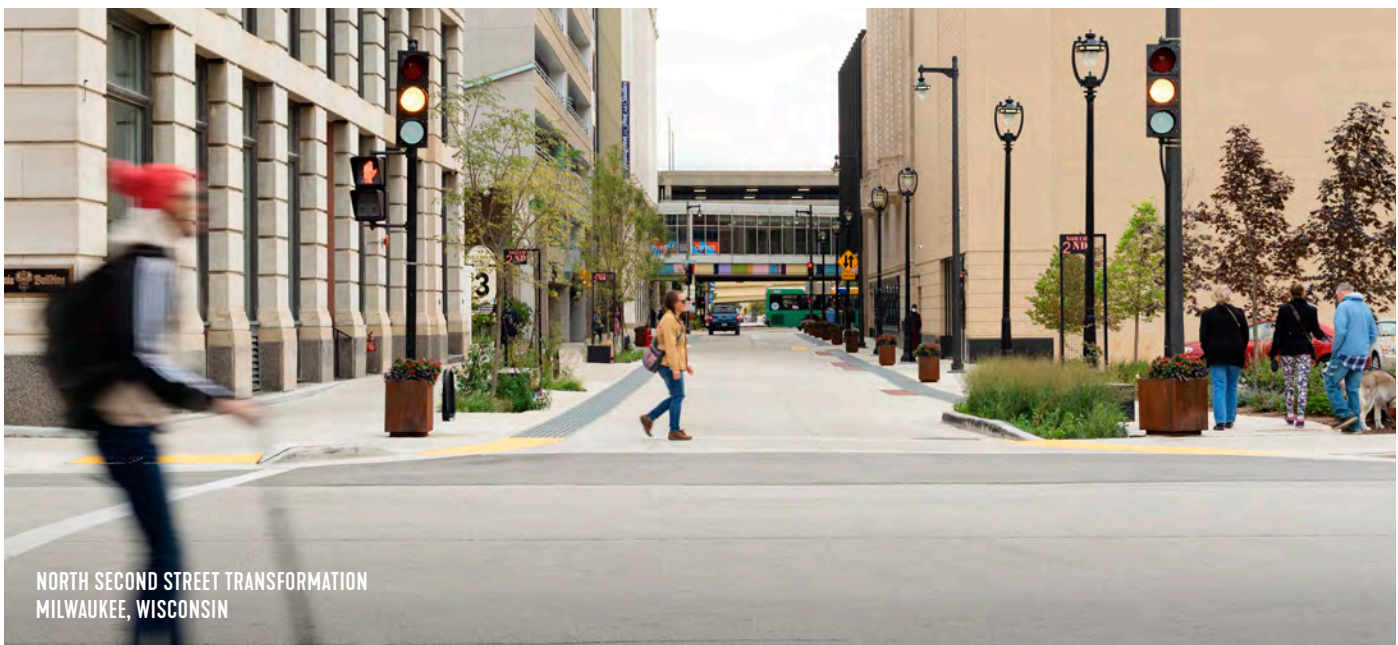
# PROJECT APPROACH

The City of Plymouth has cultivated a long and rich history as one of the most vibrant downtowns in southeast Michigan. The downtown area of Plymouth within the Downtown Development Authority (DDA) boundaries is the hub of the community providing critical economic, cultural, and social benefits to the community with one of the most identifiable downtown districts. The uniquely beautiful downtown with historic buildings centered around the “town square” of Kellogg Park offers small-town charm and a friendly environment with year-round events that attract residents and visitors from the region and beyond.

Building on the city’s momentum to further strengthen the downtown environment, our team at SmithGroup is prepared to assist the City of Plymouth and the DDA to develop a comprehensive and visionary Streetscape Design framework that builds on Plymouth’s successes. With an integrated team of mobility specialists, landscape architects, engineering,

planners, and environmental specialists—all with a commitment to people, quality, and sound land utilization—we believe that streetscapes and public spaces are central to the vitality and vibrancy of downtowns. We recognize the diverse set of skills and efforts needed to successfully advance a project of this complexity, and we have shaped a uniquely talented planning and design team to complete these tasks.

The project approach developed for this project will provide detailed recommendations and strategies for advancing key safety and placemaking improvements throughout downtown Plymouth that comprise best practices in pedestrian, multi-modal, and economic improvements. These strategies will combine our design excellence in streetscapes, parks, and plazas, harmonizing with key downtown businesses, local arts, culture, history and site conditions.





## TASK 1 PROJECT COORDINATION & VISIONING

### 1.1 PROJECT KICK-OFF: VISIONING & WALKING TOUR

SmithGroup will kick off the project with a visioning session that includes key stakeholders in the planning and implementation of the streetscapes. The key stakeholders will include the City, DDA staff, and other invited stakeholders as appropriate. The purpose of this session is to build on prior planning efforts, including the 2020 Infrastructure Master Plan and refine project visions, goals, and priorities. The kick-off will also identify planning objectives, expectations, and timelines, as well as build a common understanding of key challenges, opportunities, and resources for realization of the streetscape improvements.

**Downtown Walking Tour:** Following the visioning session, a 3-4 hour walking tour with the project team and key stakeholders will be conducted. This site tour will assess existing streetscape and public spaces to obtain a general overview of the current conditions, challenges, and opportunities. The site tour will include members of the City and DDA staff to allow on-site discussion and sharing of site-specific information. The site tour will review items such as:

- Streetscape/road geometrics and right-of-way configurations along with safety concerns
- Sidewalk, sidewalk ramp conditions, and ADA accessibility
- Signage and pavement markings
- Potential storm drainage problems
- Character and condition of key public spaces, parks, gathering areas, and special event locations
- Site furnishings and amenities
- Service components such as loading zones, alley/driveway entrances, and other related infrastructure
- Pedestrian crossings, non-motorized facilities, and conflict zones
- Landscape areas
- Public art/murals, historical/cultural elements, and key community identity elements
- Adjacent businesses and relationships to public spaces

SmithGroup will develop a tour map and base information for the tour.

### 1.2 PROJECT MEETINGS / COORDINATION

SmithGroup will meet virtually on a bi-weekly basis over the anticipated 10-month span of the project (approximately 20-meetings). These project meetings will allow the project team (City, DDA staff, and SmithGroup) to review work progress, project deliverables, identify activities for the upcoming period, and coordinate completion of the project tasks. The specific project team members present at a particular coordination meeting will be dependent upon the agenda and topics to be reviewed and discussed.

#### Task 1 Deliverables

- Vision Session Summary
- Downtown Walking Tour Site Review Summary
- Project Meeting Agenda/Notes

## TASK 2 ANALYSIS FRAMEWORK

The Analysis Framework will collect, analyze, and synthesize prior plans and existing conditions and data into a comprehensive framework plan identifying needs, challenges, and opportunities across a range of key topics, including: placemaking and aesthetics, safety and comfort, multi-modal connectivity, activation, and vibrancy. This task will build on the 2020 Infrastructure Master Plan and recent plans, with a focus on the streetscape and placemaking elements.

### 2.1 REVIEW PRIOR PLANS & MATERIALS

At the start of the design process, it will be critical to understand, evaluate, and incorporate the factors that will contribute to the design improvements. SmithGroup will review previous planning and design efforts and synthesize previous planning studies. This will include reviewing the Plymouth Downtown Development Authority 2020 Infrastructure Master Plan, 2024-2028 DDA Five Year Action Plan, City of Plymouth Master Plan, and other applicable documents and resources. Recommendations from these documents will be assessed for their current status (i.e. what has or hasn't been implemented to date).

## 2.2 ANALYZE EXISTING DATA/INFRASTRUCTURE

Building on prior and recent work that has been undertaken by the City, DDA, and adjacent businesses, our team will develop an analysis framework plan for the public right-of-ways and open spaces within the DDA boundary. The analysis will identify a variety of issues and opportunities and how the physical relationships of the various site elements will influence opportunities for improvements. SmithGroup will develop an interactive GIS tool set for collecting, organizing, and updating pertinent project data. SmithGroup will work with the City and other governmental entities to collect and compile available data and information.

SmithGroup will analyze and synthesize information into a framework plan that covers several key themes and topics. It is anticipated that this framework will include assessments in the following categories:

- **Civic & Culture:** Document locations of cultural and community resources including placemaking opportunities, institutions, historic sites, local/community/art installations and opportunities, educational resources, and other civic assets.
- **Economic & Development:** Inventory existing businesses, commercial developments (recent and forthcoming), retail corridors, job centers and housing/development opportunities. This category may also consider land use, zoning, and property ownership patterns.

- **Open Space & Environment:** Identify natural systems, parks, greenspace, linear parks, playgrounds, and recreation amenities. Will also assess tree and canopy coverage, and critical features like wetlands, drainage patterns, and floodplains.
- **Street Network & Transit:** Assessment of street configuration, circulation, parking locations and utilization, accessibility, safety concerns, traffic flows, and opportunities for improvement from a safety, comfort, and access standpoint. The team will also assess transit connections and stop conditions.
- **Pedestrian & Bicycle Systems:** Document sidewalk pavement conditions/ materials, ADA accessibility issues/needs, existing and planned bicycle infrastructure, trails/greenways, sidewalks, bike routes and other connections. Assess existing signage and wayfinding elements.
- **Safety:** Inventory safety data collected from SEMCOG with a focus on vulnerable users and severe/fatal crashes. Assessment will consider both observed safety and crash data as well as user comfort.
- **Infrastructure/Utilities:** Inventory critical existing and planned utilities, underground and overhead infrastructure, including green infrastructure and stormwater management.

### Task 2 Deliverables

- Prior Plan Summary Document
- Analysis Framework Plan – Composite and/or series of analysis maps and findings summary.



## TASK 3 COMMUNITY ENGAGEMENT

A collaborative community engagement process is critical to build trust and consensus from stakeholders such as local residents, business owners, agencies, organizations, and the general public – of all ages, abilities, and backgrounds. Our team believes in the power of thoughtful, rigorous engagement to shape design outcomes, and we will co-design a process with you that ensures we are asking key questions, reaching broad participants, and translating feedback clearly to supported, actionable recommendations. We ask thoughtful questions that get to the important issues at hand, listen with openness and empathy, and effectively explain concepts and their reasoning to build both understanding and support.

### 3.1 ENGAGEMENT PLAN

At the heart of our engagement process is developing an engagement plan that will describe the means and methods for engaging a diverse range of voices to provide input, assist in priority setting, and shape the overall plan for the future of the streetscape and downtown public spaces. This written plan will outline ways we will interact with the community, the cadence and format of touchpoints, and the logistics for meetings, interviews, communication, and outreach efforts. Our focus will be on adjacent neighborhood residents, business owners, and stakeholders.

This engagement plan will also describe specific methods for raising awareness about the project and maintaining communications throughout the process. Using existing communication channels in addition to place-based messaging (i.e. yard signs, banners, posters, flyers, etc.) can be options for helping to raise awareness and drive engagement.

In addition to the public community outreach, we will look for opportunities to learn from City and DDA staff, neighborhood groups, and organizations. The plan will be discussed and refined with input from City and DDA staff to ensure that engagement is approached in an equitable and just manner. After collaboration and review, a final Community Engagement Strategy that outlines the confirmed format, frequency, and audience of meetings will be provided.

### 3.2 ENGAGEMENT ACTIVITIES

The engagement strategy is anticipated to include a variety of engagement types to connect with different stakeholders. The exact mix of engagement will be finalized in collaboration with the City of Plymouth and the DDA, but for the purposes of planning, we have assumed the following:

#### **Community Pop-ups/Surveys/Special Event Tabling**

We believe in meeting people where they are, and to reach community members who are unable to, or have limited time to, attend meetings or other events, we bring our team out into the community. SmithGroup will work with the City of Plymouth and the DDA to identify the best locations, public partners, events, or activities for these efforts. We anticipate facilitating two (2) engagement activities formatted as a pop-up, street survey, and/or event tabling.

#### **Community-Wide Open Houses & Workshops**

To engage the community in a hands-on, collaborative manner, we anticipate hosting a series of community-wide open houses in a workshop format that allows people to provide deep input into the decision-making process. This flexible format invites community members to participate at their own pace, allowing them to ask questions and offer comments. Participants will gather information, learn about how the process is unfolding, become familiar potential streetscape and project designs, and become advocates for the project.

We anticipate holding three (3) workshop sessions that occur during the following approximate milestones:

- **Meeting 1** - Visioning workshop to help define the vision and goals of the project as well as explore opportunities and challenges for the streetscape and public space improvements.
- **Meeting 2** - Review and provide input on conceptual level concepts for streetscapes and project designs.
- **Meeting 3** - Review and provide input on the preliminary streetscape and project design plans.

Typically, we aim to provide a formal presentation time within each open house, as well as a virtual and asynchronous option for people unable to attend in-person but who still want to participate.

### Targeted Stakeholder Meetings & Work Group Sessions

Key stakeholders and work group sessions are essential to setting the direction for authentic engagement, building trust with the community, and providing early guidance on framing goals and desired outcomes. We will plan a series of stakeholder engagement strategies that will ensure the design team is strongly tapped into the needs, interests, and concerns of the community.

At the initial start of the project, focused conversations with a targeted stakeholder group (recommendations for participants will be coordinated with the City of Plymouth and the DDA) will be held to set the direction and tone for community conversations, establish preferences for program, and shape an overall vision for the streetscapes and public space improvements.

A second stakeholder group meeting as part of the development of the concept designs will be held to provide early review of materials to solicit stakeholder feedback independent of the larger public events. In this format, stakeholders are invited to directly influence and guide the outcome through interactive exercises that allow participants to express preferences, convey ideas, and react to concepts. The goal of these workshops is to gain an understanding of the range of design and planning ideas possible,

assess their relative merits, and reach consensus for further refinements prior to sharing materials at the larger public event. Tools we use to solicit input from the stakeholders participating in the workshop may include small group/ hands-on interaction, charrette-style idea generation with design professionals and stakeholder collaboration, preference exercise(s) to define the design character, program elements, priority setting and evaluating alternative design ideas.

### 3.3 ENGAGEMENT MATERIALS

SmithGroup will prepare materials for promotion, presentation, interaction, and distribution during the project to support the engagement activities. Materials will be tailored to the audience and purpose, and a suite of visually cohesive graphic and communication standards will be established for efficient material development to promote project awareness.

At the community and stakeholder meetings identified, we will provide materials, such as:

- Promotional materials such as flyers and posters.
- Digital imagery for the city to use in web publication and social media distribution.
- Print materials for meetings such as handouts, information and graphic boards, and maps.
- Graphics, sketches, photos, and designs for presentations.



### 3.4 ENGAGEMENT SUMMARY

As the various engagement activities conclude, a summary of input will be compiled. The cumulative responses from the engagement process will be integrated into an Engagement Summary that highlights both what was learned, and, with guidance from City and DDA staff, what will be incorporated into the formulation of the preferred streetscape design.

#### Task 3 Deliverables

- Community Engagement Plan document
- Engagement Materials and Graphics (Identified in Task above)
- Engagement Summaries



## TASK FOUR CONCEPTUAL DESIGN

### 4.1 CONCEPT ALTERNATIVES

Building on the visioning, analysis framework, and community engagement tasks, the SmithGroup team will assemble a range of concept alternatives for Downtown Plymouth organized around key recommendation categories. The concept designs will be developed to incorporate the program, design goals, and objectives that are jointly developed with the City of Plymouth and DDA.

Recommendation categories are expected to include the following range of projects:

- Safety & Circulation Recommendations
- Streetscape Design Options: Development of typical layouts, cross-sections, and material usage on a street-by-street basis.
- Parks & Open Space Options: Range of programming, activation, and design concepts for park spaces (e.g. Kellogg Park), plaza areas, and gathering spaces that contribute to placemaking and vibrancy.
- Signage & Wayfinding Concepts: Present opportunities for signage and wayfinding improvements, including gateway elements for entering the downtown.

Following the initial site analysis, a series of conceptual designs will be developed to illustrate the design features and geometric layout for the streetscape components and related roadway modifications for the DDA boundary area. These conceptual designs will take into account feedback from the community engagement sessions, the project vision, and overall project objectives.

The design will focus on safe transportation enhancements that integrate the right-of-way with flexibility and usability while offering an engaging and innovative space for the adjacent businesses, visitors, special events, and the public. The streetscape concept designs will be developed in sufficient detail to clearly define the proposed improvements and will be illustrated through color site plans, typical cross-sections, site details and supporting graphics as necessary to define the proposed streetscape design.

The streetscape concept designs will include as applicable and appropriate such items as roadway geometric improvements, pavement replacement recommendations, traffic calming and safety components, parking, EV chargers, pedestrian crossings, non-motorized improvements, site furnishings, public art locations, historical markers, kiosks, outdoor seating areas, site furnishings, lighting, pedestrian connections, special pavement areas, green infrastructure/stormwater management, Kellogg Park improvements, street trees (diversity, root management, tree canopy), planting beds, community branding, signage, wayfinding, gateways, utility/infrastructure upgrades and other related enhancements.

The concept designs will also explore potential opportunities for the expansion of the public right-of-ways and public spaces through easements, cooperative agreements with private entities, and potentially land acquisition.

**Preferred Concept Design:** The conceptual designs will be reviewed with the City of Plymouth and the DDA through an iterative and collaborative process as well as part of the public engagement process defined above. Once the concept designs are evaluated, the design will advance to define a preferred concept plan.

The preferred concept plan for the streetscape improvements will be refined to a level of detail that will allow for the development of a phasing plan, preliminary opinion of probable construction costs, and a funding strategy. The preferred design will be illustrated through color site plans, typical cross-sections, site details, and supporting graphics to clearly define the proposed streetscape design.

**Task 4 Deliverables:**

- Conceptual Streetscape Plans and Details
- Typical conceptual cross-section and associated support graphics
- Preferred Concept Plan



## TASK 5 IMPLEMENTATION PLAN

### COST ESTIMATE

A conceptual level opinion of probable construction costs will be developed for the proposed streetscape improvements. The construction costs will reflect a general range of potential costs based on previous road and streetscape projects completed in Detroit that have recently been bid, current construction trends, project timing and escalation, as appropriate.

### PHASING

Based on the preferred streetscape designs, SmithGroup, working with the City and the DDA, will develop a Phasing Plan for these streetscape improvements. A series of evaluation criteria including such items as importance to Plymouth's transportation network, critical safety enhancements, compliance with applicable ordinances and regulations, proximity to key public spaces, relationship to adjacent businesses and potential developments, and other key characteristics will be used to develop the phasing priorities. The Phasing Plan will help establish the next steps, implementation strategies, and incorporate flexibility to adjust with Plymouth's vision and goals. The Phasing Plan will be used to guide and support the funding strategy and in pursuing grant opportunities.

### FUNDING

We will assess funding options for implementation of the recommended streetscape and public space improvements. SmithGroup will utilize information on existing and potential funding opportunities, best practices, and local context and goals gathered in prior tasks to provide direction for balancing city/local investments and other funding streams with development of the streetscapes. We will identify possible financing strategies and funding sources at the city, state, and federal level as well as private sector contributions such as grants, sponsorships, and foundation resources.

#### Task 5 Deliverables

- Phasing Plan
- Opinion of Probable Construction Costs
- Funding Strategy



# PROPOSED SCHEDULE

The schedule below is an outline of the primary tasks and approximate timelines for completion. One of the first tasks will be to review and refine the schedule and overall work plan to provide greater details on the individual tasks and specific steps for completion. SmithGroup will work with the City of Plymouth and the DDA to identify priorities and key milestones to establish a schedule that best aligns with the needs for the project as well as integrating time for project reviews and coordination. SmithGroup is an expansive and comprehensive set of professionals that have the capacity and skills to complete the project in a timely and efficient manner. The proposed schedule can be adjusted if needed to best meet the needs of the project and the City and the DDA.

	2025						2026			
	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March
<b>PROJECT COORDINATION &amp; VISIONING</b>										
Project Team Meetings (Bi-Weekly)	[Light blue bar spanning June 2025 to March 2026]									
Visioning Session/Project Kick-off	[Light blue circle]									
<b>EXPLORATION / ANALYSIS</b>										
Review Previous Materials/Plans	[Light blue bar]									
Analysis & GIS Mapping		[Light blue bar]								
<b>COMMUNITY ENGAGEMENT</b>										
Engagement Strategy	[Light blue bar]									
Community Surveying / Special Mtgs		[Yellow hexagon]				[Yellow hexagon]				
Large-Scale Community Meetings		[Yellow hexagon]			[Yellow hexagon]			[Yellow hexagon]		
Stakeholder & Work Group Sessions		[Yellow hexagon]			[Yellow hexagon]					
Engagement Summary		[Light blue bar]				[Light blue bar]		[Light blue bar]		
<b>CONCEPTUAL DESIGN</b>										
Concept Alternatives			[Light blue bar]							
Preferred Concept Plan						[Light blue bar]				
<b>IMPLEMENTATION PLAN</b>										
Opinion of Probable Construction Cost									[Light blue bar]	
Phasing Plan									[Light blue bar]	
Funding Strategy									[Light blue bar]	



SECTION 4

PROJECT FEES



# PROPOSED FEES

At SmithGroup, meeting our clients' needs and expectations is central to our practice. We value flexibility and being adaptable to solve complex problems using the resources available. Presented below is our fee proposal for the base scope of services, reimbursable allowance, and optional task items. We look forward to working with you in further refining the scope, level of detail, fee, and schedule to fit within your budget and timeline.

BASIC SCOPE TASKS	EST. HOURS	EST. FEE
Task 1: Project Coordination & Visioning	90	\$15,056
Task 2: Analysis Framework	140	\$20,170
Task 3: Community Engagement	385	\$57,550
Task 4: Conceptual Design	375	\$53,976
Task 5: Implementation Plan	95	\$15,232
Expenses		\$2,500
<b>TOTAL</b>	<b>1,085</b>	<b>\$164,484</b>

## ADDITIONAL SERVICE TASKS

Enhanced Concept Renderings (3x)		\$7,500-15,000
Additional Approval Meetings (16 hrs each)		\$2,500-7,500
Direct Grant Writing Support		\$10,000-20,000

## ADDITIONAL SERVICE OPTIONS

In reviewing the scope and opportunities for this project, the SmithGroup team has identified several other scope items that may be considered as part of this project. These scope items are itemized separately in the free proposal from the base scope described above.

### ENHANCED RENDERINGS

The base scope allows for basic 3D renderings for selected streetscapes or projects as part of communicating the design direction and approach. This additional service option would allow for a limited number of enhanced, photo-realistic renderings of key projects identified through the work. These renderings may be of value for building on-going support, fundraising, and continued inspiration for the community.

### ADDITIONAL APPROVAL MEETINGS

The base scope assumes up to four leadership/approval meetings. Additional leadership/approval meetings, where more intensive preparation work and formal presentations are requested, can be added on as needed.

### DIRECT GRANT WRITING SUPPORT

SmithGroup has extensive experience writing a range of grants for regional, state, and national programs. We have a dedicated grant support team, and can help compose and assemble grant material as part of this project and in support of advancing implementation.

SECTION 5

REQUIRED FORMS



**CONTACT INFORMATION**

Business Name	SmithGroup
Address	201 Depot Street, 2nd Floor
City/State/Zip	Ann Arbor, Michigan 48170
Phone Number	734.662.4457 (main); 734.669.2719 (direct)
Fax Number	734.662.0779
*Email Address	oliver.kiley@smithgroup.com
Business Contact	Oliver Kiley, Senior Principal

The Undersigned, having examined the scope of work, hereby proposes to perform the work in a manner satisfactory to the City of Plymouth in accordance with all specifications, terms and conditions contained in this bid document at the following rates and prices and complete all work within schedules as generally stated and specifically agreed to at the initiation of each phase of work. I affirm that I have the authority to submit this bid to the City of Plymouth for the work specified on the attached sheet.

  
 \_\_\_\_\_  
 Signature of Authorized Agent

Oliver Kiley, Senior Principal  
 \_\_\_\_\_  
 Printed Name of Authorized Agent

May 1, 2025  
 \_\_\_\_\_  
 Date

\*Award results will be sent via email, please be sure to include a valid email address above if you wish to be notified of the proposal award.

**AFFIDAVIT OF NONCOLLUSION**

STATE OF Michigan COUNTY OF Washtenaw

Oliver Kiley (name), being first duly sworn deposes and says that he/she is  
Senior Principal (title) of SmithGroup (corporation) who submits herewith to the  
City of Plymouth a proposal for DOWNTOWN PLYMOUTH 2025 STREETSCAPE DESIGN for the City of  
Plymouth and certifies:

That all statements of fact in such proposal are true;

That such proposal was not made in the interest of or on behalf of any undisclosed person, partnership,  
company, association, organization or corporation;

That such proposal is genuine and not collusive or sham; That said bidder has not, directly or indirectly,  
by agreement, communication or conference with anyone, attempted to induce action prejudicial to the  
interest of the City of Plymouth, or of any other bidder or anyone else interested in the proposed  
contract; and further

That prior to the public opening and reading of proposals, said bidder:

1. Did not, directly or indirectly, induce or solicit anyone else to submit a false or sham proposal;
2. Did not, directly or indirectly, collude, conspire, connive or agree with anyone else that said bidder or anyone else would submit a false or sham proposal, or that anyone should refrain from bidding or withdraw his bid;
3. Did not in any manner, either directly or indirectly, seek by agreement, communication or conference with anyone to raise or fix the proposal price of said bidder or of anyone else or to raise or fix any overhead, profit, cost element of his proposal price or of that of anyone else;

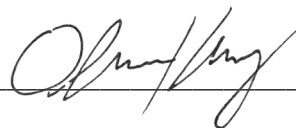
Did not, directly or indirectly, submit his proposal price or any breakdown thereof, or the content thereof, or divulge information relative thereof, to any corporation, partnership, company, association, organization, bid depository, or to any member or agent thereof, or to any individual or group of individuals, except to any person or persons who have a partnership or other financial interest with said bidder in this business.

SmithGroup

Firm Name

May 1, 2025

Date

  
\_\_\_\_\_  
Signature of Bidder

# Design a Better Future

**SMITHGROUP**

smithgroup.com  
734.662.4457

201 Depot Street  
2nd Floor  
Ann Arbor, Michigan 48104



# Proposal to the City of Plymouth

for Downtown Plymouth 2025 Streetscape Design

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## Cover Letter

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May 1, 2025

Maureen Brodie  
City Clerk  
City of Plymouth  
201 S Main  
Plymouth, MI 48170

**RE: Proposal to the City of Plymouth for the Downtown Plymouth 2025 Streetscape Design**

Dear Ms. Brodie,

We are thrilled to share this proposal in response to the City's recent request for assistance with a Streetscape Plan. The DDA is seeking the experience of a firm that will collaborate with residents and stakeholders to translate a broad community vision into tangible concepts for the streetscape, including hardscaping, landscaping, wayfinding, public art, and more. With combined expertise in planning, landscape design, engineering, GIS, and surveying, our team has the unique skillsets necessary to provide thoughtful and pragmatic recommendations.

Our firm believes that vibrant streetscapes require a combination of functional design and public input to achieve the needs and desired character of the community. Plymouth's downtown already has a strong sense of charm and identity, and we are thrilled by the opportunity to help enhance that experience even further. Our approach builds on existing community strengths while improving functionality, safety, accessibility and the overall pedestrian experience. Following extensive community outreach and engagement, the final plan will offer actionable recommendations for improvements that are supported by compelling visual concepts and practical implementation strategies to help guide the DDA from vision to reality.

This project will be a collaboration between our multi-disciplinary team, drawing on the complementary skillsets of each department. Jill Bahm, AICP, Partner at Giffels Webster and leader of the Landscape Architecture and Planning divisions of the firm, will serve as the lead coordinator and manager overseeing this project. In addition, David Richards, PLA, ASLA, LEED Green Associate and Julia Upfal, AICP, will serve as the primary points of contact with further support from all departments. Drawing upon our combined expertise and experience, we are confident that this plan will help the DDA achieve its vision to improve the downtown experience.

Our team's innovative thinking and fresh perspective is reflected in our creative engagement strategies, as well as our visually compelling and outside-the-box plans. Our demonstrated approach to community engagement has been recognized for its effectiveness in fostering meaningful connections, reflected most recently in our award from the Michigan Association of Planning for "Public Outreach Planning Excellence" for the City of Rochester Hills Master Plan. Our commitment to these values extends beyond accolades, evident in the substantial transformations achieved in projects like Brighton's recently completed (and also award-winning) Downtown Streetscape Project. This undertaking integrated landscaping, placemaking, and artistic enhancements, to align seamlessly with the vision outlined in the City's 2018 Downtown Framework Plan. The positive reception and enhanced downtown vibrancy resulting from this project underscore our dedication to delivering outcomes that not only meet but exceed expectations.

Thank you for considering our proposal to partner with the DDA on this exciting effort. We appreciate the unique opportunity to work on a project that balances the importance of planning and design with the active participation of the community. We are available to discuss the proposal in more detail and discuss any questions you may have.

Respectfully Submitted

A handwritten signature in black ink that reads "Jill S. Bahm".

**Jill Bahm, AICP**  
Partner  
248.852.3100  
jbahm@giffelswebster.com

# Company Introduction

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**QUICK FACTS**

**FOUNDED**

1952  
Incorporated 1960

**MARKETS**

- Public works
- Transportation
- Healthcare
- Education
- Retail
- Office/Industrial
- Facilities Management
- Urban Redevelopment
- Parks/Trails
- ADA Compliance
- Federal

**PROFESSIONAL STAFF**

- Partners: 10
- Project Managers: 14
- Civil Engineers: 23
- Construction Inspectors: 7
- Land Surveyors: 21
- Traffic Engineers: 1
- Landscape Architects: 4
- Planners: 8
- GIS Specialists: 2
- Administrative: 11
- Other: 3

**TOTAL 104 EMPLOYEES**

# Corporate Introduction

Giffels Webster is a multi-disciplined consulting firm specializing in civil engineering, planning, traffic engineering, land surveying, GIS, and landscape architecture. Our primary business revolves around the natural resources of land and water, along with the infrastructure that is necessary to effectively utilize these resources for human needs. For over 65 years, we have been fortunate to provide professional support to local agencies in Southeast Michigan. This strong client base, coupled with our community involvement, has been instrumental in the development of improved procedures and reasonable fees while assuring the stability and continued growth of our firm.

Giffels Webster has four key attributes that influence our decisions and makes us unique in the engineering/planning/surveying field. Our integrity is the foundation of our business which we value and protect. We bring a unique perspective to our clients because of our diverse experience in both the public and private sectors. On every single project, we strive to balance the needs of our clients, our communities, and the environment. We design our projects with a vision towards the future. We want future generations to enjoy the enduring value and functions of our designs.

Our strong client base, coupled with our community involvement, has been instrumental in attracting highly qualified professionals that are passionate about improving & enriching communities. Through our diverse experiences serving public, private and institutional sectors we bring a unique perspective that creates better living and working spaces. From retail, housing, and commercial developments to parks, transportation, or municipal campuses, we deliver design solutions that meet today's demands while anticipating tomorrow's needs.

## Qualifications and Project Examples

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## Planning

Our team includes specialists in land planning who can help you navigate the development approval process. We offer services including site assessment and land evaluation, conceptual land development plans, detailed site plans, topographic assessment and surveying, exploration of site development alternatives, and entitlement services.

Additionally, we assist communities of all sizes with a wide variety of general planning and zoning code services. Our community planning services include master plans, park and recreation plans, national and state park general management plans, downtown development plans, corridor studies, and tax increment financing plans.

Our municipal code portfolio includes zoning and form-based codes, sign ordinances, wireless facilities regulations, and code formatting. We also prepare traffic studies, parking studies, economic development plans, market assessments and public participation plans.

To fulfill these community planning services, Giffels Webster employs two proprietary products, Clearzoning® and NextSteps for Downtown® to achieve results. Clearzoning® is an industry-leading tool for developing clear and user friendly zoning ordinances, while NextSteps for Downtown® is an interactive toolkit for assessing and invigorating downtown vitality.



## PARTICIPATION PROCESSES

Planning Fairs

Focus Groups

Websites

Internet Surveys

Mail Surveys

Open Houses

Visioning Sessions

Charrettes

Consensus Workshops

Issues & Solutions  
Workshops

Picture This! Photo Exhibits

Social Networking Sites

## Engaging Community Partners

Giffels Webster is highly qualified to facilitate public participation techniques that will engage the public, stimulate their involvement, build consensus, then mobilize the partners with a shared vision for the future of the community. We can also assist communities with the development of a public input plan that maps out strategies and benchmarks for public input across a wide spectrum of community goals and objectives.

Any successful plan must be solidly based upon a community's vision for the future. Such plans must also engage community partners, then mobilize them into action.

The three major components in any planning process are:

- Analysis of existing conditions or What do we have?
- Vision or What do we want?
- A Plan for the Future or How do we get there?

While the question "What do we want?" may sound simple, mobilizing the public partners to offer community leaders clear direction is rarely a simple task. We will tailor a public involvement approach that fits your community, meets your expectations, and tracks your project schedule.



**Contents**  
**best practices for downtown**

1. Green Roofs in Parking Lots
2. Quality Building Signs
3. Eye-Catching Window Displays
4. Directories and Kiosks
5. Coordinated Seasonal Decorations
6. Banners
7. Mast Arm Traffic Signals
8. Rear Building Facades
9. Dedicated Convenience Parking
10. Public Art
11. Interactive Public Art
12. Outdoor Dining
13. Uniform Newspaper Racks
14. Attractive Bicycle Racks
15. Rain Gardens
16. Sidewalk Opening Treatments
17. Quality Building Materials
18. Transparent Storefronts
19. Historic Buildings
20. Transit Stops
21. Mid-Block Pedestrian Connections
22. Attractive Service Areas
23. Inviting Alleys
24. Public Plazas
25. Farmers' Markets
26. Public Parking Signs
27. Parking Lot Screening
28. Pedestrian Lighting
29. Clearly Defined Pedestrian Crossings
30. Neighborhood Connections
31. Flowers
32. Planters

**BEST PRACTICES**  
for downtown

First Edition

Best Practices For DOWNTOWN



**Building Form | massing**

**What is Working**

- In general, buildings are human-scaled and most break up continuous walls with vertical architectural elements.
- Changes in building mass are small enough that there are no jarring transitions between buildings that touch each other.
- Wide right-of-way reinforces the district's suburban character.
- Most one-story buildings have high ceilings, canopies or porches that make them feel substantial.

**What Needs Work**

- Buildings that are exceptions to the provision of vertical architectural elements generally have low-quality facades, accentuating the lack of visual interest.
- Buildings with large setbacks feel as though they do not continue the downtown fabric.
- The First Hill building is low and focused inward, occupying an important corner with a building obscured by landscaping and not in character with any of its neighbors.
- Several surface parking lots interrupt the fabric of the downtown, and most of these lots are maintained and landscaped in a way that makes them feel like gaps, rather than defining the boundaries of these spaces could greatly improve the pedestrian experience.
- Large vacant lots make the ends of downtown feel further apart than they are. West Downtown in particular has many empty on the south side of 14 Mile despite the presence of several businesses.

**Benchmark**

Buildings should be designed to reinforce the street wall, creating a comfortable and interesting environment. The mass of buildings—their size, shape, and volume—frame the outdoor space of a downtown in the form of a street wall. Changes to the vertical and horizontal planes of buildings affect how people perceive the mass of buildings and are an important element in building design.



Large vacant lots and small buildings with large setbacks detract from the downtown street wall. The one-story building below enhances its setback area with outdoor dining furniture, adding a feeling of building mass to the street wall.



A consistent downtown streetscape along E. 14 Mile Road is maintained by a continuous street wall, punctuated with outdoor dining and street trees. A courtyard (detail) breaks up the wall between two buildings.



Another example on E. 14 Mile of how parking lots and vacant property interrupt building massing and the creation of a street wall.



Existing Conditions  
 Building Form  
 Streetscape  
 Circulation & Parking  
 Access  
 Implementation

## NextSteps for Downtown®

Does your downtown need fresh ideas to jumpstart a comprehensive planning process or reaffirm and invigorate past planning efforts? NextSteps for Downtown® is a Giffels Webster product that offers communities an opportunity to enhance their downtown districts.

Through NextSteps for Downtown®, our experts provide a pathway to ideas and solutions for key community stakeholders. We will conduct an intensive assessment that includes a walking tour of the downtown environment and hold informal conversations with various stakeholders. Our downtown professionals will review multiple areas that are often overlooked for improvement and assess how they impact the quality of downtown. Key considerations taken into account through the NextSteps for Downtown® process include signage, buildings, parking, circulation, streetscape and overall land use.

NextSteps for Downtown® delivers a comprehensive toolkit highlighting:

1. downtown strengths and opportunities (what's working and what needs work),
2. action items to enhance downtown (the "NextSteps"), and
3. best practices (what is working in comparable successful downtowns).

The toolkit is delivered in an interactive format with hyperlinks and fillable implementation worksheets that will continue the "NextSteps" momentum. With this toolkit, community stakeholders can then set priorities, assign champions for each element and start working towards successful implementation.





## Recent Landscape Architecture Experience



### CHILDREN'S HOSPITAL OF MICHIGAN - DETROIT

Giffels Webster has worked with the Detroit Medical Center on several projects in the last five years. In the fall of 2008, we began working on the surveying, engineering design, and landscape architecture for a new pediatric medical office building to be constructed across the street from the main Detroit Medical Center campus. The entire project was targeted for LEED Silver Certification, and sustainable design tenants are at its foundation. This development includes a healing garden and drought resistant landscape elements, combining the positive impacts of a patient-centered care approach with lower operational costs. The 400-vehicle parking lot was constructed with concrete and is configured to maximize landscape areas in order to combat the urban heat island effect. This parking lot was also constructed from a porous concrete section, significantly reducing the cost of storm sewer infrastructure while, more importantly, providing pretreatment and storage of the 100 year storm. In addition to the site development, our landscape architects designed a healing garden targeted specifically toward children. This garden incorporates swirling patterns and decorative concrete that integrate with the adjacent planting areas. It also connects to the public sidewalk along St. Antoine Street, reinforcing the hospital's mission of being a part of the community.

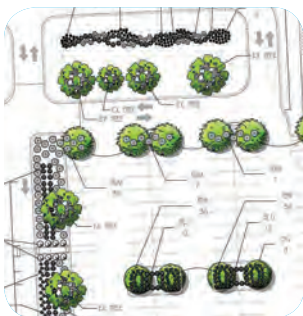


**Services:** Landscape Architecture | Civil Engineering | Surveying  
**Completion Date:** 2012  
**Contact:** Elaine Garrett, LEED AP - 857.383.4347

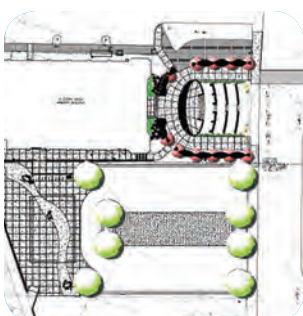


### CIVIC CENTER - CLINTON TOWNSHIP

Giffels Webster landscape architecture services were utilized to develop a comprehensive and diverse planting plan. Landscape design goals included the incorporation of native plant species, enhancement to natural aesthetics and the selection of vegetation with the propensity to reduce total runoff and phosphorous. Giffels Webster also prepared a 3D Sketch-Up rendering and presentation of the landscaping & BMP improvements throughout the Civic Center parking lot and detention basin area.



**Services:** Landscape Architecture | Civil Engineering | Surveying  
**Completion Date:** 2016  
**Contact:** Mary W. Bednar, PE, CFM - 586.286.9300



### FORMER NATIONAL GUARD CAMPUS - OWOSSO

Giffels Webster prepared designs to reactivate the marshalling ground as flex space that includes a small natural amphitheater as well as providing access to the building itself. In addition Giffels Webster assisted the City of Owosso in obtaining a Downtown Infrastructure Grant (DIG) from the MEDC for the adjacent parking lot renovations. As designed, the lot will not only provide parking during working hours, but also a patio area overlooking the Shiawassee River for use by the community as a whole.

**Services:** Landscape Architecture | Civil Engineering | Surveying  
**Completion Date:** 2014



## SIGNIFICANT PROJECTS

- Bruce Township
- City of Ferndale
- Clinton Township
- Commerce Township
- Macomb County
- Shelby Township
- Washington Township
- Wayne County

## Geographic Information Systems (GIS)

Geographic Information Systems (GIS) is a computer system that allows us to capture, store, analyze, and manipulate large datasets. We give data a visual representation, in the form of maps or an interactive online suite, so we can understand how things are interrelated and how we shape the world around us. GIS is an engine driving diverse applications that put the power of geospatial processing into the hands of your entire organization. Whether it is building a new bike path for a community, managing sewer and water assets, or designing a subdivision, GIS has transformed the way we organize assets, serve our clients, make decisions, and communicate. As your GIS consultant, Giffels Webster focuses on solution-based applications to make operations and decision making more efficient, informed and cost-effective.

As technology advances, so does Giffels Webster. Our approach to providing GIS support is based on our ability to provide clients with integrated, interdisciplinary geospatial solutions that measure success by completing sustainable projects that meet our client's specific needs. We provide the expertise and technical software to help our clients visualize their data in relationship to the world around them. The bottom line is that our specialized GIS services can and will improve your bottom line.



## SIGNIFICANT PROJECTS

- Beacon Park
- Campus Martius
- City Modern
- Elton Park
- Foundation Hotel
- Henry Ford Health Systems
- Inkster Greenway Trail
- Little Caesars Arena
- Maple Lane Golf Course
- Martin Parkway
- Partridge Creek
- Police Athletic League HQ
- Presbyterian Village North
- Orleans Landing
- Siren Hotel
- The Corner
- Washington Twp – Fire Station

## Civil Engineering

Civil engineering is at the foundation of much of our work. In each project, we apply civil engineering services that balance the needs of customers, communities and the environment.

Complete the design, approval and construction process smoothly and in a timely fashion with the Giffels Webster team. We identify, map, analyze and plan complete infrastructure systems, providing you with perspective and guidance throughout.

With expanded services for local projects and this increased geographical reach, Giffels Webster now uses its decades-long experience to deliver a unique approach to infrastructure issues, opportunities and requirements. The firm remains a trusted partner and advisor to architects, developers, city managers, township supervisors, DPW directors, construction teams and more, providing counsel on how to make projects — whether public, private or institutional — buildable, profitable, sustainable and enduring.

As we have since our inception, Giffels Webster continues to deliver value through insightful civil engineering solutions for the clients we serve. And, since day one, each project we touch gives our clients lasting return and enhanced quality of living.



## Recent Traffic Engineering Experience



### DAXTON HOTEL TRAFFIC STUDY - BIRMINGHAM

Giffels Webster was selected to provide a full traffic impact statement, parking study, and valet operations study. This project consists of a five-story mixed-use commercial and residential building. The commercial uses will include a luxury boutique hotel with 126 guest rooms, restaurant, ballroom, and commercial/retail space. The fifth floor will contain approximately 23 rental units. There will be two-levels of underground parking to be used primarily by the building's apartment residents, but supplementing the commercial parking needs when required.

Services:	Traffic Engineering
Budget:	\$55,000,000
Completion Date:	2020
Contact	David Berman - 630.479.0457



### PROPOSED HIGH TECH EXPANSION - TROY

Giffels Webster was selected to provide professional traffic engineering services to a Confidential Client to assist the design team in planning the site and discussions with the City. The project involves the potential expansion of a high-tech engineering headquarters, located on nine acres of land located in the city of Troy, Michigan. Included in the scope of work was a complete traffic impact statement to review the traffic operations of the potential development and a parking study to assist the design team in their efforts to reduce the required parking for the project during the permitting process. This report, based on input from the Client and the Client's architect, analyzed actual anticipated parking needs of the project in comparison to national standards from ITE, APA and ULI to identify possible reductions from City Zoning Ordinance requirements.

Services:	Traffic Engineering
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### MIDTOWN DETROIT - DETROIT

Giffels Webster was selected to provide as-needed provision of survey and civil engineering services, including parking studies, traffic studies and parking plans, maintenance of traffic plans, green infrastructure and storm water management, easement documentation, public infrastructure (roadway, alley, and utilities), and permit assistance.

Services:	Traffic Engineering   Civil Engineering   Surveying
Completion Date:	Ongoing
Contact	Susan T. Mosey, President - 313.420.6000



## SERVICES PROVIDED

Access Management

Complete Streets/Multi-Modal Transportation Plans

ADA Parking Requirements

Truck and Emergency Vehicle Access

Transit Implications

School Campus/Office Park/ Shopping District or Center Circulation Plans

## Traffic, Parking, & Circulation Studies

Giffels Webster can evaluate planned or existing traffic circulation patterns at various levels and provide useful, realistic approaches to maximize safety and traffic flow within a site, between sites, or within a community.

Inadequate or inefficient parking and traffic congestion can be strong deterrents for potential visitors to a community or patrons for a business. Giffels Webster can help determine whether such concerns are real or perceived, and develop a strategy for overcoming problems. Examples of services provided are:

- Parking utilization and expansion plans
- Traffic impact studies
- Signal warrant analyses
- Pedestrian facilities evaluation
- Street network analyses and plans
- Shared parking studies
- Cut-through traffic analyses

Our experienced planning and traffic engineering staff uses surveys, workshops, traffic software, and professional judgment to identify the appropriate corrective measures.



## SIGNIFICANT PROJECTS

- Children's Hospital of Michigan
- Chrysler Headquarters
- Chrysler Kokomo Plant
- Cobo Hall
- Comerica Park
- Detroit Medical Center
- Detroit Medical Center Condominium
- Detroit Riverwalk
- Ford Dearborn Stamping Plant
- Ford Field
- Ford Heritage Rouge Complex
- Fox Theater Condominium
- The Mall at Partridge Creek
- Motor City Casino
- MGM Grand Casino
- Oakland University

## Surveying

Giffels Webster has provided accurate base mapping for our private, public and institutional clients for more than 60 years. With this experience, you are gaining a team of licensed land surveyors, technicians and field personnel who can easily meet your surveying needs. With flexible crew sizes, we are able to take on projects large and small.

Through our highly skilled professionals and the use of the latest software and equipment, we provide many forms of mapping and additional services including ALTA-certified studies, ACT 132 boundary surveys, site plans, wetland/floodplain/woodland identification, and transportation and utility route surveys. We also offer construction staking and expert witness assistance.

Giffels Webster recently introduced 3D Laser Scanning services to map and model large, complex building sites with an unprecedented level of detail, speed and accuracy. As soon as an existing structure is scanned, specialized software generates 3D images that can be rotated to any perspective. Through 3D Laser Scanning, your project can achieve a better design with less cost and less waste.



**CLIENT**

City of Grand Ledge

**SERVICES**

Civil Engineering  
Landscape Architecture  
Surveying  
Construction Services

**COST**

\$4,200,000

**COMPLETION DATE**

November 2024

**CONTACT INFORMATION**

Amee King  
Assistant City Manager  
aking@cityofgrandledge.com  
517.627.2149

## Grand Renovations for Downtown Grand Ledge

Grand Ledge, Michigan

In 2022, the City of Grand Ledge was awarded a grant from the Michigan Economic Development Corporation as part of their Revitalization and Placemaking (RAP) Program funded by the America Rescue Plan Act of 2021. As a condition of this funding, the city had to focus on the enhancement of the public spaces in their downtown. The work involved the construction of landscaped planters and seating at bump outs at multiple intersections to beautify the corners and improve safety for pedestrians and deteriorated brick pavers were removed and replaced with a decorative stamped concrete finish. The existing deck that is used as a scenic overlook of the Grand River at Riverfront Park has been significantly enlarged and a public restroom constructed to allow more public seating during the numerous events throughout the year that the city holds along Bridge Street. The hillside at Fitzgerald Memorial Field has been transformed into terraced seating to provide expanded accessibility and a portion of the adjacent street has been transformed to a public seating area with the flexibility to easily convert and close the road into a festival during special events. Giffels Webster worked hand in hand with city staff during the design process and throughout construction to deliver a high-quality product and successfully administer to construction on the city's behalf.

These improvements not only refresh the appearance of the downtown but also enhance its quality of life. The enhancements of the public spaces provide an abundance of opportunities for the residents and visitors to gather downtown and take in all that the City of Grand Ledge has to offer.

Giffels Webster team members take pride in our ability to communicate with those impacted on our projects. For this reason, a comprehensive strategy prioritizing safety, efficiency, and positive dialogue with impacted businesses along the corridor was established at the beginning of the construction to keep the public informed and minimize complaints during the construction process.



**CLIENT**  
City of Brighton

**SERVICES**  
Civil Engineering  
Planning  
Surveying

**CONTACT INFORMATION**  
Mike Caruso  
Community Development  
Manager  
810.844.5149

## Brighton Main Street Streetscape

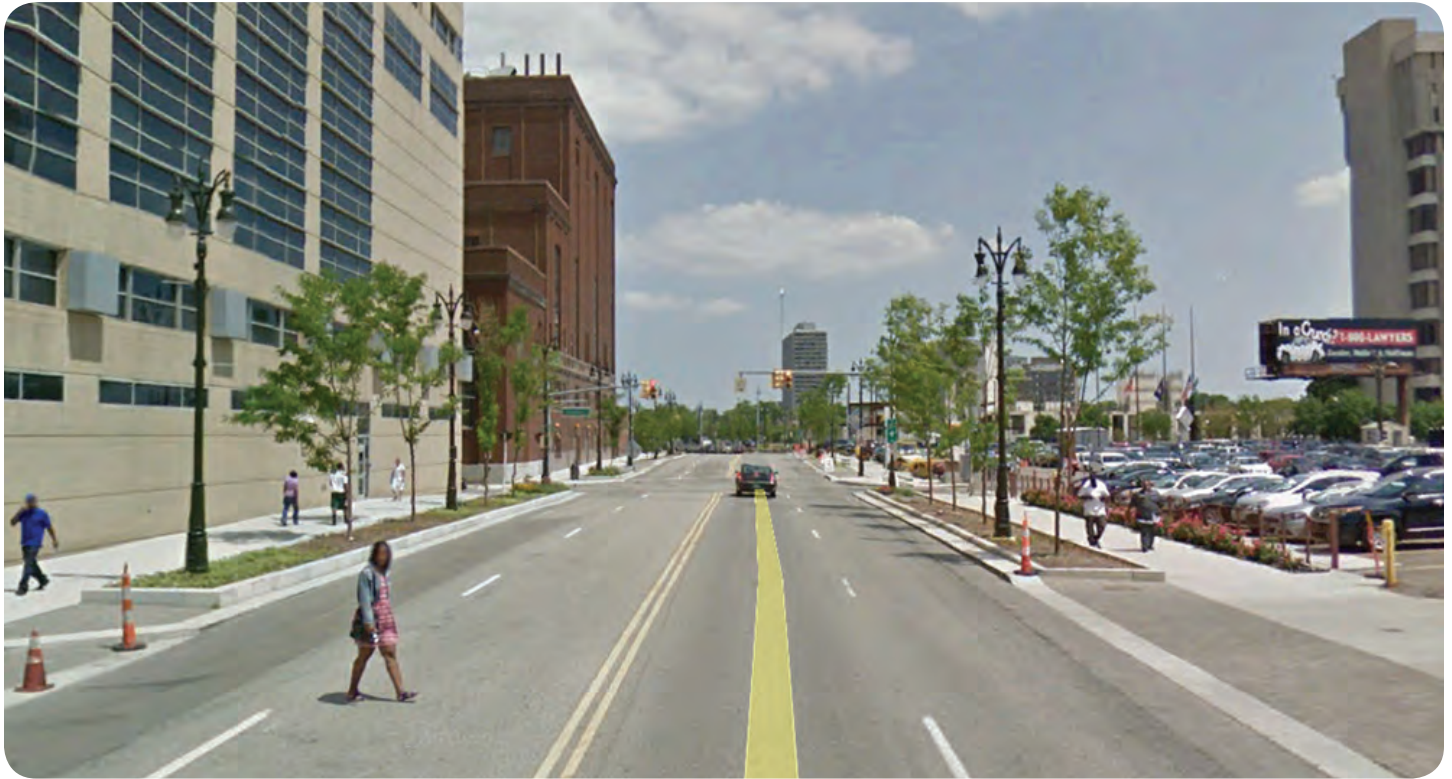
### Brighton, Michigan

Giffels Webster's work includes streetscape and roadway improvements on Main Street between South Second Street and South East Street and Grand River Avenue between North Street and St Paul Street. Amenities include park improvements along the City's mill pond, the replacement of the public water main and services, street lighting, landscaping, public seating and the ability for the City to easily convert the central downtown area to an ADA compliant festival plaza.

The Brighton Main Street Streetscape project stands as a transformative infrastructure initiative that showcases a robust awareness of the imperative to safeguard the environment. This comprehensive undertaking involved the replacement of century-old water lines, sewer lines, and storm drains, accompanied by the installation of new underground utility lines in the downtown core. The project extended its environmental considerations to above-ground elements, including sidewalks, curbs, pavement, lighting, and plantings, all meticulously replaced while preserving on-street parking. Notably, the design incorporated narrower drive lanes on Main Street, allowing for expansive, ADA-compliant sidewalks and prioritizing the safety and accessibility of individuals of all ages and abilities.

To further enhance the pedestrian and bicycle experience, improved crosswalks, lighting, and dedicated areas for bicycle parking and repair kiosks were integrated into the revitalized downtown. The project also contributes to the versatility of public spaces for downtown events and activities, featuring enhancements to electrical hookups and water facilities that support a range of events. Thoughtful landscaping choices, replacing unsightly trees, contribute to the aesthetic appeal of the area, with seasonal color and vibrancy in mind. The adoption of energy-efficient LED lighting not only promises cost-effectiveness but also ensures more uniform and superior illumination of downtown streets and sidewalks.





**CLIENT**

City of Detroit  
Detroit Economic  
Growth Corporation

**SERVICES**

Civil Engineering  
Landscape Architecture  
Surveying  
Traffic Engineering

**COST**

\$2.3 million

**COMPLETION DATE**

Summer 2015

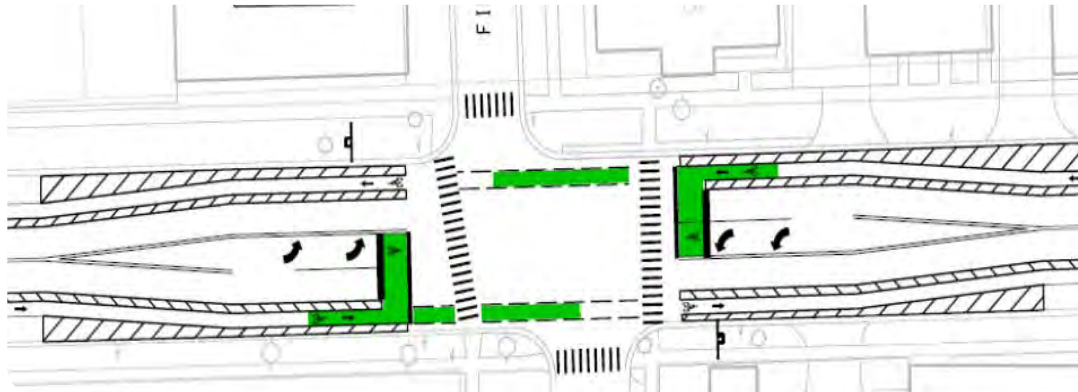
**CONTACT INFORMATION**

Orza Robertson  
313.237.6098

## Madison Streetscape

Detroit, Michigan

Giffels Webster was selected to provide surveying, civil engineering, traffic engineering, and traffic signal design services for the redevelopment of the Madison Avenue corridor from John R Street to St. Antoine Street with an enhanced streetscape, including LED street lighting, brick and concrete sidewalk, planters, irrigation, and traffic signal modernization. Besides site/civil design, the project required design work in the right-of-ways, including the removal and replacement of all sidewalks and curbs for ADA compliance throughout the corridor. Other improvements included the narrowing of the street to eliminate most parking and enhanced pedestrian crosswalks.



**CLIENT**  
City of Ferndale

**SERVICES**  
Design  
Construction Engineering

**COST**  
\$271,000

**COMPLETION DATE**  
2014

**CONTACT INFORMATION**  
Jim Jameson  
DPW Deputy Director  
248.546.2525 x 602  
jjameson@ferndalemi.gov

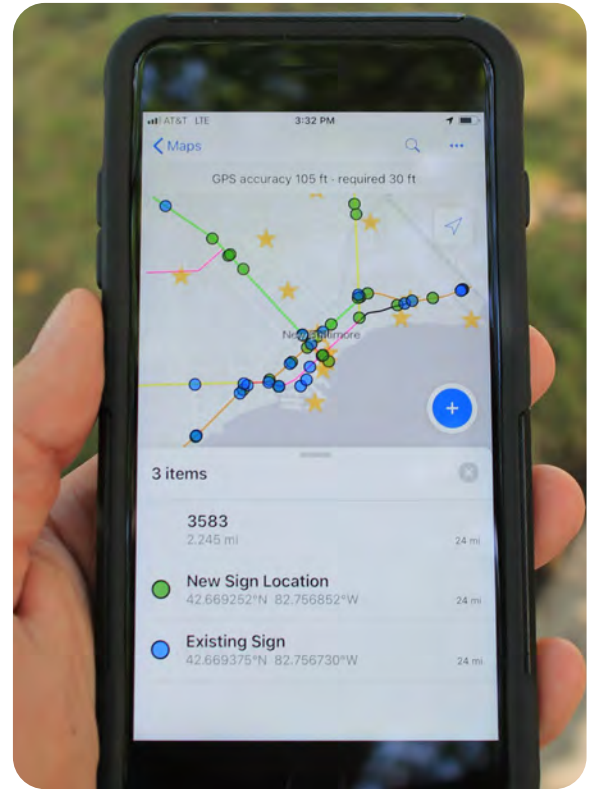
## Livernois Complete Street

Ferndale, Michigan

Giffels Webster provided preliminary engineering and construction engineering services for the design and construction of buffered bike lanes along a one mile stretch of Livernois Avenue in the City of Ferndale. The Livernois Complete Street project was funded utilizing Transportation Alternative funding through SEMCOG and the MDOT.

The project consisted of introducing a road diet by reducing the existing cross section from five lanes to two lanes with dedicated buffered bike lanes and on-street parking. To accomplish this a traffic study was conducted to verify vehicular capacity was acceptable for a lane conversion (road diet). Giffels Webster provided detailed engineering plans for the complete streets improvements which included researching and specifying high visibility conflict areas, buffered bike lanes, onstreet bike corrals, mid-block crossing with flashing LED signals and high visibility cross walks, ADA ramps, and signage.

Construction documents were designed in accordance with MDOT and Federal guidelines and requirements.



**CLIENT**  
City of New Baltimore and Art  
on the Bay

**SERVICES**  
Civil Engineering  
Planning  
Landscape Architecture  
GIS

**COMPLETION DATE**  
2019

**CONTACT INFORMATION**  
John Dupray  
586.725.2151

## Wayfinding Sign Plan New Baltimore, Michigan

Giffels Webster provided civil engineering, planning, landscape architecture, and GIS services for a Wayfinding Sign Plan for the City of New Baltimore. The City partnered with Art on the Bay, a non-profit organization, to tap into the community of artists for designs that would properly represent the City of New Baltimore.

The City of New Baltimore Wayfinding Sign Plan is an implementation tool that was envisioned in the City's Master Plan. The plan established the desire to make it easier for the traveling public to locate downtown businesses and amenities. Wayfinding signs promote the established community character and open opportunities for more people to discover the amenities and businesses in downtown New Baltimore. The existing sign inventory was performed using a GIS-based collector app that enabled the team to use smart phones to geotag sign locations and upload photos to the online database. An ArcGIS StoryMap was also used to tell the story of the Wayfinding planning process.

Next steps include funding, permitting, and installation of the first phase on signs along M-29 (Green Street). This is the key traffic artery through the community, and it provides a direct connection to downtown. After the first phase, the next set of priority signs can be installed using the same process of funding, permitting, and installation. MDOT has approved a sign permit based on the Wayfinding Sign Plan, and wayfinding signs are expected to be installed in 2020.

This project received the the 2020 Inspiring Planning Project Award from the American Planning Association's Private Practice Division.



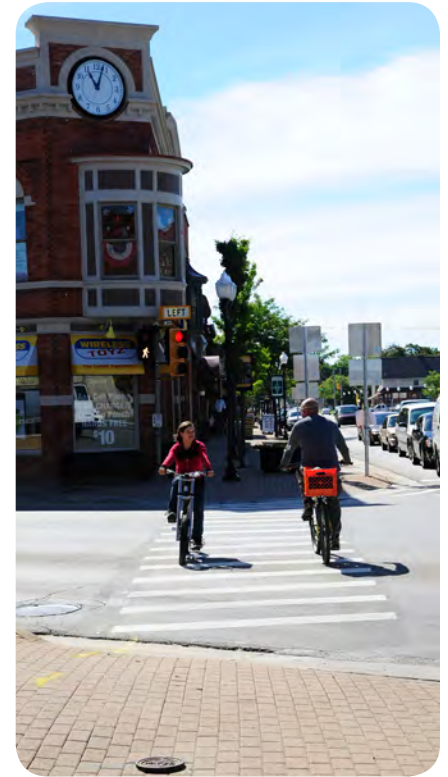
**CLIENT**  
Michigan Economic  
Development Corporation

**SERVICES**  
Planning  
Nextsteps for Downtown®

**CONTACT INFORMATION**  
Debbie Neumann, MEDC  
517. 512.0940

## Mount Clemens Nextsteps for Downtown® Mount Clemens, Michigan

Giffels Webster prepared a Nextsteps for Downtown® report as an independent evaluation of the heart of Mount Clemens, on behalf of the MEDC. Our straightforward, independent assessment of the physical environment is intended to bring a fresh perspective and specific Next Steps® to the city. Our team efforts included an intensive walking tour that focused on the main aspects of downtown, including streetscape, buildings, signage, circulation, parking, and land use. The resulting report strives to provide concise and constructive suggestions, without criticism of past efforts. Where possible, we include Best Practices that illustrate how and why a specific recommendation or change of direction is warranted. This report is intended to help re-energize and refocus economic development efforts, by providing alternative strategies that Mount Clemens may not have considered – or may have discounted for reasons that are unrelated to improving the local business market.



**CLIENT**  
Village of Oxford DDA

**SERVICES**  
Planning

**COMPLETION DATE**  
2012

**CONTACT INFORMATION**  
Glenn Pape  
Executive Director  
248.770.8587

## Complete Streets and Streetscape Plan

Village of Oxford, Michigan

Over time, the Village of Oxford and its Downtown Development Authority (DDA) explored a variety of strategies to improve the economic conditions downtown. All of the studies and plans in the past ten years cited the speed and noise of Washington Street (M-24) truck traffic as a major hurdle to overcome.

Armed with previous planning studies, the DDA selected our Giffels Webster team to develop an implementation strategy that would make a positive impact on the downtown environment. Our team started with an intensive downtown assessment - a walkability audit - which included an analysis of parking and circulation. We shared our findings with the DDA and key stakeholders in a “walkabout” exercise that allowed participants to see, hear and experience our observations. Following the analysis, we prepared a Non-Motorized Transportation Plan that outlined a strategy for encouraging travel in and around the downtown on foot and by bicycle. Finally, the team prepared a Streetscape Plan that detailed specific street and sidewalk design improvements that will slow traffic, add texture, color and green space, and create a unique identity for downtown Oxford.

The public was invited to participate in the project through a community open house and survey. The resulting plans are a guide for action and presents the Village of Oxford DDA with specific short- and long-range improvements to the streetscape as well as for motorized and non-motorized transportation.

## Team Overview and Resumes

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## Team Overview

**Jill Bahm, AICP** Is a Partner at the firm and will serve as the Project Manager overseeing this effort. Jill is responsible for managing the landscape architecture, planning, and GIS departments and will ensure seamless coordination between all disciplines over the course of this project.

### Planning Team:

- **Julia Upfal, AICP** is a Senior Planner and will be involved in all planning tasks and coordination, serving as a primary point of contact for DDA staff throughout the duration of the project.
- **Joe Tangari, AICP** is a Principal Planner on the team and is well-versed in Downtown Development and Community Engagement. Joe will be assisting with project coordination, community engagement, and implementation strategies.

### Landscape Architecture Team:

- **David Richards** is the Landscape Architecture Manager overseeing all landscape architectural tasks. He will be the main point of contact for the landscape architecture group.
- **Francesca Schovers** is a Senior Landscape Architect with streetscape and park design experience. She will be assisting in site data collection, concept design, plan preparation and presentations.
- **Melissa Hernandez** is a Landscape Designer with park design and hand graphic design experience. She will be assisting with concept design, plan preparation, design charrette and wayfinding.

### Engineering Team:

- **Michael G. Darga, PE** is a partner at the firm and will coordinate the civil and traffic engineering components of the project. He will direct the review of infrastructure, parking, and traffic related reviews and concept design development.
- **Shannon Pedit** is a lead engineer and will be responsible for infrastructure review and development and parking concept design.

### GIS Team:

- **Ariana Toth, GISP**, is the GIS Manager for Giffels Webster. Ariana will be responsible for creating all static and interactive maps to support this effort.

### Survey Team:

- **Chris Asiala, PS** is a Partner at the firm and oversees all land surveying. If the DDA opts to include a survey as a part of this project, Chris will manage this portion of the project.



## Jill Bahm AICP Partner

Jill Bahm, AICP, has been a partner at Giffels Webster since 2019 and leads the planning, landscape architecture and GIS teams. Jill has worked in both the public and private sector, as a Downtown Development Authority director, and municipal city planner. Jill currently serves on the Michigan Association of Planning's Board of Directors and is the Professional Development Officer. She was one of the co-authors of the American Planning Association's 2014 *Aging in Community Policy Guide*. Jill recently served as an adjunct professor in the graduate urban planning program at Wayne State University and provides local training on planning and zoning issues.

### YEARS OF EXPERIENCE

29

### EDUCATION

Master of Urban  
and Regional Planning  
University of Michigan

Bachelor of Arts in  
Communications | English  
University of Michigan

Form-based Code Institute  
Alumnus

National Charrette Institute  
Core Level Certificate

### CERTIFICATIONS

American Institute of Certified  
Planners  
American Planning Association

Michigan Association of  
Planners

### SPECIAL EXPERTISE

Downtown Development  
Land Use/Planning  
Zoning  
Review Process  
Public Engagement  
Design  
Placemaking  
Training/Education

### Land Use Planning

Master Plan (2023), Commerce Township  
Master Plan (2022), City of Sylvan Lake  
Comprehensive Plan (2021), City of Lathrup Village  
Master Plan (2021)  
Master Plan (2020), City of Madison Heights  
Strategic Plan (2020), City of Charlotte  
Master Plan Update (2019), Rochester Hills  
Comprehensive Plan (2018), Brighton (Master Plan,  
Downtown Plan, Rec Plan & Complete Streets Plan)  
Capital Improvement Plan (2019), Brighton  
Capital Improvement Plan (2018, 2019, 2020,  
2021,2022), Lathrup Village  
Tech Village Master Plan / Framework Study (2016),  
Grand Blanc Twp.

### Recreation Planning

Recreation Plan (2023 – 2027), Chesterfield Twp.  
Recreation Plan (2021-2025), City of Lathrup Village  
Recreation Plan (2021-2025), City of Madison Heights  
Recreation Plan (2021-2025), City of White Cloud  
Recreation Plan (2021-2025), Genoa Twp.  
Recreation Plan (2020-2024), Paint Creek Trailways  
Commission General Management Plans (2008-2016),  
State of Michigan DNR  
Michigan Natural Resources Trust Fund Grant  
Application Assistance (2018), White Lake Twp. (\$1.4M  
Awarded), 2021 Genoa Township (\$300,000)

### Zoning

Clearzoning and Zoning Ordinance Audit (2021) Milford  
Village Zoning Ordinance Updates (2018-2023), City of  
Rochester Hills  
Clearzoning and Zoning Ordinance Audit (2020), Village  
of Cass City  
Zoning Ordinance Audit, Zoning Amendments, Sign  
Ordinance (2019-2021), City of Clare  
Clearzoning and Zoning Ordinance Audit (2019-2020),  
City of Coldwater  
Zoning Ordinance Audit (2019), City of Clawson  
Sign Ordinance (2019), City of Ann Arbor  
Clearzoning, Zoning Code Update and Form-based  
districts (2017-2020), City of Brighton  
Tech Village Form-based Code (2017), Grand Blanc Twp.  
Downtown Zoning Updates (2017), City of Clawson  
Zoning Ordinance Audit (2015), City of Flint  
Clearzoning and Clear Code (2014-2015), Watertown  
Twp.

### Economic Development

Economic Development Strategy (2021), Village of  
Sparta  
Tax Increment Finance Plan (2020), Clawson  
Downtown Development Authority Pre-Development  
Services (2020), City of Laingsburg  
Pre-Development Services (2020), City of Hillsdale  
Pre-Development Services (2019), Meridian Twp.  
Technology Village Marketing Materials (2017), Grand  
Blanc Twp.  
Economic Development Strategy (2014), City of Wixom  
Tax Increment Finance Plan (2012), Ferndale Downtown  
Development Authority

### Ongoing Planning Services

Chesterfield Township  
City of Bloomfield Hills  
City of Brighton  
City of Clawson  
City of Lathrup Village  
City of Ruston, Louisiana  
City of Sylvan Lake  
Village of Milford





## Joe Tangari AICP Principal Planner

Joe Tangari is a Principal Planner at Giffels Webster. He received a Master of Urban Planning degree from Wayne State University with a concentration in Managing Metropolitan Growth, and a B.A. in Music Business from Berklee College of Music

### YEARS OF EXPERIENCE

12

### EDUCATION

Master of Urban Planning  
Wayne State University

Bachelor of Arts  
Music Business  
Berklee College of Music

Joe is dedicated to improving opportunities for public input, achieving clarity in zoning ordinance language and illustrations, pursuing innovative planning concepts, advancing community sustainability and resiliency, and providing informative development reviews to guide planning commission decision-making. He enjoys the day-to-day challenges of community planning and economic development.

At Giffels Webster, Joe has conducted development reviews, drafted form-based zoning districts, created master plan and zoning graphics using SketchUp, developed historic district design standards, participated in master plan and recreation plan updates, helped build municipal websites, worked to improve development processes and forms, and facilitated public input via community meetings and surveys. Communities he has served include small towns, rural townships, inner ring cities, and suburbs. He has also served as an instructor for the Michigan Economic Development Corporation's workshops on improving review processes and amending zoning ordinances.

### Plans and Special Studies

2015 Master Plan Updates: Marshall, Gladstone, Armada Twp., and Bingham Farms  
Downtown Master Plan, Clawson, 2016\*  
NextSteps for Downtown Assessment, Mount Clemens, 2016  
Master Plan Update: Implementation Guide, Lexington, 2016-2021 Recreation Plan, Ira Twp., 2016  
Corridor Zoning Study, Ruston, LA, 2016  
Master Plan Update, Novi, 2016  
River Raisin National Battlefield 2017 Cooperative Land Management Plan  
Comprehensive Plan, Brighton, 2018\*\*  
Master Plan Update, Madison Heights, 2021  
Comprehensive Plan, Adrian, 2022  
Sustainability Framework, Clawson, 2023

### Ongoing Planning Services

Bloomfield Hills (2017-present)  
Bruce Twp., (2018-present)  
Clawson, (2019-present)  
Columbus Twp., (2014-present)  
Farmington Hills, (2015-present)  
Ruston, LA (2016-present)

### Zoning & Other Ordinance Work

Technology Village Form-based Zoning Districts: Grand Blanc Twp  
Sign Ordinances: Farmington Hills, Columbus Twp., Bruce Twp.  
Zoning Ordinance Audits: Manistee, Brighton, Clawson, East Bay Twp.  
Clearzoning Ordinances & Zoning Ordinance Audits: Ira Twp. and Columbus Twp. Clearzoning  
Codebooks: Columbus Twp. and Bruce Twp.  
Zoning Ordinance: New Format & Amendments, Steamboat Springs, CO  
Zoning Audit, Clearzoning, and Comprehensive Amendments: Springfield, MI  
Zoning Audit, Comprehensive Zoning Amendments, Clearzoning: Horace, ND, 2024

### Other Planning Work

Instructor, MEDC Best Practices 2 & 3  
Website Design Consulting: Columbus Twp. and Casco Twp.  
Historic District Design Guidelines, Fairmont, WV

\* Winner, Vernon Deines Honor Award, Outstanding Small Town Special Project Plan (APA STAR Division)

\*\* Winner, Vernon Deines Merit Award, Outstanding Small Town Comprehensive Plan (APA STAR Division)



# Julia Upfal AICP

## Senior Planner

Julia Upfal, AICP, is a senior planner at Giffels Webster with over a decade of community development experience. Julia earned a BA in Urban Studies from Wayne State University in 2012 and a Master of Urban Planning degree from the University of Michigan in 2015.

### YEARS OF EXPERIENCE

10

### EDUCATION

Master of Urban Planning  
The University of Michigan

Bachelor of Art  
Urban Studies  
Economics Minor  
Wayne State University

### LICENSES | REGISTRATION

American Institute of  
Certified Planners  
American Planning Association  
Michigan Association  
of Planning  
APA Economic Development  
Division Professional

### SPECIAL EXPERTISE

Ordinance Review Land Use  
Planning  
Economic Development  
Community Engagement Site  
Plan Review  
Parks and Recreation  
Housing Strategies  
Downtown Development  
Consensus Building  
Conflict Resolution  
Grant Writing  
Education and Training

Julia has worked in both the public and private sector, positioning her to navigate the complexities of urban development with a comprehensive understanding of local government and market dynamics. Julia's experience includes master planning, zoning, economic development, community engagement and grant writing; since 2015, Julia has been awarded over \$1,000,000 in public sector grant funding for local communities.

Julia's technical expertise in planning coupled with her passion for public engagement enables her to provide prescriptive guidance that strategically aligns development with established community goals.

Julia's experience reflected below was gained while working at other organizations and with Giffels Webster.

### Long Term Planning and Special Studies

2016 Legends District Master Plan, City of Green Bay  
2017 Benchmarking Study, Livingston County  
2022 Master Plan Audit, Village of Milford  
2023 Master Plan, Springfield Twp.\*  
2023 Master Plan, Commerce Twp.  
2023 Master Plan Audit, City of Brighton

### Ordinance Review

2021 Zoning Ordinance, City of Chelsea  
2022 Sign Ordinance, Village of Milford  
2023 Lighting Ordinance, Village of Milford  
2023 Short Term Rental Ordinance, Springfield Twp.  
2023 Nonconforming Uses Ordinance, Springfield Twp.  
2023 Zoning Ordinance Audit, Comstock Twp.  
2023 Zoning Ordinance Audit, City of Saginaw  
2023 Sign Ordinance Update, City of Ypsilanti

### Economic Development

2017 WEDC Idle Sites Grant, \$425,000, City of Green Bay  
2019 Site Readiness Grant, \$75,000, Handy Twp.  
2019 Marketing Strategy, City of Chelsea  
2020 Commercial Rehabilitation District Review Guidelines, City of Chelsea  
2021 EGLE Brownfield Grant, \$475,000, City of Chelsea  
2022 Southside Redevelopment Study, Port Huron

### Ongoing Professional Services

Springfield Twp. Planning Services (2022- Present)  
Village of Milford Planning Services (2022- Present)  
Ypsilanti Planning Services (2023- Present)  
Lincoln Park Planning Services (2024- Present)

\*Recipient of Vernon Deines Merit Award for Comprehensive Plan or Special Project Plan from the American Planning Association Small Town and Rural Planning Division



## David Richards PLA, ASLA, LEED Green Associate Landscape Architect Manager

David Richards is the Landscape Architect Team Manager at Giffels Webster. David has over 11 years of experience in the profession and is a registered Landscape Architect. He has led multi-disciplinary teams in the design of complex multi-million-dollar projects. His portfolio hosts a variety of projects that range from small intimate plazas to large downtown public riverfront restorations, as well as having worked on a mix of project types including institutional, industrial, academic, recreational, public, and ecological. David has well-rounded experience that lends itself to aiding in strong collaboration and team unity, whether that is with the internal team or with clients and external team consultants. David also has a LEED certification to aid in sustainable design.

### YEARS OF EXPERIENCE

11

### EDUCATION

Bachelor of Landscape  
Architecture  
University of Oregon

### Parks/Trails

Flint Riverfront Restoration, Flint  
Ranney Park, Lansing  
Belle Isle, Detroit

### Education

High School Center II, Charlottesville  
Dearborn Public School System – School Assessment, Dearborn  
Pershing High School, Detroit

### Office/Industrial

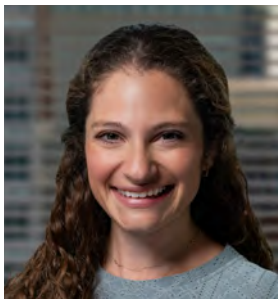
Ford Campus, Dearborn

### Municipal

Elmwood Township Marina, Traverse City

### Nonprofit

Jackson Home -The Henry Ford Museum, Dearborn



## Francesca Schovers PLA Senior Landscape Architect

Francesca's 14 years in the field have led her to many different entitlement adventures all around the country. She has worked on projects that include single family, mixed use, self-storage, office, restaurant, retail, multi-family development and streetscape design. Keeping open lines of communication with clients and team members of all different professions is her goal for each project she touches. Collaboration of all parties ultimately produce the best overall developments.

Her favorite part about the beginning stages of a project are the endless design possibilities. This is only surpassed when users occupy the space and utilize it as the design intended.

Francesca's experience reflected below was gained while working at other firms and with Giffels Webster.

### YEARS OF EXPERIENCE

14

### EDUCATION

Bachelor of Landscape  
Architecture  
Michigan State University

### LICENSES | REGISTRATION

Professional Landscape  
Architect

### SPECIAL EXPERTISE

Conceptual Site Design  
Site Entitlements  
Landscape Design

### Project Experience

Michigan Central Station, Detroit  
Brighton Main Street Streetscape, Brighton  
Sterling Park Place, Sterling Heights  
Town Center Villas, Shelby Twp.  
Festival Park, Brighton  
City Flats, Retail and Office, Rochester Hills  
My Space Self Storage, Eastpointe/Mundy/Brighton Township/Lansing  
Trailway Commons (Mixed Use: Office, Retail, Apartments), Auburn Hills  
Life Storage, Greenville, SC  
ServiceMaster PUD, Farmington Hills  
KLM Bike and Fitness, Rochester Hills  
Putnam Multi-Family, Detroit  
Kubota Dealership, Dryden  
TD Self Storage/Mixed Use, SC  
McLaren Medical Office, Midland  
Wayne County Justice Center, Detroit



# Mark Hansen PLA

## Senior Landscape Architect

With over three decades at the forefront of landscape architecture, Mark Hansen has deep understanding of transforming spaces for Michigan and beyond, mastering sustainable design and client engagement. His portfolio spans residential to commercial projects, showcasing expertise in 3D modeling and collaborative problem-solving, underpinned by a relentless dedication to ecological restoration. His responsibility on projects has included community image development, sign and logo design, conceptual design, cost analysis, construction drawing and specification, field construction observation, proposal/bid preparation, construction documents and planting designs. He also has experience with municipal, education, medical, industrial, and outdoor recreational facilities. Mark has conducted tree surveys as required by local ordinances, which involves identification and tagging of all regulated trees, measuring the diameter, and assessing their condition. Mark has currently been reviewing site plans for Commerce Twp, City of Clawson, Washington Township, and Farmington Hills. He also conducts multimedia presentations for clients.

### YEARS OF EXPERIENCE

34

### EDUCATION

Bachelor of  
Landscape Architecture  
Michigan State University

### LICENSES | REGISTRATION

Professional Landscape  
Architect  
Michigan

### SPECIAL EXPERTISE

3D Conceptual Modeling  
Landscape Architecture  
Planning  
Tree Surveys  
Logos and Signage design  
Tree Survey & Studies  
Ecological Restoration  
Plant Selection Expert  
Green Infrastructure Planning  
Irrigation Plan  
Storm Water

### Public Works

Washington Twp. Gateway and Wayfinding Signage,  
Washington Twp.  
Brighton Wayfinding Signage, Brighton  
Landscape Plan Review and Inspection, Charter Twp. of  
Commerce,  
Landscape Plan Review and Inspection, City of Clawson,  
Landscape Plan Review and Inspection, Farmington Hills  
Landscape Plan Review and Inspection, Washington  
Twp.  
Storm Water Master Plan, Charter Twp. of Commerce  
St. Claire County Justice Complex, St Clair

### Residential

Mystic Cove, Lake Orion  
Parkways, Lake Orion  
Constellation, Lake Orion  
Starboard, Lake Orion  
Harvest Corners, Oakland Twp.  
Mission Hill, Green Oak Twp  
Granary, Rochester  
The Oaklands, Oakland Twp.  
The Lakes of Melbourne, Melbourne, Florida

### Retail

Marriot Hotel and Residences, Several Locations in  
Michigan  
Sheets, Several Locations in Michigan  
Bagger Dave's Restaurant, Canton Twp., Detroit  
Hampton Inn & Suites, Brighton, Auburn Hills, Bloomfield  
Twp., Chesterfield Twp., Shelby Twp., Southgate & Ann  
Arbor

Holiday Inn Express, Auburn Hills & Dearborn  
Fairfield Inn & Suites, Troy & Canton  
Golden Triangle Centre, Auburn Hills  
The Mall at Partridge Creek, Clinton Twp. Chesterfield  
Towne Centre, Chesterfield Twp.  
Fox Crossing, West Branch Twp.

### Parks

Washington Twp. Parks Design and Construction  
Veteran's Tribute of Oakland Twp., Oakland Twp  
Thomlinson Arboretum, Clinton Twp.  
Nowicki Park, Rochester Hills  
Martin Parkway, Commerce Twp.  
Waterford Oaks, Waterford  
Commerce Twp. WWTP, Commerce Twp.  
Vest Pocket Park, Rochester  
Gateway Plan, Rochester

### Federal

Dining Hall, Fort Leonardwood, Missouri  
Dining Hall, Fort Leavenworth, Kansas

### Transportation

East Nine Mile Road Streetscape, Ferndale  
M-102 Concept Framework Plan MDOT  
Woodward Avenue Non-Motorized Transportation  
Master Plan, Detroit  
West Vernor Streetscape, Detroit

### Health Care

Blossom Springs, Oakland Twp.  
Michigan Jewish Institute, West Bloomfield  
Havenwyck Hospital, Auburn Hills  
Pontiac Pediatric Specialty Center, Pontiac  
Children's Hospital (DMC), Detroit



## Michael G. Darga PE Partner

Mike Darga is a Partner at Giffels Webster and has over 35 years of experience in public administration, including public works and engineering, administration, planning and implementation. His previous position with the Wayne County Department of Public Service Engineering Division, coupled with his years at engineering firms, has given him a unique understanding of project management, road capital improvements plans, construction management and infrastructure improvement projects. He has experience in the preparation of grant applications and has been successful in coordinating and negotiating with state, regional and local governments, along with regulatory agencies, businesses, utilities, and residents. He also has implemented non-motorized transportation projects, greenways, streetscapes, transportation plans, and environmental projects.

### YEARS OF EXPERIENCE

39

### EDUCATION

Master of Science  
Construction Engineering  
and Management  
University of Michigan

Bachelor of Science  
Construction Engineering  
and Management  
Lawrence Technological  
University

### LICENSES | REGISTRATION

Professional Engineer  
Michigan  
Kansas  
Missouri  
Maryland  
Ohio  
Delaware

### SPECIAL EXPERTISE

Non-Motorized  
Transportation  
Transportation Planning  
Sustainable Design  
Urban Redevelopment  
Infrastructure Rehabilitation  
Public Works  
Road Design

### Transportation

Henry Ford South Campus Roads, Detroit  
Tolan Velodrome, Detroit  
CBD Cycle Tracks, Detroit  
East Jefferson – Chalmers to Alter, Detroit  
Drahner Road Safety Path, Oxford Twp.  
Southwest Detroit Greenway, Detroit  
Second/Third Avenue Two-way Conversion, Detroit  
West Vernor Streetscape, Detroit  
Livernois Streetscape, Detroit  
Park Avenue Streetscape, Detroit  
Madison Avenue Streetscape, Detroit  
Detroit High Crash Corridor Study, Detroit  
Ypsilanti Parking Study, Ypsilanti  
Hamilton Bike Lanes, Highland Park  
Brighton Main Street Streetscape, Brighton  
Rogell Park Greenway, Detroit  
Warren Yard Trailhead, Detroit

### Planning

Southwest Detroit/Vernor Planning, Detroit  
East Riverfront Framework Plan, Detroit  
Walking in Woodbridge, Detroit  
Pallister Street Traffic Study, Detroit  
Southfield City Centre and DDA Non-Motorized  
Transportation and Public Transit Sub-Area Plans, Detroit  
Non-Motorized Transportation Master Plan, Detroit  
New Center Non-Motorized Transportation Master Plan,  
Detroit  
Midtown Non-Motorized Transportation Master Plan,  
Detroit  
Woodward Non-Motorized Transportation Plan, Oakland  
County  
Gratiot Avenue Development and Corridor Plans,  
Eastpointe  
M-102 (Eight Mile) Concept Framework Plan, Detroit  
MACC Corridor Plan, Detroit  
Gratiot-Seven Mile Framework Plan, Detroit  
Western Golf Course Flooding Study, Redford

### Federal

Military Base Police Battalion Barracks Complex Dining  
Facility for USACE, Fort Leavenworth, KS  
Dining Hall, Fort Sill, OK  
Basic Compact Training Complex Double Dining Facility  
for USACE, Fort Leonard Wood, MS

### Public Works

North Old Woodward Reconstruction, Birmingham  
Visteon Village Public Roads, Van Buren Twp.  
US-223 Widening, Blissfield Twp.  
Silberhorn Highway Reconstruction, Blissfield Twp. 2005  
Local Street Repair Program, Inkster  
Hibbard Road Reconstruction, Manchester Village  
Main Street Streetscape, Capac Village  
Miller Road Reconstruction, Detroit  
West Periphery Road System, DMWCAA, Romulus  
South Access Road Element 4/J.Dingell Jr. Drive,  
DMWCAA, Romulus  
Georgia Street Reconstruction, Detroit  
Henry Ford South Campus Infrastructure, Detroit  
Oakland County Campus Security Improvements,  
Waterford & Pontiac  
Midtown Viaducts, Detroit  
Mack Green T Bioswale, Detroit  
Jefferson East Green Parking Lots, Detroit  
Mt. Elliott Road Reconstruction, Detroit  
Sherwood Reconstruction, Detroit

### Urban Redevelopment

Denby High School, Detroit  
Marygrove Early Learning Center, Detroit  
Owosso Armory Mixed-Use, Owosso  
Wayne County Jail Complex, Detroit  
Orleans Landing, Detroit  
Foundation Hotel, Detroit  
DTE Beacon Park, Detroit  
WCCCD Health & Fitness, Detroit  
Founders Brewery, Detroit  
298 S. Old Woodward, Birmingham  
Wagner Place, Dearborn  
Kirby-Ferry Multi-family, Detroit  
71 Garfield Multi-family, Detroit  
Newberry Lofts Multi-family, Detroit  
Leland Building, Detroit  
Elements Materials Expansion, Warren  
Motown Museum Expansion, Detroit  
City Club Apartments, Detroit  
Carpenters Training Center, Detroit  
Detroit Recreation Center Entrances, Detroit



# Shannon Pedit

## Lead Engineer

Shannon Pedit is a Project Engineer at Giffels Webster with over 19 years experience working on public and private projects. She has been involved with numerous urban development, infrastructure improvement, and streetscape projects within the City of Detroit. Prior to working at Giffels Webster, Shannon worked for Tetra Tech doing work for the City of Lansing and Omaha as a CSO Separation Specialist.

### YEARS OF EXPERIENCE

19

### EDUCATION

Bachelor of Science  
Civil Engineering  
Michigan Technological  
University

### Urban Redevelopment

- Straight Gate Community Park, Detroit
- DDP Wayfinding, Detroit
- DSO Parking Lot, Detroit
- Uniroyal, Phase 1, Detroit
- Brennan Recreation Center, Detroit
- Jefferson Village Storm Separation Phase 1, Detroit
- Little Caesars Arena, Detroit
- The District Detroit, Detroit
- Little Caesars Global Resource Center, Detroit
- Henry Street Plaza, Detroit
- District Detroit Block 10, Phase 1, Detroit
- Abbey Ridge Apartments, Phase 1, Oxford Twp.
- Brush Park Parcels A+B, Detroit
- Monroe Block, Detroit
- Pine Street Townhomes, Detroit
- 2nd and Amsterdam, Detroit
- Pistons Performance Center, Detroit
- Canton Centre, Canton
- Hudson's, Detroit
- Fort Industry Square, Toledo, OH
- Farwell Building, Detroit
- One Campus Martius Logistics, Detroit
- Columbia Infill, Detroit
- 2900 W. Grand Boulevard, Detroit
- Michigan Central Station, Detroit
- Ford Book Depository, Detroit
- Ford Corktown- Bagley Garage, Detroit
- Corktown Hotel, Detroit
- 1611 Michigan Avenue, Detroit
- 150 Church Street, Detroit
- 1750 Trumbull Avenue, Detroit
- FATE Urban Park, Detroit
- Brush 8 Townhomes, Detroit
- 7850 East Jefferson, Detroit
- Adient Entrance, Plymouth
- Presbyterian Villages, Westland
- Jefferson Village Floodplain, Detroit
- Overmyer, Toledo, OH
- Meyers Senior Development, Detroit
- Joe Louis Arena Hotel, Detroit



# Ariana Toth GISP

## GIS Manager

Ariana Toth is the GIS Manager at Giffels Webster and is responsible for the overall development and maintenance of the company's geospatial solutions and services. She has taken on the duties of Database Administrator in conjunction with her normal responsibilities and has experience installing and configuring ArcGIS Enterprise software as well as maintaining a Server environment. Ariana routinely integrates multiple environments across several divisions of the company into GIS both internally and for clients. She is also responsible for communicating with clients, project managers, and partners to determine the specific needs of a project and for providing end-user support to clients.

### YEARS OF EXPERIENCE

15

### EDUCATION

Master of Arts  
Geography  
Western Michigan University

Bachelor of Arts  
Political Science  
Oakland University

### SPECIAL EXPERTISE

ArcGIS Enterprise  
ArcGIS Field Maps  
ArcGIS Online  
Geodatabase  
Management/Creation

### CERTIFICATIONS

GISP  
Esri Desktop Professional

As web-based GIS and mobile applications have come to the forefront of cutting-edge GIS technologies, Ariana has eagerly pursued advancing the direction of GIS at Giffels Webster through the use of ArcGIS Online data management and app creation, including using Story Maps and Experience Builder to enhance communication and public engagement. She has also taken a lead in implementing ArcGIS Field Maps for mobile devices and creating dynamic inspection forms.

She has served on the Board of Directors of IMAGIN (Improving Michigan's Access to Geographic Information Networks) for six years. Ariana was part of a team of IMAGIN instructors who provided paid training to GIS staff across the country on transitioning to Esri's new ArcGIS Pro software for two consecutive years.

#### Map, Data, & Database Creation

Bruce Twp.  
City of Clawson  
Clay Twp.  
Clinton Twp.  
Commerce Twp.  
The District, Detroit  
City of Ferndale  
City of Inkster  
Howell Twp.  
Lyon Twp.  
MHOG  
Macomb County  
Shelby Twp.  
Washington Twp.  
Wayne County  
City of Ypsilanti

#### Asset & Document Management

Commerce Twp.  
Howell Twp.  
City of Lathrup Village  
Macomb County  
MHOG  
Washington Twp.

#### GIS Online Application Development

Capital Improvement Plans  
Construction Schedules  
Hydrant Flushing Dashboards  
Manhole Inspection Dashboards  
Water Service Excavation Dashboards  
Hub Sites  
Storymaps

#### SAW Grants

Commerce Twp.  
City of Inkster  
Lyon Twp.  
Livingston County  
Macomb County  
Washington Twp.

#### Cemeteries

Mt. Vernon, Washington Twp.

#### Public Outreach

City of Rochester Hills Master Plan  
SW Detroit Truck Routing Study  
City of Lathrup Village Bond Issue  
Picture This! App for multiple communities

#### Spatial Analysis

Detroit High Crash Corridor Analysis  
Cannabis Ordinance Studies

#### Assessing Land Value Maps

Clinton Twp.

#### Field App Creation

Asset Inspections  
Asset Inventories  
Hydrant Flushing  
Lead & Copper Service Line  
Inspections & Excavations  
Trail Inventories

#### ArcGIS Online Site Creation | Development

Howell Twp.  
Washington Twp.  
City of Inkster  
City of Sylvan Lake

#### ArcGIS Enterprise

Confidential Client  
MHOG  
Internal

#### GIS Training

City of Inkster  
Howell Twp.  
Washington Twp.  
MHOG  
IMAGIN Pro for Pros webinar series

#### Precinct Maps

Chesterfield Twp.  
Commerce Twp.  
Washington Twp.  
Milford Twp.

#### Fire Department Run Books

Commerce Twp.  
Washington Twp.

#### Water | Wastewater GIS

Howell Twp.  
City of Inkster  
City of Lapeer  
City of Lathrup Village  
Livingston County Drain  
Commission  
MHOG  
Washington Twp.

#### Interactive Zoning Maps

Bruce Twp.  
Chesterfield Twp.  
City of Clawson  
Grosse Pointe Woods  
Lathrup Village  
Milford Village  
City of Springfield  
Washington Twp.

#### Road & Sidewalk Special Assessments

City of Ferndale  
City of Lathrup Village





# Chris Asiala PS

## Partner

Topographic Surveys and Infrastructure Monitoring Surveyor

### YEARS OF EXPERIENCE

25

### EDUCATION

Bachelor of Science  
Land Surveying  
Michigan Tech University

### LICENSES | REGISTRATION

Professional Surveyor  
Michigan  
Ohio

### SPECIAL EXPERTISE

Field Surveys using GPS  
Remonumentation Surveys  
Boundary and Control Surveys  
High Definition 3D Scanning  
ALTA/NSPS Land Title Surveys

Chris Asiala has over 25 years of surveying experience, and is the survey manager in charge of High Definition 3D Scanning and of all global positioning system (GPS) applications at Giffels Webster. He is responsible for the GPS control network and photo control using GPS equipment. He has experience in utilizing GPS and traditional instruments for photo control, control networks, boundary and topographic surveys, and GPS data management. He is proficient in GPS network design and application, and use of least square adjustments. Chris is an active participant in the remonumentation efforts in Wayne and Macomb Counties, and is a member of the Peer Review Board for the Macomb County Remonumentation Program and a past member of the Board of Directors for the Michigan Society of Professional Surveyors, Southeast Chapter. He is also responsible for scheduling and supporting the survey crews out in the field.

### Public Works

Lake St. Clair Metropark Topographic Surveys  
Oakland County Parks and Recreation - Independence Oaks North Manor  
Oakland County Parks and Recreation - Toliver Wetland Laticions  
Oakland County Parks and Recreation - CHMA Lease Area  
Northeast Pump Station 3d Scanning, Detroit  
Mt. Elliott and Georgia Streets Topographic Surveys, Detroit  
Wayne County Remonumentation Program: 2001 to 2023  
Macomb County Remonumentation Program: 2002 to 2023  
Oakland County Remonumentation Program: 2004 to 2018  
Twelve Oaks Mall: Amended plat for expansion, Novi  
M-5/Haggerty Connector Freeway for MDOT: Construction staking, Novi  
GPS Network, Saginaw Bay Control, Boundary and Photo Control Surveys  
Lyon Township Control, Boundary and Photo Control Surveys  
Commerce Township Topographic and Photo Control Surveys  
CW2 Airline Trailway Acquisition, Commerce Township/Walled Lake

### Urban Redevelopment

Michigan Central Station, Detroit  
Hudson Site, Detroit  
Little Caesars Arena, Detroit  
The District, Detroit  
Brush Park: Boundary and topographic Survey for Urban Redevelopment and Rehabilitation, Detroit  
Ambassador Bridge: Boundary and Topographic Survey, Detroit  
Cobo Hall: Boundary and Topographic Survey, Detroit MGM Grand: ALTA/ACSM Survey, Detroit  
Detroit RiverWalk: Boundary and Topographic Survey for Urban Redevelopment, Detroit  
Detroit Events Center, Detroit  
Innercircle Greenway, Detroit

### Health Care

Henry Ford Health System, Detroit Campus: Topographic and boundary Surveys  
Detroit Medical Center: ALTA/ACSM Surveys, Detroit  
Sinai-Grace Hospital: Boundary and Topographic Survey, Detroit

### Education

Detroit Public Schools/Capital Improvement Program: Photo Control and Topographic Surveys, Detroit

### Office | Industrial

Oakland Technology Park, Auburn Hills

# WILLIAM SAINTAMOUR

EXECUTIVE DIRECTOR/CEO, COBALT COMMUNITY RESEARCH

## EXPERIENCE

*November 2007 to Present*

CEO/Executive Director, Cobalt Community Research

Responsibilities include: Directing a 501c3 not for profit focused on metrics, research and education for local government, retirement systems and other not for profit organizations; develop strategic partnerships, business development, strategic planning, oversight of staff, oversight of research programs and studies.

*July 2004 to September 2017*

Research Director, Municipal Employees' Retirement System of Michigan

Responsibilities included: Developing and overseeing the measurement of customer needs, expectations, satisfaction levels, education levels; developing panels and focus groups; developing benchmarks; conducting literature reviews; facilitating development of strategic and business plans; creating and implementing strategic and operational metrics; managing projects; participating as a speaker at annual conferences; presenting to the Board.

*October 2002 to July 2004*

Operations Division Director, Michigan Department of Management and Budget

Responsibilities included: Developing services and marketing them to state agencies, local units of government, and educational institutions; managing a union and non-union staff of 130 employees in time of significant process reengineering; creating and implementing strategic and business plans; creating and implementing strategic and operational metrics; managing budget of \$50 million while reducing costs to customers.

*January 2002 to October 2002*

Senior Executive Assistant for Policy and Public Affairs, Michigan Department of Management and Budget Director's Office

Responsibilities focused on health and pension issues. Responsibilities included: developing legislative procedures, preparing and giving testimony in legislative hearings; researching and drafting talking points and background papers; drafting legislation; coordinating legislative efforts with office directors and external parties; preparing oral and printed communications; business planning; legal research; improving legal processes and relations.

*April 1996 to January 2002*

Department Specialist/Business Process Owner, Michigan Office of Retirement Services

Responsibilities included: developing and managing oral and printed communication campaigns on health and pension initiatives targeting board, legislative and retiree audiences; playing leading roles in business development, health and pension policy development, strategic planning, operations and measurement; supervision of staff; implementing health care enhancements such as HMOs, prescription drug plan changes, and health-related focus groups and campaigns; researching and marketing health and pension funding options to boards and other groups; coordinating IRS rulings through attorneys and the Attorney General; responding to the most difficult customer concerns regarding health care and pension coverage; presenting to schools and retiree groups regarding coverage and plan updates.



# Community

## EXPERIENCE AND PRIORITY ASSESSMENT

### SCIENTIFIC SURVEY REPORTS RESIDENT AND BUSINESS PRSPECTIVES

*“The in-depth data analysis and feedback has been extremely helpful. We have been able to focus on the areas that drive results and improve processes.”*



### Powerful Insights to Build Alignment

- Explore community experiences, preferences, and priorities in a representative way.
- Balance vocal groups with the views of the broader community.
- Benchmark resident perceptions against an annually refreshed benchmark of national and regional scores for similarly-sized towns.
- Fully customize questions to understand support for revenue enhancements, new services, policy changes, park planning, development, and more.

### What’s Measured

- Emergency services, street infrastructure, taxes, local government customer service, public works/utilities, shopping, events, parks/recreation, library services, economic health, public schools, special programs.
- Support for potential future programs and funding.
- Support of potential future millage and bond options.
- Communication preference by demographic group.
- Community brand/community image.
- Support for new business ideas, new service offerings, housing initiatives, etc.
- Priorities to support budget planning.



**MARK ALLAN & ASSOCIATES, LLC**  
PROJECT MANAGEMENT / COST CONSULTATION

**Mark Allan & Associates provides Construction Cost Consultation for Owners and Architects Nationwide.**

<b>2007</b>	Mark Allan & Associates, LLC is founded in Greater Detroit
Awarded our first large project a \$83M expansion to the Swissotel in Chicago	<b>2008</b>
<b>2009</b>	Awarded \$200M Hospitality project. Open California Office
Start Construction Cost Consultation practice. First project is a Lithium-Ion Battery Chemical Production Facility	<b>2010</b>
<b>2012</b>	Land our second Fortune 500 client on a \$50M Hospitality project in Chicago. Awarded \$98M Hospitality project
Awarded \$134M Hospitality project. Open Phoenix Office	<b>2016</b>
Cost Consultation practice surpasses \$1B of projects estimated in a single year	We are awarded the Host Hotels & Resorts Project of the year award. Celebrated our 10 <sup>th</sup> year.
<b>2017</b>	<b>2018</b>
Awarded \$150M Hospitality project. Land our 3 <sup>rd</sup> & 4 <sup>th</sup> Fortune 500 Client Projects in 11 States	Awarded \$500M development. Land our 5 <sup>th</sup> Fortune 500 Client
<b>2019</b>	Closing in on \$2B of projects estimated in a single year
California 2.0–Renovation of our 2009 project	<b>2020</b>
Billions and Billions Estimated	Land our 5 <sup>th</sup> Fortune 500 Client
<b>2021</b>	\$2B of projects estimated in a single year
Awarded \$85M Hospitality projects and \$1.15B in commercial renovation. Record year for Mark Allan & Associates	<b>2022</b>
<b>2023</b>	Hospitality project AWI Award of Excellence
	Autonomous vehicle Roadway project



**MARK ALLAN & ASSOCIATES, LLC**  
PROJECT MANAGEMENT / COST CONSULTATION

## COST CONSULTATION

A pillar of our business, Mark Allan & Associates is an industry leader in third party consultation since 2007, including claims reviews and construction cost advice. The experience of our team provides a successful avenue for critical design and planning.

Previous team experience:

Wayne State Reuther HVAC Upgrade  
University of Michigan- Law Library  
Wayne County Airport Authority Administration Facility  
LAX Airport Authority Administration  
University of Michigan Yost Ice Arena  
Michigan State University- Campus ADA Upgrades  
Central Michigan University- Chiller Replacement  
Central Michigan University- Merrill Dining Hall  
San Diego Marriott Hotel & Marina  
Breslin Center Arena  
Central Michigan University Graduate Housing  
Manchester Grand Hyatt San Diego

## CONTACT

Thank you for your interest in our firm. Please feel free to reach out if you have any questions or would like to discuss your project further:

Will Schmidt | Principal  
248-826-8243  
wschmidt@markallanllc.com



**MARK ALLAN & ASSOCIATES, LLC**  
PROJECT MANAGEMENT / COST CONSULTATION

## COST CONSULTATION

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## TEAM

Will Schmidt

Principal/Estimator  
BS Michigan State University

As a Principal, Will can involve his experience of over 34 years in preconstruction, as well as oversight and management of every phase of a construction project, from planning to delivery and closeout. Will began his career in a large-scale interior construction firm and has built his reputation on managing and estimating projects across the country of varying disciplines.

Will has been involved on many types of projects including automotive manufacturing plants, automotive dealers, restaurant, laboratory, retail, resort, hospitality, and arena work across the United States.

Wayne State Reuther HVAC Upgrade  
University of Michigan- Law Library  
Wayne County Airport Authority Administration Facility  
University of Michigan Yost Ice Arena  
Michigan State University- Campus ADA Upgrades  
Central Michigan University- Chiller Replacement  
Central Michigan University- Merrill Dining Hall  
San Diego Marriott Hotel & Marina  
Breslin Center Arena  
Central Michigan University Graduate Housing  
Manchester Grand Hyatt San Diego

Don Vercruysse

Principal / Estimating  
BS Michigan State University-1994  
MBA Wayne State University- 1996

Don has dedicated his career of over 30 years to the development and construction of World Class Facilities and has provided his expertise in estimating nationally to clients on both small and large-scale projects. His focus is on providing a collaborative atmosphere and goal-oriented leadership. Twenty-five years of industry training and diverse experience will bring valuable evaluation and knowledge to your project.

# Concept Plan and Approach

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A photograph of a city street scene, likely in a historic district. In the foreground, a sidewalk cafe is set up with a small round table and two chairs. A black stanchion with a chain runs along the sidewalk. To the left, a row of cars is parked along the street. A large, ornate green post holds a large, round hanging basket filled with colorful flowers. In the background, there are trees with yellowing leaves, a brick building with a red awning, and a person walking on the sidewalk. The sky is overcast.

**“Streets and their sidewalks, the main public places of a city, are its most vital organs.”**

JANE JACOBS



## Introduction

The City of Plymouth Downtown Development Authority (DDA) is seeking assistance with an ambitious streetscape plan that will enhance the functionality, safety, and vibrancy of the Downtown streetscape. Using a blend of engaging public input activities, the final plan will reflect the DDA's vision for Downtown with concept plans, maps, implementation guidance, and cost estimates to achieve the desired improvements. Our team's diverse skillsets and broad range of expertise in planning, GIS, landscape architecture, and civil engineering make us well-positioned to offer the support and guidance needed to serve as the City's consultant throughout this effort.

We commend the DDA for recognizing the invaluable role that an active streetscape plays in fostering walkability, social connectivity, safety and overall quality of life for residents. The DDA's heavily trafficked sidewalks and low vacancy rates are a reflection of its vibrancy; new improvements to the streetscape will offer a key enhancement as the City and DDA continue to grow and evolve. Our team is excited for this special opportunity to work on a plan that will not only elevate the City's visual appeal, but will also strengthen the safety, sustainability, and accessibility of Downtown to make it a welcoming place for all visitors and residents now and in the future.

Included in this scope is a holistic planning effort with a range of curated activities intended to stimulate community involvement and gather diverse perspectives. We use strategies tailored to empower community members to actively participate in the planning process to achieve a physical environment that distinctively resonates with local priorities. The Giffels Webster Planning Team has been recognized and awarded for its innovative and unique public engagement strategies by the Michigan Association of Planning and the American Planning Association's Small Town and Rural Planning Division, a reflection of our ability to facilitate complex discussions and establish broad consensus.

Beyond our skillsets in community engagement, our multidisciplinary team brings an extensive background in designing streetscapes that are both practical and visually pleasing, blending form and functionality. We understand best practices for downtowns, along with the power of design and aesthetics to promote walkability, safety, accessibility, and community identity. Our team will offer recommendations to meet and balance these key objectives. Our planners, civil engineers, and landscape architects will work with stakeholders and staff to generate a design that aligns best practices and pragmatism with local priorities and the broader vision for Downtown.

## Process

**The process for the Plymouth Streetscape Plan includes the following key elements:**

1. Project kickoff
2. Existing Conditions
3. Community Engagement
4. Plan Preparation
5. Adoption

Our approach to this project will provide comprehensive guidance and conceptual plans for the redevelopment of the Downtown streetscape. This multi-disciplinary process will result in a future vision for the streetscape that is practical, community-driven, and based on thoughtful planning.

The following scope includes several services which may be selected as an optional component of this project. Please see our cost proposal for additional fees for any optional services described herein.

### **Task 1: Project Kickoff**

The project kickoff will set the stage for productive discussions and meaningful outcomes.

1. Meet with staff to kick off project, refine scope as needed, establish meeting dates and discuss communications with staff, DDA, and members of the public. Discuss opportunities, challenges and priorities for the streetscape plan.

2. **Leadership Advance.** Conduct a kickoff session with the DDA. This is an excellent opportunity for board members to offer initial feedback and discuss the upcoming planning process and desired outcomes.
  - a. Establish shared goals and objectives for the project.
  - b. Identify strengths, weaknesses, opportunities, and threats.

**Meetings:** One (1) meeting with staff, one (1) meeting with DDA

**Timeline:** One month

## Task 2: Existing Conditions

During this phase of the project, our team will meet with staff virtually every other week to collect information and discuss findings.

1. **Review of existing planning documents.** Our team will review existing planning documents, maps, and other key information related to the Downtown Streetscape, including the Plymouth DDA 2020 Infrastructure Master plan, the 2024-2028 DDA five-year action plan, the City of Plymouth Master plan, the DDA Boundary Map, and the Anticipated Projects in Downtown Plymouth, identifying goals and objectives relevant to the Downtown Streetscape.
2. **Demographic analysis.** We will compile and analyze foundational information to understand who lives and works in Plymouth, identifying notable trends and patterns that help to better understand how people interact with Downtown.
3. **Next Steps for Downtown®.** This one-day assessment includes an evaluation of what is working and what needs improvement based on the input of staff and expert analysis of our multi-disciplinary team. The final deliverable will include actionable steps and best practices to serve as a foundation for plan preparation in Task 4. Using Esri's Survey123 tool, which allows us to share map-based findings and data with the city/DDA, we will consider land use, ground floor vibrancy, rear entrances, and feature a special focus on the following elements.
  - a. **Wayfinding evaluation.** In preparation for the wayfinding portion of this effort, we will review existing wayfinding signage and make recommendations for addition, removal or repair. In addition, we will identify landmarks and destinations for inclusion in additional signage.
  - b. **Parking inventory.** This analysis will include an evaluation of existing public parking for vehicles at existing facilities at Harvey/Wing and specific areas along Forest. Bicycle parking will also be evaluated at these locations. The information collected via Survey 123 will focus on the condition of the parking facility and the type of parking space (for vehicles, whether the space is pull-in, angled or parallel, and for bicycles, whether the space is covered or uncovered).
  - c. **Infrastructure evaluation.** Using data provided by the City/DDA, our team will review established data and information on the condition, location, and capacity of utilities and infrastructure within the rights-of-way. In addition, an on-the-ground survey of sidewalk and pavement conditions will be conducted during this stage of the project with the assessment in step 6 below.
4. **(Optional) Planimetric Survey.** Our team will complete a planimetric survey of the site. This would include an orthophoto of the site with planimetric details of the roadways and parking lots within the district.
5. **(Optional) Market Snapshot.** In addition to the demographic analysis described above, we will explore data involving visitors, residents, and the local workforce with our partners at Cobalt Community Research:
  - a. Visitor360 report with favorite places. This provides the counts and characteristics of people who visit the township and also the businesses that they frequent inside and outside the City. It's helpful to understand where people come from, their demographics/psychographics, and where they spend money
  - b. Resident360 report with favorite places. This is the same as above, but the filter is on residents along with their favorite places. Also includes retail demand - how much residents spend by store type.

- c. Workforce360 report. This shows the worker counts and characteristics including which industry they work in.

**Meetings:** One (1) presentation to the DDA

**Deliverables:** Existing conditions report including Next Steps for Downtown® evaluation.

**Timeline:** Two months

### Task 3: Public Engagement

This task will actively involve community members in the conceptualization and refinement of the streetscape plan. Through an interactive and multi-faceted approach, we aim to gather diverse perspectives, encourage collaboration, and ensure that the final designs for the streetscape align with the Community's values and preferences. We will coordinate with staff regularly throughout the duration of this task.

The public engagement portion of the project will include a communications plan and engagement activities.

#### 3.1: Communications Plan

The Communications Plan ensures that information about the Streetscape Plan and engagement opportunities are promoted broadly throughout the City. All communications and graphics will be submitted to staff for review and approval prior to distribution to the public.

1. **Project Website.** We will launch a project website with information about the Streetscape Plan effort and a "news feed" that provides ongoing updates about the project. Any virtual engagement opportunities conducted throughout the planning process will also be hosted on this page.
2. **Flyers and Graphics.** Our team will create flyers and postcards promoting the streetscape plan effort and opportunities to participate, with a QR code directing to the website.
3. **Social Media.** Our team will provide graphics and communications to share on the DDA's social media pages to highlight the planning effort and direct viewers to the project website.
4. **Language Translation (Optional).** If desired, the DDA may use translation services throughout the public engagement process to share information about the plan and foster participation with residents and stakeholders who do not speak English as their primary language.

#### 3.2 Engagement Activities

The engagement activities reflect our innovative approach to collecting feedback, with a combination of in-person and remote activities to ensure broad participation. By employing a variety of different engagement strategies with unique opportunities for participants to share their recommendations, concerns, and creativity, we are able to set the foundation for a community-driven plan that addresses local priorities.

Our team will be responsible for organizing and facilitating the public events with assistance and guidance from DDA staff.

1. **Survey.** We will conduct an online survey to gather input from the community about each component of the streetscape plan (see Task 4) and visual preferences. In addition to the traditional survey format, we will incorporate interactive elements to allow respondents to answer questions with the use of maps and engaging visuals. The survey will run for at least one month and will be available and easy to access on the project website. Survey responses will be summarized with key themes identified and discussed with the DDA.
2. **Walk Audit.** The walk audit is a unique mechanism that we employ to gather "field data" on the walkability of the City streetscape. An easy-to-use mobile phone application will allow participants to share and map images with comments about sidewalks, lighting, crosswalks, and other streetscape elements that impact walkability. QR codes promoting participation in the walk audit will be strategically placed on flyers throughout Downtown.

3. **Targeted Design Charettes.** Our team will schedule up to six strategically planned design charettes to gather visual feedback from crucial stakeholder groups. Held over the course of 8 hours, the charettes will include a facilitated workshop with live sketching and open dialogue, seeking to achieve consensus on preliminary concepts that reflect community priorities. Additional design charettes may be added to the scope of work for an additional fee as outlined in the cost proposal.

**While attendance will be open to all members of the public, we advise considering the following groups for participation in these focused discussions:**

We advise considering the following groups for participation in these focused discussions:

- **Local Businesses and Chamber of Commerce** - Gather input on how the streetscape impacts customer traffic, visibility, and safety and security.
- **City Staff** - Understand priorities, key concerns, and potential challenges and opportunities from the unique firsthand perspective of City staff, especially the Municipal Services, Community Development, and Recreation departments.
- **Seniors** – Understand the needs of aging community members, including challenges with accessibility and safety.
- **Youth** – Age-friendly communities also strive to meet the needs of younger members. We recommend working with the Plymouth-Canton Community Schools to identify opportunities to engage with students, either inside or outside the classroom.
- **Plymouth Community Arts Council** - The Arts Council or other organizations committed to the arts may provide helpful guidance in any placemaking efforts as a part of this project.
- **Public Safety Department** - The Public Safety Department can help provide feedback and recommendations for improvements to enhance safety and security Downtown.

Following the public engagement process, our team will present a summary of key findings to the DDA. We will include charts and tables, providing visual representations of the information in a clear and digestible format.

**Meetings:** One (1) design charette, Six (6) targeted community group meetings, One (1) presentation of findings to DDA.

**Deliverables:** Communications and summary of engagement findings

**Timeline:** Two months

#### **Task 4: Plan Preparation**

This task will include the streetscape plan preparation, resulting in a Streetscape Plan with the key components described below. Our team will provide regular updates and communications with staff throughout the duration of this task.

1. **Wayfinding Plan.** The wayfinding plan will help enhance the experience of Downtown visitors by providing clear, intuitive navigation through public spaces. Cohesive signage will help strengthen the visual appearance and identity of Downtown. The wayfinding plan will include a sign location map that identifies the destinations included on each sign and direction arrows for each destination. Signs will include gateway signs, primary and secondary vehicular signs, and pedestrian signs. The plan will also include recommendations for temporary wayfinding signs for community events and activities.
2. **Parking Plan.** The parking plan will include an analysis and evaluation of existing facilities at Harvey/Wing and specific areas along Forest to determine potential improvements and strategies to encourage shared parking, opportunities to increase inventory, and other parking layout efficiencies. The plan will include recommendations for pull-in, angled, or parallel parking options and identify locations, strategies, and facilities for EV Parking and Bicycle parking spaces throughout the DDA District. We will provide additional analysis on opportunities to increase inventory and improve parking throughout the District.

3. **Infrastructure and Complete Streets Plan.** The infrastructure and complete streets plan will include detailed recommendations for streets, sidewalks, security, and utility infrastructure throughout the DDA District. The subsections of this portion of the plan will include:
  - a. **Traffic calming strategies.** Our team will consider design strategies that help to reduce vehicle speeds and improve safety for pedestrians and bicyclists. In addition to considering lane reductions and bump-outs, traffic calming strategies may include more passive interventions, such as additional street plantings, textured pavements, or visual narrowing to subtly influence driver behavior.
  - b. **Sidewalk improvements.** As a part of this project, our team will provide recommendations for sidewalk improvements that are inviting to pedestrian traffic, while ensuring ADA accessibility and compliance. This portion of the plan will also explore options for aesthetic enhancements, such as decorative trim or brick pavers, similar to the recent upgrades at Saxton's Lot and along Harvey Street. In addition, we will include design recommendations for extending the curb along Main Street next to Kellogg park to enhance the pedestrian experience,
  - c. **Crosswalk plan.** Our team will review the location and maintenance status of all crosswalks located in the DDA District to determine necessary improvements and opportunities for additional intersection or mid-block crosswalks. We will also consider signal timing and curb ramp conditions to provide recommendations that improve accessibility for all users.
  - d. **Safety and security plan.** This section of the plan will include passive and active measures to improve safety and security. We will work with the Public Safety Department to offer passive and active recommendations for infrastructure and design improvement that will help to reduce vehicle speeds, increase visibility, delineate pedestrian traffic, encourage natural surveillance ("eyes on the street"), discourage loitering, manage access points, and enhance emergency access.
  - e. **General infrastructure improvements.** This section of the plan will include an overview of general maintenance and other infrastructure improvements desired in coordination with the streetscape project. Recommendations for coordination on utility company upgrade projects will be included here.
4. **Placemaking and Public Arts Plan.** The placemaking and public arts plan will explore recommendations for creating vibrant public spaces, strengthening community identity, and fostering a sense of belonging through public art and design. We will investigate both permanent and temporary opportunities for incorporating arts into the streetscape, considering a range of mediums such as murals, sculptures, and installations. This will include consideration of opportunities to incorporate invisible paint artwork and updates to the compass painting at Main and Ann Arbor Trl. The plan will identify suitable locations within the District where the placemaking efforts will promote the greatest social interaction and contribute to overall vitality. As necessary, our team can also offer programmatic recommendations for establishing an application process, evaluating art, and exploring funding resources.
5. **Visual Concepts.** Our team will include a rendering and concept plan sketch of the Downtown Streetscape and additional focus concept plans as listed below. Additional renderings may be added in accordance with the cost proposal. The basis of design would complement existing, well received projects in the Downtown, specifically Saxton's Lot/Harvey Street. The concept plan will include, but not limited to; lighting options, green infrastructure possibilities, an existing tree/landscape assessment, existing site amenities, site safety concerns and parking evaluations. Our findings and recommendations will be included in the concept plan or provided through a separate more detailed report as discussed with the City. The Concept Plan would include the following major elements:
  - a. Lighting options would include an assessment of existing fixtures, their status and the functionality with respect to maintenance, safety and aesthetics. Recommendations would be provided based on the qualities listed above
  - b. Green infrastructure evaluation is to include preliminary areas we see as having potential for various eco-friendly green infrastructure systems. Green infrastructure elements would be specific to the area and the site requirements, but may include the following systems; bioswales, permeable paving, rainwater harvesting, green walls, green roofs etc.

- c. Tree/landscape assessment includes on site observations by our landscape architects. Any site observation reports would be shared with the City. Evaluation of existing landscape and trees, includes information about their aesthetic value, overall health and maintenance requirements. Tree grates and landscape planters would be included in this study. The overall tree plan would provide detailed information connecting trees, green infrastructure and site safety considerations.
- d. Existing site amenities would be studied to help evaluate if new site elements are needed at this time or if there is a possibility of maintaining the existing elements. Site element locations would also be studied to understand the public demand.
- e. Site elements recommended in the wayfinding, parking, and infrastructure and complete

Additional focus concept plans will be provided to the following project areas to incorporate the appropriate level of detail for concept design clarity.

- Wing/ Harvey
- Kellogg Park
- Penniman Woonerf

6. **Implementation.** In addition to the recommendations and concepts in the plan, the final document will include clear action-oriented steps to guide seamless implementation.

- a. **Maps.** To support implementation, we will provide the following location maps of site elements identified in the plan. GIS data will be shared with city/DDA staff.
  - i. Location map of wayfinding signage, gateways, and placemaking opportunities.
  - ii. Location map of parking facilities, bicycle parking, and EV charging spaces.
  - iii. Location map of light pole locations.
- b. **Review of available funding sources.** Our team will provide a comprehensive outline of grants, technical assistance, and other funding resources to support the streetscape project and leverage local investments. We will also identify opportunities to align the project with regional and state funding priorities to maximize impact and feasibility.
- c. **Action Plan.** The action plan will summarize the steps needed to take this plan from concept to reality, identifying timelines and responsible parties. It will also include milestones to track progress and ensure accountability throughout the implementation process.
- d. **Cost estimates.** We will provide conceptual cost estimates that best reflect the intent of the project and current market conditions.
- e. **Review of land acquisition opportunities.** Our firm will assist the DDA in identifying strategic land acquisition opportunities that would enhance the streetscape efforts and expand the public realm. We will conduct a thorough analysis of available parcels, ownership status, and development opportunities in alignment with the project's long-term vision.

**Meetings:** One (1) midway "check-in" with DDA

**Deliverables:** Draft streetscape plan

**Timeline:** 8 months

## **Task 5: Presentation of the Final Plan**

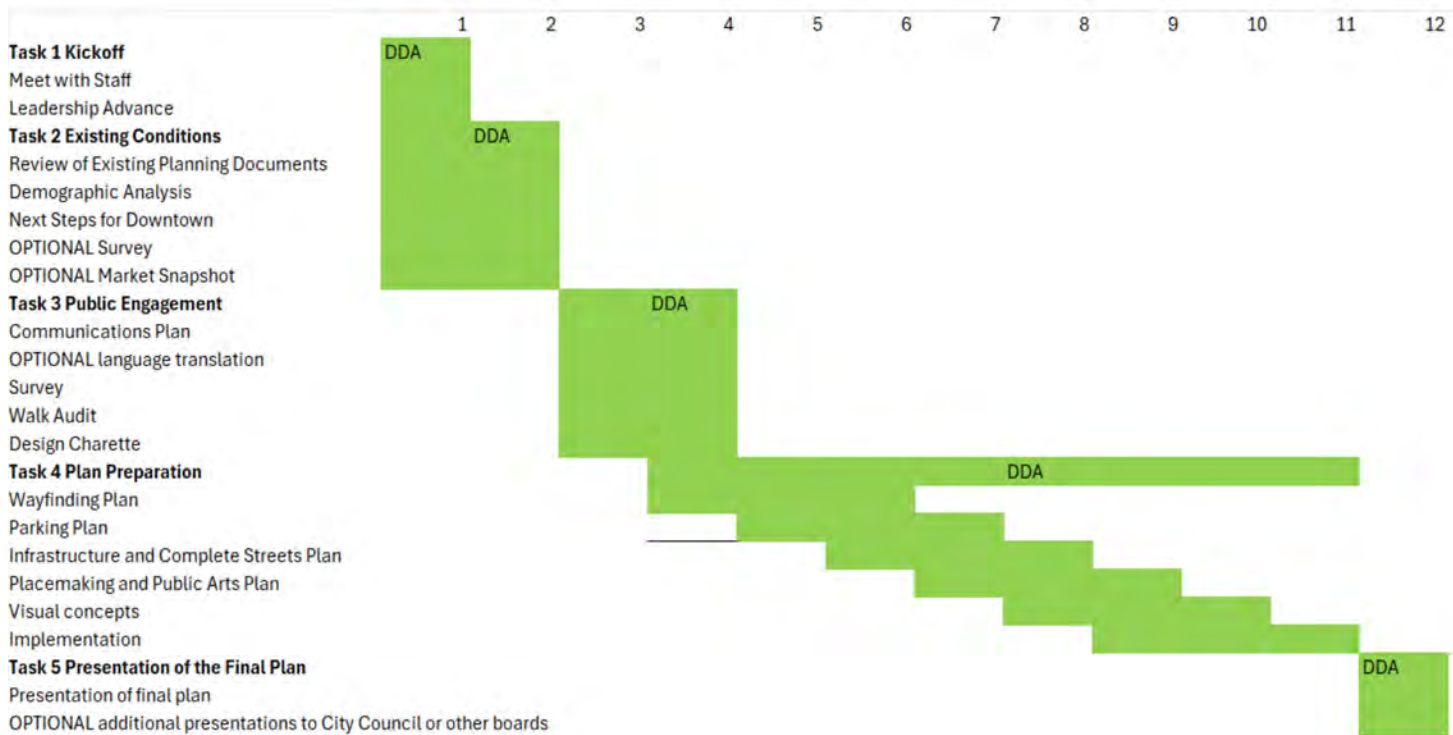
Our Team will present the final draft plan to the Downtown Development Authority for review and approval. Additional presentations to City Council or meetings with the Downtown Development Authority may be added as outlined in the cost proposal.

**Meetings:** One (1) Final Presentation to the DDA

**Deliverables:** Final streetscape plan

**Timeline:** 1 month

# Timeline



DDA = DDA Meeting



# Cost Estimates

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# Project Costs

	Planning		Landscape Architecture		Engineering		GIS		Total	
	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost
<b>Task 1 Kickoff</b>	18	\$ 2,340.00	6	\$ 780.00	2	\$ 270.00	0	\$ -	26	\$ 3,390.00
<b>Task 2 Existing Conditions</b>	70	\$ 9,100.00	20	\$ 2,600.00	18	\$ 2,430.00	27	\$ 3,375.00	135	\$ 17,505.00
<b>Task 3 Public Engagement</b>	35	\$ 4,550.00	40	\$ 5,200.00	12	\$ 1,620.00	15	\$ 1,875.00	102	\$ 13,245.00
<b>Task 4 Plan Preparation</b>	122	\$ 15,860.00	335	\$ 43,550.00	84	\$ 8,100.00	78	\$ 9,750.00	619	\$ 77,260.00
Wayfinding Plan	20	\$ 2,600.00	90	\$ 11,700.00		\$ -		\$ -	110	\$ 14,300.00
Parking Plan	4	\$ 520.00	10	\$ 1,300.00	20	\$ 2,700.00		\$ -	34	\$ 4,520.00
Infrastructure and Complete Streets Plan	4	\$ 520.00	10	\$ 1,300.00	40	\$ 5,400.00		\$ -	54	\$ 7,220.00
Placemaking and Public Arts Plan	10	\$ 1,300.00	10	\$ 1,300.00		\$ -		\$ -	20	\$ 2,600.00
Visual Concepts	0	\$ -	160	\$ 20,800.00		\$ -		\$ -	160	\$ 20,800.00
Implementation	84	\$ 10,920.00	55	\$ 7,150.00	24	\$ -	78	\$ -	241	\$ 18,070.00
<b>Task 5 Presentation of the Final Plan</b>	16	\$ 2,080.00	16	\$ 2,080.00		\$ -		\$ -	32	\$ 4,160.00
<b>Total</b>	<b>261</b>	<b>\$ 33,930.00</b>	<b>417</b>	<b>\$ 54,210.00</b>	<b>116</b>	<b>\$ 12,420.00</b>	<b>120</b>	<b>\$ 15,000.00</b>	<b>914</b>	<b>\$ 115,560.00</b>

### Optional Services

Planimetric Survey	\$22,500
Market Snapshots by Cobalt Community Research	\$975 Each
Additional Renderings	*Hourly Rate will Apply
Additional Meetings	\$350
Cost Estimation Services by Mark Allan LLC	\$35,000
Additional Design Charettes:	
Half Day	\$650
Whole Day	\$1,040

\*Our team will coordinate with the DDA to set a not to exceed amount for hourly work completed under this task

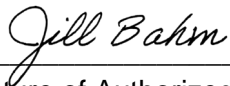
## Attachments

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**CONTACT INFORMATION**

Business Name	Giffels Webster
Address	28 West Adams Ave., Suite 1200
City/State/Zip	Detroit, MI 48226
Phone Number	313.962.4442
Fax Number	313.962.5068
*Email Address	marketing@giffelswebster.com
Business Contact	Jill Bahm, AICP

The Undersigned, having examined the scope of work, hereby proposes to perform the work in a manner satisfactory to the City of Plymouth in accordance with all specifications, terms and conditions contained in this bid document at the following rates and prices and complete all work within schedules as generally stated and specifically agreed to at the initiation of each phase of work. I affirm that I have the authority to submit this bid to the City of Plymouth for the work specified on the attached sheet.



\_\_\_\_\_  
Signature of Authorized Agent

**Jill Bahm**

\_\_\_\_\_  
Printed Name of Authorized Agent

**04/29/2025**

\_\_\_\_\_  
Date

\*Award results will be sent via email, please be sure to include a valid email address above if you wish to be notified of the proposal award.

**AFFIDAVIT OF NONCOLLUSION**STATE OF Michigan COUNTY OF Oakland

Jill Bahm (name), being first duly sworn deposes and says that he/she is  
Partner (title) of Giffels Webster (corporation) who submits herewith to the

City of Plymouth a proposal for DOWNTOWN PLYMOUTH 2025 STREETScape DESIGN for the City of  
 Plymouth and certifies:

That all statements of fact in such proposal are true;

That such proposal was not made in the interest of or on behalf of any undisclosed person, partnership, company, association, organization or corporation;

That such proposal is genuine and not collusive or sham; That said bidder has not, directly or indirectly, by agreement, communication or conference with anyone, attempted to induce action prejudicial to the interest of the City of Plymouth, or of any other bidder or anyone else interested in the proposed contract; and further

That prior to the public opening and reading of proposals, said bidder:

1. Did not, directly or indirectly, induce or solicit anyone else to submit a false or sham proposal;
2. Did not, directly or indirectly, collude, conspire, connive or agree with anyone else that said bidder or anyone else would submit a false or sham proposal, or that anyone should refrain from bidding or withdraw his bid;
3. Did not in any manner, either directly or indirectly, seek by agreement, communication or conference with anyone to raise or fix the proposal price of said bidder or of anyone else or to raise or fix any overhead, profit, cost element of his proposal price or of that of anyone else;

Did not, directly or indirectly, submit his proposal price or any breakdown thereof, or the content thereof, or divulge information relative thereof, to any corporation, partnership, company, association, organization, bid depository, or to any member or agent thereof, or to any individual or group of individuals, except to any person or persons who have a partnership or other financial interest with said bidder in this business.

**Giffels Webster**

Firm Name

**04/29/2025**

Date

*Jill Bahm*

Signature of Bidder



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

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

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

<b>PRODUCER</b> Executive Strategies, Inc. 1246 Berkshire Road Grosse Pointe Park, MI 48230	<b>CONTACT NAME:</b> PHONE (A/C, No., Ext): 1 (313) 881-8069	FAX (A/C, No): 1 (508) 464-8164
	<b>E-MAIL ADDRESS:</b> jimfarber@esi-us.com	
<b>INSURED</b> Giffels Webster Engineers, Inc. 28 W. Adams, Suite 1200 Detroit, MI 48226	<b>INSURER(S) AFFORDING COVERAGE</b>	
	<b>INSURER A:</b> American Casualty Company of Reading, PA	
	<b>INSURER B:</b> Continental Casualty Company	
	<b>INSURER C:</b> Transportation Insurance Company	
	<b>INSURER D:</b> Ironshore Specialty Insurance Company	
	<b>INSURER E:</b> Torus National Insurance Company - StarStone - U.S.	

<b>COVERAGES</b>	<b>CERTIFICATE NUMBER:</b>	<b>REVISION NUMBER:</b>
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 type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			5095143577	12/31/2015	12/31/2016	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 \$
A	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			5095143627	12/31/2015	12/31/2016	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
B	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$			5095143661	12/31/2015	12/31/2016	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000 \$
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below <input type="checkbox"/> Y / <input type="checkbox"/> N / A			5099650571	12/31/2015	12/31/2016	PER STATUTE 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
D	Professional Liabili			000657105	08/31/2015	08/31/2016	Per Claim/Aggregate 5,000,000
E	Excess Policy			72939152ALI	12/31/2015	12/31/2016	Per Claim/Aggregate 5,000,000

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

<b>CERTIFICATE HOLDER</b>  For Proposal Purposes Only	<b>CANCELLATION</b>  SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE 



**Jill Bahm, AICP**  
Partner  
p. 248.852.3100  
[jbahm@giffelswebster.com](mailto:jbahm@giffelswebster.com)



Proposal for

# DOWNTOWN PLYMOUTH 2025 STREETSCAPE DESIGN

CITY OF PLYMOUTH / PLYMOUTH DOWNTOWN DEVELOPMENT AUTHORITY







# Cover Letter

DEAR MS. BRODIE:

On behalf of OHM Advisors (OHM), I would like to express our shared enthusiasm about the Downtown Plymouth 2025 Streetscape Design project. We commend the City and DDA for jointly pursuing a streetscape upgrade and enhancement project in the heart of the community. Kellogg Park and its surrounding streets are the epicenter of daily activity as well as the home to numerous community festivals and summer concerts, therefore, exploring enhanced design options with extensive community support will bolster its continued vitality.

OHM has assembled a multidisciplinary team, including a resident, that will guide the City and DDA in developing and implementing the resulting streetscape design. To do this, our approach will be grounded in:


**Inclusivity:** OHM has included a robust engagement process to gain insight from residents, businesses owners, community stakeholders, as well as elected and appointed officials.

**Creativity:** Our design professionals are out-of-the-box thinkers and will deploy their talents in developing innovative solutions to address the existing design challenges in and around Kellogg Park.

**Reality:** With our collective experience with federal, state, and private funding mechanisms, OHM will identify implementable projects that are tailored to fit the various programs available for streetscape development.

Please do not hesitate to contact us with any questions about our proposal or qualifications; George can be reached at 734-466-4439 or [george.tsakoff@ohm-advisors.com](mailto:george.tsakoff@ohm-advisors.com) and Jennifer can be reached at 734-395-4826 or [jennifer.morris@ohm-advisors.com](mailto:jennifer.morris@ohm-advisors.com). Thank you for the opportunity to work with the City on this exciting project.

Sincerely,  
OHM Advisors

  
George A. Tsakoff, PE  
*Principal-in-Charge*

  
Jennifer L. Morris, AICP  
*Project Manager*

COMMUNITY IS AT THE CENTER OF EVERYTHING WE DO

**Contract Office**

34000 Plymouth Road, Livonia, MI 48150

# Who We Are

OHM ADVISORS

We are a team of over 750 people from different backgrounds in 24 different cities across Michigan, Ohio, Indiana, Pennsylvania, Kentucky, Florida, and Tennessee, striving to use our combined expertise and talents to continually advance the communities we serve. Our work spans across the public and private sector, including municipalities, state and federal agencies, Fortune 100 companies, developers, schools, universities, and more.

As a growing firm with full-service capabilities under one roof, we're listed on ENR's list of Top 500 Design Firms and recognized for our contributions to our industry. But it's not awards or personal gain that drives us. It's a passion for making a difference through innovative, people focused problem solving, design and ideas that drive whole communities forward today, and well into the future.

## A Collaborative Approach

As our client, you can expect collaboration and a holistic approach from a multidisciplinary team. We're in lockstep with you from idea to reality, with lots of interaction and exchange along the way. From the start, we really listen to what's important to you and your stakeholders. This dialogue continues with a detailed assessment of your community, the site, culture, sustainability, and context.

Plans begin with a clear vision, but it takes strong political will, consensus-building, trust and incentives to take the vision to reality. We apply our ability to forge successful public-private partnerships and provide multidimensional insights to advise you every step of the way. It's an interactive process, enjoyable and creative; artful, engaging and inspiring.



Whether we're creating public spaces or regulations, plans or community identities – we take a holistic approach to analysis, policy, and design to shape, preserve, and make places better for people. As community development experts who have worked extensively on behalf of public and private sector clients, we know that lasting solutions are never one-dimensional.

We consider a variety of economic, social, geographic, and environmental factors from different perspectives. That's how we take ideas from visionary to achievable. That's what we at OHM Advisors like to call *solutions*.

24  
LOCATIONS  
THROUGHOUT  
MI, OH, IN, KY  
& TN

750+  
EXPERTS OF  
DIVERSE BACKGROUNDS  
& TALENTS

10  
COLLABORATIVE  
DISCIPLINES



# Our Services

## AREAS OF EXPERTISE



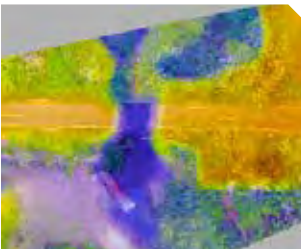
### Architecture ▾

- ▾ Complete Architectural Design Services
- ▾ Site & Facility Evaluation
- ▾ Facility Master Planning
- ▾ Space Planning & Programming
- ▾ Interior Design
- ▾ Sustainable Design



### Construction Engineering ▾

- ▾ Construction Design
- ▾ Construction Engineering & Observation
- ▾ Project Administration & Closeout



### GIS & Innovative Technologies ▾

- ▾ Mobile GIS
- ▾ Software Solutions
- ▾ System Analysis
- ▾ System Design & Implementation
- ▾ Innovative Technologies



### Landscape Architecture & Urban Design ▾

- ▾ Public Park Space & Master Plans
- ▾ Streetscapes
- ▾ Trails & Greenways
- ▾ Green Infrastructure
- ▾ Branding, Wayfinding & Signage
- ▾ Visualization & Graphics
- ▾ Site Design



### Mechanical, Electrical & Plumbing Engineering ▾

- ▾ Heating, Ventilation & Air Conditioning
- ▾ Plumbing
- ▾ Lighting & Controls
- ▾ Power Distribution
- ▾ Safety & Security



### Municipal Engineering ▾

- ▾ Community Engineering
- ▾ Infrastructure Assessment & Planning
- ▾ Funding Assistance
- ▾ Design & Implementation



### Planning ▾

- ▾ Public Engagement & Facilitation
- ▾ Economic Development Planning
- ▾ City & Regional Planning
- ▾ Land Development, Zoning & Entitlements
- ▾ Transportation Planning
- ▾ Codes & Standards



### Surveying ▾

- ▾ Road Design Surveys
- ▾ ALTA/NSPS Land Title Surveys
- ▾ Boundary Surveys
- ▾ Topographical Surveys
- ▾ Hydrographical Surveys
- ▾ Right-of-way Surveys
- ▾ As-built Surveys
- ▾ Stock Pile Volumetric Surveys
- ▾ Construction Layout



### Transportation ▾

- ▾ Traffic Engineering
- ▾ Transportation Planning
- ▾ Roadway & Highway Design
- ▾ Bridge Engineering & Diverse Structures
- ▾ Multimodal Transportation Engineering



### Water ▾

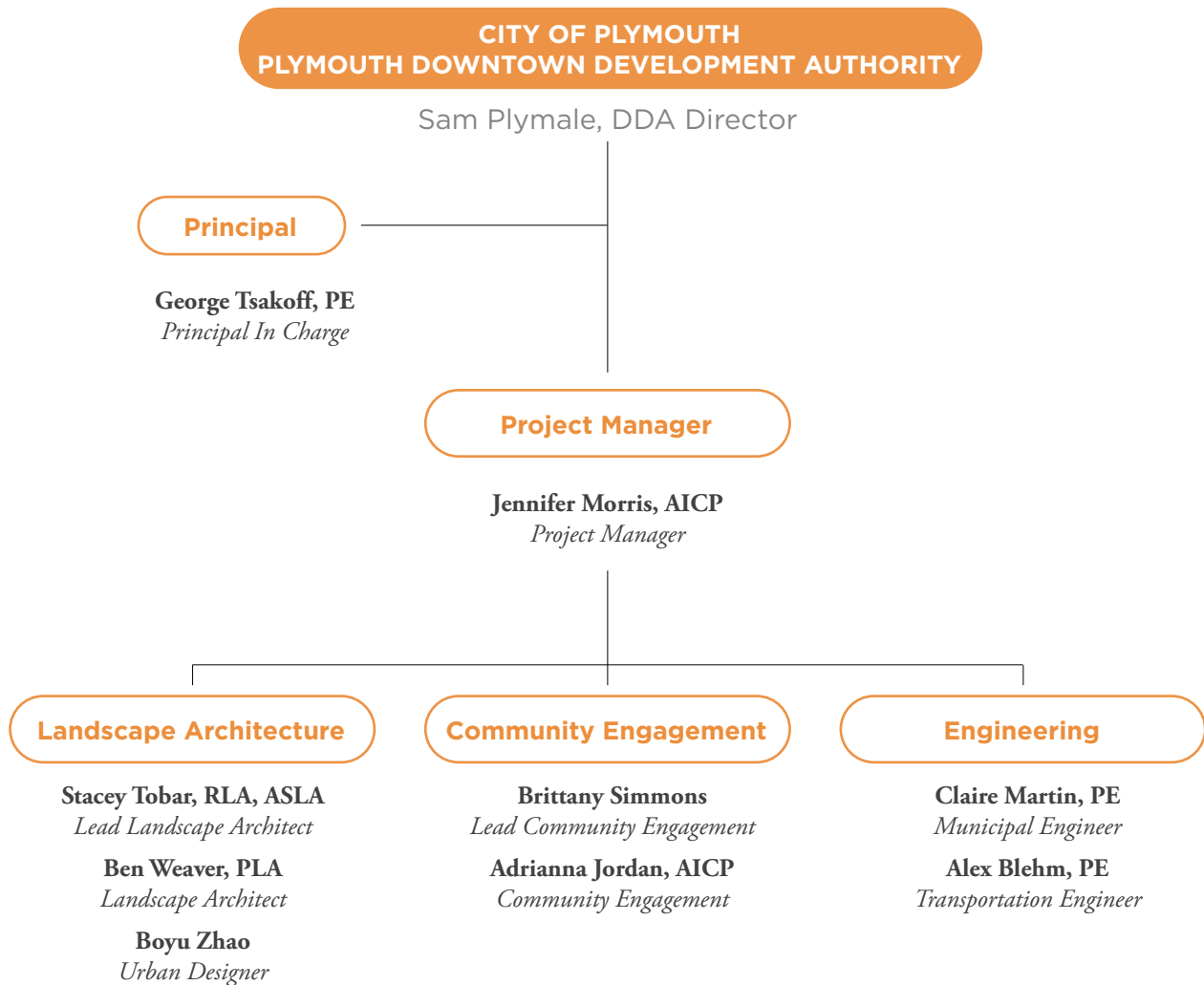
- ▾ Stormwater Management
- ▾ Drinking Water
- ▾ Wastewater
- ▾ Asset Management
- ▾ Ecological Services



# Your Project Team

## ORGANIZATION CHART

OHM Advisors attests to the fact that the key personnel provided within this proposal have adequate availability to provide the services as outlined in this document. In addition to the key staff that will support the project directly, we have over 750 professionals firm-wide to provide as-needed support to our clients.



## Jennifer Morris AICP

PROJECT MANAGER



### Education

- Master of Public Administration with Honors, Walden University, 2010
- Bachelor of Science in Urban and Regional Planning, Michigan State University, 1992

### Experience

With OHM since 2021  
12 years as Chief Administrative Officer/Department Head in two municipalities  
17 years as Municipal Consultant for Local and State Government

### Professional Certifications

American Institute of Certified Planners (AICP), member since 1999

### Professional Affiliations

- American Planning Association, since 1990
- International City/County Managers Association (ICMA), since 2010
- Michigan Economic Developers Association (MEDA), since 1999
- Michigan Downtown Association (MDA), since 1999

### Background

Jennifer Morris is a Principal/Project Manager at OHM Advisors serving in the Municipal Services Group while also assisting nearly all other groups within the company. In this unique role she draws upon her municipal management and planning background to manage a variety of diverse teams in nearly a dozen communities. Ms. Morris brings over 30 years of experience to her role at OHM Advisors. She previously worked both with and for upwards of two dozen municipalities in Michigan and Florida. Most recently, she served as the Director of Neighborhood and Economic Operations (NEO) for the City of Jackson where she managed all economic development, community development, capital improvement planning/asset management, housing inspection/rehabilitation, ordinance creation and enforcement, land use planning/zoning, and building department initiatives, along with some engineering department oversight. During her tenure, the City of Jackson became the benchmark for redevelopment readiness.

### Select Relevant Experience

#### **Northfield Township Park Redesign, Northfield Township, MI**

Project Manager leading the multi-disciplinary team in the site plan, engineering redesign, bidding, and construction oversight for the Township Park located on Whitmore Lake. Grant funding for the shoreline restoration efforts extend through September 2027 while upland efforts will be completed by the end of 2025.

#### **City of Farmington Master Plan, Parks and Recreation Plan, and Downtown Plan, Farmington, MI**

Project Manager leading the team through a highly engaged update to the three City planning documents. Project completion will be first quarter 2026.

#### **Wilson Park Redesign, Milan, MI**

Project Manager leading the multi-disciplinary team in the grant funded redesign, bidding, and construction oversight for the premier city park. Project completion will be October 2026.

#### **Water Master Plan, Brooklyn, Saline, Milan, and Dexter, MI**

Project Manager leading the team through the planning process to create a unique live linked online portal for the management of their water systems.

#### **Drinking Water State Revolving Fund, Farmington, Milford, Bay City, Stanton, and Sault Ste Marie, MI**

Project Manager who led the team in writing the Project Planning Document for submission to EGLE for water system funding consideration. Presently working on the 2025 updates.

#### **Troy Historic Village - Master Plan Update, Troy, MI**

Project Manager who led the team in preparing a land use plan for the City owner Historic Village including a variety of public outreach efforts, phasing, and financing plan.

#### **Grand River Corridor Vision Plan Update, Farmington/Farmington Hills, MI**

Project Manager who led the team in updating the 2013 multi-jurisdictional Grand River Corridor Improvement Authority Vision Plan to reflect the economic and financial changes that have resulted since its original adoption.



## Stacey Tobar, RLA, ASLA

LEAD LANDSCAPE ARCHITECT



### Education

- Master of Urban Planning, Wayne State University, 2001
- Bachelor of Landscape Architecture, Michigan State University, 1995

### Professional Registration

- Registered Landscape Architect:
- MI, 2021, #3901001325

### Experience

With OHM since 2024  
29 years prior experience

### Professional Affiliations

- American Society of Landscape Architects, member
- Michigan Downtowns Association, Board member
- Michigan State University Landscape Architecture Alumni Advisory Board, member
- MParks, Member
- CREW Detroit, member
- Women in Healthcare, member

### Background

Stacey is a landscape architect and urban designer who is passionate about people and their outdoor environment that resonate in the complexities of creating memorable spaces, especially in the urban fabric. Her range of projects include urban parks and plazas, downtown streetscapes, upper education and corporate campuses, and multi-acre parks. The discovery process with each project lends to an attentive design with respect to neighborly context reflective of the history and culture of its people. Considerations for maintenance and longevity of materials assure projects are fiscally responsible and support operational goals and environmental priorities. Stacey enjoys creating site specific connections through site design that reflect the local heritage by achieving project goals. Her strengths include quick idea-generating drawings, collaborative design across curriculums, and in the field solution seeking.

### Select Relevant Experience

#### **Brighton Main Street Streetscape; Brighton, MI\***

Project Designer/Lead Landscape Architect for developing a cohesive, unique streetscape experience for the City of Brighton. Responsible for assisting in community involvement, developing conceptual design, and overseeing the technical construction documentation per State of Michigan Department of Transportation standards. The engagement and approval process occurred during the pandemic which forced unconventional methods (at the time) for gathering critical feedback. The project results include a curb less section of the main thoroughfare to allow expansion of the City's festival activities, installation of new utility and electrical infrastructure, reallocation of vehicular pavement to pedestrians, stronger connection to the Mill Pond asset with the addition of an accessible connecting waterfront park, stormwater management by utilizing at grade landscape beds, new pedestrian scaled lighting and sound system, non-motorized collection parking.

#### **Henry Ford Health Systems: Lincoln St. + Milwaukee Ave. Streetscape, Detroit, MI\***

Project Landscape Architect for a new road alignment to accommodate the future expansion of the Henry Ford New Center Campus in the New Center are of Detroit. Responsibilities included initial road geometry incorporating one of the first cycle tracks with landscape buffer that provides stormwater management in the City, landscape design, site amenity selection, collaboration with franchise utilities and subconsultants, construction documentation, support in construction administration. Additionally, a team member in the campus revision for the Henry Ford Hospital bed tower. Work consisted of streetscape typologies, landscape plans, and wayfinding.

#### **Michigan Central Station: Detroit, MI\***

Lead Landscape Architect as Architect Of Record for Phase I of the Michigan Central Station campus. Efforts include research and documentation of design solutions that incorporate native materials and green stormwater infrastructure. Through the selection of native plant materials, new microecosystems enhance the regenerative environment and sustainability goals of the client.

#### **West Nine Mile Streetscapes; Ferndale, MI\***

Landscape Architect for multiple phases of West Nine Mile. Worked closely with the City engineers by providing concept design, landscape pallet and support in community engagement.

*\*Work Completed Prior to OHM Advisors*



## Ben Weaver, PLA

LANDSCAPE ARCHITECT



### Education

- Master of Landscape Architecture, The Ohio State University, 2003
- Bachelor of Science in Horticulture, Michigan State University, 1999

### Professional Registration

- Registered Landscape Architect:
- MI, 2012, #3901001575

### Experience

- With OHM since 2016  
13 years prior experience

### Background

Inspired by the natural environment, Ben is a passionate designer with an extensive background in all areas of Landscape Architecture. He is a creative problem solver with an expansive skill set working in the municipal, industrial, commercial, health care and residential sectors. He is a licensed Landscape Architect in the State of Michigan.

### Select Relevant Experience

#### **Auburn Road Study & Reconstruction, Rochester Hills, MI**

Lead Landscape Architect for the reconstruction of this one-half mile roadway in the City of Rochester Hills, which included the incorporation of a new streetscape plan to encourage economic growth and development of the area. The streetscape plan includes decorative concrete, rain gardens incorporated within street side plantings, a public plaza and splash pad, customized decorative fencing, ornamental plantings, alleyway upgrades, and customized gateway features. Ben was responsible for landscape design, oversight, and planning, project coordination, public engagement, and quality assurance services. This project was a winner of 4 professional design awards (APWA Project of the Year, ACEC Merit Award, MiASLA Professional Honor Award, and MAP Planning Excellence Award).

#### **Fenton Veterans Memorial at Freedom Park, Fenton, MI**

Project Manager/ Design Lead/ Landscape Architect for project that the City of Fenton partnered with OHM to create an updated Veteran's Memorial within Freedom Park, located along one of the main thoroughfares into the City. The memorial includes multiple granite monuments, a custom programmable light feature, central promenade, and associated ornamental landscaping. Ben was responsible for all design, coordination with City and Veterans Committee officials, and bid and construction documentation. This project was awarded the 2024 Project of the Year (Historical Category) by the American Public Works Association Metro Branch.

#### **Auburn Hills Public Square, Auburn Hills, MI**

Lead Landscape Architect on repurposing of a under-utilized downtown parking lot as a public square for community events and public gatherings. Plans included custom pergolas, custom masonry walls, columns and planters, a performance stage, decorative lighting, ornamental landscaping, and synthetic turf surfacing. OHM worked with the City to obtain grant funding for the project and broke ground in the fall of 2024 with completion scheduled for the spring of 2025. Ben led the design and documentation efforts, and currently performs on-call site inspection and quality control services during construction.

#### **Jessica's Splash Pad, Novi, MI**

Project Manager/ Design Lead/ Landscape Architect; on creation of a memorial splash pad at Bosco Park. The project included the splash pad, maintenance and restroom facility, custom pergola structures, and associated landscaping areas. Ben's responsibilities included coordination of the design team on all aspects of the project, oversight of construction and bid documents, and Construction Administration during implementation. This project was a 2024 mParks Design Award winner.





### Boyu Zhao

URBAN DESIGNER



#### Education

Bachelor of Landscape Architecture, Iowa State University, 2022

#### Experience

With OHM since 2022

#### Background

Boyu Zhao is an Urban Designer in OHM's Planning, Landscape Architecture, and Urban Design group. With experience living and working throughout the Midwest and China, Boyu brings a broad perspective and a deep understanding of diverse communities to his work. His portfolio encompasses neighborhood planning, urban design for new developments, streetscapes, plazas, parks, and residential areas, addressing both immediate needs and long-term visions.

Driven by a passion for sustainable and inclusive design, Boyu's work promotes ecological balance while creating welcoming spaces for users of all ages, abilities, and backgrounds. His creative and thoughtful approach leverages multidisciplinary expertise to seamlessly integrate insights from various fields into cohesive designs. Boyu is dedicated to delivering innovative solutions and maintaining clear, consistent communication with clients at every stage of a project.

#### Select Relevant Experience

##### **Arts Alley Streetscape Plan, Detroit, MI**

Urban Designer responsible for developing a future vision for five alleys throughout the City of Detroit, including the 3 phases of projects (before construction, after construction, and after art installation) through the creation of visually appealing graphics and renderings. The project is focused on improving alleys to create public spaces for adjacent communities. Developing and drafting landscape plans, identifying and reviewing contractors for all alleys.

##### **Thomas Street Alley Concept Plan, Farmington, MI**

Urban Designer responsible for conceptual design that aims for revitalizing the downtown Farmington area, transforming the site into a vibrant public passageway that supports local businesses, activates the existing corridor, and plans for future development. Assisted with design layout, graphics & exhibits, and designing.

##### **Rochester Hills Gateway Streetscapes Plan, Rochester Hills, MI**

Urban Designer responsible for assisting in the conceptualization and creation of gateway features, streetscape element graphics, and construction documents to enhance the distinctive aesthetic of local communities. Design of gateway signage deployed across multiple city locations, significantly enhancing city branding and ensuring improved visibility for vehicular visitors. Integrating complementary landscaping around these signs was crucial in achieving a cohesive and visually appealing environment at each location.

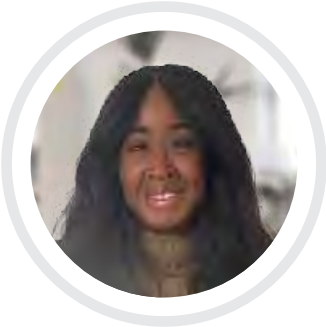
##### **Big Beaver Landscape Design, Troy, MI**

Urban Designer supporting the graphic and design aspects of the Streetscape Plan for the City of Troy, MI. Responsible for drafting site plans and developing renderings to visualize the design. Designed the Pocket Park at the intersection of west Big Beaver Road and Livernois Road to create a public space for pedestrian use. Contributed to analyzing traffic circulation in the Big Beaver Corridor to better understand traffic volumes and flow, ensuring the development of feasible solutions.



## Brittany Simmons

LEAD COMMUNITY ENGAGEMENT



### Education

- Master of City & Regional Planning, University of Michigan, 2020
- Bachelor of Arts, University of Michigan, 2018

### Experience

With OHM since 2023,  
3 years prior experience

### Professional Affiliations

American Planning Association, Member

### Background

Brittany is a Detroit-based urban planner who drives place-based, community-driven strategies to build more livable, equitable, and economically vibrant cities. With a rich background shaped by her work in both New York City and Detroit, Brittany brings a creative, interdisciplinary approach to urban planning and development. Her expertise in community engagement ensures that local voices shape every step of the process, leading to inclusive, impactful outcomes.

### Select Relevant Experience

#### **Washtenaw Avenue (M-17) and Planning and Environmental Linkages (PEL), Washtenaw County, MI**

Planner who supported the development of a community-backed roadway redesign for Washtenaw Avenue (Carpenter Road in Pittsfield Township to Summit Street in Ypsilanti). Responsible for advancing a corridor vision that improves multimodal access, aligns with local land use goals, and builds on prior planning work. Led community engagement efforts—including public meetings, stakeholder outreach, media coordination, and interagency collaboration—to shape and refine multiple design alternatives toward a preferred solution.

#### **M-59 Corridor Study, Macomb County, MI**

Planner on development of a high-level framework for the seven communities to focus on over the coming years to achieve local goals. The plan's recommendations focused on improving the corridor conditions in five focus areas, including placemaking and public art, greening of the corridor, non-motorized connectivity, land use and development nodes, and transportation. The specific projects were prioritized based on feasibility, cost, and need with the goal of incrementally improving the corridor over the next decade.

#### **Southeast Oakland County Safe Streets for All Plan, Oakland County, MI**

Planner on development of a Safe Streets for All (SS4A) Safety Action Plan for seven communities located in Southeast Oakland County: Ferndale, Pleasant Ridge, Hazel Park, Oak Park, Huntington Woods, Madison Heights, and Berkley. These communities form the most urban portion of Oakland County and experience much different mobility needs than other parts of the County. The Safety Action Plan followed the process for SS4A projects laid out by the Federal Highway Administration to identify key safety improvement areas and recommend countermeasures to address safety issues.

#### **Jackson Road Corridor Study, Scio Township, MI**

Planner on this road corridor study, which produced an integrated transportation, land use, and environmental strategy to enhance the corridor as a community-centered commercial hub. Led existing conditions analysis and supported the development of an opportunity framework. Engaged stakeholders throughout to refine recommendations, culminating in a final plan and interactive ArcGIS map for Scio Township staff and Planning Commission use.



## Adrianna Jordan, AICP

COMMUNITY ENGAGEMENT



### Education

- Master of City & Regional Planning, California Polytechnic State University, 2011
- Master of Science in Transportation Engineering, California Polytechnic State University, 2011
- Bachelor of Science in Architecture, University of Michigan, 2001

### Experience

With OHM since 2023,  
19 years prior experience

### Professional Certifications

- American Institute of Certified Planners, #025802
- Vehicle Parking Data Collection System & Method, US Patent US-11790773-B2

### Background

Adrianna is a Detroit based planner with 22 years of urban planning experience in the public, private, and non-profit sectors. She has led transportation, urban design, and master planning projects across multiple states including Michigan, Ohio, Colorado, Alabama, and California.

### Select Relevant Experience

#### **Warren Avenue Transformation Project; Dearborn, MI**

Project Planner leading public engagement efforts on a Safe Streets for All (SS4A) Implementation Project to transform one of Dearborn's key commercial corridors. This project will implement infrastructure improvements to move drivers safely while also creating a more welcoming environment for pedestrians and cyclists. Landscaping, lighting, and wayfinding upgrades will also be integrated in the streetscape design.

#### **Ishpeming Branding and Wayfinding Plan; Ishpeming, MI\***

Project Manager leading development of the City's wayfinding plan including the creation of a destination map, design of a branded signage family and associated hierarchy of wayfinding sign typologies.

#### **Downtown Farmington Parking Study; Farmington, MI**

Project Manager leading efforts to determine current and future needs for parking in Downtown Farmington. The Study consists of three phases looking at parking needs of upcoming developments, current zoning ordinance requirements and recommended zoning amendments, and the capture and analysis of occupancy to capacity data using drones and machine learning.

#### **Washtenaw Avenue (M-17) and Planning and Environmental Linkages (PEL), Washtenaw County, MI**

Project Planner responsible for assisting in the developing of a community backed roadway design for Washtenaw Avenue from Carpenter Road in Pittsfield Township to Summit Street in the City of Ypsilanti. The study is looking to identify a future design for Washtenaw Avenue that will improve conditions for all users, build on previous planning efforts, and help catalyze the land use goals of each community through a series of community engagement efforts, public meetings, media outreach, and local governmental agency coordination to develop multiple alternative solutions which are being narrowed down to the preferred option for the corridor.

#### **Mack Avenue Streetscape Plan; Detroit, MI**

Project Planner assisting with developing a plan for improving Mack Avenue from Conner Street to Moross Road. Mack Avenue touches Detroit, Grosse Pointe Park, Grosse Pointe, and Grosse Pointe Farms and doesn't have a cohesive identity. This plan proposes identity improvements while retaining the unique character of each community.

*\*Work Completed Prior to OHM Advisors*



## Claire Martin, PE

MUNICIPAL ENGINEER



### Education

- Master of Science in Civil Engineering, University of Michigan, 2013
- Bachelor of Science in Civil Engineering, University of Michigan, 2012

### Professional Registration

- Professional Engineer:
- MI, 2017, #6201064386

### Experience

With OHM since 2023  
10 years prior experience

### Professional Certifications

OSHA, Confined Spaces Entry Training

### Professional Affiliations

American Public Works Association (APWA), 2024

### Background

Claire Martin serves as a Municipal Engineer and Project Manager in OHM's Municipal Services Group. She has 10 years of varied experience in civil engineering, including non-motorized pathway and sidewalk design, site plan and park design, construction inspection, and contract administration. As a municipal engineer, Claire excels at taking a project from start to finish, by coordinating early and often with clients and other project stakeholders, assisting with grant writing and management, preparing contract documents and drawings, permitting, providing bidding assistance, and contract administration during construction. Her focus is on planning a project such that challenges and opportunities are discovered early in the process, when they can be mitigated or explored, to ensure projects are completed in the most efficient way possible. Claire also has experience in local road design, plan reviews, structural inspections and calculations, dam inspections, bridge inspections, confined space entries, green infrastructure design, and transmission line design.

### Select Relevant Experience

#### Cherry Hill Village Reimagined, Canton, MI

Project Manager on project that incorporated comprehensive planning, engineering, design, landscape architecture and field services to support the reenvisioning of the Cherry Hill Village town square and surrounding farmer's market site. OHM's involvement began with a comprehensive study, master plan, and 3D rendering for a new village square and surrounding areas of the Cherry Hill Village and continued with design and plan preparation for various phases of site improvements implemented from the master plan.

#### Downtown Northville Road Closure Bollards Installation, Northville, MI

Project Manager for the design, bidding, and construction assistance for the installation of new retractable bollards at Main Street and Center Street in the downtown area of the City. The City purchased the bollards ahead of the bid letting to expedite delivery, and installation of the bollards began in early fall of 2023 for anticipated construction completion in late October or early November depending on final delivery of materials.

#### 7 Mile Road Pathway, Northville Township, MI

Project Manager for design engineering of a 1.7-mile pathway project in Northville Township, MI, including TAP and MNRTF grant application assistance. The pathway runs along the south side of 7 Mile Road from the intersection of the Hines Park Trail at River Street to an existing pathway west of Haggerty Road. The pathway is proposed as a 10-ft wide shared use pathway, with proposed pedestrian signals at three intersections, and a crossing of CSX Railroad.

#### Northville Curbless Main Street Preliminary Engineering, Northville, MI

Client Representative for the preliminary engineering design of downtown streetscape project in the City of Northville in preparation for funding applications. The design would create a "curbless" block of Main Street between Hutton Street and Center Street to complement the seasonal street closures. It would provide for seamless ADA connectivity throughout the block. Stormwater elements such as rain gardens would also be explored.



### Alex Blehm, PE

TRANSPORTATION ENGINEER



#### Education

Bachelor of Science in Civil Engineering, Michigan State University, 2014

#### Professional Registration

Professional Engineer:

- MI, 2019, #6201069031

#### Experience

With OHM since 2014

All experience with OHM

#### Background

Alex is an experienced roadway engineer and project manager leading projects ranging from small, urban plazas to rural, multilane highways. His passion lies with designing streets for people as he both leads a team of engineers on roadway projects and collaborates with a multidisciplinary team to solve complex urban design problems. His extensive knowledge in MDOT, AASHTO, and FHWA design procedures, standards, and specifications coupled with design principles and guidance from NACTO fosters his ability to devise creative solutions in urban environments that better support all users of our cities' right-of-way. Alex is an expert in ADA and barrier-free design serving on the Michigan Barrier Free Design Board since 2023, reviewing requests for exceptions to barrier-free design specifications. In addition to his design experience, Alex has inspected the construction of two large-scale LAP projects providing him a comprehensive understanding of the engineering process from project kick-off to construction completion.

#### Select Relevant Experience

##### **Charlevoix Streetscape; Alter to Beaconsfield, Grosse Pointe Park, MI**

Project Manager for the streetscape reimagination of this urban business district for all phases of the project including planning, community engagement, grant applications, design, and construction. This project includes a curbless design allowing flexibility in how the road can be used when closed for events. Streetscape elements include landscaping and street trees, lighting, rain gardens, benches, trash cans, decorative pavements, and sculpture artwork. Infrastructure improvements include road and sidewalk reconstruction, water main, and sewer improvements.

##### **Main Street Curbless Feasibility Analysis and Design; Center to Griswold Northville, MI**

Project Manager for a feasibility analysis and preliminary design for a curbless street in downtown Northville. This project included a detailed geometric, vertical, and drainage analysis of Main Street. Preliminary graphics and cost estimates were prepared. The project includes landscaping, street trees, rain gardens, benches, trash cans, brick pavement, a snow melt system, and a curbless design.

##### **West Warren Streetscape; M-39 to Mettetal, Wayne County, MI**

Lead Roadway Designer for the reconfiguration of this 4-lane roadway. Design scope includes development of alternate concepts including a road diet, bike lanes, streetscape elements, pedestrian improvement, parking improvements, landscaping, signal improvements and decorative street lighting through an engaged stakeholder engagement and conceptual development phase. Then, concluded with the development of full design construction documents. The project included extensive coordination with Wayne County, as owner of the roadway.

##### **Riopelle Streetscape; I-75 to Division Street, Detroit, MI**

Lead Design Engineer Responsible for the geometric design, vertical alignment, detail grading, storm sewer relocation, and project coordination for 3 blocks of streetscaping on Riopelle St. Goals of the project were to improve, safety, aesthetics, and economic development in the area.



# Farmington Road Streetscape

FARMINGTON, MI



**CLIENT INFORMATION**

City of Farmington

Kate Knight

DDA Executive Director

248.474.5500

**SERVICES PROVIDED**

Community Engagement

Construction Engineering

Landscape Architecture

Municipal Engineering

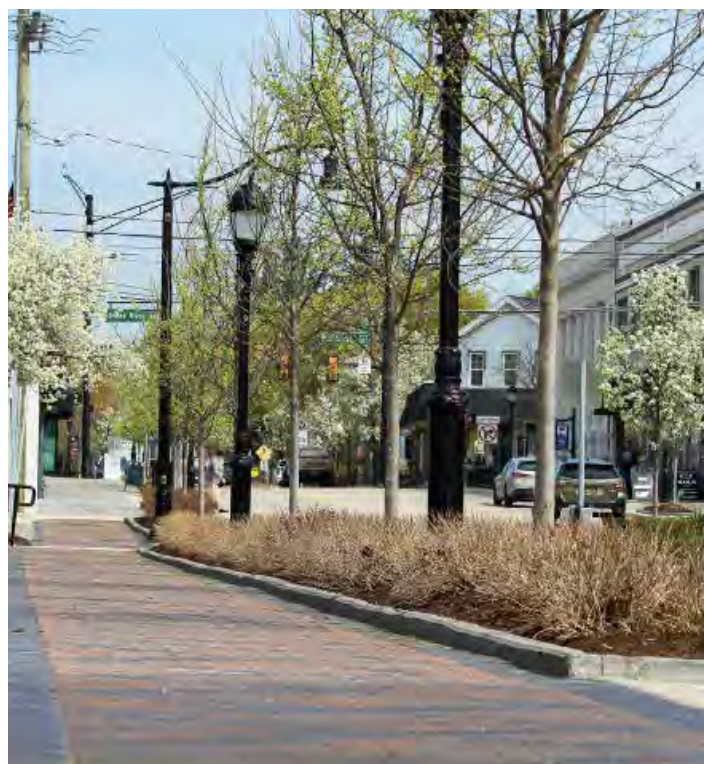
Site Design



The City of Farmington hired OHM Advisors as the prime design firm for this \$3.5 million streetscape along Farmington Road from Orchard Street to Grand River Avenue. This project continues the theme of a very successful streetscape along the Grand River Avenue corridor and involved collaboration with multiple road agencies (MDOT and RCOC) as well as city owned and maintained roadways.

This unique project brought a number of challenges, from the historic building encroaching in the ROW, a road diet, coordination with utilities (taking out old cobrahead lighting) to working through TAP Grant requirements. The project was implemented in phases, resulting in ongoing planning and design modifications to stay within the overall project budget.

Public outreach and communication with business owners, as well as addressing the aging infrastructure under the road, were all parts of this design. OHM partnered with Grissim Metz Andriese (GMA) for elements of the streetscape design. OHM was also able to assist the City and negotiate with the Road Commission for Oakland County to help contribute towards the overall project as part of the required match.





## Broughton Road Traffic Study & Visualizations

MACOMB TOWNSHIP, MI

The extension of Broughton Road is included in both the Macomb Township's Master Thoroughfare Map and Macomb County's Proposed Master Plan Right-of-Way Map. Implementation of this extension, and related land development has received renewed support from both the Township and the County. The plan is to implement the roadway extension in phases, with the first phase extending from the dead end at 24 ½ Mile south through 24 Mile, to approximately 23 ½ Mile. The second phase of the extension, is dependent on the acquisition of land from Centennial Farms, would extend from 23 ½ Mile to 23 Mile to align with Heydenreich Road.

The Township vision for the proposed extension includes roadway features that align with the planned Downtown “main street” feel of the future roadway. The study examines the potential traffic impacts of additional growth along the corridor and identifies implementation opportunities to establish and reinforce the lower speed multimodal roadway envisioned by the Township. The study focus included safety improvements to keep traffic moving, while reducing roadway speeds in the area and providing for safe operations for all users, including vehicles, pedestrians, and bicyclists. Following the traffic study, OHM Advisors developed 3D visualizations for Broughton Road from 24 Mile Road to 25 Mile Road. The visualizations show a conceptual design for new development planned for the Broughton Road Corridor.



### CLIENT INFORMATION

Macomb Township

Josh Bocks  
Planning Director

586.992.0710 Ext. 2240  
bocksj@macomb-mi.gov

### SERVICES PROVIDED

Planning  
Traffic Engineering  
Transportation Engineering  
Transportation Planning



# Auburn Road Study & Reconstruction

ROCHESTER HILLS, MI



#### CLIENT INFORMATION City of Rochester Hills

Paul Davis  
City Engineer  
248.841.2486

**SERVICES PROVIDED**  
Landscape Architecture  
Municipal Engineering  
Survey  
Transportation Engineering

Having completed an early preliminary study on the effects of road widening and reconstruction along a stretch of Auburn Road between Culbertson and Dequindre, OHM Advisors was again contracted by the City of Rochester Hills to begin the design process for the project. In addition to the desired pedestrian friendly and traffic calming measures that were outlined in the study, both OHM and the City recognized that this project presented a unique opportunity to create a destination for the community, as well as an identity for the surrounding neighborhood.

With a technologically forward-thinking approach and a heavy emphasis on maintaining the overarching “Innovative by Nature” theme throughout Rochester Hills, the revamped corridor design sets an admirable new precedent for the future of neighborhood development within the region by taking a multifaceted approach to transportation, access and design. Highlighted by integrated green infrastructure elements, custom gateway features, a street side plaza, and repetitive,

patterned landscape plantings, this half-mile corridor maintains an inviting identity with sustainable and aesthetic interests.

As part of the design phase, OHM led the design of the roadway improvements and assisted the City in bidding the project. Numerous private property impacts were anticipated due to the close proximity of the work to the property lines. Some utility impacts were anticipated, and coordination with an adjacent road construction project was critical (RCOC's reconstruction of Dequindre Road). Business owner coordination meetings were required to understand the needs of the businesses who were losing direct property access off of Auburn Road.

Through constant communication and coordination with the City and the neighborhood, OHM created an attractive destination for the community, encouraged stronger neighborhood connectivity across a main thoroughfare, and increased pedestrian safety – all the while maintaining the functionality of the corridor.





# Public Square Connectivity & Public Realm Plan

CLEVELAND, OH

## Existing Challenges

- **Pedestrian**
  - Access
  - Safety
- **Bicycle**
  - Access
  - Safety
- **Transit**
  - Access
  - Movements
- **Vehicular**
  - Passenger
  - Freight
  - Driving
  - Parking



The Public Square/Tower City area is the central core and hub for the city and downtown neighborhood, connecting Cleveland residents to those of Cuyahoga County and Northeast Ohio. The design of these spaces and the interaction between them and visitors are critical to the vitality of downtown.

OHM led a connectivity and public realm plan to position the area for future development while prioritizing the safety and efficiency of multimodal transportation. Stakeholder engagement including workshops, one-on-meetings, and walking tours yielded valuable information on how each user

group currently uses the space and unlocked their visions for the future. These efforts coincided with a public engagement survey designed to gather information on how visitors and non-downtown residents perceive the space.

Feedback from the stakeholder and community engagement processes was synthesized into preliminary design concepts and recommendations for review by the stakeholders and community. These recommendations prioritize safety and efficiency of all modes of travel through this dynamic public space, creating a blueprint for future development initiatives.

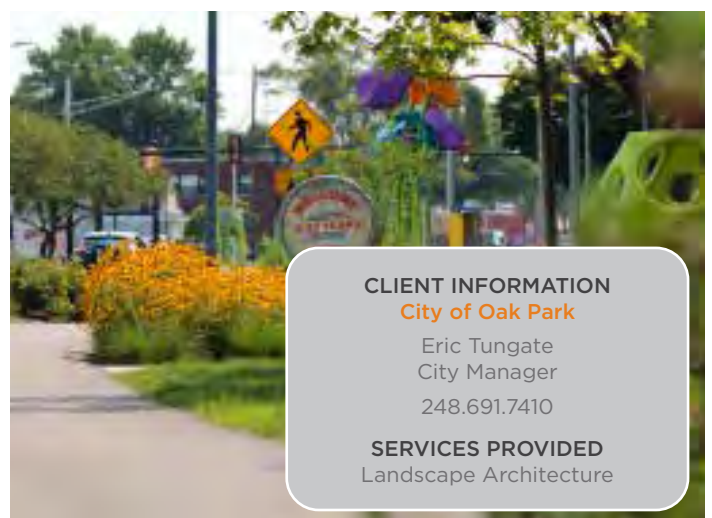


## 9 Mile Road Pocket Parks

OAK PARK, MI



In 2016, OHM presented the Nine Mile Road Pocket Park Concepts to the City. In addition to enhancements to the existing trail along Nine Mile Road, the concepts included pocket parks at Geneva Street, Seneca Street, and Sherman Street along with two “connection” pocket parks on the south side of Nine Mile between Scotia Road and Rosewood Street, to provide community connections between the Nine Mile Trail and the residential area along Troy Street. After discussions with the City staff, it was determined that the pocket parks at Seneca Street and Sherman Street would be feasible to proceed into design and construction, with the remaining concepts to be considered for future implementation. OHM completed final urban design, landscape architecture and engineering plans based upon the concepts submitted for the Sherman Pocket Park.



### CLIENT INFORMATION

City of Oak Park

Eric Tungate  
City Manager

248.691.7410

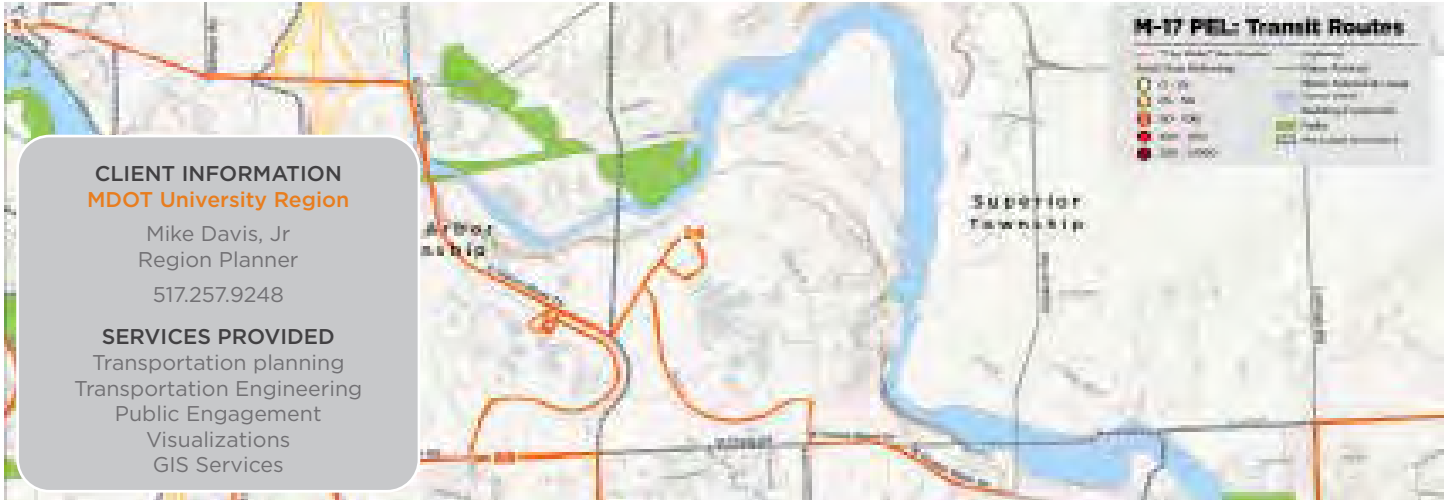
### SERVICES PROVIDED

Landscape Architecture



# Washtenaw Avenue (M-17) and Planning and Environmental Linkages (PEL)

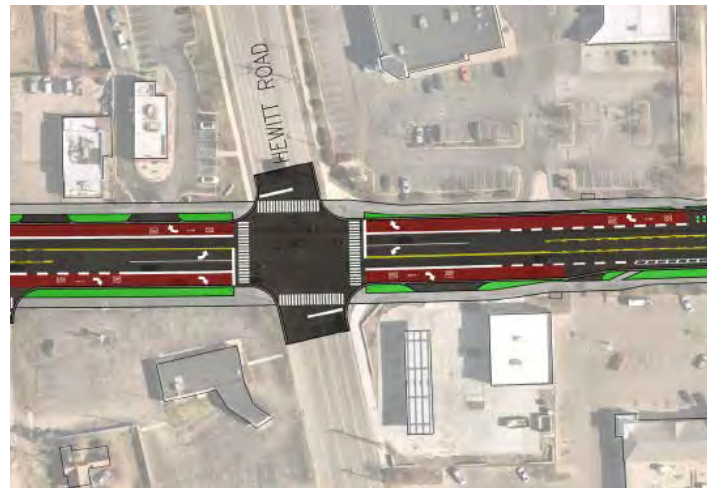
WASHTENAW COUNTY, MI



The Washtenaw Avenue (M-17) Planning and Environmental Linkages (PEL) project encompasses approximately 3.2 miles of Washtenaw Avenue through the municipalities of Pittsfield Township, Ypsilanti Township, and the City of Ypsilanti. The purpose of the Washtenaw Avenue PEL Study was to develop a roadway design alternative for a connected, multi-modal corridor that promotes safe, comfortable, and equitable access for all modes of travel while fostering the economic, institutional, and environmental goals of the adjacent communities.

OHM Advisors led a multidisciplinary team of planners, engineers, and designers to identify potential improvements to Washtenaw Avenue that will allow for a more efficient movement of people, goods, and services through the corridor. The Acceptable Alternative resulted in a transit oriented design that included connected sidewalks, shared use pathways, and dedicated transit priority lanes. Key to the implementation of this project is a phased approach to key items along the corridor that are tied to specific funding sources. The Acceptable Alternative has been vetted by the project stakeholders and addresses the National Environmental Protection Agency (NEPA) requirements for project development.

The OHM Advisors team provided overall project management, led transportation planning efforts and the development of visualizations, and assisted with the traffic modeling tasks. OHM also led the public engagement efforts for the study, coordinating team members, developing meeting content, and creating an innovative virtual public meeting tool that allowed residents to learn about the project and provide feedback virtually.



# Newark Streetscape and Transportation Plan

NEWARK, OH



## CLIENT INFORMATION

City of Newark

Brian Morehead, PE  
City Engineer  
740.670.7727  
bmorehead@newarkohio.net

## SERVICES PROVIDED

Landscape Architecture  
Planning  
Traffic Engineering  
Transportation Engineering  
Transportation Planning



OHM Advisors led a planning and design process to create a downtown streetscape and transportation improvement plan for the City of Newark. This effort was conducted in concert with a multi-million-dollar sewer separation project to improve the aging city infrastructure in the downtown.

The purpose of the project was to create a vision and plan for the future of Downtown Newark, with a focus on streetscaping, wayfinding, and enhancing the existing transportation network. Through this effort the goal was to improve the image and brand of the Downtown, and in turn the overall economic competitiveness of the area.

The planning process included extensive public outreach in order to build consensus related to the vision and plan, and more specifically the future of the historic square anchored by the Licking County Courthouse. The planning process extended over a six-month period and included eight stakeholder meetings and three public meetings, with more than 500 local residents contributing their ideas to the future of Downtown Newark.

Through the public outreach process a vision was created for the streetscape which included among other elements enhanced lighting, pedestrian amenities, landscaping and extended sidewalks to accommodate on-street dining and entertainment. It was also determined one of the major barriers to growth and development in the downtown was the existing auto centric traffic pattern around the square.

In response to this key finding, OHM Advisors performed a traffic study which considered multiple alternatives (including traffic signals and roundabouts) that would address the issues identified by the client and public. The outcome of this study was a preferred alternative which included four roundabouts at the four corners of the square.

The resulting solution included complete roadway network reconfiguration and streetscape enhancements including wider sidewalks, crosswalk articulation, plantings, gateways, and engineering of four roundabouts at the corners of the town square.



# Big Beaver Corridor Landscape Improvements

TROY, MI

DDI Design  
Birdseye



## CLIENT INFORMATION

City of Troy

Kurt Bovensiepe  
Director of Public Works  
248.524.3489

## SERVICES PROVIDED

Community Engagement  
Electrical Engineering  
Engineering  
GIS Services  
Landscape Architecture  
Municipal Engineering  
Traffic Engineering  
Transportation Engineering  
Transportation Planning

The City of Troy and Troy Downtown Development Authority engaged OHM Advisors to lead the redesign of the Big Beaver corridor landscape and placemaking elements. OHM Advisors assembled a multi-disciplinary team of planners, landscape architects, ecologists, and engineers to assess the existing corridor condition and generate design recommendations. The existing landscaping was installed over 30 years prior and was showing signs of deterioration and decline. During the analysis, OHM Advisors' team geolocated and analyzed the health of over 2,000 trees and surveyed over two acres of decorative pavement. Using these findings, OHM Advisors worked closely with the project Steering Committee to advance a consistent design character and theme throughout the corridor's 3.5-mile length.

The effort engaged stakeholders in the community and economic development realms to identify the unique characteristics and aspirations of the Troy Community and the Big Beaver corridor. Improvements included beautification, enhancing pedestrian walkability and connectivity, and developing a unique sense of place. This resulted in projects for new pedestrian crossings, pocket parks, and extensive landscape and streetscape improvements.

The first phase of the multi-phase corridor master plan is currently underway. It will entail an investment of \$4 million into the diverging diamond interchange between the Big Beaver Corridor and I-75. Improvements will include extensive landscaping, decorative stone and hardscape elements, pedestrian safety improvements, and landscape lighting.



**Project:** Charlevoix & Kercheval Streetscape  
**Location:** Charlevoix St. and Kercheval Ave.  
**Date:** 2023 - Current

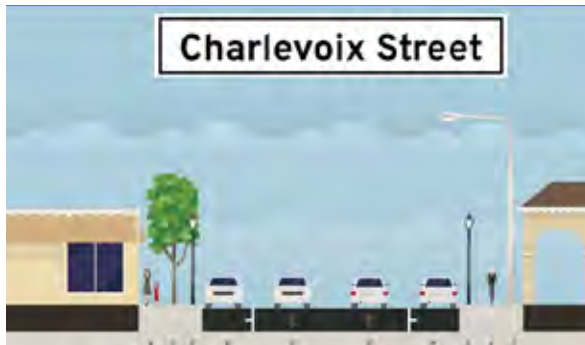
**Planning Phase**



District Map



Survey Response



Cross Sections

	<b>Streets for People</b>	Provide public infrastructure that is comfortable and safe for all users.
	<b>Community Spaces</b>	Provide opportunities for interactions and gatherings with our friends and neighbors.
	<b>Destinations</b>	Create districts that are unique to Grosse Pointe Park.
	<b>Strong Businesses</b>	Invest in the City's business districts to support existing businesses and attract new businesses.

Project Goals - Existing Conditions

With the four goals in mind, the proposed work includes:

	<b>Streets for People</b>	<ul style="list-style-type: none"> <li>• Shorter Crosswalks</li> </ul>
	<b>Community Spaces</b>	<ul style="list-style-type: none"> <li>• Provide larger pedestrian access intersections as gathering spots</li> <li>• Add the extra 7 ft to create more outdoor dining space on the north side of the road</li> <li>• Upgrade site furnishings</li> </ul>
	<b>Destination</b>	<ul style="list-style-type: none"> <li>• Plant and repair pedestrian lights and street lights</li> <li>• Replace DTE streetlight poles with more decorative poles. Save foundations and wiring</li> <li>• Update landscaping plantings with unique and include new trees where possible</li> <li>• Plant all existing trees</li> <li>• Include decorative gravel pavement as select areas</li> <li>• Install green streetwater infrastructure</li> </ul>
	<b>Strong Businesses</b>	<ul style="list-style-type: none"> <li>• A streetscape acting as a destination</li> </ul>

The implementation of the proposed work will reinforce Kercheval Ave. as a scenic great destination for the region.

Project Goals - Overall Concept

## Design Phase



Bike Rack



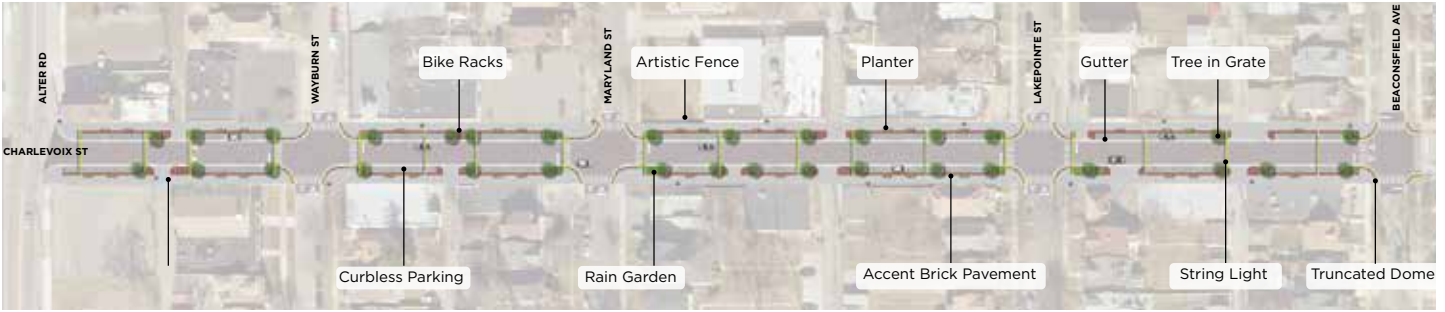
Planter



Curbless Parking



Rain Garden



Site Plan Rendering - Overall Preliminary Concept



Perspective Rendering - Overall Preliminary Concept



**Project:** Thomas St Study  
**Location:** Thomas St.  
**Date:** 2024 - Current

## Site Inventory & Analysis



### Context Analysis



### Site Inventory

### Site Analysis





## Design Process



Concept Sketches



Functional Use Diagram



Concept Refinement

## Final Concept



Site Plan Rendering - Final Concept



Perspective Rendering - Final Concept

## Macomb Township RAP Grant Concept Estimate

PRELIMINARY ESTIMATE OF PROBABLE COST - January 2025

Description	Quantity	Units	Unit Price	Total
<b>SITE WORK</b>				
Site Grading	1	LS	\$20,000	\$ 20,000
Earthwork	1	ALLOW	\$5,000	\$ 5,000
Tree Removal	1	EA	\$5,000	\$ 5,000
Utilities	1	ALLOW	\$35,000	\$ 35,000
<b>SITE PREPARATION SUBTOTAL</b>				<b>\$ 65,000</b>
<b>SITE AMENITIES</b>				
Restroom/Changing Facility, Building Gateway	1	LSUM	\$ 425,000.00	\$ 425,000
Litter Receptacles	2	EA	\$ 1,500.00	\$ 3,000
Recycle Receptacles	2	EA	\$ 1,500.00	\$ 3,000
Bike Racks	6	EA	\$ 2,000.00	\$ 12,000
Swing Seats	4	EA	\$ 5,000.00	\$ 20,000
Benches	16	EA	\$ 2,500.00	\$ 40,000
Drinking Fountain	1	EA	\$ 3,500.00	\$ 3,500
Electronic Charging Stations	2	EA	\$ 4,000.00	\$ 8,000
Event Power	1	LSUM	\$ 15,000.00	\$ 15,000
Planter Pots, 4' Dia.	7	EA	\$ 3,500.00	\$ 24,500
Planter Pots, 2' Dia.	2	EA	\$ 1,500.00	\$ 3,000
Decorative Pavers, 6" Base	4,210	SF	\$ 50.00	\$ 210,500
Decorative Concrete, 6" Base	2,000	SF	\$ 15.00	\$ 30,000
Standard Concrete, 6" Base	9,800	SF	\$ 10.00	\$ 98,000
Splash Pad	1	EA	\$ 265,000.00	\$ 265,000
Bike Repair Stations	2	EA	\$ 1,500.00	\$ 3,000
Light Poles	22	EA	\$ 10,000.00	\$ 220,000
<b>SITE IMPROVEMENTS SUBTOTAL</b>				<b>\$ 1,383,500</b>
<b>LANDSCAPE/SOFTSCAPE PACKAGE</b>				
Deciduous Trees	37	EA	\$ 1,000.00	\$ 37,000
Ornamental Trees	6	EA	\$ 600.00	\$ 3,600
Landscape Plantings	9,000	SF	\$ 8.00	\$ 72,000
Planting Soil Mix	357	CY	\$ 75.00	\$ 26,775
Shredded Hardwood Mulch	11	CY	\$ 75.00	\$ 825
Turfgrass Seed Mix	1	ACRE	\$ 3,500.00	\$ 2,975
Topsoil	451	CYD	\$ 70.00	\$ 31,570
<b>LANDSCAPE SUBTOTAL</b>				<b>\$ 174,745</b>
<b>Construction Budget Costs</b>				<b>\$ 1,623,245</b>
<i>Mobilization (10%)</i>				<i>\$ 17,475</i>
<i>Contingency (20%)</i>				<i>\$ 324,649</i>
<b>GRAND TOTAL</b>				<b>\$ 1,965,369</b>

**NOTE:**

1. Utility work is excluded in this estimate, including any site or landscape lighting, water, sanitary, electric, landscape irrigation system, etc.
2. Cut/Fill has not been calculated with this preliminary concept and is not reflected in this estimate.







Downtown Plymouth has long been a vibrant and thriving district as the City's hub for local shops, entertainment options, festivals, and community events. Each year over 100,000 pedestrians visit downtown to experience these events and amenities while also being a daily focal point for the City. Part of this success is due to the safe, walkable, and pedestrian oriented nature of the Downtown streets. Last updated in 2010, Downtown Plymouth is ready for a redesign and enhancement of its largest public space. OHM Advisors (OHM) is excited about the possibility to support the unique programmatic design improvements that will enhance Downtown Plymouth while incorporating key initiatives such as green infrastructure, viable landscape solutions, enhanced pedestrian connectivity, upgrades within Kellogg Park, and suggestions for parking improvements. This plan will be the guide for future capital improvement initiatives to maintain Downtown Plymouth's vibrancy and cohesiveness.

OHM sees the following as keys to the development and delivery of a successful streetscape design in Downtown Plymouth:

**Engage stakeholders early and often to establish support and a community vision.** A vision sets the course for where the community is going and informs future investors, partners, and the larger community on what they are buying into. OHM uses inventive, continuous, and transparent engagement from the beginning to the end of each project. We believe it is important to meet people where they are at and capture their voices in both traditional and nontraditional ways.

**Capture and build on current planning momentum.** The City and DDA have worked hard to establish a vision for the area through the 2020 Infrastructure Master Plan, 2024-2028 DDA Five Year Action Plan, and City of Plymouth Master Plan. Taking advantage of this work and the momentum that is already in place, OHM will evaluate and build upon these plans while considering fresh ideas in the development of the 2025 Streetscape Design.

**Develop a comprehensive approach for Downtown Plymouth.** Our team of landscape architects, transportation

planners, and engineers offer an experienced and technical approach to design that will incorporate best practices for streetscape and public space enhancement efforts. Downtown Plymouth is a complex area with many competing needs for space; thus, OHM will work with the City and DDA to understand the key priorities, ensure safe and comfortable pedestrian spaces, inviting public spaces, and flexible use areas that maximize the utilization of the Downtown.

**Understand the utilities.** It is imperative to have a full knowledge of the utilities that serve a community to have the necessary foresight for future development. Sanitary sewer, water main, storm drains, internet, gas, fiber optic, and electric utilities all have unique histories, costs, and life spans, and their location will affect potential streetscape improvements. Additionally, this understanding is key to determining the size and location of public restroom facilities, further expanding Downtown Plymouth's role as a key event destination.

**Integrate Plymouth's identity.** As Plymouth continues into a new era, careful thought and consensus is needed to create the blueprint for the coming decades. Thorough research and interactive public engagement, OHM will help forge strategic insights into a variety of transformative topics. Meaningful engagement utilizing varied strategies will help align the streetscape design plan with community values. In the end, a clear implementation strategy will be in place to further build on Plymouth's desire for strong community character that exemplifies forward thinking through advanced design elements.

**Create a user friendly 2025 Streetscape Design that is clear and concise in its analysis and design recommendations.** At OHM our goal is to *Advance Communities*. We do so by listening and creating the best plan for you. Our plans are designed to be very clear to *EVERYONE* in the community. We will create a 2025 Streetscape Design that is a straightforward reference for implementation of design and strategy recommendations.

*OHM will engage all appropriate disciplines to ensure the project is holistically developed and integrates creative and innovative solutions and visions.*



# PROJECT APPROACH

## PHASE 1 PROJECT LAUNCH *June-July 2025*

### Task 1.1 – Project Team Kick Off

OHM will facilitate a kick-off meeting with City and DDA staff (Project Team) to review project objectives, team communication protocols, work plan, and schedule. During this meeting, overall goals for the streetscape design will be confirmed and documented, along with the need, structure, and makeup of a project Steering Committee. OHM recommends holding Steering Committee meetings that coincide with project milestones to gather feedback on deliverables.



### Task 1.2 – Assemble Mapping Data and Review Relevant Plans, Studies and Data

OHM will work with City and DDA staff to aggregate all necessary mapping data for the project. In addition, OHM will complete a thorough review of existing plans, studies, surveys and other data available from the City. Documents that will be reviewed include, but are not necessarily limited to, the Plymouth Downtown Development Authority 2020 Infrastructure Master Plan, 2024-2028 DDA Five Year Action Plan and City of Plymouth Master Plan.

The 2020 Master Plan utilized Geodatabase Design which identified the Facilities Streets with the following classes: parking, poles (light/sign), sidewalks, street curbs, street furnishings, and trees. This database will be reviewed in relationship with completed capital improvements to date, thus allowing for a more accurate cost analysis and guidance for design considerations.

### Task 1.3 – Establish Steering Committee

The process will be open to the entire community, and they will be encouraged to participate through the twelve-month process. However, there will be key stakeholders that will be identified

and engaged for entirety of the design efforts. Members of the Steering Committee will be identified at the onset of the process to help create continuity and guidance during the entire design development process. They will represent the interests, perspectives and concerns of the various community factions inclusive of DDA and City (specifically the Department of Municipal Services) staff, residents, visitors, and business/property owners.



### Task 1.4 – Create the Public Engagement Strategy

OHM will develop and utilize several communication tools to raise awareness about the streetscape design process and solicit public input. First, we will develop a logo and name for the project to help establish an identity for the project. This will be incorporated into project media pieces, visual displays and presentations, and hard-copy materials throughout the design process.

OHM will develop an engaging mobile-compatible project website that includes interactive maps, surveys, and idea-gathering applications to involve stakeholders and the public at large (overlap with those listed in Task 1.3). The website will also serve as an ongoing communications tool to share project information (e.g., meetings, workshops, design alternatives). The 2025 Streetscape Design website will also be integrated with Plymouth's existing social media accounts. OHM will help brainstorm and promote a project hashtag as a valuable tool for the community to share their experiences through photo documentation. These online platforms will allow citizens to engage and interact with the project and with each other over the course of the process.

OHM will develop four (4) media releases to generate awareness for the project. It is recommended that the DDA serve as the primary point-of-contact with the media for the project; however, members of the OHM team will be available for interviews with local media to the extent directed by the City.

To encourage residents to provide ongoing feedback and ideas about their design vision for Downtown, a temporary chalkboard-wall in a high traffic area could be installed at the beginning of the project. The installation will be monitored and maintained by OHM and City staff.



### Task 1.5 - Develop Community Survey and #MyDowntownPlymouth

The ability to solve problems and overcome challenges begins with an understanding of the community's view of Downtown Plymouth. City leadership, DDA staff and OHM are committed to making the 2025 Streetscape Design process inclusive and transparent. In addition to public engagement activities, OHM proposes the use of a community survey to provide the insight required to make better, more informed decisions, reduce uncertainty, optimize resources and maximize success. OHM would use this opportunity to gauge design aesthetics, determine desired features, and confirm direction for various stormwater management options.

This will also start the #MyDowntownPlymouth collection of images to be used throughout the project by collecting from participants and using for community engagement, design, and promotion of the project. This project driven campaign provides an opportunity for the community and visitors to share live images or "reels" to the DDA's social platforms utilizing the customized tracking hashtag. OHM can utilize this content to help inform design solutions throughout the project. These images may also be used during public sessions for feedback.

### Task 1.6 - Project Walking Tour

Streets are experiential. To gain understanding of the current goals and challenges of the downtown streetscape, OHM will tour and document the project streets and Kellogg Park with the City team. Special attention will focus on the pedestrian realm, mature trees and their health and longevity, future opportunities for green infrastructure incorporated into the overall streetscape design. These observations will inform the streetscape design and function, rain garden opportunities to encourage infiltration, and establishing sizable and functional configurations of the amenity zone. Streetscape design elements will incorporate Kellogg Park, developing a cohesive design that is sustainable and easier to maintain. This will help align the current challenges with the project goals and subsequently inform potential design solutions for consideration.

### Task 1.7 - Site Analysis and Inventory

Stemming from the data review, walking tour, and photo documentation, OHM will compile a site analysis plan coupled with a functional use diagram to catalog the project strengths and opportunities, and begin to develop the big ideas for the conceptual streetscape design. OHM's Environmental Planning and Restoration team will also be engaged to perform a desktop analysis of the project area to identify areas of concern pertaining to the health of existing tree canopy,

suggestions for suitable green infrastructure design, and opportunities for design supported grant funding.

#### PHASE 1 DELIVERABLES

- Project communications established
- 2025 Streetscape Design project logo and name
- Key stakeholders Identified
- Develop community engagement strategy and timeline
- Develop online community survey
- Develop project site analysis and functional use diagram with precedent imagery
- Develop environmental desktop review analysis of potential findings and opportunities.
- Project communication materials printed and posted

#### PHASE 1 MEETINGS

- OHM, City and DDA Project Kick Off Meeting
- Review draft community survey with DDA Staff
- Review site analysis and Inventory findings with functional use diagrams

### PHASE 2 PUBLIC ENGAGEMENT - BUILDING INTEREST, TRUST, AND KNOWLEDGE *August-September - 2025*



### Task 2.1 – Steering Committee Kick-Off Meeting

OHM will meet with the Steering Committee to establish a process to help engage the community. They will also review the documents for the public kick-off meeting as well as the online community survey. The outcome of the meeting shall establish and confirm community engagement process, vet reasonable and fruitful questions to be incorporated in the survey, and outline where project support is needed from the Steering Committee.

### Task 2.2 – Public Kick-Off Meeting

OHM will facilitate a formal public kick-off meeting. The public kick-off meeting has two primary purposes:

1. Inform the public about the project, provide information and context about the 2025 Streetscape Design, and share opportunities for involvement in the process.
2. Solicit information from the public about the challenges and opportunities being addressed by the 2025 Streetscape Design. This will be achieved through small interactive activities and discussion.

The public kick-off meeting could be in the form of a community picnic in Kellogg Park to discuss and share ideas. Incorporation of engaging activities will allow the community to feel heard and valued. The outcome will guide design decisions and amenity choices that will bolster the Downtown Plymouth brand identity.

### Task 2.3 Launch Online Community Survey

OHM will utilize Typeform survey software to administer the Task 1.5 approved online community survey. The survey launch will be communicated and coordinated by OHM to assure that DDA leadership and staff are informed and updated as necessary, during the course of the survey collection. The survey will be available online via the project website so anyone interested can take it. It will also be publicized through printed materials, such as posters, postcards, and/or coasters for dining establishments with each having a QR access code to the survey. If appropriate, a survey station or kiosk may also be set up at select public meetings or other appropriate settings.



### Task 2.4 – Host Focus Group Interviews

The OHM team will work with City and DDA staff to arrange and facilitate a day-long series of 50-minute focused interviews with community interest groups. Expected interest

groups are expected to include but not be limited to: pedestrian and cycling advocacy groups, parking committee/municipal services, dining establishments, economic development, parks and open space, and utilities.

### Task 2.5 – Host Two “Pop-Up” Events

OHM will host two (2) pop-up events within the City. The purpose of these events is to advertise the 2025 Streetscape Design process and elicit feedback in an informal manner by asking one or two targeted questions. Responses are often provided on “speech bubbles.” Locations will be high traffic events with broad community representation.

### Task 2.6 – Meetings in a Box Workshops (optional)

In an effort to reach more Plymouth residents where they are, OHM will prepare a series of mobile workshops to reach additional stakeholders and groups within the community. The workshops will mirror the activities in the larger public meetings. OHM will prepare all the materials to conduct the meetings and train volunteer facilitators. The facilitators may be DDA staff, Steering Committee members, or other volunteers.

#### PHASE 2 DELIVERABLES

- Approved and administered community survey
- Applicable engagement materials
- Public input analysis

#### PHASE 2 MEETINGS

- Steering Committee kick-off meeting
- Public kick-off meeting
- Focus group interviews
- Pop-up events
- Project status bi-weekly check-in meetings with project Team (4 total)

## PHASE 3 UNDERSTANDING CONTEXT + BUILDING ON MOMENTUM

October-November 2025

### Task 3.1 - Examine Survey Findings

OHM will disseminate and present the survey findings to the Steering Committee. The graphic summary will include the thoughts and opinions of the Plymouth community divided into key ideas and patterns. Discussion will include how the results may influence design considerations.

### Task 3.2 - Parking and Infrastructure Exploration

OHM will utilize parking and infrastructure data to assess





current conditions and develop an implementation plan for any future growth. OHM will utilize NearMap images and ArcGIS data to identify existing parking areas within the Downtown Plymouth Study Area, including on-street and off-street parking. Total capacity will be calculated through a desktop analysis to gather a baseline for the number of parking spaces potentially required within the Downtown. Additional data gathering and analysis of existing utilities, including water main, sanitary sewer, storm drains, internet, gas, fiber, and electric., and other key infrastructure will also be completed as part of this task. These items are key to consider early in the project to ensure the Draft Conceptual Streetscape designs and Kellogg Park concepts are feasible. This plan will be based on anticipated growth, funding, technological developments, and maintenance needs.

### **Task 3.3 - Draft Conceptual Streetscape Options and Conceptual Kellogg Park Plan**

Building upon the City and DDA goals and community input results, OHM will begin to conceptualize the streetscape design options. Up to two (2) conceptual streetscape designs will be created showing the potential cross section options, amenities, and design aesthetics. Additionally, up to two (2) conceptual designs for Kellogg Park will be developed showing opportunities for connectivity improvements, gathering space formalization, new amenities, and more. These conceptual ideas will be depicted with rendered plans, precedent imagery, and section studies, and will look to provide solutions for the challenges discovered in the review and analysis of the project area.

Particular attention will be focused on the pedestrian realm, streetscape vernacular, and knitting the Kellogg Park edges with the adjacent woonerf of Penniman Street. These elements of the streetscape design will yield integral and unique design

solutions that will also elevate the brand of Downtown Plymouth. This is when the vision begins to come to life.

When evaluating potential improvements to a downtown network, it's critical to evaluate all options through a Complete Streets lens. The goal of Complete Streets is to consider improvements to existing conditions and strategies that consider not only reducing peak hour traffic demand, but also shift some travel modes to walking, or bicycling. Incorporating considerations for various modes of mobility within an existing curb-to-curb footprint requires an innovative, progressive approach.

### **Task 3.4 - Draft Opinion of Probable Cost**

OHM will begin to quantify the streetscape design opportunities with current unit costs. It is critical to understand the design choices compared to implementation costs. With a phased implementation approach, considerations for inflation and contingency will aid in compartmentalizing the funding/ implementing support pursuits. We will engage all appropriate OHM team members to provide input and review to ensure current unit pricing knowledge is being considered.

#### **PHASE 3 DELIVERABLES**

- Compilation, review, and analysis of survey findings
- Parking and Infrastructure assessments
- Draft conceptual Streetscape and Kellogg Park Master Plan and supporting graphics
- Draft Opinion of Probable Cost

#### **PHASE 3 MEETINGS**

- Steering Committee meeting to review survey findings
- Project status bi-weekly check-in meetings with project team (4 total)

PHASE  
**4**

**BUILDING THE PLAN**

*December 2025-January-February 2026*

**Task 4.1 - Testing the Plan**

This is the time to re-engage the community. At this stage, OHM will gather feedback on the draft Streetscape and Kellogg Park concept designs. OHM will meet with the Steering Committee to present the concepts and gain feedback. Testing the design ensures OHM has addressed the goals and objectives in a manner that is meaningful to the community, elevates the Plymouth brand, and is financially achievable.

**Task 4.2 - Refining the Concepts**

Utilizing the feedback from the community and stakeholders, OHM will refine the concept plans for the streetscape and Kellogg Park. This allows for the clearest vision depicted in plan renderings that the community can both understand and embrace, and will be proud to promote and support. Additional perspective graphics, up to four views, will be created, with updated rendered plans, precedent imagery, and section studies.

**Task 4.3 - Refine Opinion of Probable Cost**

With the concept plan refinements, the opinion of probable cost will be updated to reflect changes in the design concept. It is critical to understand the anticipated implementation cost to align the vision with measurable and achievable funding opportunities.

**PHASE 4 DELIVERABLES**

Refined Streetscape Design and Kellogg Park Master Plan  
Refined Opinion of Probable Cost

**PHASE 4 MEETINGS**

Steering Committee meeting to test the plan  
Project status bi-weekly check-in meetings with project team (6 total)

PHASE  
**5**

**FINALIZING THE PLAN**

*March-April-May 2026*

**Task 5.1 Getting it Done-Implementation Matrix**

This task ensures the Plan is truly usable by assigning the “who, what, where, when, and how” to the Plan’s strategies. OHM will rely on research and information from the City and DDA staff and administration to assign responsible parties, a timeline, and the resources necessary to make the plan a success. OHM will provide an approach to probable grant opportunities that align with the implementation strategies.



**Task 5.2 Community Open House**

OHM will facilitate a public presentation in a meeting that offers an opportunity to review the final draft of the 2025 Streetscape Design. The meeting will have a two-part structure. In the first part, a presentation will be given to provide background on the technical research and community work conducted. An overview of the status of the project will be shared and the key design components will be presented. The second part of the meeting will be organized in an open house format to give participants an opportunity to review and comment on the plan design framework and recommendations. The open house format will give everyone an opportunity to ask questions of City and DDA staff, elected officials, and OHM. Participants can also comment through online evaluation and comment cards.

**Task 5.3 Revise and Deliver the Plan**

After receiving the final comments OHM will revise the Plan, as necessary, and prepare the plan for publication. Final deliverables include:

- One unbound original copy of the Plan with Opinion of Probable Cost
- One PDF copy
- Electronic copies of all text, maps, and graphics incorporated into the Plan in PDF format

**PHASE 5 DELIVERABLES**

Final Plan with implementation matrix

**PHASE 5 MEETINGS**

Community open house



AN HELP  
TH THAT.  
THE BACKWOODS  
DESIGN BUILD COMPANY  
TURNKEY CUSTOM BUILDS  
MEDICRE DESIGN - SHEDDY CRAFTSMANSHIP  
11300 Main St. Plymouth, MI  
734.782.1111

PLYMOUTH  
MOTORIST  
ICE CREAM  
PLYMOUTH

# Project Timeline

FROM START TO FINISH

MONTH

2026

PHASES & TASKS	1	2	3	4	5	6	7	8	9	10	11	12
Phase 1 - Project Launch												
1.1 - Project Team Kick Off	■											
1.2 - Assemble Mapping Data + Review Relevant Plans and Data	■	■										
1.3 - Establish Steering Committee		■										
1.4 - Create the Public Engagement Strategy		■	■									
1.5 - Develop Community Survey + #MyDowntownPlymouth		■	■									
1.6 - Project Walking Tour		■										
1.7 - Site Analysis and Inventory		■	■									
Phase 2 - Public Engagement - Building Interest, Trust, and Knowledge												
2.1 - Steering Committee Kick-Off Meeting			■									
2.2 - Public Kick-Off Meeting				■								
2.3 - Launch Online Community Survey				■	■	■						
Phase 3 - Understanding Context + Building Consensus												
3.1 - Examine Survey Findings					■							
3.2 - Parking and Infrastructure Exploration					■	■	■					
3.3 - Draft Conceptual Streetscape Options + Conceptual Kellogg Park Plan					■	■	■					
3.4 - Draft Opinion of Probable Cost						■						
Phase 4 - Building the Plan												
4.1 - Testing The Plan							■					
4.2 - Refining the Concepts							■	■	■			
4.3 - Refine Opinion of Probable Cost								■	■			
Phase 5 - Finalizing the Plan												
5.1 - Getting it Done - Implementation Matrix										■	■	
5.2 - Community Open House											■	
5.3 - Revise and Deliver the Plan												■



## 6. COST | Design Fee

Staff / Role	George Tsakoff, PE <i>Principal In Charge</i>	Jennifer Morris, AICP <i>Project Manager</i>	Stacey Tobar, RLA, ASLA <i>Lead Landscape Architect</i>	Ben Weaver, PLA <i>Landscape Architect</i>	Boyu Zhao <i>Urban Design</i>	Brittany Simmons <i>Lead Community Engagement</i>	Adrianna Jordan, AICP <i>Community Engagement</i>	Claire Martin, PE <i>Municipal Engineer</i>	Alex Blehm, PE <i>Transportation Engineer</i>	Task Total
Billable Rate	\$237	\$185	\$186	\$172	\$125	\$135	\$160	\$205	\$186	
<b>Task 1 - Project Launch</b>										
Project Team Kick Off		2	2	2	2			2	2	\$2,118
Assemble Mapping Data			2	4	12					\$2,560
Establish Steering Committee		4								\$740
Create Public Engagement Strategy						6	2			\$1,130
Develop Community Survey		1	2			6	2			\$1,687
Project Walking Tour			4	4	4			4		\$1,932
Site Analysis and Inventory			2	6	8			4		\$2,404
Task 1 Hours		7	12	16	30	12	4	10	2	
Task 1 Fees	\$0	\$1,295	\$2,232	\$2,752	\$3,750	\$1,620	\$640	\$1,860	\$372	\$14,521
<b>Task 2 - Public Engagement</b>										
Steering Committee Kickoff Meeting	1	2	4	4		4		2		\$2,699
Public Kickoff Meeting		4	4	4	4	8	8			\$5,506
Launch Online Survey		1	1			8	4			\$1,180
Host Focus Group Interviews		4	6	6		6	6			\$4,144
Host Two Pop Up Meetings		4	8	8		8	8			\$3,698
Meetings in a Box Workshops (*optional)										\$5,000
Task 2 Hours	1	15	23	22	4	34	26	2	0	
Task 2 Fees	\$237	\$2,775	\$4,278	\$3,784	\$500	\$4,590	\$4,160	\$372	\$0	\$20,696
<b>Task 3 - Understanding Context</b>										
Examine Survey Results		2				4	2			\$1,550
Parking and Infrastructure Exploration		1	4	8	10			6	6	\$6,680
Draft Conceptual Streetscape Options and Conceptual Kellogg Park Plan		4	12	22	34			10	16	\$16,200
Draft Opinion of Probable Cost	1	2	4	16				8		\$6,326
Task 3 Hours	1	9	20	46	44	4	2	24	22	
Task 3 Fees	\$237	\$1,665	\$3,720	\$7,912	\$5,500	\$540	\$320	\$4,464	\$4,092	\$28,450
<b>Task 4 - Building The Plan</b>										
Testing the Plan		1	4	4	4	8	4			\$5,506
Refining the Concepts		2	4	8	24			4	4	\$14,712
Refine Option of Probable Cost	1	1	2	4				2	2	\$4,500
Task 4 Hours	1	4	10	16	28	8	4	6	6	
Task 4 Fees	\$237	\$740	\$1,860	\$2,752	\$3,500	\$1,080	\$640	\$1,116	\$1,116	\$13,041
<b>Task 5- Finalizing The Plan</b>										
Getting it Done - Implementation Matrix	1	4	4	6	6			4	4	\$7,136
Community Open House		4	4	4	4	8	4			\$5,032
Revise and Deliver the Plan	1	3	4	10	30			4	6	\$14,930
Task 5 Hours	2	11	12	20	40	8	4	8	10	
Task 5 Fees	\$474	\$2,035	\$2,232	\$3,440	\$5,000	\$1,080	\$640	\$1,488	\$1,860	\$18,249
<b>Project Totals</b>										
Total Staff Hours	5	46	77	120	146	66	40	40	40	
Total Staff Fees	\$1,185	\$8,510	\$14,322	\$20,640	\$18,250	\$8,910	\$6,400	\$9,300	\$7,440	\$89,957

\* Optional Task NOT included in fee total

**CONTACT INFORMATION**

<b>Business Name</b>	OHM Advisors
<b>Address</b>	34000 Plymouth Road
<b>City/State/Zip</b>	Livonia, MI 48150
<b>Phone Number</b>	(734) 466-4439
<b>Fax Number</b>	
<b>*Email Address</b>	george.tsakoff@ohm-advisors.com
<b>Business Contact</b>	George Tsakoff, Principal In Charge

The Undersigned, having examined the scope of work, hereby proposes to perform the work in a manner satisfactory to the City of Plymouth in accordance with all specifications, terms and conditions contained in this bid document at the following rates and prices and complete all work within schedules as generally stated and specifically agreed to at the initiation of each phase of work. I affirm that I have the authority to submit this bid to the City of Plymouth for the work specified on the attached sheet.

George A Tsakoff  
 Signature of Authorized Agent

George Tsakoff  
 Printed Name of Authorized Agent

5/1/25  
 Date

\*Award results will be sent via email, please be sure to include a valid email address above if you wish to be notified of the proposal award.



**AFFIDAVIT OF NONCOLLUSION**

STATE OF MICHIGAN COUNTY OF WAYNE

George Tsakoff (name), being first duly sworn deposes and says that he/she is  
Principal In Charge (title) of OHM Advisors (corporation) who submits herewith to the  
 City of Plymouth a proposal for **DOWNTOWN PLYMOUTH 2025 STREETSCAPE DESIGN** for the City of  
 Plymouth and certifies:

That all statements of fact in such proposal are true;

That such proposal was not made in the interest of or on behalf of any undisclosed person, partnership, company, association, organization or corporation;

That such proposal is genuine and not collusive or sham; That said bidder has not, directly or indirectly, by agreement, communication or conference with anyone, attempted to induce action prejudicial to the interest of the City of Plymouth, or of any other bidder or anyone else interested in the proposed contract; and further

That prior to the public opening and reading of proposals, said bidder:

1. Did not, directly or indirectly, induce or solicit anyone else to submit a false or sham proposal;
2. Did not, directly or indirectly, collude, conspire, connive or agree with anyone else that said bidder or anyone else would submit a false or sham proposal, or that anyone should refrain from bidding or withdraw his bid;
3. Did not in any manner, either directly or indirectly, seek by agreement, communication or conference with anyone to raise or fix the proposal price of said bidder or of anyone else or to raise or fix any overhead, profit, cost element of his proposal price or of that of anyone else;

Did not, directly or indirectly, submit his proposal price or any breakdown thereof, or the content thereof, or divulge information relative thereof, to any corporation, partnership, company, association, organization, bid depository, or to any member or agent thereof, or to any individual or group of individuals, except to any person or persons who have a partnership or other financial interest with said bidder in this business.

OHM Advisors \_\_\_\_\_



Firm Name

Signature of Bidder

5/1/25

Date





# DOWNTOWN PLYMOUTH 2025 STREETScape DESIGN

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PROPOSAL PREPARED FOR THE CITY OF PLYMOUTH AND THE  
PLYMOUTH DOWNTOWN DEVELOPMENT AUTHORITY

MAY 1, 2025



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Cover image: North Van Dyke Avenue Master Plan, Sterling Heights, MI  
Evening Concerts at Wayne Ferguson Plaza, Lewisville, TX

**Design Workshop, Inc.**

Landscape Architecture  
Planning  
Urban Design  
Strategic Services  
Environmental Graphic Design

Conners Ladner, Principal  
812 San Antonio Street  
Suite 401  
Austin, TX 78701  
512.630.0312

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

May 1, 2025

Sam Plymale, Downtown Development Authority Director  
C/o Maureen Brodie, City Clerk  
201 S. Main Street  
Plymouth, MI 48170

Re: Downtown Plymouth 2025 Streetscape Design

Dear Mr. Plymale, Ms. Brodie, and members of the selection committee:

Design Workshop is thrilled to be considered for the Downtown Plymouth 2025 Streetscape Plan. With over five decades of experience researching, planning, designing, and implementing multimodal mobility solutions for downtowns and Main Street Communities, we understand that successful investments in public space must be rooted in collaboration, community pride, and stakeholder trust.

We believe downtown Plymouth can become The Living Room of the Community—a connected network of welcoming parks, plazas, and streetscapes that are built to last and serve as catalysts for economic development and community vitality. Our recent work demonstrates our ability to deliver on this vision. Projects such as the Downtown Bentonville Improvements (Bentonville, AR), the Market District Plan (Des Moines, IA), South Grand Boulevard Great Streets (St. Louis, MO), Bagby Street Redevelopment (Houston, TX), and the Wheaton Downtown Revitalization (Wheaton, IL) showcase our expertise in downtown connectivity, wayfinding, placemaking, and renewal strategy.

For this effort, we have assembled a trusted team that blends national expertise with deep local roots. PEA Group, our local partner, brings decades of direct experience in Plymouth—not just professionally, but personally. Many of their team members grew up in or currently live in the community and have long enjoyed the vibrant life of downtown Plymouth—from trips to the farmers market and the Plymouth Ice Festival to quiet afternoons in Kellogg Park. PEA Group's project work in Plymouth is equally embedded in the city's fabric. Their portfolio includes transformative contributions such as the redesigned Kellogg Park fountain and plaza, the Central Middle School campus master plan (including a Miracle League ballfield), Starkweather Lofts, and the Plymouth Presbyterian Church Memorial Garden.

This profound local knowledge, combined with our collective expertise, ensures that the streetscape plan will be visionary and rooted in the real, lived experiences of Plymouth's residents. PEA Group's relationships and understanding of the city's operational needs will be critical to crafting a design that is pedestrian-oriented, visually vibrant, historically resonant, and tailored to the character of Plymouth. Additionally, The Greenway Collaborative will lead engagement efforts, offering extensive regional expertise in building meaningful community dialogue through surveys, open houses, and interactive public events.

Our approach for the Downtown Plymouth Streetscape Plan is guided by a commitment to pragmatic problem-solving and inspiring design. We aim to build momentum through an inclusive process that captures the community's vision while creating champions for swift and successful implementation. By balancing creativity with a focus on timelines, budgets, and long-term stewardship, we are ready to help Plymouth shape a downtown environment that is authentic, enduring, and beloved.

Respectfully,



Conners Ladner, PLA  
Principal-in-Charge



# QUALIFICATIONS & REFERENCES



Reimagining Historic 25th Street, Downtown Ogden Master Plan laid the groundwork for 70% increase in pedestrian space, 75% increase in treated stormwater, and 85% increase in tree canopy cover; Ogden, UT

# Meet Our Project Team

Our project team offers expertise in downtown planning, sustainable development, engagement, mobility solutions, and wayfinding/signage/branding. For over fifty years, Design Workshop has created resilient environments that connect people and place. Our workshop ethos fosters a space of trust, innovation, and continual refinement, where multiple minds come together to produce superior results in collaboration with the communities we serve.

## DESIGN WORKSHOP

### LANDSCAPE ARCHITECTURE, URBAN DESIGN

As an international design studio, we've learned the value of building community across cultures, geographies, and economies. Our work has helped communities envision goals and strategies that align with their unique culture, economy, and landscape. We are at the forefront of creating innovative community engagement processes that reach all sectors of the community. Additionally, we are leading efforts to become more resilient to environmental changes, more economically sustainable, and more equitable in the delivery of services, quality of life, and opportunity.

Our firm brings together a diverse set of skills, with collaboration among designers, policymakers, public engagement specialists, and market and economic analysts—sharing ideas, identifying potential inconsistencies, and developing clear, aligned strategies for implementation. We are committed to balancing high quality of life for all community members, strengthening town character, welcoming visitors, and upholding an environmental ethic as responsible stewards.

Our performance-based approach yields measurable results and projects that stand the test of time. In other words, we don't just hope for sustainable projects; we rely on our process to deliver them. We call this process DW Legacy Design®. DW Legacy Design® represents our commitment to design projects that outlast us and contribute to a healthier world. With this approach, our projects reflect the critical issues facing the built environment and deliver measurable benefits. It is the foundation of the firm's workshop culture and the defining process of our practice

Founded in

# 1969

Design Workshop, Inc. is a 100% ESOP Employee-owned S Corporation, incorporated in 1979

# 7

Design Studios Nationwide with 154 Employees

# 535+

Design and Planning Awards

# 75

Community Engagement Awards

# 15

Precedent DW Projects published by the Landscape Architecture Foundation

## DW Foundation

We are dedicated to giving back to our communities. We have established the DW Foundation, which offers time and materials to select community projects.

# References

Project Name	Location	Contact Name	Company	Phone No.	Email
Bentonville Downtown Improvements, "Quilt of Parks"	Bentonville, AR	David Wright	City of Bentonville	479.464.7275	dwright@bentonvillear.com
Wheaton Downtown Revitalization	Wheaton, IL	James Kozik	City of Wheaton	630.260.2008	jkozik@wheaton.il.us
Frisco Northwest Parks and Frisco on the Green	Frisco, TX	Shannon Coates	City of Frisco	972.292.6510	scoates@friscotexas.gov

## PEA GROUP

### LANDSCAPE ARCHITECTURE, CIVIL ENGINEERING

Brighton, MI

PEA Group is an award-winning, multidisciplinary site design firm with a proven track record of partnering with municipalities across Michigan.

Since 1947, their engineers, landscape architects, land surveyors, and consultants have been committed to delivering creative and practical site design solutions that address the unique needs of public projects. Whether it's enhancing developing civic spaces, community parks, or improving infrastructure, they understand the priorities of municipalities and are dedicated to creating environments that serve the public good and stand the test of time.

Their integrated, multidisciplinary service structure allows PEA Group to seamlessly coordinate all aspects of each project, ensuring efficiency, creativity, and responsiveness to your community's needs. They focus on real-world challenges, bringing disciplined execution and innovative thinking to every project. By partnering closely with municipalities, they aim to create spaces that not only meet today's demands but also anticipate future needs. At PEA Group, they see beyond the project at hand, envisioning possibilities that enhance and enrich the communities they serve.

## THE GREENWAY COLLABORATIVE

### COMMUNITY ENGAGEMENT

Ann Arbor, MI

Since 1993 The Greenway Collaborative has focused on the people who walk, bike, take transit, and drive. They believe that their job is to help shape a transportation system through public engagement that gives people, all people, regardless of their abilities and resources, a safe, comfortable, and convenient means for dignified travel. And they believe that a transportation network is more than a means to a destination, it is a means to an end. That end being a network of captivating and functional places that connect people, promote commerce, and highlight the unique character of each community.

Their mission is to inspire people, influence transportation, and improve places. They are trusted strategic thinkers, problem solvers, and knowledge leaders who provide council to public agencies, non-profits, and other consultants. Their ultimate goal is to create eminently livable places for all to enjoy.



## DESIGN WORKSHOP

# Conners Ladner PLA

## PRINCIPAL-IN-CHARGE

Conners is a Principal in the Austin office of Design Workshop, with over 15 years of expertise in landscape architecture, urban design, and park planning. He is dedicated to crafting innovative design solutions that harmonize the beauty of nature with urban environments. Conners excels in guiding projects from community engagement through to maintenance, ensuring that public work reflects and preserves its value for future generations. He believes that spending time in natural spaces enhances community health and well-being, and aims to design outdoor environments that are inviting, aesthetically pleasing, and enjoyable.

### EDUCATION

Master of Human Dimensions of Organization, University of Texas Austin

Bachelor of Landscape Architecture, Louisiana State University

### LICENSURE AND CERTIFICATIONS

Professional Landscape Architect: TX #3002; AR

### PROFESSIONAL AFFILIATIONS

City of Austin, Design Commission

American Society of Landscape Architects (ASLA) Central Texas, Pro Practice Chair

American Society of Landscape Architects (ASLA), Member

### SELECT PROJECT EXPERIENCE

#### 'A' Street Promenade, Bentonville, AR

As Project Lead, Conners oversaw the transformation of A Street into a pedestrian-friendly space in downtown Bentonville. The project emphasized the city's small-town charm and the natural beauty of the Ozarks, creating a vibrant urban experience.

#### Bentonville Downtown Improvements, Bentonville, AR

As Project Lead, Conners led the design and management for re-imagining parks and streetscapes in downtown Bentonville. The project addressed the city's connectivity, growth and open space planning needs.

#### Bagby Street, Houston, TX

As Project Lead, Conners contributed to the redevelopment of Bagby Street in Houston's Midtown district, focusing on creating a vibrant, pedestrian-friendly environment with enhanced landscaping and sustainable stormwater management.

#### Lafitte Greenway Master Plan and Design, New Orleans, LA

As Project Manager, Conners led the design and planning of a long-awaited greenway connecting Mid-City, Tremé, the French Quarter, and Lakeview. This three-mile greenway project also included a corridor revitalization plan for the surrounding area, with Conners overseeing internal team management and project execution.

#### Midtown Park, Houston, TX

As Project Lead, Conners supported the design and development of Midtown Park, an urban green space featuring lush landscaping, interactive water features, a dog park, and a performance pavilion for community activities.

#### Southwestern Medical District Urban Streetscapes Master Plan, Dallas, TX

As Project Lead, Conners directed the design and management of a transformative streetscape master plan. The project aims to prioritize pedestrian use over vehicular traffic and reimagine the streetscape network.

#### Wayne Ferguson Plaza, Lewisville, TX

As Project Lead, Conners played a significant role in developing Wayne Ferguson Plaza, a public space with water elements, public art installations, and flexible open spaces for community events.



## DESIGN WORKSHOP

### Scott Miller

#### PROJECT MANAGER

Scott is a Project Manager, Landscape Architect and Urban Designer based in the Los Angeles office of Design Workshop with a diverse background encompassing nearly 10 years of experience. Prior to joining Design Workshop, Scott graduated from The University of Edinburgh with a Distinction in Landscape Architecture. Scott has a range of international experience within the discipline of Landscape Architecture, expanding his professional career by working across Europe, The Middle East, The U.K. and U.S. Scott has a passion for working from the early concept stages of design through to construction. He has strong experience in managing and delivering high-end landscape design during the construction process. Scott's professional interests include engaging with the community during the design process to understand the social drivers of place-making. As an Associate in the firm, Scott is dedicated to ensuring projects are delivered with high quality craftsmanship and success.

#### EDUCATION

Master of Landscape Architecture with Distinction,  
The University of Edinburgh

Bachelor of Arts (Hons), University of Edinburgh

#### LICENSURE AND CERTIFICATIONS

Licentiate Member of the Landscape Institute,  
United Kingdom

Higher National Certificate in Landscape  
Management and Construction, Scottish  
Agricultural College

National Certificate in Landscape Construction

#### SELECT PROJECT EXPERIENCE

Bentonville Downtown Improvements, Bentonville,  
AR

St. Austin Parish Streetscapes and Amenity Decks,  
Austin, TX

Houston Arboretum and Nature Center, Houston, TX

'A' Street Promenade, Bentonville, AR

Cherry Creek West Redevelopment, Denver, CO



## DESIGN WORKSHOP

### Jim MacRae PLA, LEED® AP

#### URBAN DESIGN PRINCIPAL

Jim is passionate about designing places that honor nature, people, and culture. His career has taken him across the globe, from North America, Asia, and the Middle East, and these professional experiences have sharpened his technical capacity and his appreciation for working in diverse natural and urban environments. For three decades, he has led the planning and design of many notable mixed-use projects in the United States. He has broad expertise, but is best known for his planning and design of thoughtful urban environments, including transit-oriented and mixed-use districts, commercial corridors and streetscapes, urban parks and plazas, workspaces as well as sustainable new communities.

#### EDUCATION

Master of Urban Design, University of Colorado,  
Denver

Bachelor of Landscape Architecture, California  
Polytechnic State University, San Luis Obispo

#### LICENSURE AND CERTIFICATIONS

Professional Landscape Architect: AZ, CO, CA, TX,  
NC, UT

LEED® Accredited Professional

#### SELECT PROJECT EXPERIENCE

Market District Master Plan, Des Moines, IA

Riverfront Park Downtown Redevelopment, Denver,  
CO

RiverNorth Streetscape and Plazas, Nashville, TN

Domain Central Park, Austin, TX

Erie Gateway Business District, Erie, CO





## DESIGN WORKSHOP

# Sally Hoeft

## LANDSCAPE DESIGNER, PLANNER

Sally is a Landscape Designer and Planner at Design Workshop's Austin office, where she also leads Revit and BIM operations. Her diverse project experience spans from large-scale community planning and parks to intimate rooftop terraces. Sally is dedicated to integrating attention to detail and materiality into the design process, selecting locally-sourced materials and plants to enhance environmental sustainability and strengthen users' connection to their surroundings. Her background as a landscape designer at an architecture firm has fueled her passion for interdisciplinary collaboration, ensuring that design and documentation processes are seamlessly integrated to create thoughtful and impactful projects.

## EDUCATION

Bachelor of Landscape Architecture, Ohio State University

## SELECT PROJECT EXPERIENCE

Dave Peel Park, Bentonville, AR

Hines HoM District, Bellevue, WA

Oark Park Avenue Streetscape, Oak Park, IL

Frisco Parks Construction Documentation, Frisco, TX

Grand Park, Frisco TX



## DESIGN WORKSHOP

# Jason Toussaint

## ENVIRONMENTAL GRAPHIC DESIGNER

Jason is an accomplished Environmental Graphic Designer at Design Workshop, bringing over 20 years of expertise in fabrication, installation, and design. He combines a deep understanding of industry knowledge with a creative approach to deliver thoughtful environmental graphics and wayfinding solutions. Jason excels in managing projects from concept to completion, ensuring every element contributes to a cohesive, functional, and visually impactful design. His work emphasizes storytelling, place-making, and the seamless integration of graphics into natural and built environments. Passionate about reframing challenges as opportunities, Jason creates solutions that are not only aesthetically appealing but also durable, adaptable, and user-focused. With an eye for detail and a commitment to quality, he understands that every component plays a vital role in shaping the success of a project.

## EDUCATION

Bachelor of Arts in Applied Arts and Sciences with Emphasis in Graphic Arts and Minor in Psychology, San Diego State University

## SELECT PROJECT EXPERIENCE

Bentonville DOWNTOWN IMPROVEMENTS Wayfinding and Interpretive, Bentonville, AR

Springville Main Street Masterplan, Springville, UT

Frisco Northwest Regional Park and Trails, Frisco, TX

The District Wayfinding and Signage Guidelines, Centennial, CO

Fairfax County Parks, Recreation, and Open Space Plan, Fairfax County, VA

Link 56 Branding and Comprehensive Sign Plan, CO

Nevada State Parks Trail Signage Guidelines, NV

**PEA GROUP****Marc Russell** PLA**LOCAL LANDSCAPE ARCHITECT**

Marc has over 40 years of experience as a landscape architect. Throughout his career, he has built an extensive portfolio of successful and award-winning institutional, educational, public, and private projects throughout the Midwest, Pacific Northwest, and California.

Marc is committed to creating innovative and environmentally sensitive planning and design solutions that address programming objectives, the site's opportunities, and maintenance capabilities and resources. His hardscape and landscape design expertise have been instrumental in each project's success.

**EDUCATION**

Bachelor of Landscape Architecture, University of Oregon

**LICENSURE AND CERTIFICATIONS**

Professional Landscape Architect: MI #3901001193, CA

**SELECT PROJECT EXPERIENCE**

Kellogg Park, Plymouth, MI

Downtown Master Plan, Northville, MI

Streetscape Improvement, Northville, MI

Michigan Avenue Streetscape Improvements, Lansing, MI

Macomb Streetscape Improvements, Grosse Ile, MI

Urban Design Framework, Delhi, MI

Cedar Street Revisioning Project, Delhi Township, MI

Fisher Streetscape Improvements, Grosse Pointe, MI

**PEA GROUP****Lynn Whipple** PLA**LOCAL LANDSCAPE ARCHITECT**

Lynn is a highly skilled professional with over 16 years of experience in graphic design and landscape architecture. Her expertise in designing and developing trails, parks, wayfinding solutions, and marketing materials has been integral to many of PEA Group's most prominent projects.

Lynn's primary focus is on trail and park projects, which includes site analysis, mapping, stakeholder input graphics, and other critical components of project management. She has a wealth of experience in these areas, and her contributions have been invaluable to the success of PEA Group's projects.

**EDUCATION**

Bachelor of Landscape Architecture, Michigan State University

**LICENSURE AND CERTIFICATIONS**

Professional Landscape Architect: MI #3901001756, TN

**SELECT PROJECT EXPERIENCE**

Tri-County Non-Motorized Trail Routing, Clinton, Eaton, and Ingham Counties, MI

Metropark to State Park Connector, Livingston and Oakland Counties, MI

Huron-Clinton Metroparks Feasibility Study, Livingston, Macomb, Oakland, Washtenaw, and Wayne Counties, MI

Downriver Linked Greenways Gateways and Gap Analysis, Plazas, and Monuments, Safety Survey, Signage Graphics, Detroit and Flat Rock, MI



### PEA GROUP

## Jill Rickard PE

### CIVIL ENGINEER

Jill Rickard has been working as a Civil Engineer in both the public and private sector for more than 30 years. She received her undergraduate degree from Michigan Technological University in Civil Engineering and her master's degree from Eastern Michigan University in Construction Management. She has been actively involved with the Alliance of Rouge Communities, where she has served as the vice president and treasurer.

Before joining PEA Group, Jill worked directly with the Northville Township Planner and Chief Building Official on various projects, including the planning and development of master plans, new developments, and property rezoning efforts.

### EDUCATION

Master of Science in Construction Management, Eastern Michigan University

Bachelor of Science in Civil Engineering, Michigan Technological University

### LICENSURE AND CERTIFICATIONS

Professional Engineer: MI #6201048141

Industrial Stormwater Operator

### SELECT PROJECT EXPERIENCE

Van Buren Iron Belle Trail, Van Buren Township, MI

Downriver Linked Greenway/Iron Belle Trail, Wayne County, MI

Metroparks to State Parks Connector, Livingston and Oakland Counties, MI

Edenderry Subdivision Road Reconstruction Project, Northville Township, MI

Edenderry Subdivision Water Main Extension, Northville Township, MI



### THE GREENWAY COLLABORATIVE

## Carolyn Prudhomme PLA, ASLA

### LOCAL ENGAGEMENT SPECIALIST

Carolyn is a licensed Landscape Architect and seasoned non-motorized Transportation Planner with over 15 years of experience in Public Engagement, visual communication, and active transportation planning. She has led public-facing components for numerous projects across Michigan and Ohio, using creative outreach strategies including pop-up events, interactive surveys, crowdsourcing maps, and graphic-rich communications. She specializes in GIS modeling, mapping, and website development, and excels at connecting with communities, designing accessible materials, and bringing public input into the design process to build support for active mobility and streetscape initiatives.

### EDUCATION

Bachelor of Landscape Architecture, Michigan State University

### LICENSURE AND CERTIFICATIONS

Professional Landscape Architect: MI #3901001718

### SELECT PROJECT EXPERIENCE

Warren Active Mobility Plan, Warren, MI

Tri-County Non-Motorized Trail Routing, Clinton, Eaton, and Ingham Counties, MI

West Michigan Regional Trails Master Plan, West Michigan Trails  
18- County Region, MI

Mason County Trails Development Plan, Mason County, MI

Huron-Clinton Metroparks Feasibility Study, Livingston, Macomb, Oakland, Washtenaw, and Wayne Counties, MI

# Team Structure

**THE CITY OF PLYMOUTH AND  
PLYMOUTH DOWNTOWN DEVELOPMENT  
AUTHORITY**

Sam Plymale, Downtown Development Authority Director

Community & Key Stakeholders

**DESIGN WORKSHOP**

**Conners Ladner**, Principal-in-Charge  
**Scott Miller**, Project Manager  
**Jim MacRae**, Urban Design Principal  
**Sally Hoeft**, Landscape Designer and Planner  
**Jason Toussaint**, Environmental Graphic Designer

**PEA GROUP, CIVIL ENGINEERING, LANDSCAPE ARCHITECTURE  
AND PLANNING**

**Marc Russell**, Local Landscape Architect  
**Lynn Whipple**, Local Landscape Architect  
**Jill Rickard**, Local Civil Engineer

**THE GREENWAY COLLABORATIVE, COMMUNITY ENGAGEMENT**

**Caroline Prudhomme**, Local Community Engagement Specialist



# PREVIOUS WORK



Baton Rouge Downtown Greenway,  
Baton Rouge, LA

**DESIGN WORKSHOP**

# Downtown Bentonville Improvements

**BENTONVILLE, ARKANSAS**

## Weaving together a city's streetscape and park experience

After adopting a new parks and recreation master plan, the City of Bentonville needed help implementing one of the major initiatives within the plan. The city selected Design Workshop to plan and design a strategy to weave together six downtown parks into a 'Quilt of Parks'—Lawrence Plaza, Dave Peel Park, The Common, Town Branch Park and Green Space at Downtown Activity Center. The team laid the framework for design with an initial phase of research, evaluating the scientific, historical, and anecdotal characteristics of the city.

The plan envisions a series of walkable streetscapes and public spaces connecting the parks and green spaces throughout the city, allowing residents and visitors a safe, social, and exciting experience. It includes the design of a new pedestrian promenade, the renovation of existing parks, the creation of new park spaces, improved approaches to urban lighting and forestry, and considerations for the activation of downtown alleys. The result is a vibrant, connected, socially and ecologically healthy urban center, with opportunities for events, commercial interest, public art, and city branding throughout.

**CLIENT**

City of Bentonville

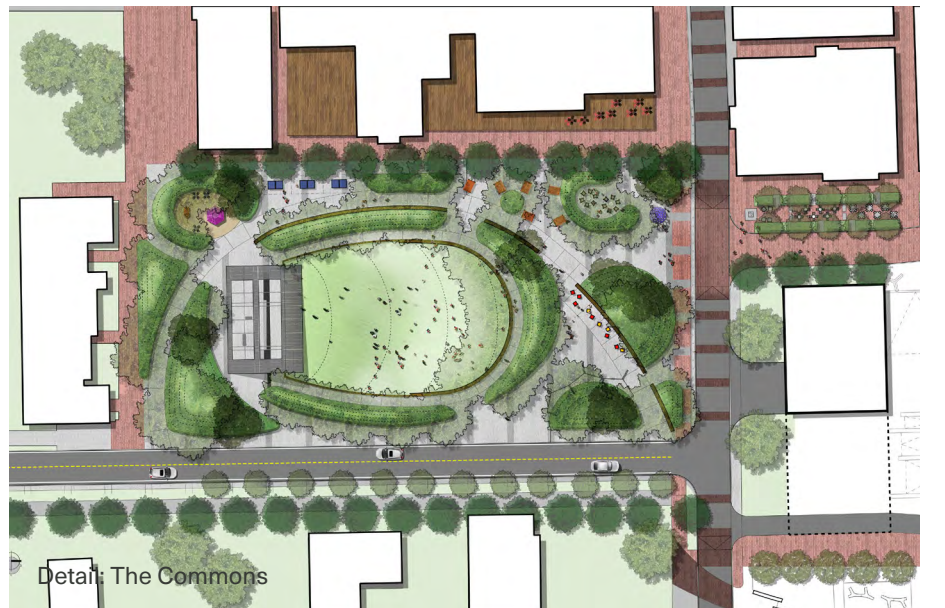
**SERVICES PROVIDED**

Master Planning, Public Engagement

**AWARDS**

Merit Award in Analysis  
& Planning  
ASLA Texas





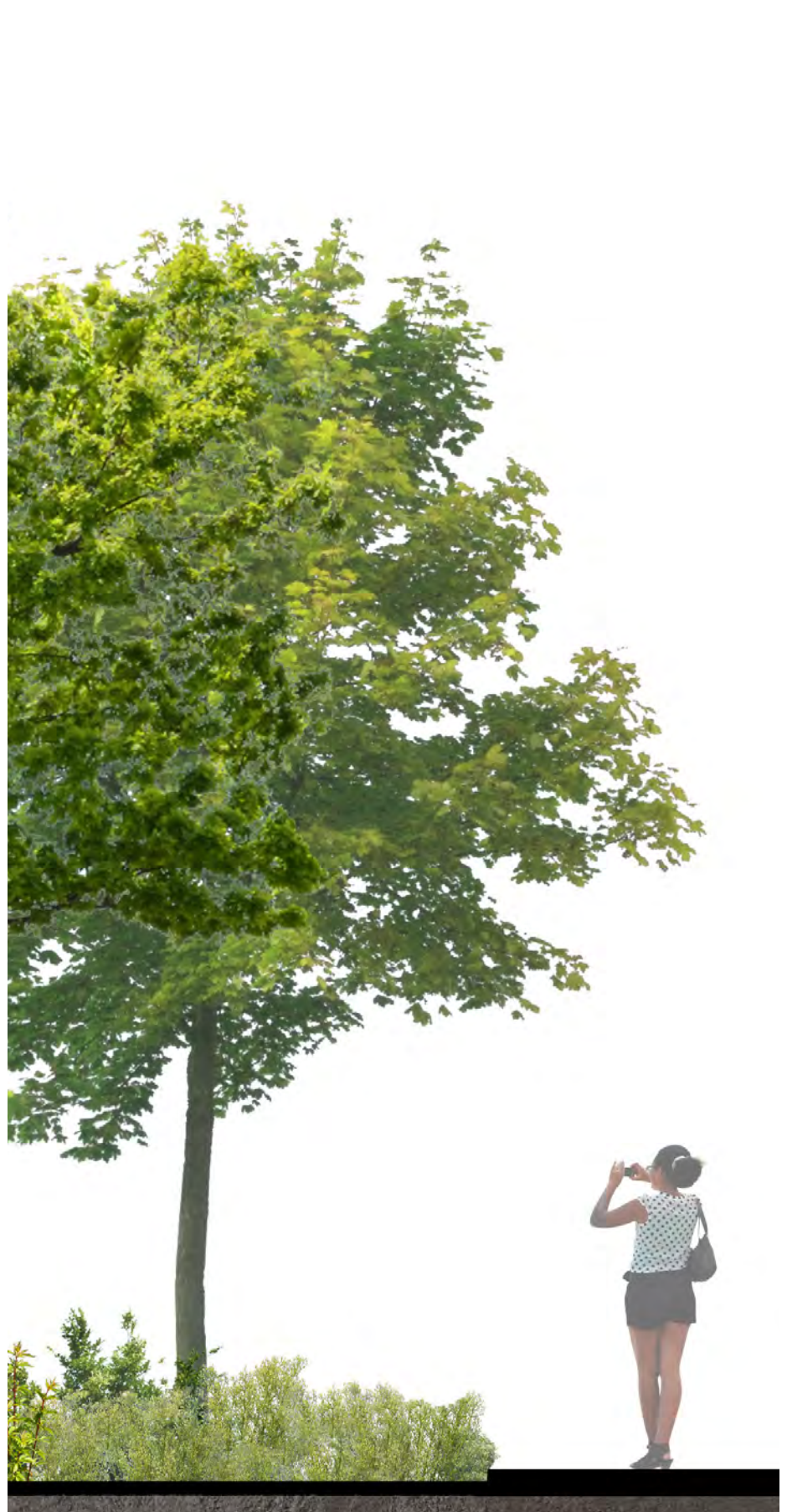




Option 1, Festival Street Section



Option 3, Festival Street Section











**DESIGN WORKSHOP**

# Wheaton Downtown Revitalization

**WHEATON, ILLINOIS**

## Embedding Complete Street principles in a reimaged historic district

Over the past decade, the City of Wheaton, Illinois has undertaken a journey to elevate its historic downtown district to a regional destination. What started as a Downtown Strategic and Streetscape Plan has become a ten-year implementation and revitalization.

The goals set by the City and community are guided by design principles that facilitate interaction of people and promote commerce, smart growth, and redevelopment. When Design Workshop began the planning stage, the target outcome was to create complete streets for transit, walkability, commerce, bicycling, recreation, sustainability, and safety. Metric-based strategies were employed to guide decision making through the multiple phases of design. By capturing baseline measurements and defining success at the planning stage, the City can track the metrics over time to understand the added value to property owners, level of increase to sales tax revenues, increase in tree canopy, increase in stormwater infiltration, and increase of redevelopment interest and execution.

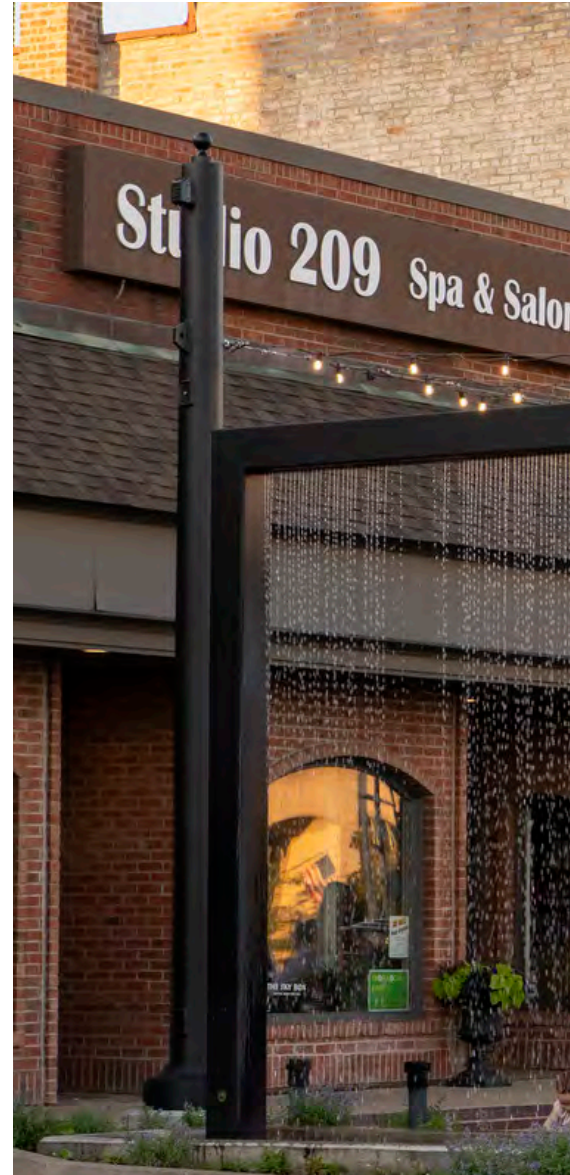
Since 2017, more than 12 blocks of streetscape have been reconceptualized as linear public plazas, threading together downtown blocks to formulate community gather spaces.

**CLIENT**

City of Wheaton

**SERVICES PROVIDED**

Public Engagement, Land Use Planning, Streetscape Design, Strategic Planning, Signage and Wayfinding Design, Construction Observation











**DESIGN WORKSHOP**

# South Grand Boulevard Great Streets

**ST. LOUIS, MISSOURI**

## Bringing a Midwest historic district with international flair back to life as a Great Street

The East-West Gateway Council of Governments launched a Great Streets Initiative to trigger economic and social benefits in cities and towns across Missouri and Illinois. As part of the initiative, Design Workshop led the planning process for South Grand Boulevard, a major north-south corridor in the city of St. Louis.

The team's goal was to develop an implementable plan that would serve as a model for Great Streets, provide social and economic benefits, and improve long-term livability and vibrancy of the district. Using input from extensive community engagement, the team analyzed options and alternatives using 40 metrics that address environmental, social, economic, and aesthetic considerations. The final boulevard design enhances walkability, incorporates innovative stormwater management, and creates a memorable public realm which builds on the character of the community.

**CLIENT**

East-West Gateway Council  
of Governments

**SERVICES PROVIDED**

Urban Design, Landscape  
Architecture, Community  
Engagement

**AWARDS**

**Honor Award in Analysis  
& Planning**

ASLA National

**Great Place in America  
Designation**

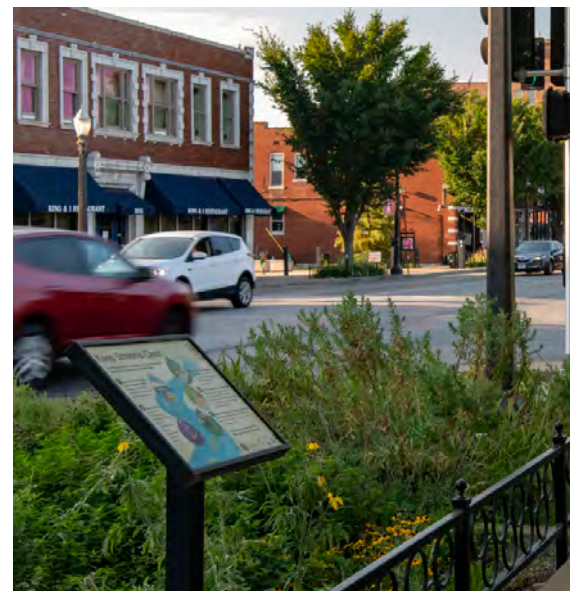
APA National

**Great Places in Missouri Award**

APA Missouri

**Best Public Works Project**

Riverfront Times





**DESIGN WORKSHOP**

# Bagby Street

**HOUSTON, TEXAS**

## Delivering the first GreenRoad certified project in Texas

Like most downtowns that expanded after the WWII era, downtown Houston became a major office environment that required massive roads to get workers in and out of the city. One of these, Bagby Street, was a four-lane thoroughfare that moved a large amount of cars in one direction. When the street was identified as a route for a new regional stormwater system to help alleviate upstream drainage issues, Design Workshop was selected to design the improvements for the street.

As the project started, the team and City staff saw the opportunity to transform the four-lane street into a “livable corridor” focused on the pedestrian environment. By reducing the number of lanes from four to two, the team dedicated 50% of the right-of-way to pedestrian and landscape amenities. The new design for Bagby Street created open rain gardens along these wider sidewalks, enabling water to be cleansed of 93% of the oil and grease from the roadway, and improving the water quality in the bayou downstream. Since completion, the street has weathered three major floods, including Hurricane Harvey, and was the only street in the city that did not flood. Because of Bagby’s success, the project was awarded the first GreenRoads® certification in Texas and it has become the model for other complete streets in downtown.

**CLIENT**

Houston Midtown Redevelopment Authority

**SERVICES PROVIDED**

Landscape Architecture,  
Signage & Wayfinding,  
Green Infrastructure Design

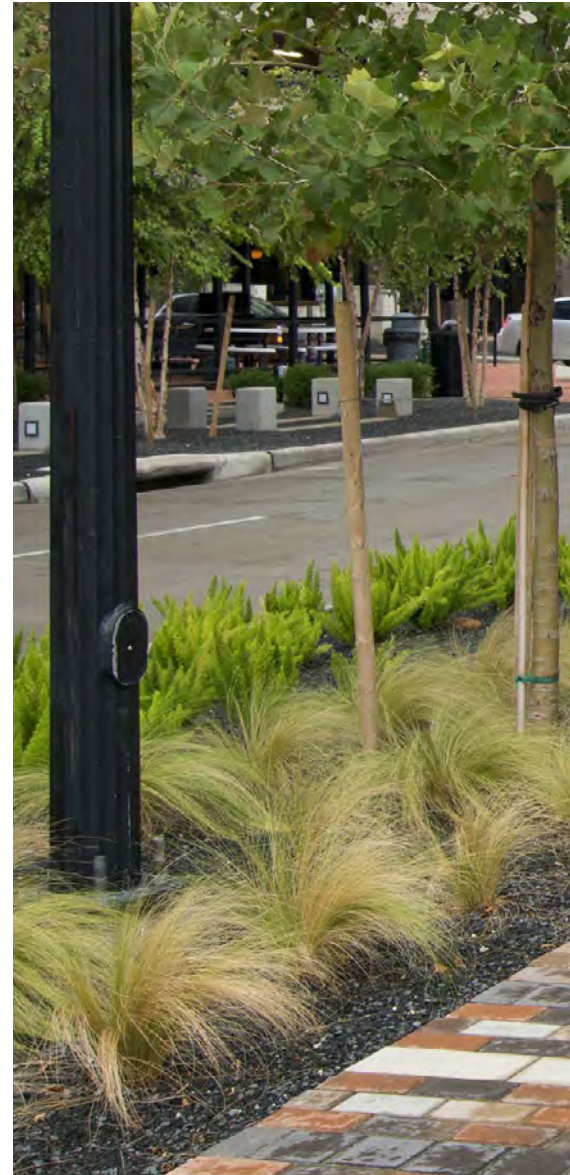
**AWARDS**

**Award Of Excellence**  
Center For Active Design

**Presidential Award of Excellence  
in Design & Implementation**  
ASLA Texas

**Silver Certified Greenroad®**  
Greenroad®

**Development of Distinction,  
Finalist**  
ULI Houston







## DESIGN WORKSHOP

# Alton Great Streets

ALTON, ILLINOIS

## Turning a disconnected thoroughfare into a destination Great Street

Alton is a historic Mississippi river town 25 miles north of downtown St. Louis. While Alton's downtown is well on its way to reclaiming its place as a regional destination and the center of the community, it is facing challenges of safety, walkability, connectivity, and identity. Recent private investment and the potential to capture more tourism spending drives the need to develop a collective and complementary vision for land use, identity, mobility, and redevelopment within the downtown.

To facilitate this vision, East-West Gateway Council of Governments and the City of Alton engaged Design Workshop to lead a Great Streets Plan as part of a larger initiative. The goal of the Great Streets Initiative is to trigger economic and social benefits by centering communities around interesting, lively, and attractive streets that serve all modes of transportation. The plan for the City of Alton goes beyond the boundaries of downtown's primary retail corridor to reconnect public assets, leverage the incredible historic building stock, build on development assets, strengthen downtown's environmental

resiliency, redefine the Alton brand, and improve overall safety and connectivity. Stakeholder engagement went beyond the standard public open house to combine drone footage, 3D modeling and time-based media to visually convey complex alternatives. The City is currently applying for federal funding to support the implementation of phase one.

### CLIENT

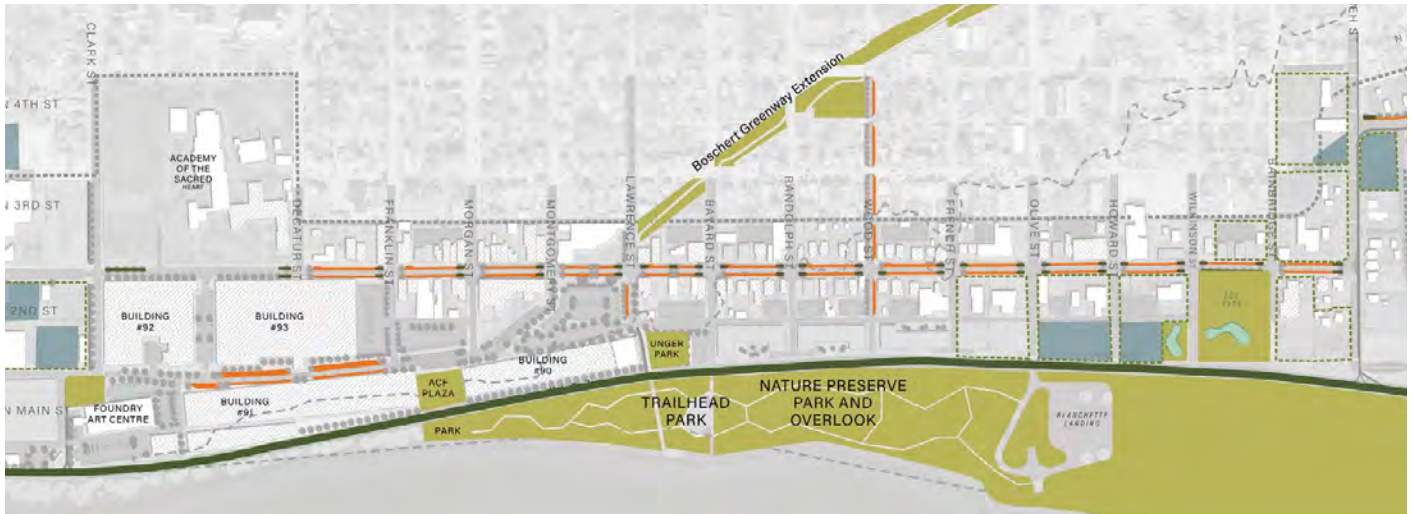
City of Alton

### SERVICES PROVIDED

Master Planning, Community Engagement, Urban Design, Landscape Architecture

### AWARDS

Honor Award for Planning and Analysis  
ASLA Illinois



**CONNECTIONS & MOBILITY**

Connections and Mobility Aspirations:  
The streets and trails in Frenchtown will welcome and accommodate current and future multi-modal users including transit riders, personal vehicle drivers, cyclists, scooter riders, pedestrians and differently-abled people to a safe and comfortable environment throughout the year.

**DEVELOPMENT ASSETS**

Development Assets Aspiration:  
The Frenchtown community will be strategic to leverage opportunities for maximum impact, while also making holistic investments that improve market conditions over time. A vibrant community will be built through attracting outside spending, attracting and retaining talent and growing from within.

**GREEN NETWORK & STORMWATER**

Green Network and Stormwater Aspiration:  
Frenchtown will redefine the meaning of a neighborhood by the River. The Missouri River will be an asset to the community as River flooding and stormwater flooding are addressed in visible and progressive ways.

**CHARACTER & IDENTITY**

Character and Identity Aspiration:  
Frenchtown is a vibrant, welcoming place full of life offering a diversity of memorable experiences. What makes Frenchtown distinct is a balance of historic preservation and adapting to serve the future.

**DESIGN WORKSHOP**

# Frenchtown Great Streets

## ST. CHARLES, MISSOURI

### Creating a new community vision

The East-West Gateway Council of Governments launched a Great Streets Initiative to trigger economic and social benefits in cities and towns across Missouri and Illinois. Located just north of the historic Main Street district in downtown St. Charles, the Frenchtown neighborhood boasts historic buildings, riverside parks, and regional and state greenways. As part of the Great Streets Initiative, Design Workshop led the planning of the North Second Street corridor in Frenchtown which had recently transitioned from a state highway to city street.

The recent transition of the North Second Street corridor presented great opportunities to improve pedestrian accessibility, integrate environmental best practices, and enhance the quality of space. Working closely with the community, Design Workshop created a plan that guides investments and implementation to strengthen the area. The final plan establishes new connections to the river and local

trails, re-defines the streetscape, improves pedestrian safety, explores alternatives to manage stormwater and flooding, and provides scenarios for redevelopment along the corridor. Guided by the Frenchtown Great Streets Plan, the city is able to confidently implement planning and design efforts that will maximize public assets, build district resiliency, enhance the Frenchtown brand, and create places for the community.

**CLIENT**

East-West Gateway Council of Governments

**AWARDS**

**Merit Award in Planning and Analysis**  
ASLA Central States

**SERVICES PROVIDED**

Urban Design, Landscape Architecture, Community Engagement



**PEA GROUP**

# Kellogg Park

**PLYMOUTH, MICHIGAN**

## Gathering space in the heart of downtown

Kellogg Park is a one-acre park located in the heart of downtown Plymouth. PEA Group (Formerly Russell Design) provided the landscape architecture for the park.

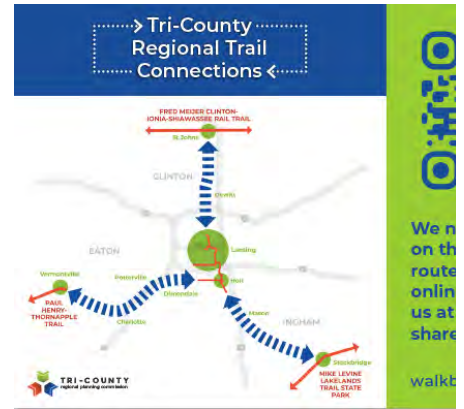
A lighted, traditionally designed fountain anchors Kellogg Park. Brick walkways stretching to the street corners and adjacent parking areas provide uninterrupted access to open gathering areas and to the seasonal festivals and summer concert series. In 2015 the city developed a master plan for the park for future implementation.

**CLIENT**

Plymouth DDA

**SERVICES PROVIDED**

Landscape Architecture



**PEA GROUP**

# Tri-County Non-Motorized Regional Trail Planning

**CLINTON, EATON, AND INGHAM COUNTIES, MICHIGAN**

**Connecting parks and recreation, employment centers, and community spaces**

PEA Group is currently facilitating public input for a regional trail project spanning three counties and over 20 communities, stretching 85 miles. The input process kicked off in September 2024, facilitating stakeholder meetings with county officials, two dozen local communities, Consumers Energy, A&B Railroad, and several non-profit organizations.

Following this, our team developed a media kit for public outreach, including maps, imagery, printable materials, and suggested messaging for email and social media. The public input process is currently underway, with six public workshops and an online survey open through mid-May 2025. To check out the interactive maps and learn more about the project, head to: [walkbike.info/tricounty](http://walkbike.info/tricounty).

**CLIENT**

Tri-County Regional Planning Commission

**SERVICES PROVIDED**

Site analysis, stakeholder and community input, trail planning, cost opinions, and preliminary engineering

**SUBCONSULTANT**

The Greenway Collective



# UNDERSTANDING



The pedestrian experience at Cherry Creek North/Fillmore Plaza was elevated by reconditioning existing corner planters, adding richly colored pavers, custom wood benches, environmental graphics and seasonal plantings at each of the 25 intersections. Denver, CO

# Understanding

## THE LIVING ROOM OF PLYMOUTH

Downtown Plymouth, with its future vibrant streetscapes and welcoming open spaces, will serve as the city's Living Room—the central gathering place for the entire community. It will be the heart where farmers markets, live music performances, holiday festivities, outdoor movie nights, and a wide array of public events come to life. This space is intended to foster connection, belonging, and shared experiences among residents and visitors alike.

## PLACES OF CELEBRATION

With Places of Celebration, Plymouth's public realm will offer dynamic venues capable of hosting diverse events such as culinary festivals, fashion showcases, classic car exhibitions, and other lively attractions that draw both locals and tourists into downtown. These spaces must be thoughtfully designed to support substantial foot traffic, be resilient enough to endure heavy use, and yet remain inviting and comfortable whether bustling with activity or offering a quiet retreat. Adaptability and durability will be the hallmarks of these civic spaces.

## PLACEKEEPING

The public realm should embody and Celebrate the Brand of Plymouth. Rather than imposing artificial themes, the design approach will honor the authentic character of Plymouth and its neighboring regions, drawing from existing cultural and historical assets. True placemaking recognizes that the spirit of a location already resides within; the design of parks, plazas, and streetscapes will emphasize authenticity and resonate deeply with the community's collective identity.

## A CONNECTED NETWORK

Downtown Plymouth will evolve into A Connected Network of streetscapes, greenways, alleys, parks, and plazas that redefine public recreation in an urban setting. Enhancing comfort, accessibility, and safety for both residents and visitors will be a primary objective. By establishing seamless, pedestrian-friendly connections across downtown, we aim to encourage continual engagement, foster vibrant street life, and facilitate multi-modal transportation options for all ages and abilities.

## BUILT TO LAST

The revitalization of public spaces must be Built to Last. Infrastructure improvements will be conceived with long-term sustainability and practical economic realities in mind, balancing ambitious design with operational feasibility. Every enhancement will be evaluated through the dual lens of upfront investment and future maintenance needs, ensuring that the downtown core remains beautiful, functional, and financially viable for generations to come.

## A CITY SHAPING TOOL

Open space design is a powerful City Shaping Tool. Redevelopment initiatives provide a unique opportunity to integrate parks, streetscapes, and adjacent private developments into a cohesive urban fabric. Establishing clear urban design standards will ensure that new construction harmonizes with and enhances the public realm, creating a dynamic interplay between built environments and shared open spaces.





Main Street 2.0 Community  
Engagement Pop Up, Houston, Texas



# WORK PLAN, ENGAGEMENT & TIMELINE



Incorporating public art in the master plan at Midtown Park, Houston, TX



# Work Plan and Timeline

## PROJECT APPROACH

The City of Plymouth, in partnership with the Downtown Development Authority (DDA), has initiated an exciting opportunity to reimagine and revitalize its historic downtown through the 2025 Downtown Plymouth Streetscape Design Project. This effort seeks to build upon the community's existing charm while addressing modern needs for accessibility, safety, sustainability, and year-round functionality. Guided by the 2020 Infrastructure Master Plan, the 2024–2028 DDA Five-Year Action Plan, and the 2018 Master Plan, the project aims to deliver a comprehensive streetscape design that enhances the pedestrian experience, supports local businesses, and strengthens the city's identity as a vibrant community and regional hub.

Our team is enthusiastic about the opportunity to collaborate with the City and its stakeholders in shaping a resilient and welcoming downtown environment. With a strong emphasis on community engagement, innovative design solutions, and fiscal responsibility, we propose a forward-thinking approach that balances aesthetics, infrastructure improvements, and long-term maintenance. We are confident in our ability to translate the City's vision into a dynamic, inclusive, and implementable streetscape plan that reflects the spirit and aspirations of Plymouth, Michigan.

## SCOPE OF WORK

The scope will include the following design and technical items:

1. Project Start Up
2. Discovery
3. Establishing Community Values
4. Developing the Vision
5. Towards Implementation
6. Capturing the Plan

## Phase 1 Project Start-Up

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### TASK 1 PROJECT START-UP

The general objective for this phase is to develop a thorough understanding of the work that has been completed to date, become familiar with the site and develop a preliminary understanding of the development program.

The specific tasks to be completed by our team are as follows:

#### 1.1 PROJECT MANAGEMENT

Direct communication with the Client through memorandums, phone calls and emails will be provided to the Client throughout the entirety of the Project. A progress report will accompany monthly billing.

#### 1.2 PROJECT KICK-OFF MEETING

Our Team will lead a Strategic Kick Off Meeting (SKO) with the Client team (and/or Project Working Group advised by the Client). As part of the meeting, we will review the project management plan, communications plan, discuss preliminary goals and tour downtown Plymouth. We anticipate this meeting will take two hours and preceded or followed by the site tour.

- **Review Project Management Plan:** Define the roles and responsibility of the project team, which will include Client's project manager, the consultant team and any personnel from Client or third parties designated by the Client to participate in the project. Prepare a detailed written project schedule/work plan. Develop an appropriate communication plan for keeping the Client (Board, staff, etc.) informed of project progress. Review the Stakeholder Engagement Strategy.
- **Establish Preliminary Goals:** Lead a dialogue about opportunities and constraints of the existing site to target key objectives and priorities to assess perceived needs, review and develop project goals, design criteria, and site program. The result is a distilled set of measurable project goals, as well as key components of the master plan process that will lead to a successful design - what Design Workshop calls Critical Success Factors, that will keep the Design Workshop Team accountable for measurable outcomes.
- **Attend Site Tour with full Design Workshop Team:** Our team and the Client will walk the study area to discuss existing conditions such as drainage, infrastructure, tree health, historic/cultural development, views, mobility, land use, shade and human comfort and signage. The purpose of the site tour will allow our team to learn, specifically from the Client, key elements of opportunity that might exist. It is anticipated that this site tour will last approximately two to three hours. Our team and client will determine the appropriate stops together prior to the kick-off.

### 1.3 STAKEHOLDER ENGAGEMENT STRATEGY

Community engagement is fundamental to every design process and Design Workshop is skilled at listening to the many voices of the community. Part of facilitating this process is being creative with the tools that we use so that everyone has a chance to participate in the form that they feel most comfortable. Our team will develop a “Community and Stakeholder Engagement Strategy” to gather valuable input from broad perspectives and establish community consensus. We anticipate a robust dialogue with the Client, key stakeholders and the public. We will work with the client team to determine specific objectives for each outreach effort and the best tools for achieving those objectives. As part of executing the Community and Stakeholder Engagement Strategy, Design Workshop will take the lead in preparing presentation documents, facilitating public and stakeholder input sessions and providing meeting summaries.

#### Deliverables:

1. *Detailed project schedule and work plan*
2. *Project Management Plan*
  - *Project Dilemma*
  - *Project Thesis*
  - *Narrative Principles*
  - *Critical Success Factors*
  - *Opportunities & Challenges*
  - *Design Approach*
  - *Communications Plan*
  - *Roles & Responsibility Plan*
  - *QM & Deliverables Plan*
  - *Risk & Change Management Plan*
3. *Preliminary List of Project Goals*
4. *Stakeholder Engagement Strategy*
5. *Agenda and summary of Strategic Kick Off Meeting*
6. *Documentation of site visit through photography and field notes*
7. *Monthly outline of accomplishments (carries through all tasks)*
8. *Creation of shared data folder through Box.com*
9. *Metrics*
10. *Project Meetings:*
  - *Project kick off meeting with Client and site tour (1.5 days)*
  - *Bi-weekly client calls for duration of project (assumes 12 total calls)*

## Phase 2 Discovery

### TASK 2.0 DISCOVERY

At the heart of Design Workshop's Legacy Design process is a strong baseline condition stemming from thorough site analysis. This task will ultimately serve as the groundwork for measuring existing conditions and establishing key benchmarks. We understand projects within an existing context are often complex and require careful and deliberate analysis. Following the in-depth site visit and data collection and review, our team will establish a detailed inventory and analysis of existing site conditions for the defined area of work including streetscapes and open space amenities.

The specific tasks to be completed by our team are as follows:

#### 2.1 SITE INVENTORY AND MAPPING

Our analysis of existing conditions may include, but is not limited to, items such as:

- Heat Island Effect
- Vegetation Coverage
- Sidewalk Width
- Winter City Design Considerations – Planning for the Four Seasons
- Connectivity
- Plant Health
- Lighting
- Signage and Wayfinding
- Materials
- Soils
- Crime Prevention Through Environmental Design (CPTED)
- Accessibility and ADA Standards
- Drainage

#### 2.2 HISTORICAL ANALYSIS

Our team will research and study historical growth patterns, historical materials and design trends of Michigan and the Plymouth context. This historical investigation will be a component of design ideas during the master planning process.

#### 2.3 ECOLOGICAL ANALYSIS

Our team will research and study the ecological context surrounding the site with an emphasis on Plymouth's role in the broader environmental landscape. The team will utilize this analysis to determine if there are design strategies to increase ecology in the project context, with particular emphasis on sustainable streetscape practices.

## 2.4 EXISTING MATERIALS REVIEW

Our team will work with the City to identify and catalog all relevant documents, easements and agreements. Our team will review plans and potential impacts of future adjacent developments. Client to provide materials that are readily available.

## 2.5 OPERATIONS EXISTING CONDITIONS

Working with Parks Staff, our team will develop an existing conditions summary of current operations and maintenance data including:

- All revenue sources, particularly earned revenue
- Staffing costs
- Maintenance budget
- Fee schedule
- Total operating cost breakdown

## 2.6 MOBILITY AND TRANSPORTATION PLANNING

Our team will assess the existing mobility network throughout the project area, with a focus on pedestrian circulation, bicycle infrastructure, vehicular access, parking conditions, and overall multimodal connectivity. This includes identifying barriers to movement, conflict points, and opportunities for improved access, safety, and comfort for all users. Emphasis will be placed on strategies that promote walkability, support a

four-season downtown experience, and enhance wayfinding. Analysis will also consider current and future traffic patterns, integration with transit services, and opportunities for shared mobility or micromobility systems.

## 2.7 PRELIMINARY PROJECT PERFORMANCE MATRIX

Our team will finalize the agreed upon list of goals and strategies and provide initial research and evaluation of these items. Each applicable strategy will include benchmarks from other case studies to ensure research and best practices are fully incorporated into this project. In addition, each strategy and benchmarked metric will be included in an ongoing matrix that will define future roles and responsibilities to ensure that the strategy is realized in the process and through implementation.

## 2.8 SIGNAGE AND WAYFINDING ASSESSMENT

Our team will assess existing signage and wayfinding systems within the downtown streetscape. This includes evaluating informational, directional, regulatory, and interpretive signage in terms of placement, visibility, legibility, consistency, and branding. Emphasis will be placed on identifying gaps, redundancies, and opportunities to improve intuitive navigation and enhance the visitor experience. The analysis will also consider integration with digital tools, accessibility standards (ADA), and opportunities for seasonal or event-based overlays

### Deliverables:

1. Existing Conditions report including maps and summary documentation
2. Operations existing conditions memo
3. Preliminary Project Performance Matrix

## Phase 3 Establishing Community Values

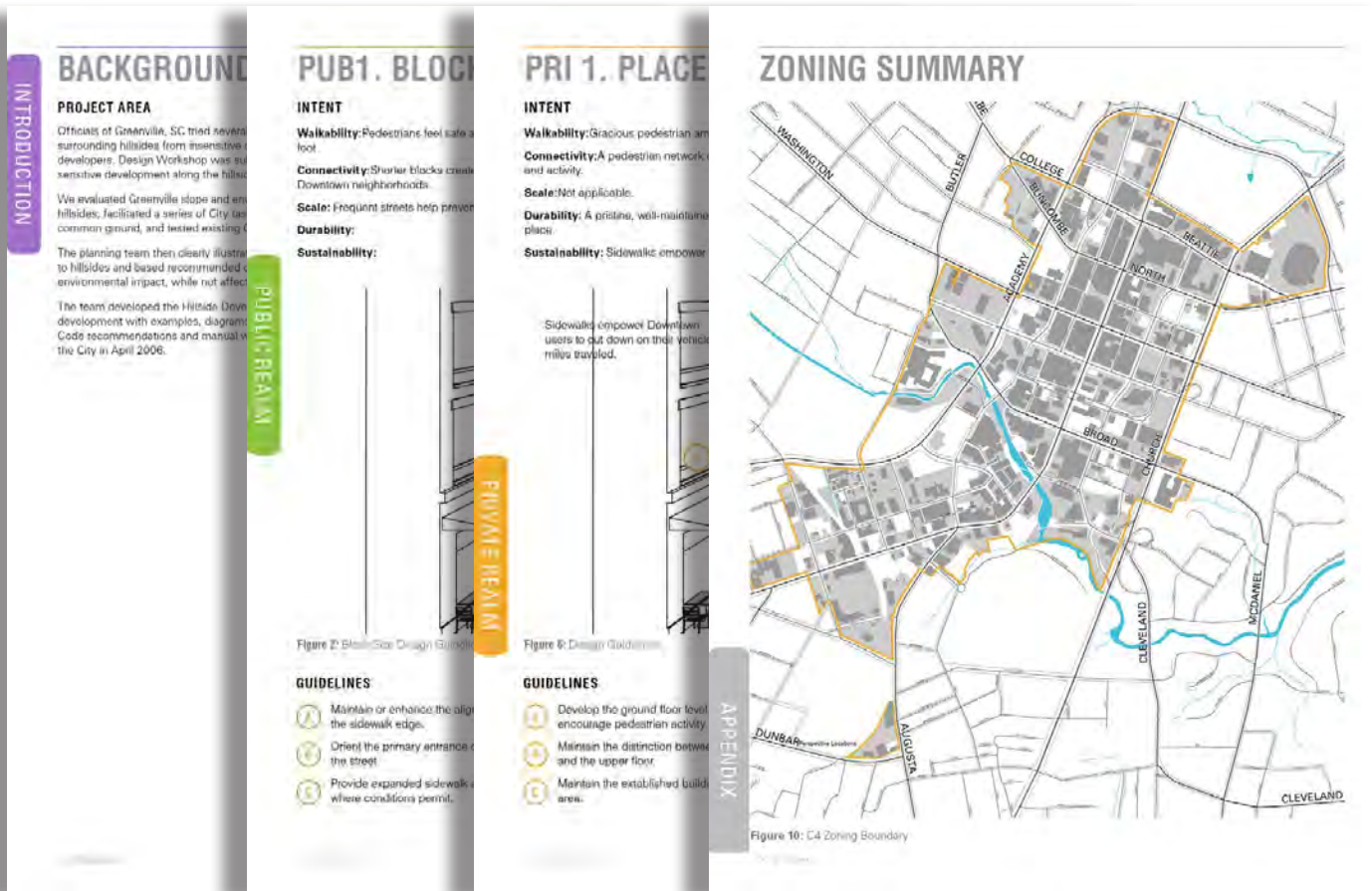
### TASK 3.0 ESTABLISHING COMMUNITY VALUES (COMMUNITY WORKSHOP #1)

In conjunction with Task 2.0 (Discovery), the Team will conduct a one-day Values Workshop in which we will engage the Client team and key stakeholders in a workshop that will determine the main overarching goals for the project, using site analysis and inventory as a guide. As part of this workshop, the team will gain critical feedback from stakeholders on existing site challenges and site opportunities.

While the final details of the one-day workshop will be developed in the Community and Stakeholder Engagement Plan, Workshop #1 will include up to (4) stakeholder



Design Workshop has published reports on creating planning documents and documentation standards for the American Planning Association



Greenville Downtown Design Guidelines, Greenville, SC

engagement meetings with various stakeholder groups and two public meetings at lunch and after work.

- Prior to the Workshop, the team will conduct coordination conference calls with the Client to review all developed materials and walk through the logistics of the event.
- The Client and DW team will select specific community groups/organizations to meet with as necessary.

**Deliverables:**

1. *Plan and lead workshop (one day, up to four (4) stakeholder group interviews, two (2) open houses to discuss opportunities, constraints, goal setting, analysis and prioritization of programming)*
2. *Summary of workshop including written documentation of stakeholder interview*
3. *Digital presentation*
4. *Online engagement tool to complement the open houses*

**Meetings:**

1. *Lead Values Workshop – includes multiple meetings over*

*one day in Plymouth*

## Phase 4 Developing the Vision

### TASK 4.0 DEVELOPING THE VISION

The general objective for this task is to test program goals against site conditions and to explore design ideas through the creation of a series of design strategies. This will take into consideration key corridors and connections. Strategies will be accompanied by 3D simulation graphics, plans, sections and diagrams to illustrate design intent. The strategies will overlay to create an overall framework plan for the project context.

As part of this task, the Team will conduct a one-day Vision Workshop in which we will engage the Client team and key stakeholders in a workshop that will determine input on the overall strategy objectives and draft framework plan for the Downtown Streetscape. As part of this workshop, the team will gain critical feedback from stakeholders to refine the overall framework plan.

#### 4.1 CLIENT VISIONING CHARRETTE

Our team will visit Plymouth to meet with the Client Team and present preliminary design ideas. During the visit, we will assess the design through site walks and observations.

#### 4.2 DRAFT FRAMEWORK PLAN

Upon returning from the Client Visioning Charrette Workshop, our team will create a draft framework plan and corresponding graphics. Supporting diagrams will also explore wayfinding strategies and branded signage concepts as part of the broader streetscape identity. The graphic support for the framework plan will include a combination of the following:

- Overall framework plan rendering for the Plymouth Downtown Streetscape
- Blow-up plan view renderings
- Cross sections
- Perspective drawings
- Supporting diagrams
- Supporting built photographs
- Metrics and performance reporting
- Precedent imagery
- Signage and wayfinding

#### 4.3 VISION WORKSHOP (COMMUNITY WORKSHOP #2)

While the final details of the one-day workshop will be developed in the Community and Stakeholder Engagement Plan, Workshop #2 will include up to (4) stakeholder engagement meetings with various stakeholder groups and two public meetings at lunch and in the evening.

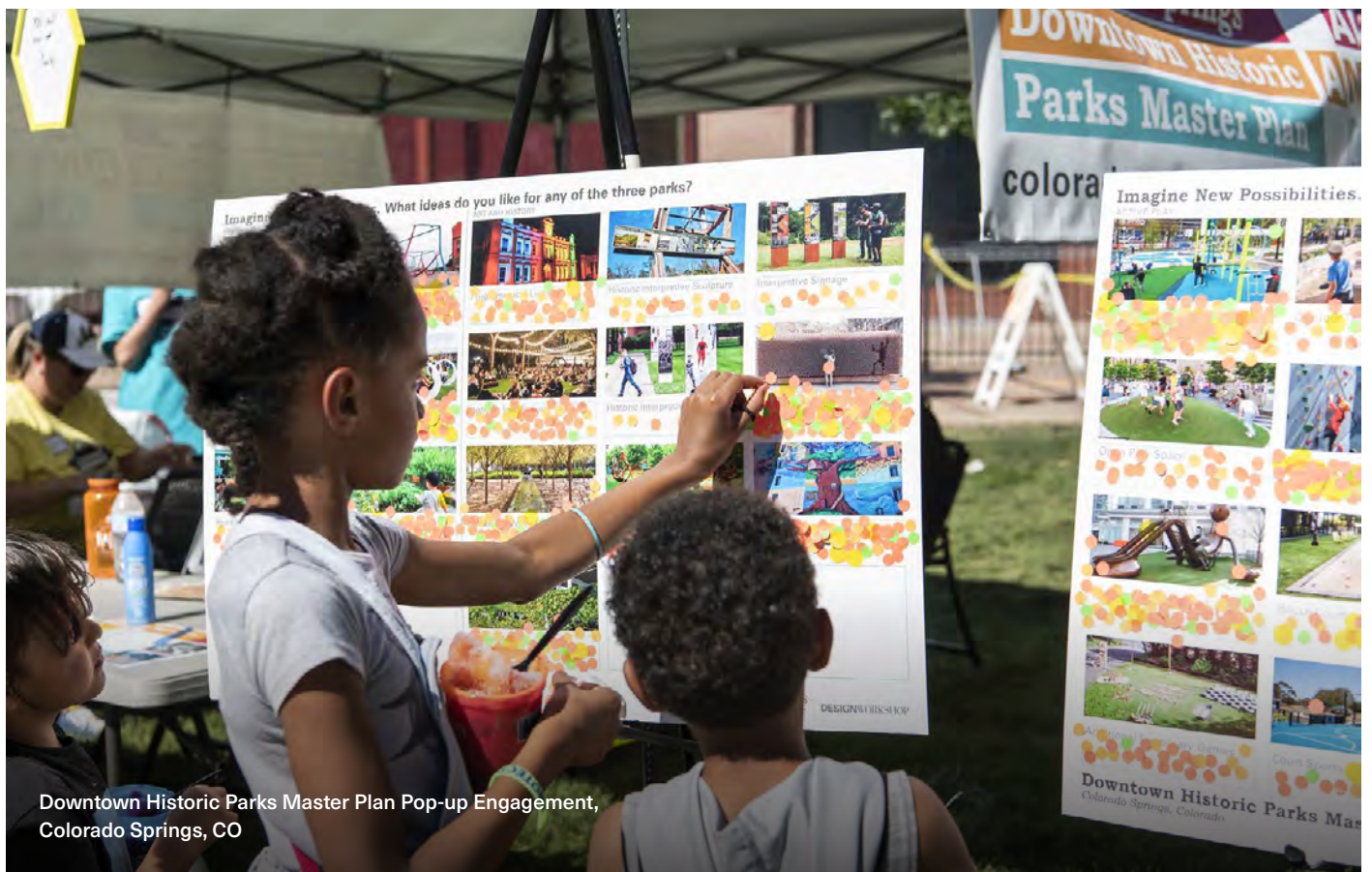
- The Client and DW team will select specific community groups/organizations to meet with as necessary.

#### 4.4 REFINED FRAMEWORK PLAN

Upon returning from the stakeholder engagement workshop, our team will refine and finalize the framework plan. Previous graphics will be edited and adjusted based on stakeholder and community feedback.

##### Deliverables:

1. *Preliminary Streetscape and Public Realm Framework Plan*
2. *Refined Vision Framework Plan*
3. *Street Typology and Section Studies*
  - *Up to two (2) cross-sectional diagrams per primary street type (e.g., Main Street, Penniman Avenue, and connecting corridors),*



Downtown Historic Parks Master Plan Pop-up Engagement,  
Colorado Springs, CO



City of Tempe Parks and Recreation Equity Study: Making Spaces Engagement. Honored with Arizona Parks and Recreation Association Outstanding Special Event Award 2024.

*illustrating proposed enhancements to pedestrian, cyclist, and vehicular circulation, streetscape elements, and public realm amenities.*

4. *Perspective Renderings and Visualization Graphics*
  - *Up to five (5) high-impact renderings or visualizations that depict the proposed design character at key nodes, intersections, or public spaces. Renderings will be context-sensitive and illustrate materials, plantings, and seasonal variation.*
5. *Detailed Plan Enlargements*
6. *Design Character Boards*
  - *Up to four (4) curated image boards that define the aesthetic and experiential vision for the streetscape and open space network. Boards will include precedent imagery, material concepts, lighting, furnishings, signage and wayfinding, and planting palettes.*
7. *Conceptual Alternatives for Key Focus Areas*
8. *Iterative Review and Feedback Sessions*

#### **Meetings:**

1. *Vision Workshop attendance (8 hours)*
2. *Client Vision Kickoff in Plymouth (8 hours)*

## **Phase 5 Towards Implementation**

### **TASK 5.0 TOWARDS IMPLEMENTATION**

Building on the outcome of the Values and Vision process, DW will prepare a series of documents to capture the steps needed for future implementation of all “projects” discussed as part of the framework plan. The purpose of the implementation task is to provide a solid foundation for fundraising and moving into detailed design, engineering and eventual implementation.

#### **5.1 FRAMEWORK OPINION OF PROBABLE COST**

Our team will prepare an opinion of probable cost. The intent of this effort is to provide an order of magnitude cost for components of the pProject in relation to the implementation/phasing plan.

## 5.2 PHASING PLAN

While the final details of the one-day workshop will be developed in the Community and Stakeholder Engagement Plan, Workshop #2 will include up to four (4) stakeholder engagement meetings with various stakeholder groups and two public meetings at lunch and in the evening.

## 5.3 IMPLEMENTATION PLANNING REVIEW

The project manager from Design Workshop will visit Plymouth to meet with the Client and present implementation planning materials.

## 5.4 PRELIMINARY SIGNAGE AND WAYFINDING GUIDELINES

The design team will outline proposed signage types, materials, messaging hierarchy, and integration with the overall design character.

### Deliverables:

1. *Design Guidelines memo*
2. *Option of Probable Cost for all site "Projects"*
3. *Phasing plan*
4. *Preliminary Signage and Wayfinding Guidelines*

### Meetings:

1. *In-person implementation review in Plymouth*

# Phase 6 Capturing the Plan

## TASK 6.0 CAPTURING THE PLAN

Our team will finalize and capture all project documents as part of an overall project master plan booklet. The document will include all project content including written narrative, recommendations, conceptual graphics, photographs and selected materials from workshops and stakeholder engagement activities.

### Deliverables:

1. *Final Master Plan booklet 11"x17", up to 60 total pages, one (1) print copy to be delivered to client.*

## CONDITIONS AND EXCLUSIONS

Client shall provide the following information or services as required for performance of its services. Design Workshop assumes no responsibility for the accuracy of such information or services provided by Client and shall not be liable for errors or omissions therein. Should Design Workshop be required to

provide services in obtaining or coordinating compilation of this information, such services shall be billed as Additional Services.

The following exclusions are not part of this proposal:

- Any additional fundraising trips scheduled outside of the workshops;
- Additional marketing and collateral material such as renderings, graphics, etc. not listed in the scope of work can be included as a time and materials (T&M);
- Project does not include construction level documentation;
- All deliverables are assumed to be issued digitally unless otherwise noted.

## PROJECT TEAM

Design Workshop typically organizes projects in a team format with key responsibilities divided between the Principal-in-Charge and Project Manager (other roles may be added as required.) The key team members for the project are listed below:

**Conners Ladner will serve as Principal-in-Charge** of the Downtown Plymouth project and will have primary responsibility for the overall content and quality of the services performed by Design Workshop and the consultant team.

**Scott Miller will serve as the Project Manager** for the Plymouth Downtown Streetscape project and will also be responsible for leading the planning and design efforts associated with the work. His responsibilities will include the coordination of Design Workshop's in-house design team as well as regular communication and coordination with the client and all of Design Workshop's sub-consultants.

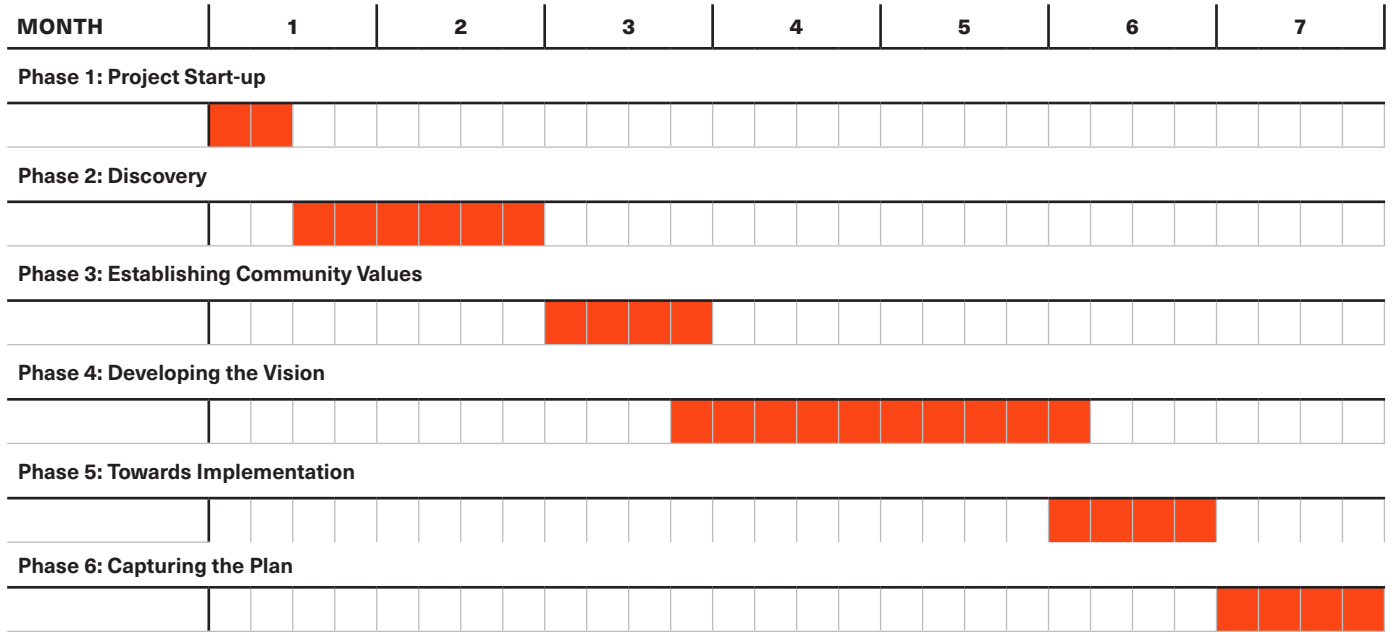
**Jim MacRae will serve as an Advising Principal for Urban Design.** With over 40 years of experience, Jim will be responsible for guiding the design principles of the project, ensuring the design reflects the character and community needs for the town of Plymouth.

## SCHEDULE

Design Workshop is prepared to begin services once the master plan phase is complete. Design Workshop will begin upon receipt of a retainer and a signed copy of this proposal from an authorized owner's representative. Currently, the official start date is unclear, but the following schedule outlines the projected process for a seven-month (30 weeks) plan.

- Task 1.0 Project Start Up (2 Weeks)
- Task 2.0 Discovery (6 Weeks)
- Task 3.0 Establishing Community Values (4 weeks)
- Task 4.0 Developing the Vision (10 weeks)
- Task 5.0 Towards Implementation (4 weeks)
- Task 6.0 Capturing the Plan (4 weeks)

# Project Timeline







# FEE PROPOSAL

Cherry Creek North/Fillmore Plaza  
Denver, CO

# Fees

PHASE	PHASE NAME	FEE
Phase 1	Project Start-up	\$22,000
Phase 2	Discovery	\$28,000
Phase 3	Establishing Community Values	\$40,000
Phase 4	Developing the Vision	\$102,000
Phase 5	Towards Implementation	\$32,000
Phase 6	Capturing the Plan	\$24,500
<b>Grand Total</b>		<b>\$248,500</b>

## FEES PER TASK

1. Basic services (includes all reimbursable expenses)
  - Compensation to Design Workshop for the services described herein and in accordance with the conditions of this agreement shall be for a lump sum fee of \$248,500.
2. Reimbursable expenses
  - Reimbursable Expenses are in addition to compensation for Basic Services. Reimbursable expenses incurred by Design Workshop and consultants directly related to the project such as, but not limited to, travel, photography, telephone charges, video conference charges, and printing expenses shall be billed at Design Workshop's cost plus fifteen percent (15%). Design Workshop assumes up to \$15,000 for reimbursable expenses.
3. Additional services
  - Services in addition to those described above are to be compensated for on a Time and Materials basis according to the Design Workshop's current published rate schedule. Additional services will include (but are not limited to) redesign of previously approved work, major revisions to program and/or expansion of scope of services. Whenever practical, changes, additions, or modifications to the scope of services shall be authorized by a written change request; however, the absence of such a written change order shall not act as a bar to payment of fees due Design Workshop, provided the change was in fact approved and ordered by the Client.



# FORMS



**CONTACT INFORMATION**

Business Name	Design Workshop, Inc.
Address	812 San Antonio Street, #401
City/State/Zip	Austin, TX 78701
Phone Number	512.717.5461
Fax Number	N/A
*Email Address	cladner@designworkshop.com
Business Contact	Conners Ladner, Principal-in-Charge

The Undersigned, having examined the scope of work, hereby proposes to perform the work in a manner satisfactory to the City of Plymouth in accordance with all specifications, terms and conditions contained in this bid document at the following rates and prices and complete all work within schedules as generally stated and specifically agreed to at the initiation of each phase of work. I affirm that I have the authority to submit this bid to the City of Plymouth for the work specified on the attached sheet.



\_\_\_\_\_  
Signature of Authorized Agent

Conners Ladner  
\_\_\_\_\_

Printed Name of Authorized Agent

5/1/2025  
\_\_\_\_\_

Date

\*Award results will be sent via email, please be sure to include a valid email address above if you wish to be notified of the proposal award.

**AFFIDAVIT OF NONCOLLUSION**

STATE OF Texas COUNTY OF Travis

Conners Ladner (name), being first duly sworn deposes and says that he/she is Principal-in-Charge (title) of Design Workshop, Inc. (corporation) who submits herewith to the City of Plymouth a proposal for DOWNTOWN PLYMOUTH 2025 STREETSCAPE DESIGN for the City of Plymouth and certifies:

That all statements of fact in such proposal are true;

That such proposal was not made in the interest of or on behalf of any undisclosed person, partnership, company, association, organization or corporation;

That such proposal is genuine and not collusive or sham; That said bidder has not, directly or indirectly, by agreement, communication or conference with anyone, attempted to induce action prejudicial to the interest of the City of Plymouth, or of any other bidder or anyone else interested in the proposed contract; and further

That prior to the public opening and reading of proposals, said bidder:

- 1. Did not, directly or indirectly, induce or solicit anyone else to submit a false or sham proposal;
- 2. Did not, directly or indirectly, collude, conspire, connive or agree with anyone else that said bidder or anyone else would submit a false or sham proposal, or that anyone should refrain from bidding or withdraw his bid;
- 3. Did not in any manner, either directly or indirectly, seek by agreement, communication or conference with anyone to raise or fix the proposal price of said bidder or of anyone else or to raise or fix any overhead, profit, cost element of his proposal price or of that of anyone else;

Did not, directly or indirectly, submit his proposal price or any breakdown thereof, or the content thereof, or divulge information relative thereof, to any corporation, partnership, company, association, organization, bid depository, or to any member or agent thereof, or to any individual or group of individuals, except to any person or persons who have a partnership or other financial interest with said bidder in this business.

Design Workshop, Inc.

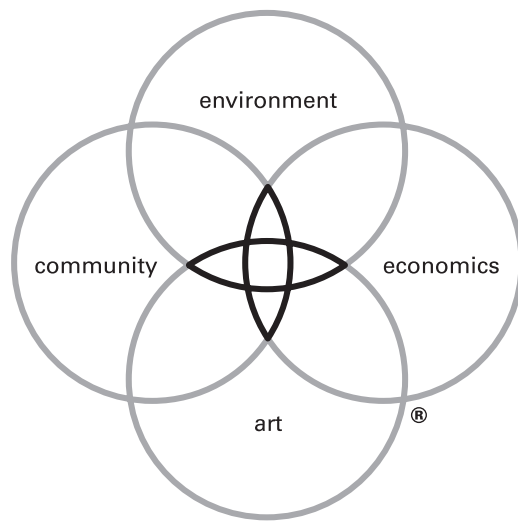


Firm Name

Signature of Bidder

5/1/2025

Date



**DW LEGACY DESIGN®**

Legacy Design is the defining element of our practice. It is our commitment to an elevated level of design inquiry to arrive at the optimal solutions for clients. The process ensures that our projects reflect the critical issues facing the built environment and that they deliver measurable benefit to clients and communities. It is the foundation of the firm's workshop culture and guides all projects.

**DESIGNWORKSHOP**

**designworkshop.com**



**MCSA**  
GROUP, Inc.  
Landscape Architects and Architects  
EAST GRAND RAPIDS • MICHIGAN



**SBA WOSB**  
Woman Owned Small Business

# Downtown Streetscape Design

City of Plymouth and the Plymouth Downtown Development Authority

April 2025



# Request for Proposal for Downtown Streetscape Design for City of Plymouth



Name: MCSA GROUP, Inc.  
Address: 529 Greenwood Avenue S.E.  
East Grand Rapids, Michigan 49506  
Phone: (616) 451-3346  
Fax: (616) 451-3295  
Tax Id: 38-2923317  
Contact: Tiffany Smith, President  
tas@mcsagroup.com

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Cover Letter  
Qualifications/References  
Related Experience  
Proposed Work Plan  
Cost Estimate  
Completed Contact Sheet  
Completed Affidavit of Non collusion



# Cover Letter

PLYMOUTH DOWNTOWN DEVELOPMENT AUTHORITY

## Downtown Streetscape Design

April 29, 2025

Sam Plymale, DDA Director  
City of Plymouth  
201 S Main Street  
Plymouth MI 48170-1688

Dear Sam,

MCSA Group, Inc. is pleased to provide the Plymouth Downtown Development Authority with this proposal for the Master Planning and Community engagement services for streetscape improvements for Downtown Plymouth.

As this proposal demonstrates, we have extensive experience with the design, engineering, and implementation of numerous downtown improvement projects throughout Michigan. Improvements based upon our planning, streetscape and design are unique, creative, award-winning, and established on community consensus.

M.C. Smith Associates completed all of the streetscape improvement work for multiple phases for the City of Frankenmuth, Michigan's #1 tourist attraction.

In addition, we have completed numerous high profile projects including Gaslight Village Streetscape in East Grand Rapids, East Tawas Streetscape, the Village of Grosse Pointe and the City of Hastings. For each of these projects we were responsible for all planning, design, grant applications, engineering and construction administration.

We believe that community consensus building and the plan review process is integral to the success of the design. Consultation with business owners, local residents and other interested parties will be an important part of our scope of services.

We recently completed an upgrade of the Hastings Streetscape. MCSA Group designed and engineered streetscape in 1992, it as a great privilege to revitalize the streetscape with improvements in 2025.

Should you have any questions or require any additional information, please feel free to contact me at any time.

Sincerely,

Tiffany A. Smith, President  
MCSA Group, Inc.





# Professional Qualifications

PLYMOUTH DOWNTOWN DEVELOPMENT AUTHORITY

## Downtown Streetscape Design

M. C. Smith & Associates, Inc. was formed in March 1977 by Michael C. Smith. The firm provides award-winning Landscape Architectural and Architectural services. Principals include Kathleen G. Waters, RA; Jolanta Stecka, RA; Melinda R. Whitten, RLA; and Tiffany A. Smith, RLA. Michael C. Smith is the firm's Creative Director. On March 15, 2017, MCSA Group, Inc. (M.C. Smith Associates and Architectural Group, Inc.) turned 40 and we became a Woman-Owned Business. In February of 2020 we became a Certified Woman-Owned Business by the US Small Business Administration .

The firm's office is located in East Grand Rapids, Michigan. MCSA Group, Inc. provides Architectural and Landscape Architectural Services for the following types of projects: Public Housing; Federal, State and Municipal Government; Park and Recreation Architecture; Sports Facilities, Historical Rehabilitation; Private and Commercial Buildings; Streetscapes and Plazas; Community and Neighborhood Parks; Waterfront Parks; Sports and Athletic Facilities; Boardwalks, Decks and Bridges; Trails and Linear Parks; Playgrounds; Site and Street Lighting; Signage Design; Site Planning; Community Recreation Plans; Grant Applications and Facility Assessments.

The MCSA Group, Inc. team feels the planning design and development of Streetscapes for community use and enjoyment involves the careful synthesis of site, social and environmental factors with the principals of planning, design and engineering. We utilize effective project organization, direct client and community involvement, careful research, and creative design for every aspect of every project. This results in implementable solutions for the specific requirements of every project and client situation.

We have a team of highly qualified professionals who, by combining their individual talents, will produce plans of the highest quality and appropriateness. By providing services as a carefully coordinated team of diversely specialized professionals, we can bring the broadest perspective to the project while maintaining the highest degree of understanding of the finest details of design, engineering and implementation. This approach assures the highest degree of innovation possible for all aspects of this project.

MCSA Group, along with our consultants has experience in: planning for the Human Scale, Placemaking, Multi-modal Transportation Planning, Walkability, Traffic Modeling, Roadway Design, Traffic Engineering, Knowledge of State and Federal Funding Sources, Intersection Design, Designing Access to Commercial and Employment Sites, Non-motorized Transportation Design and Community Engagement.

Examples not included in our Past Involvement of Similar Projects can be found on our website [www.mcsagroup.com](http://www.mcsagroup.com)

We have performed extensive professional services for numerous large and small public and private clients throughout Michigan. This experience has involved many citizen advisory groups, commissions, boards, committees, councils and related administrative/directive bodies.

MCSA Group, Inc. currently has a staff of 8 Architects and Landscape Architects. Tiffany Smith will be the Principal in Charge. Tiffany has worked on many of the streetscape projects referenced within this proposal. Abigail Dussault will assist with graphics and community engagement, and Melinda Whitten will be involved

in all Project Planning, Design and Creative Direction. Melinda has also been involved with several streetscape projects and Master Plans.

Professional resumes of those individuals working on this project follow: Tiffany A. Smith, Melinda Whitten and Abigail Dussault.



Tiffany Smith  
Project Manager



Melinda Whitten  
Planning and Design



Abby Dussault  
Graphics and Community Engagement

# Resume



## Tiffany A. Smith, R.L.A., CPSI Principal and President



### Registration

Registered Landscape Architect, State of Michigan

### Education

Michigan State University, Bachelor of Science in  
Landscape

Architecture, 2001

Certified Playground Safety Inspector, CPSI

### Relevant Work Experience

*Refer to project experience sheets*

### Professional Experience (24 years of landscape architecture experience)

MCSA Group, Inc., East Grand Rapids, Michigan 2001 to date

Adjunct Professor at Lawrence Technological University

Eagle Point Software 2001

MI Dept of Natural Resources–Operations Services Bureau–Engineering Division 2000-2001

MI State University Landscape Architecture Teaching Assistant 2000

MI Dept of Natural Resources–Park and Recreation Bureau–Planning Division 1998-2000

M. C. Smith Associates 1990-1998 (Summers)

### Professional and Civic Activities

Member - American Society of Landscape Architects

Member - Sigma Lambda Alpha Fraternity – Michigan Chapter of Landscape Architecture

Honorary Fraternity

Tiffany started with the MCSA Group in 1990 as a high school intern and is now the President and a primary project manager. Tiffany is involved in all aspects of our professional practice from design through project administration. She is an expert estimator appreciated by clients and staff alike for her infectious enthusiasm. Tiffany is an avid gardener and reader. She has 2 Cavalier King Charles Spaniels; 3 Siamese cats, and can actually throw a fly.

## *Resume*



# **Melinda R. Whitten, R.L.A.**

## **Principal and Vice President**



### **Education**

Michigan State University, Bachelor of Science in  
Landscape Architecture

### **Relevant Work Experience**

*Refer to project experience sheets*

### **Professional Experience (20 years of landscape architecture experience)**

MCSA Group, Inc., East Grand Rapids, Michigan 2015 to date  
H+L Architecture, Landscape Architect, Denver, Colorado 2006-2014  
Vignette Studio, Landscape Designer, Denver, Colorado 2005-2006  
Michigan State University Engineering & Architecture Services 2003-2005

### **Professional and Civic Activities**

Member - Sigma Lambda Alpha Fraternity – Michigan Chapter of Landscape Architecture  
Honorary Fraternity  
Member - American Society of Landscape Architects

Melinda returned to Grand Rapids from Denver and within 3 years become a Principal and Vice President in the MCSA Group, Inc. Melinda is a consummate Landscape Architect: she is a great designer, prepares complete and perfectly detailed construction plans; illustrates the most outstanding Master Plans and can always develop solutions in the most professional manner. Melinda enjoys sailing, cycling and skiing but, most of all, playing with her daughter and son.

# *Resume*

**Abby Dussault**

**Staff Landscape Architect**



## **Education**

Utah State University, Bachelor in Landscape Architecture,  
Minor in Sustainable Systems

## **Relevant Work Experience**

Producing compelling renderings  
Curating example imagery  
Preparing construction documents  
Construction Administration  
Planting Design  
Preparing Contract Documents  
Preparing Planning Documents

## **Professional Experience**

MCSA Group, Inc., Landscape Architect, East Grand Rapids, MI - January 2024 to date  
Place Landscape Architects, Landscape Designer, Driggs, ID - June 2022 - October 2023  
Southview Design, Design Internship, Mendota Heights, MN - May 2021 - July 2021  
Castle Pines Golf Club, Landscape Maintenance Specialist, Castle Rock CO - Summer 2019/2020

## **Professional and Civic Activities**

Member - American Society of Landscape Architects

Abby recently moved to Grand Rapids from Denver, Colorado. She is proficient with various computer programs and is passionate about creating visually appealing landscape designs with sustainability in mind. Most of her family is from the Midwest, so she is excited to be closer to family and explore the area. Abby enjoys playing tennis, hiking, horseback riding, and playing board games.



# References

PLYMOUTH DOWNTOWN DEVELOPMENT AUTHORITY

## Downtown Streetscape Design

Sarah Moyer-Cale, City Manager  
City of Hastings  
Ph. 269-948-3875  
E: smoyer-cale@hastings.mi.gov

Shea Charles, City Manager  
City of East Grand Rapids  
Ph. 616-949-2110  
E: scharles@eastgrmi.gov

Kevin Plockmeyer, Assistant City Manager/Finance Director  
City of Zeeland  
Ph: 616-772-0871  
E: kplockmeyer@cityofzeeland.com







## Related Experience

PLYMOUTH DOWNTOWN DEVELOPMENT AUTHORITY

### Downtown Streetscape Design

The following projects reflect MCSA Group, Inc. experience with streetscape projects. All projects were completed on site within budget. Because of our experience with this type of project, our cost estimating and construction scheduling is very accurate. Each profile lists the completion year, project cost, reference and contact information. Below is a representative list of streetscapes MCSA Group, Inc. has completed.

- Alma Streetscape
- City of Holland Streetscape (Snowmelt)
- Roosevelt Park Streetscape
- East Jordan Streetscape
- Frankenmuth Streetscape (MDOT) (Snowmelt)
- City of Zeeland - Chicago Drive (MDOT)
- Georgetown Township - Chicago Drive (MDOT)
- Hudsonville - Chicago Drive (MDOT)
- Howell Streetscape
- Grosse Pointe Streetscape
- Gaslight Village Streetscape (Snowmelt)
- East Tawas Streetscape
- Hastings Streetscape
- Perry Streetscape (MDOT)
- Mt. Pleasant Streetscape
- Schoolcraft Streetscape (MDOT)
- Manistee Streetscape
- Marshall Streetscape
- Oshtemo Streetscape
- Ortonville Streetscape
- Dewagiac Streetscape
- Almont Streetscape
- Ferrysburg Streetscape
- Glen Arbor Streetscape
- Howell Streetscape
- Park Township - Ottawa Beach Corridor Streetscape
- Pentwater Streetscape
- Saugatuck - Mason Street Streetscape
- Stanton Streetscape
- Newago Streetscape

Select high profile and recent streetscape examples follow.





# Palmer Commons

Chelsea, Michigan

## Project Reference

City of Chelsea

Mr. Johnathan Hanifan, City Manager  
(734) 475-1771

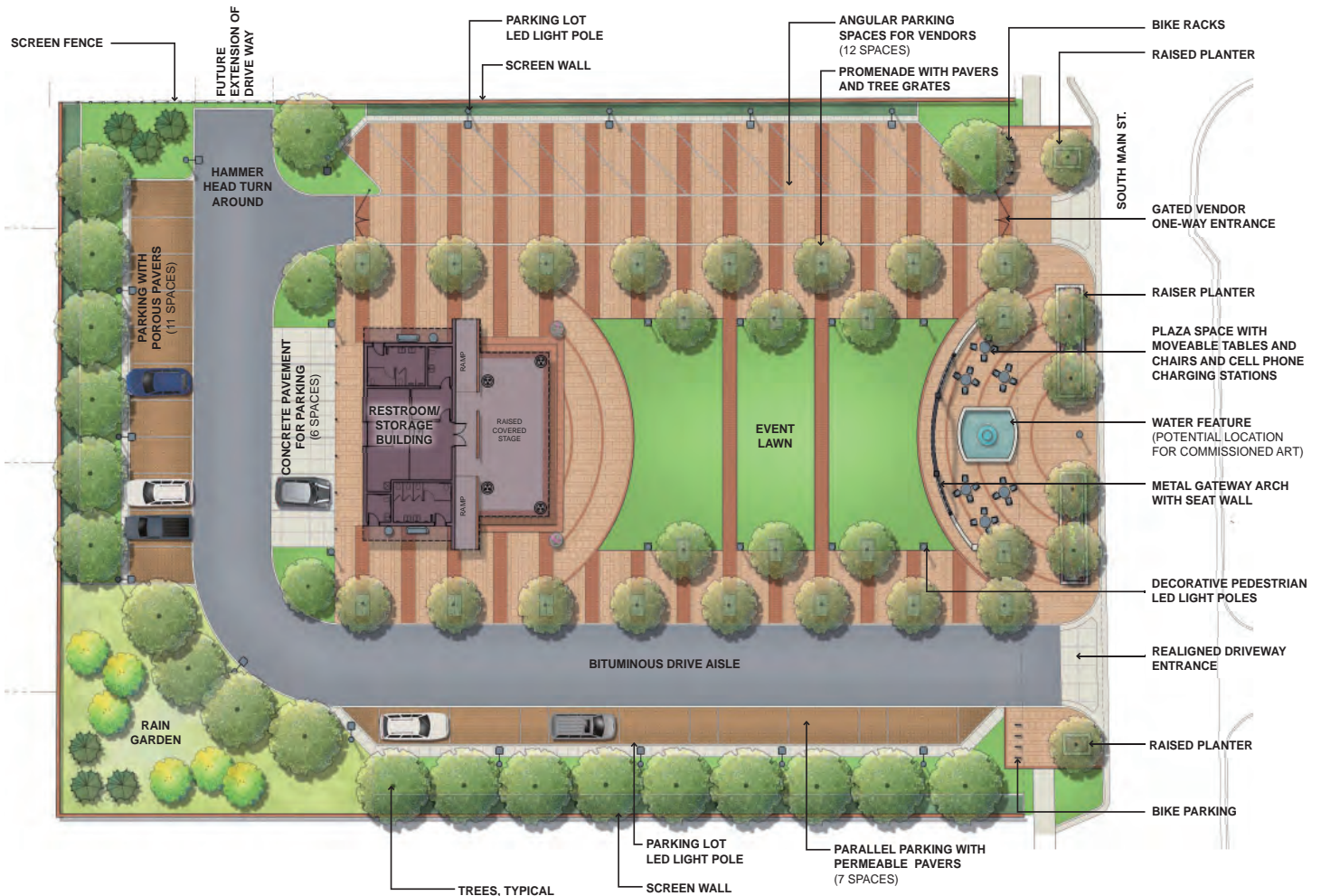
## Project Highlights

Construction Completed: 2019

Construction Costs over \$1.2 Million

## Project Description

MCSA Group, Inc. provided comprehensive services for this gathering space in the heart of Chelsea, Michigan. This project included all professional services starting with Master Plan, Design Development, Construction Documents and Construction Administration. This Urban Space includes a restroom building, stage, Entrance Arch, Specialized Paving and Parking and event lawn. This community space was designed as a multipurpose area for concerts, festivals, farmers markets, picnic area, and rest space along bike path.



# Project Experience - Palmer Commons





# Chicago Drive

Georgetown Township, Michigan

## Project Reference

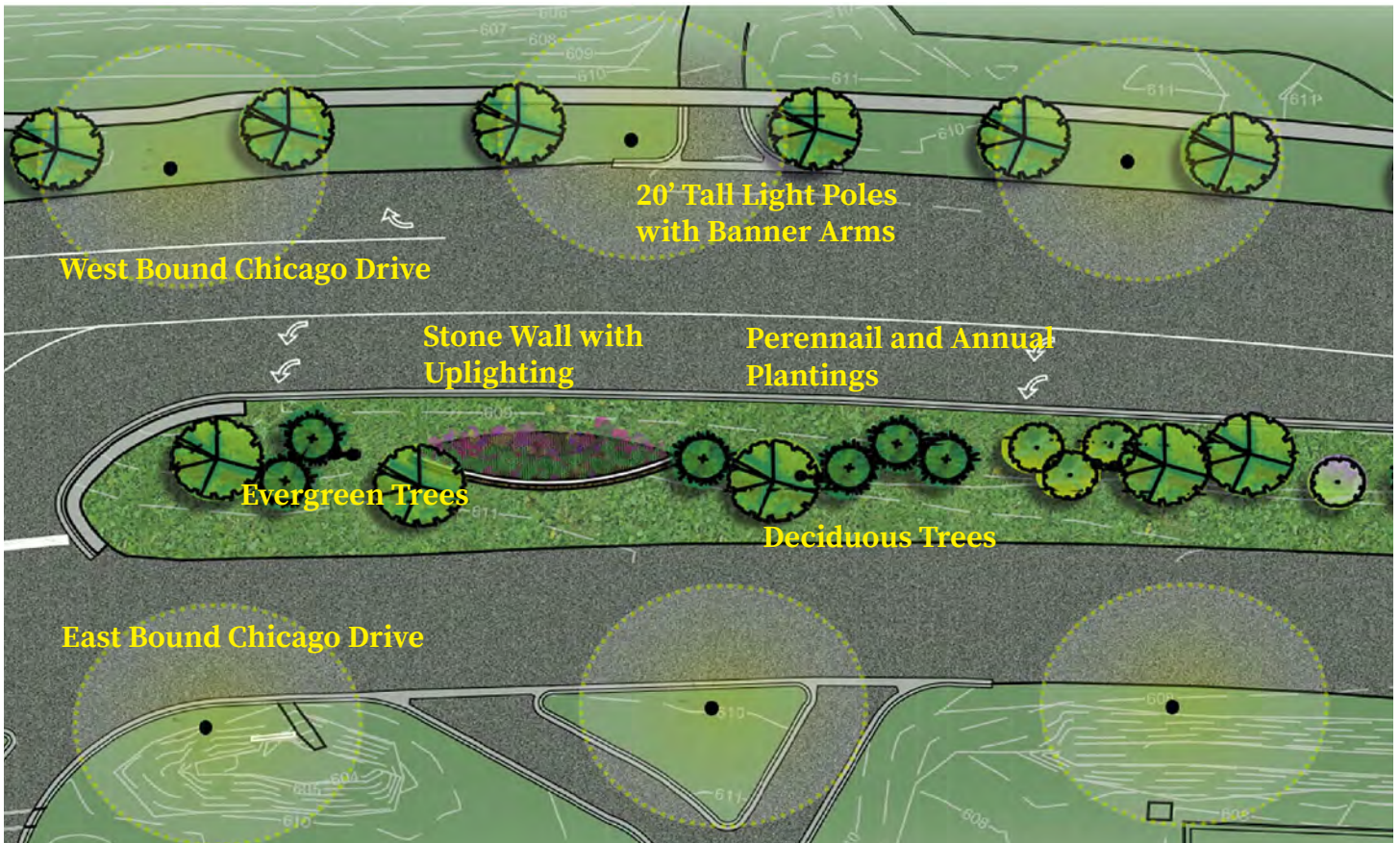
Georgetown Charter Township  
Mr. Don Carlton, Manager  
(616) 457-2340 ext. 225

## Project Highlights

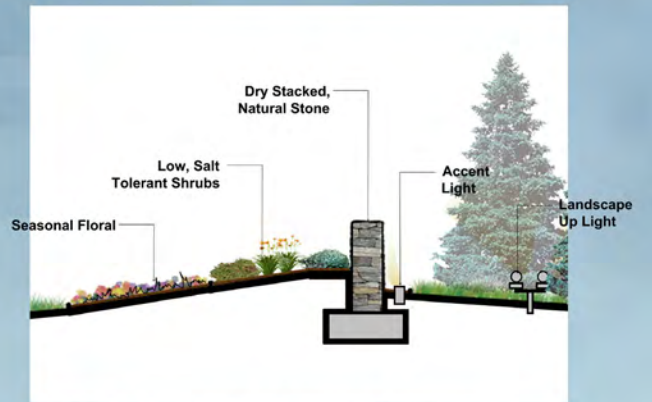
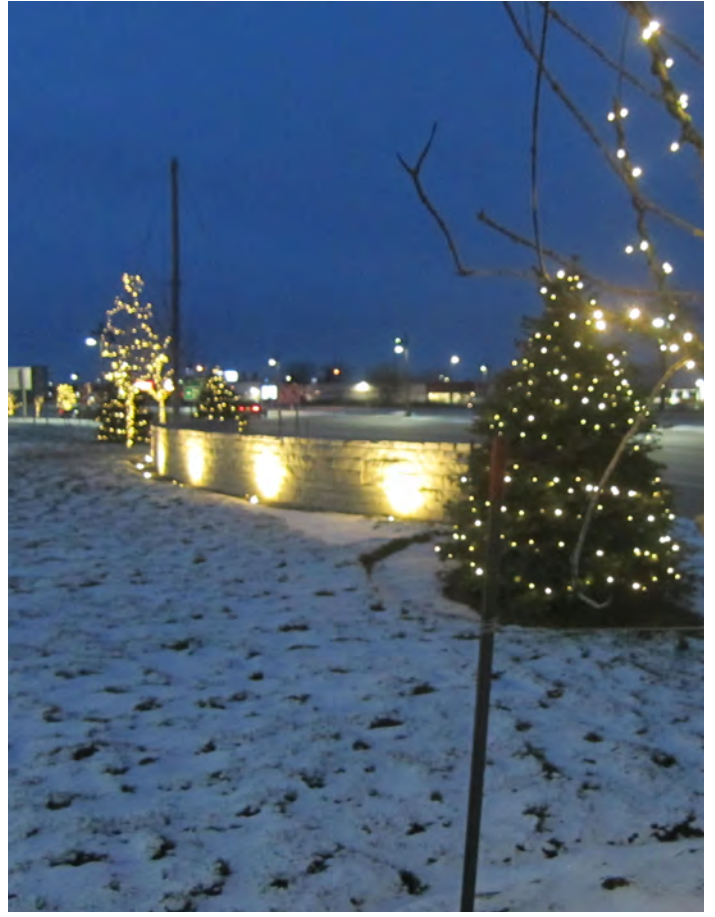
Construction Completed: 2017  
Construction Costs over \$553,000

## Project Description

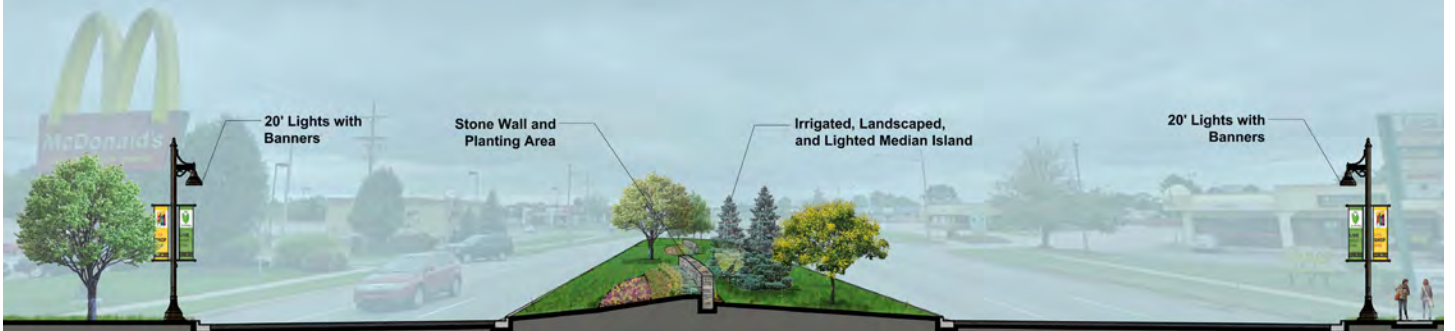
MCSA Group provided Design, Engineering, Construction Administration, and Coordination of MDOT Permit applications and drawings for the Chicago Drive corridor between Cottonwood Drive and Main Street. Project included the planting of trees, shrubs and perennials, new LED vehicular and landscape lighting, and ledge stone walls in the medians to complement the other wall features within the Township. Special consideration was given to the plant selection for minimal maintenance. During the design process MCSA Group incorporated the Townships desires for a banner and Christmas Lighting.



# Project Experience - Chicago Drive



Median Stone Wall and Planting Enlargement





# Gaslight Village Streetscape

East Grand Rapids, Michigan

## Project Reference

City of East Grand Rapids  
Mr. Brian Donovan, City Manager  
(616) 949-1750

## Project Highlights

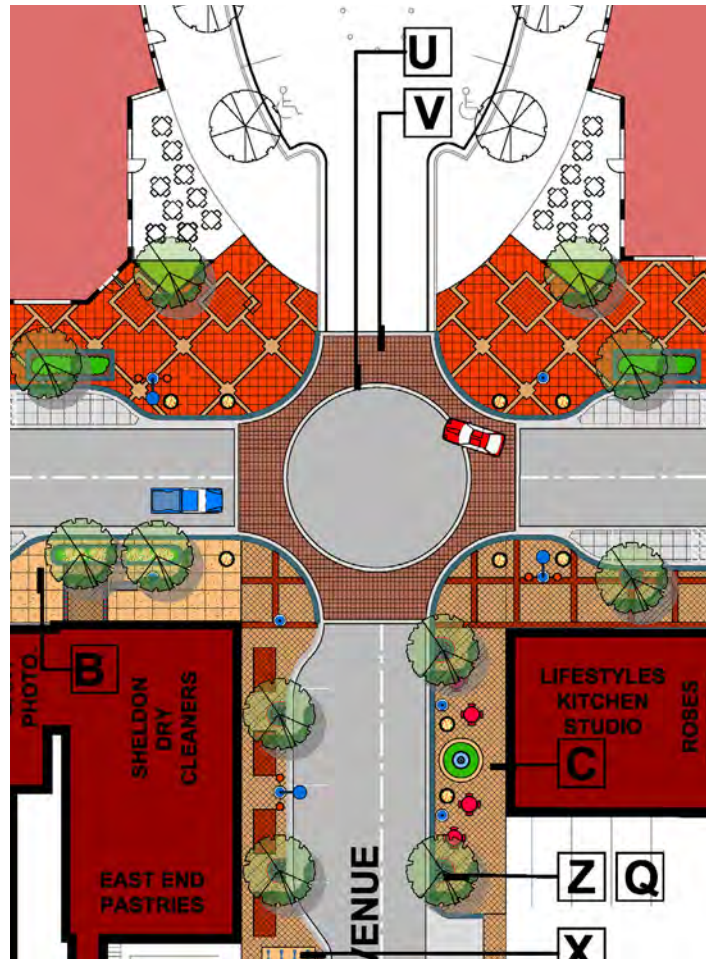
Construction Completed: 2006  
Construction Costs: \$3 Million

## Project Description

The Gaslight Village commercial area of East Grand Rapids was comprehensively master planned by MCSA Group, Inc. for complete reconstruction of all public/streetscape spaces. This charming village area was enhanced with custom gaslights and the utilization of traditional forms and materials. A complete snowmelt system was designed for all public pedestrian areas. For this project MCSA Group, Inc. provided all master planning, design development, construction documents, bidding and construction phase administration.



# Project Experience - Gaslight Village Streetscape





# Frankenmuth Streetscape

Frankenmuth, Michigan

## Project Reference

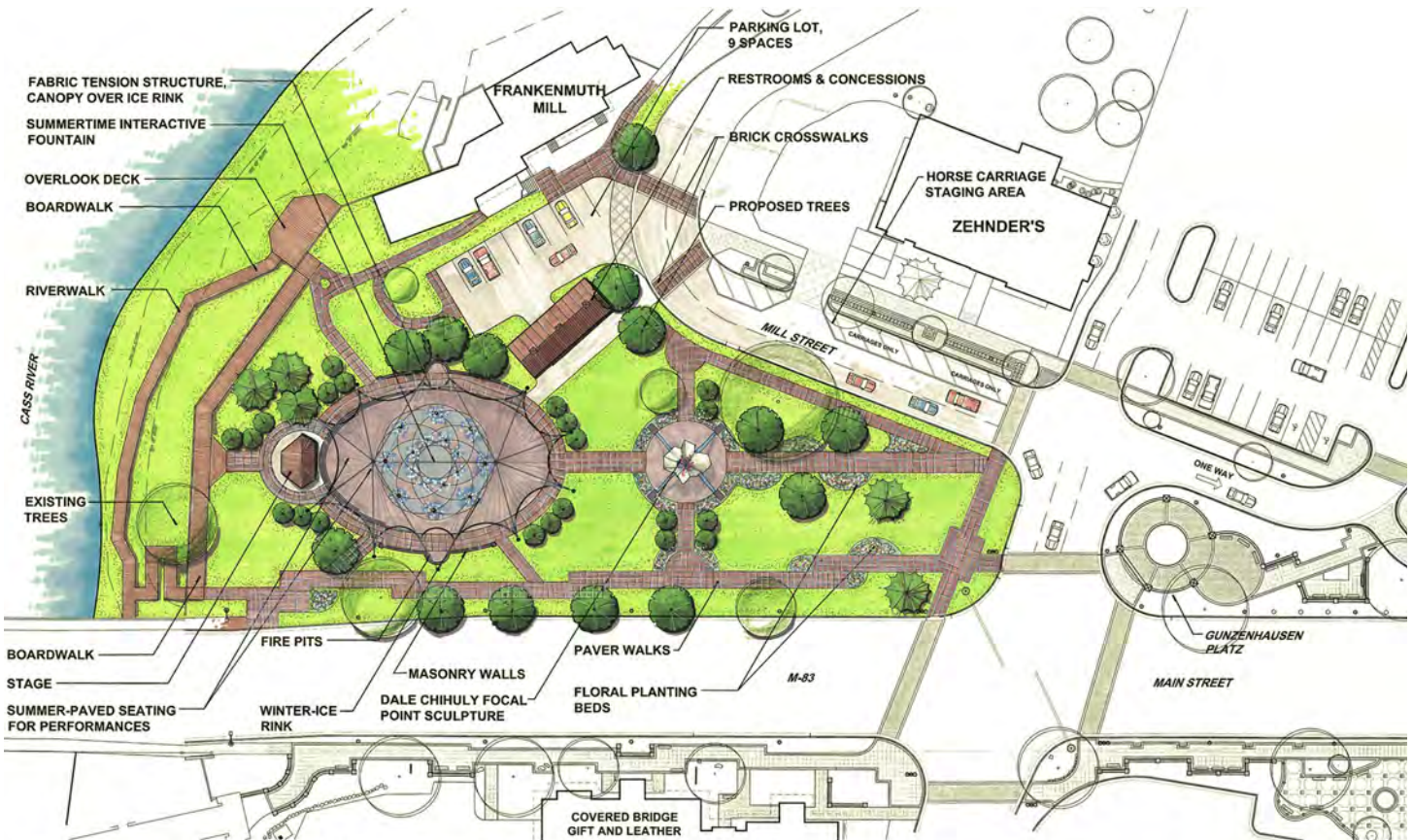
City of Frankenmuth  
Mrs. Sheila Stamiris, DDA  
(989) 652-3430 ext. 120

## Project Highlights

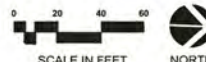
Construction Completed: 2005  
Construction Costs over \$7 Million

## Project Description

MCSA Group, Inc. provided master planning for a comprehensive streetscape hospitality plan. Four phases of construction completed this project. As Michigan's #1 tourist attraction, pedestrian and vehicular movements involving substantial volumes of traffic in aesthetically pleasing, comprehensively developed urban spaces is critical to the continued success of this viable community. Streetscape planning included pedestrian and street lighting, architectural streetscape accents, and landscaping. This project included extensive review and workshop meetings.



## MASTER PLAN - ZEHNDER PARK FRANKENMUTH, MICHIGAN



M.C. SMITH ASSOCIATES AND ARCHITECTURAL GROUP, INC.  
DATE: 8-4-02  
PROJECT NO: 1480



# Project Experience - Frankenmuth Streetscape





# Ottawa Beach Gateway

Holland, Michigan

## Project Reference

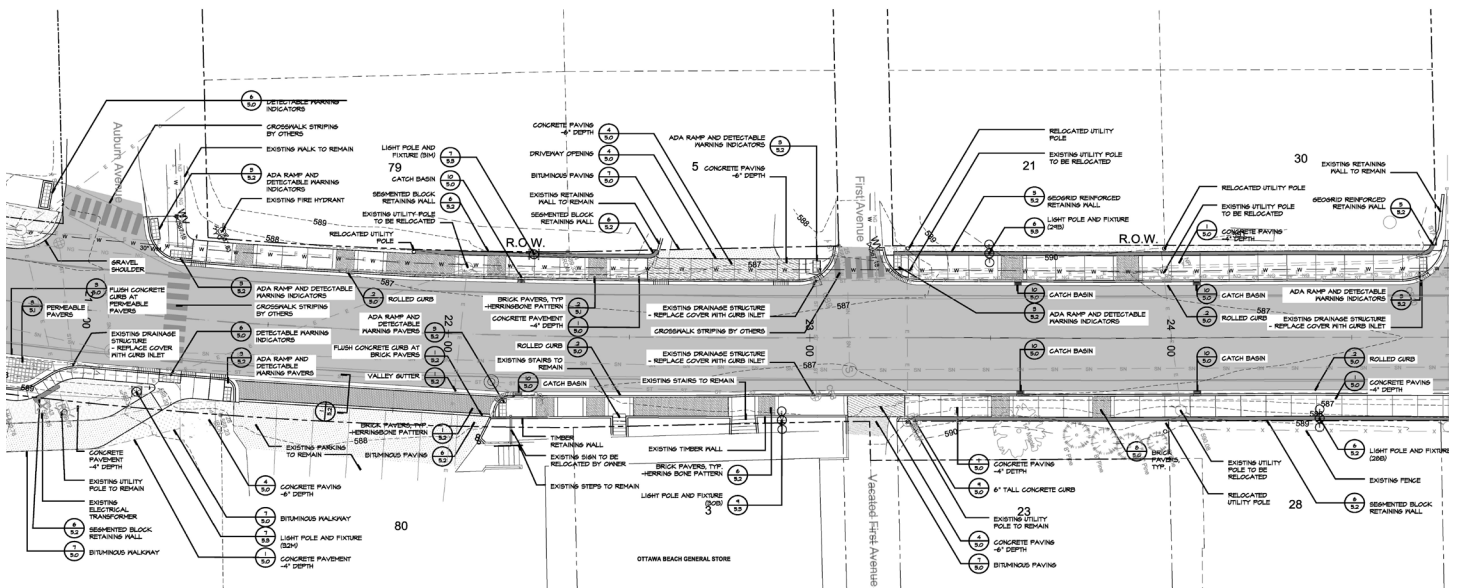
Park Township  
Mr. Jerry Felix  
(616) 399-4520

## Project Highlights

Construction Completed: 2016  
Construction Costs over \$950,000

## Project Description

MCSA Group, Inc. developed design plans for new streetscape lighting with custom identification medallions and hanging baskets as part of the Ottawa Beach Gateway Project for Park Township. The project includes widening the walkways along Ottawa Beach Road for pedestrian safety and creating a sense of place with the use of brick and concrete pavers. The project also defined parallel parking areas with concrete curb and gutter and permeable pavers. MCSA Group provided plans for design development through construction documentation including submittals to the Ottawa County Road Commission.



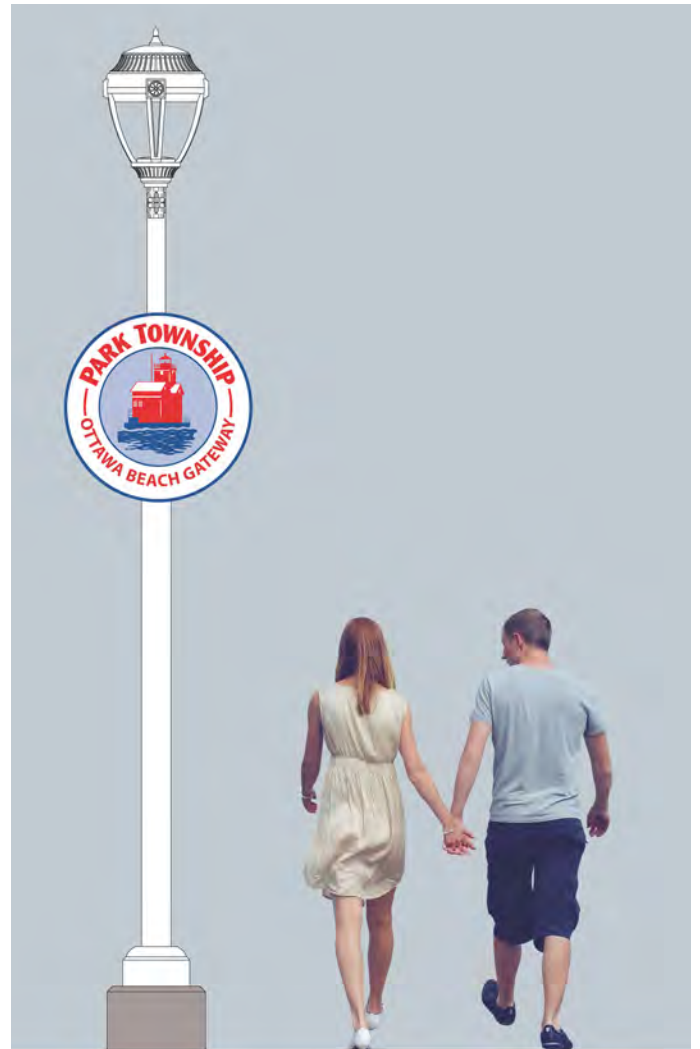
**SITE PLAN GENERAL NOTES**

1. SITE PLAN IS SHOWN FOR DETAIL REFERENCE AND GENERAL LAYOUT ONLY. REFER TO THE FOLLOWING SHEETS FOR LOCATIONS, DIMENSIONS, AND BRACING.
2. BITUMINOUS PAVING OVERLAY, TRAFFIC LANE STRIPING, REGULATORY SIGNS, AND UTILITY POLE RELOCATION ARE TO BE DONE BY OTHERS AND ARE NOT PART OF THE CONTRACT. PLEASE OTHERWISE NOTES. THESE ARE SHOWN FOR REFERENCE ONLY.
3. FINAL DIMENSION OF BRICK PAVES BANDS FOR SIDEWALK AND OF BRICK PAVES CROSSWALKS TO BE CONFIRMED BY PREPARATION OF "POLE PANELS" FOR BOTH SIDEWALK BANDS AND CROSSWALK.
4. THE CONTRACTOR SHALL TAKE NOTE AND MAKE PROVISION FOR THE LIGHT POLE FOOTINGS AND IMPROVEMENTS THAT ARE TO BE PLACED NEAR EXISTING UTILITIES. THE CONTRACTOR SHALL FIELD VERIFY DEPTHS OF UTILITIES AND HAND-DRY ANY EXCAVATIONS THAT MAY DAMAGE OR INTERFERE WITH EXISTING UTILITIES.
5. ALL LAYOUT IS TO BE STAKED BY THE CONTRACTOR FOR APPROVAL BY THE LANDSCAPE ARCHITECT PRIOR TO CONSTRUCTION.

**SITE PLAN LEGEND**

- CONCRETE PAVEMENT
- BRICK PAVERS
- PERMEABLE PAVERS COLOR A
- PERMEABLE PAVERS COLOR B
- BITUMINOUS PAVING
- BITUMINOUS OVERLAY BY OTTAWA COUNTY ROAD COMMISSION
- GRAVEL SHOULDER BY OTTAWA COUNTY ROAD COMMISSION
- 4" TOPSOIL AND SOD
- RESTORATION SEEDING
- DUNE GRASS PLANTING

# Project Experience - Ottawa Beach Gateway





# City of Hastings - Streetscape

Ottawa County, Michigan

## Project Reference

City of Hastings

Sarah Moyer-Cale

## Project Highlights

Construction Completed: 2025

Construction Costs: 3 Million

## Project Description

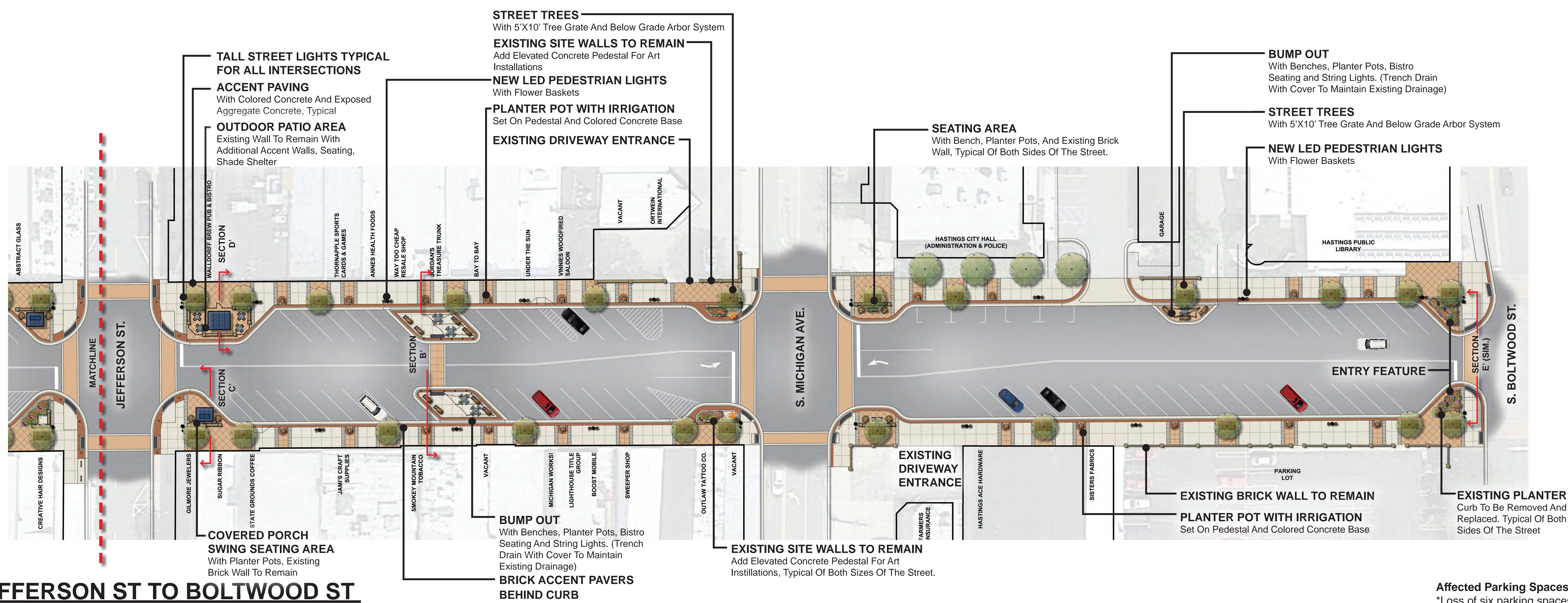
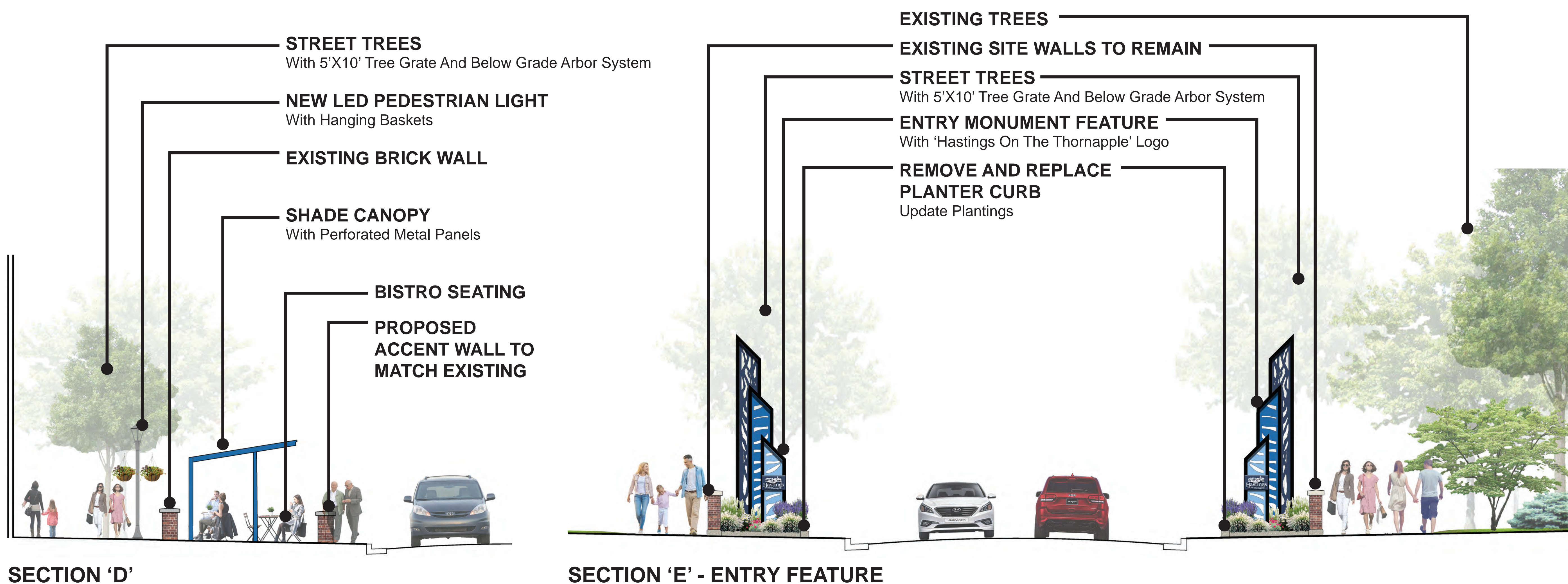
Original Streetscape completed by M.C. Smith and Associates in 1992.

MCSA Group provided Professional services for the complete Master Planning, Engineering, Bidding and Construction administration services for the Downtown Streetscape for the City of Hastings. Improvements included new bricks, concrete and exposed aggregate paving, new decorative brick walls and planters; mid-block crossings, a custom gas fireplace, shade sail areas, planter pots, tree grates, lighting, movable site furniture, bollards and bistro lighting. Additional improvements were a new irrigation system for the trees, hanging baskets and planter posts.



# Project Experience - City of Hastings Streetscape





DATE 08.22.2022  
PROJECT NO. 2142

**Affected Parking Spaces**  
\*Loss of six parking spaces per block.

**MCSA GROUP, Inc.**  
Landscape Architects and Architects  
EAST GRAND RAPIDS - MICHIGAN



# Proposed Work Plan

PLYMOUTH DOWNTOWN DEVELOPMENT AUTHORITY

## Downtown Streetscape Design

### Project Understanding

Established in 1983, the Downtown Development Authority (DDA) is governed by the Mayor and a board of 7 to 13 members appointed by the City Commission. The board is composed of local business owners and city residents who provide diverse perspectives and expertise. The DDA district encompasses approximately 57 acres, generally bounded by Church Street to the north, Union and Deer Streets to the east, Wing Street to the south, and Harvey Street to the west.

This area, known as “Downtown Plymouth,” includes nearly 200 properties and serves as the focal point for economic activity within the city. The DDA is dedicated to promoting economic development and maintaining vital infrastructure, including parking facilities, street lighting, wayfinding signage, landscaping, plantings, and both passive and active security enhancements.

At the heart of Downtown Plymouth is Kellogg Park, named after John Kellogg, a central gathering space and the site of numerous festivals and community events. These events can draw over 100,000 visitors, while weekly summer concerts regularly attract thousands. Commonly referred to as “DTP,” Downtown Plymouth maintains a steady flow of pedestrian activity year-round, reflecting the vibrancy of a truly dynamic downtown.

Downtown Plymouth’s streetscape was first introduced in 1995 and received a refresh in 2010. Since then, the Downtown Development Authority and City staff have remained committed to evaluating and enhancing the area. Through ongoing exploration, community engagement, and idea development, they continue to envision ways to better serve both residents and visitors.

The history of Plymouth from its original settlement in 1825 and the rich ancestral heritage including colonial, Victorian and Native American heritage will be woven into the updated streetscape.

The Downtown Development Authority is looking for a Streetscape Master Plan that upgrades the existing streetscape design to ensure Downtown Plymouth remains a vibrant, functional, and unified space—capable of supporting everyday activity while seamlessly transitioning to accommodate major events.

The Downtown Plymouth 2025 Streetscape Master Plan will focus on the area defined by the DDA district boundaries. The Streetscape Master Plan should thoughtfully reflect and respond to the unique character, functionality, and programmatic needs of Downtown Plymouth.

### Scope of Services

The program for the Downtown Plymouth 2025 Streetscape Master Plan will be carefully reviewed on a comprehensive basis considering existing conditions and proposed improvements. Our scope of services will be broken down into work tasks included as follows:

1. Design Concepts



2. Stakeholder Engagement
3. Concept and Final Recommendations

A proposed project schedule and hours for each task are shown at the end of this section.

Work tasks and scope of professional services within each division follows:

### **TASK 1. DESIGN CONCEPTS**

Meet to review and finalize the project scope and schedule. Conduct a site walk to document and photograph the existing streetscape. Identify and catalog existing streetscape elements, including, but not limited to, paving materials, lighting, planters, benches, waste receptacles, outdoor seating, street crossings, and boulevards. Assess current pedestrian and vehicular circulation patterns. Locate and document existing utilities, including water, sanitary sewer, water treatment structures, storm sewer, and electrical infrastructure.



Utilizing the project resources as outlined in the RFP, we will develop a preliminary concept plan. The design will foster a dynamic and inclusive downtown environment that serves diverse stakeholder groups, promotes economic vitality, cultivates community pride, and attracts visitors to the unique City of Plymouth. We will develop a cost-effective streetscape design that identifies and incorporates potential supplemental funding sources, including grants and other alternative financing opportunities. Our design approach will include concepts for vibrant, welcoming public spaces that foster community interaction and inclusivity, accommodating individuals of all ages, abilities, and backgrounds throughout the year.



We will enhance community branding through improved informational signage, including gateway features and a cohesive wayfinding system that reflects the character of Downtown Plymouth. Our designs will complement recent improvements made at Saxton's Lot and along Harvey Street, such as sidewalk trim and brick pavers.




We will integrate eco-friendly green infrastructure into the streetscape, including the use of multi-functional trees and native vegetation. Our tree plan will prioritize species diversity, root management, and the development of a healthy mature canopy. We will also incorporate sustainable stormwater management solutions such as rain gardens, and promote biodiversity through elements like pollinator-friendly plantings.



We will identify opportunities to activate unused or underutilized





spaces using up-to-date industry best practices. This includes evaluating the potential for outdoor patios and dining areas, while maximizing sidewalk space to enhance both pedestrian flow and commerce opportunities.

We will increase the efficiency and usability of on-street parking by analyzing various configurations—such as pull-in, parallel, and angled parking—and exploring options to add additional spaces where feasible.

We are committed to improving pedestrian safety, walkability, and overall traffic management. Our design will include upgrades to sidewalks and walkways that are both inviting and fully ADA-compliant. We will incorporate passive security features developed in collaboration with public safety officials, and enhance crosswalk visibility and consistency to ensure safer pedestrian experiences. Vehicle safety mitigation measures such as planters, bollards, and traffic-calming elements will be incorporated to slow traffic and improve walkability. Additionally, we will reposition or eliminate obstacles in pedestrian paths—such as light poles and planters—and update tree grates and surfacing to be more pedestrian-friendly. We will also propose modernized planters as part of the refreshed streetscape.

For Kellogg Park, we will develop concepts to improve and modernize key features, including turf enhancements, brick pathways consistent with downtown aesthetics, and tree replacement. We will ensure that the park is seamlessly integrated into the larger streetscape plan.

Additionally, we will identify optimal locations for new bike racks and electric vehicle charging stations, guided in part by usage patterns at Saxton's Lot. Finally, we will evaluate opportunities to coordinate with utility providers to align streetscape improvements with planned infrastructure upgrades.

Potential goals will include upgrading the Main Street median to enhance both visual appeal and overall functionality. To improve pedestrian accessibility and connectivity, we will explore curb extensions and walkability enhancements along Main Street adjacent to Kellogg Park. The re-engineering of the municipal lot at Wing and Harvey, as well as nearby areas on Forest Avenue, will be considered to increase parking inventory, improve pedestrian movement, and optimize traffic flow.

We will also develop concepts for a woonerf along Penniman Avenue, adjacent to Kellogg Park, to better support event activation and establish a flexible, shared-use public space. Enhancements to The Gathering pavilion will be evaluated, including the addition of new public restrooms, the potential enclosure of the pavilion, and the activation of currently underutilized areas.

To further enrich the downtown experience, creative placemaking elements will be explored—such as a compass mural at the intersection of Main Street and Ann Arbor Trail, and the use of invisible paint artwork on streets and sidewalks to create interactive and engaging pedestrian experiences.

Additional goals will include identifying opportunities to expand parking capacity, enhance pedestrian walkability, and improve the overall aesthetics of the downtown environment. We will also assess strategies for incorporating both active and passive safety measures. Lastly, we will evaluate potential land acquisition opportunities that could contribute lasting value to the downtown streetscape and public realm.

All of the concepts will be designed to State, Federal and Local Grant funding requirements; and will be in compliance with relevant local regulations including MDOT, etc.

Additionally we will incorporate and evaluate upcoming related efforts as provided on the Anticipated Projects in Downtown Plymouth and other documents in the development.

Design Concept plans will include rendered illustrative plans, as well as imagery for suggested design vocabulary. Illustrative cross sections for each design concept shall also be developed to show human scale of the design. These presentation graphics will be utilized for progress meetings and public meetings.

We will establish a schedule for regular progress meetings with the City and Stakeholders. Meeting Agendas will be provided prior to the meetings and minutes will be distributed after the meetings.

## **TASK 2. STAKEHOLDER ENGAGEMENT AND COMMUNICATION**

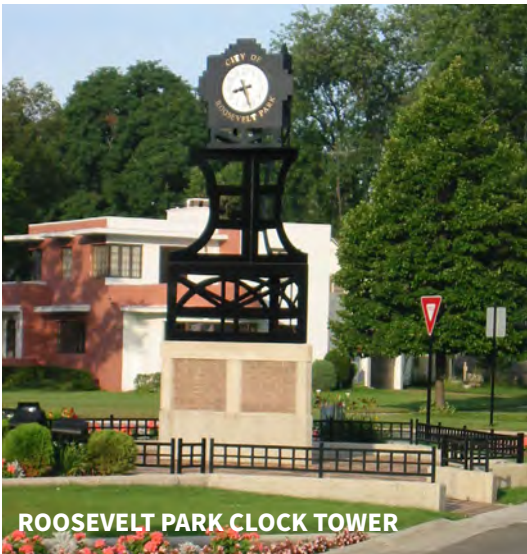
MCSA Group will develop a Community Engagement Plan at the onset of the planning effort. The consultant will collaborate closely with the Downtown Development Authority (DDA) and City staff throughout all phases of the project to ensure that the needs and potential impacts on key stakeholders—including the Department of Municipal Services (DMS)—are thoroughly evaluated. Community engagement will be led by the consultant, with support from DDA and City staff, to actively gather input and feedback from residents, visitors, and local business and property owners. This collaborative approach will help shape a streetscape design that reflects the values and priorities of the entire community. The plan will define the goals and objectives of the community engagement effort, identify key stakeholders, and discuss the community engagement techniques. The final goal will be to educate residents, business owners, stakeholders about the streetscape upgrade design and enhancement plan by gathering community input and unique placemaking opportunities. Materials such as websites, social media, newsletters, fact-sheets, and graphical displays will be utilized. We will develop a tentative schedule for all public meetings with input from the DDA to avoid conflicts with other events.

We will prepare a comprehensive survey of preferences on the Design Concept Plans. This will be created using survey money and be placed the City's website and distributed at the Public Meetings. Assist the City and DDA in effective advertising and availability of the survey to interested citizens. Present the findings and include within the planning process.

MCSA Group will develop an outreach program that will include all of the appropriate stakeholders in the planning area. With assistance from the DDA, we will work to establish an initial stakeholder database that will include DDA, City staff, property owners, merchants, community groups, organizations, residents and individuals affected by, or interested in, downtown development projects. This database will be used for invitations to community events and sharing links to the survey money

We will engage with merchant property owners to understand and codify their vision for the corridor and garner support. These meetings can be in person or virtually pending the individuals comfort level. Their input will help inform other public engagement activities. In Frankenmuth, Roosevelt Park and East Grand Rapids, we found that historical, as well as general use information, can be gleaned from the people that run the businesses most affected by the improvements.

MCSA Group will host three community engagement meetings. We will have these meetings at a place provided by the DDA. These meetings will include the stakeholders as well as general public. The first meeting will be a project introduction, review of previous completed work, and discussion of goals/objectives. The second meeting will be a presentation of the design concept. During this meeting we will collect all feedback from the public. The final meeting we will present the preferred



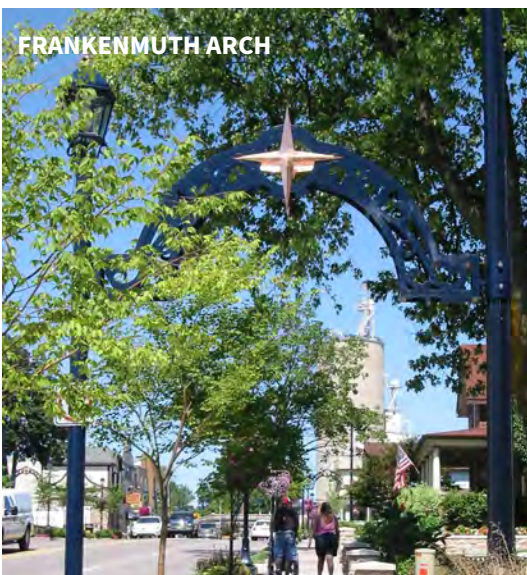
**ROOSEVELT PARK CLOCK TOWER**



**GROSSE POINTE ENTRANCE ARCH**



**DOWNTOWN ROOSEVELT PARK**



**FRANKENMUTH ARCH**

design selection. This plan will include updates or response to comments from past meetings. We will provide all presentation materials for these meetings. These meetings will be designed and scheduled to facilitate information exchange and listening opportunities at key intervals throughout the process.

All meetings shall be advertised using the contact information gathered for the data base. We also recommend advertising the meetings with a press release and on social media.

### **TASK 3. CONCEPT AND FINAL RECOMMENDATION**

Based upon feedback from Community Meetings, we will develop a concept design plan with supportive details and product recommendations, incorporating the City's objectives as outlined above, as well as input from stakeholders and the community. Our concept plan will include comprehensive recommendations for the downtown streetscape, along with suggested prioritization, phasing strategies for project implementation, benefits to specific user groups, and conceptual-level cost estimates broken down by design elements. We will also explore options for more sustainable or durable alternatives, outlining their cost impacts and any potential effects on City operations.

Following discussions and feedback on the concept plan, we will prepare a final plan that reflects the input received. This final plan will include all recommendations for the downtown streetscape, updated prioritization and phasing, refined cost estimates by element, and sustainable or durable options with associated cost and operational impacts.

We will produce detailed, high-quality renderings for the Downtown Plymouth 2025 Streetscape Master Plan recommendations. These renderings will be created to a professional standard for use in public and media outreach, as well as for fundraising and grant application purposes.

All documents and renderings we produce will be prepared to support the efficient preparation of construction documents. We will provide three printed copies of the final plan document, in addition to a digital version that includes all relevant attachments and graphics.

## RESOURCES FOR EACH TASK

### **Task One.** Design Concepts

PRINCIPAL LANDSCAPE ARCHITECTS  
STAFF LANDSCAPE ARCHITECTS

80 HOURS  
120 HOURS  
**200 HOURS**

### **Task Two.** Stakeholder Engagement

PRINCIPAL LANDSCAPE ARCHITECTS  
STAFF LANDSCAPE ARCHITECTS

180 HOURS  
100 HOURS  
**280 HOURS**

### **Task Three.** Concept and Final Recommendations

PRINCIPAL LANDSCAPE ARCHITECTS  
STAFF LANDSCAPE ARCHITECTS

40 HOURS  
40 HOURS  
**80 HOURS**

## PROJECT TIME LINE

### **Task One**

Design Concepts  
Kick Off  
Inventory  
Design Concept Plan

June  
July  
August

### **Task Two**

Stake holder Engagement  
Survey  
Public Meeting #1  
Public Meeting #2  
Public Meeting #3

August  
September  
October  
November

### **Task Three**

Concept and Final Recommendations  
Final Concept  
Cost Estimate

December  
January



FRANKENMUTH STREETSCAPE



# Cost Estimate

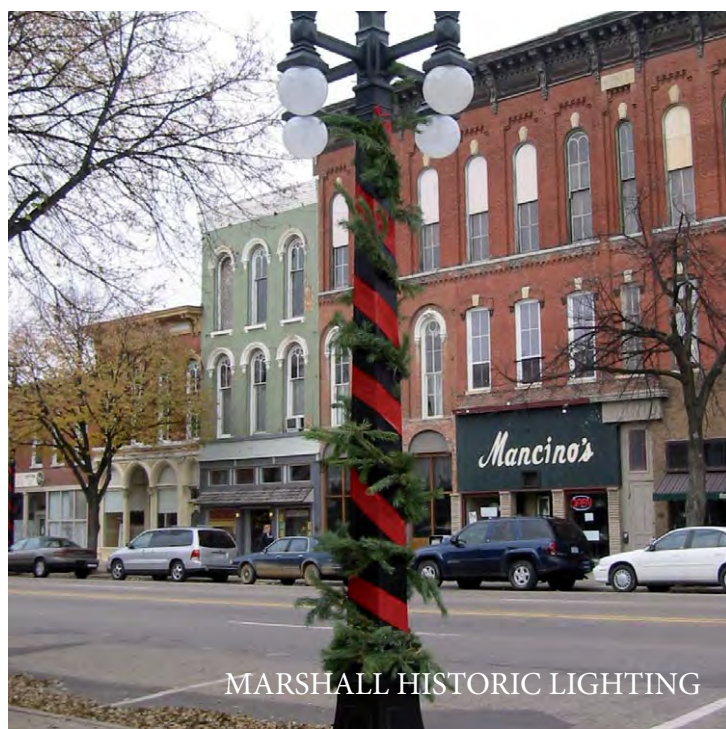
PLYMOUTH DOWNTOWN DEVELOPMENT AUTHORITY

## Downtown Streetscape Design

Our Professional Fixed (Not-to-exceed) Fees will be billed according to our actual time expended at our current hourly rates and will not exceed \$67,200.00

### Professional Hourly Rate Schedule 2025

<u>Category</u>	<u>Hourly Rate</u>
Consulting Engineers	\$160.00
Principal Landscape Architects	\$146.00
Principal Architects	\$146.00
Senior Associates	\$120.00
Associates	\$100.00
Senior Staff Landscape Designer	\$90.00
Staff Landscape Designer	\$80.00
Interns	\$60.00
Clerical	\$60.00

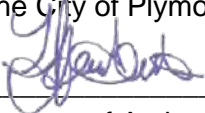


MARSHALL HISTORIC LIGHTING

**CONTACT INFORMATION**

Business Name	MCSA Group, Inc.
Address	529 Greenwood Ave SE
City/State/Zip	East Grand Rapids MI 49506
Phone Number	616-451-3346
Fax Number	616-451-1935
*Email Address	tas@mcsagroup.com
Business Contact	Tiffany Smith, President

The Undersigned, having examined the scope of work, hereby proposes to perform the work in a manner satisfactory to the City of Plymouth in accordance with all specifications, terms and conditions contained in this bid document at the following rates and prices and complete all work within schedules as generally stated and specifically agreed to at the initiation of each phase of work. I affirm that I have the authority to submit this bid to the City of Plymouth for the work specified on the attached sheet.



\_\_\_\_\_  
Signature of Authorized Agent

Tiffany Smith

\_\_\_\_\_  
Printed Name of Authorized Agent

4-28-25

\_\_\_\_\_  
Date

\*Award results will be sent via email, please be sure to include a valid email address above if you wish to be notified of the proposal award.

**AFFIDAVIT OF NONCOLLUSION**

STATE OF Michigan COUNTY OF Kent

Tiffany Smith (name), being first duly sworn deposes and says that he/she is  
President (title) of MCSA Group, Inc. (corporation) who submits herewith to the  
City of Plymouth a proposal for DOWNTOWN PLYMOUTH 2025 STREETScape DESIGN for the City of  
Plymouth and certifies:

That all statements of fact in such proposal are true;

That such proposal was not made in the interest of or on behalf of any undisclosed person, partnership,  
company, association, organization or corporation;

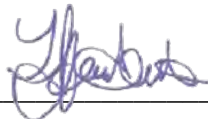
That such proposal is genuine and not collusive or sham; That said bidder has not, directly or indirectly,  
by agreement, communication or conference with anyone, attempted to induce action prejudicial to the  
interest of the City of Plymouth, or of any other bidder or anyone else interested in the proposed  
contract; and further

That prior to the public opening and reading of proposals, said bidder:

1. Did not, directly or indirectly, induce or solicit anyone else to submit a false or sham proposal;
2. Did not, directly or indirectly, collude, conspire, connive or agree with anyone else that said bidder or anyone else would submit a false or sham proposal, or that anyone should refrain from bidding or withdraw his bid;
3. Did not in any manner, either directly or indirectly, seek by agreement, communication or conference with anyone to raise or fix the proposal price of said bidder or of anyone else or to raise or fix any overhead, profit, cost element of his proposal price or of that of anyone else;

Did not, directly or indirectly, submit his proposal price or any breakdown thereof, or the content thereof, or divulge information relative thereof, to any corporation, partnership, company, association, organization, bid depository, or to any member or agent thereof, or to any individual or group of individuals, except to any person or persons who have a partnership or other financial interest with said bidder in this business.

MCSA Group, Inc.

  
\_\_\_\_\_

Firm Name

Signature of Bidder

4-28-2025

Date

MCKENNA

PROPOSAL TO PREPARE

# Downtown Plymouth 2025 Streetscape Design

CITY OF PLYMOUTH, MICHIGAN



MAY 01, 2025

Communities for real life.







**MCKENNA**

April 30, 2025

Sam Plymale  
DDA Director  
City of Plymouth Downtown Development Authority  
831 Penniman  
Plymouth, MI 48170

**Subject: Proposal for Downtown Plymouth 2025 Streetscape Design Services**

Dear Director Plymale,

McKenna, Letter 27 Design, and Civil Engineering Solutions, Inc. are pleased to submit our proposal for the Downtown Plymouth 2025 Streetscape Design project. This collaboration brings together three firms with complementary strengths: McKenna offers a long-standing commitment to community planning, engagement, and implementation-focused planning efforts, while Letter 27 Design (L27) contributes the technical design expertise to bring shared visions to life, and Civil Engineering Solutions provides technical design and review expertise relating to municipal infrastructure in Southeast Michigan.

Collectively, our team are experts in the “soft side” of planning and designing the environment that users experience every time they visit by taking the time to truly understand what users desire and need. We find pride in turning words and concepts gleaned from public interactions into plans, renderings, and documents that can instantly communicate an intended outcome. At the same time, our team has the technical, credentialed experience to understand how these concepts can be translated into real, constructable projects and turned into grant-eligible projects.

Additionally, you’ll find our team offers an advantage that not all can boast, perhaps best described in our Project Understanding and Approach:

*“We participate in the Ice Festival in Kellogg Park, we take our children to the doctor in the study area, we grew up having date nights at the Dairy King and Penn Theatre – **we experience Downtown Plymouth with you and are honored to have the opportunity to have an imprint on its future.**”*

We are enthusiastic about the opportunity to collaborate with the City and the Downtown Development Authority to prepare a streetscape plan that reflects Plymouth’s aesthetic character, enhances sustainability, ensures public safety, supports economic vitality, and invites both residents and visitors to gather, explore, and thrive.

Thank you for your consideration. We look forward to continuing our partnership with the City and delivering a design that honors Plymouth’s past while preparing for its future.

Sincerely,

John Jackson, AICP, NCI

President  
**McKenna**

**HEADQUARTERS**  
235 East Main Street  
Suite 105  
Northville, Michigan 48167

○ 248.596.0920  
F 248.596.0930  
**MCKA.COM**

**Communities for real life.**



# Downtown Plymouth 2025 Streetscape Design

CITY OF PLYMOUTH, MICHIGAN

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PREPARED APRIL 30, 2025 BY



## MCKENNA

235 E. Main Street, Suite 105  
Northville, MI 49167

○ 248.596.0920  
F 248.596.0930  
E info@mcka.com

[MCKA.COM](http://MCKA.COM)



## LETTER 27 DESIGN

456 S Livingston Avenue  
Livingston, NJ 07039

○ 914.924.6363  
E info@letter27design

[LETTER27DESIGN.COM](http://LETTER27DESIGN.COM)



## CIVIL ENGINEERING SOLUTIONS, INC.

1150 Corporate Office Drive,  
Suite 210  
Milford, MI 48381

○ 248.264.6906  
E info@cesinc.us

[CIVILENGINEERING  
SOLUTIONS.US](http://CIVILENGINEERING<br/>SOLUTIONS.US)





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# Executive Summary



## PROJECT TEAM

Brian Keeseey – **Project Manager**  
Shawn Partin, PLA – **Lead Designer**  
Leslie Zawada, PE – **Lead Civil Engineer**  
Gage Belko, AICP – **Project Planner**  
Ethan Senti – **Project Planner and Designer**  
Ryan Montgomery – **Landscape Designer**  
Aayush Patel – **Project Designer**  
Michael Nearing – **Project Engineer**  
Carrier Leitner – **Graphic Designer**

## PROJECT FEE

Our Scope of Work is proposed for a lump sum fee, of **\$164,695**. A cost breakdown is included in the "Proposed Fee" section.

## PROJECT SCHEDULE

Our proposed project schedule anticipates completion of the Downtown Streetscape design within 12 months from project kickoff.

## PROJECT LEADERSHIP SYSTEM

We propose to actively engage with City staff and the DDA board to ensure alignment on deadlines and expectations throughout the project. Bi-weekly check-ins to ensure ongoing alignment are a staple of our team's expectations for project success.

## MEETINGS AND ENGAGEMENT

Our lump sum fee includes the following meetings with City leaders, staff, stakeholders, and the public:

1. Regular bi-weekly virtual check-in meetings with City staff
2. Six coordination/presentation meetings with City staff.
3. Two DDA meetings to align on project goals and expectations.
4. One full-day design charrette for stakeholders and the public.
5. Online project website and survey for public input.





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## Firm Backgrounds

# McKenna Firm Profile



McKenna’s headquarters in downtown Northville, Michigan, is located in a repurposed Ford Motor Company plant designed by Albert Kahn and built in the 1930s. Our work spaces reflect McKenna’s commitment to our people, our communities, sustainable design, and the rich technology heritage of the Midwest.

McKenna’s team of talented planning, design and building professionals helps municipal leaders develop and maintain communities for real life. From street festivals, neighborhood parks, and storefronts, to parking spots, coffee shops, and farmers’ markets, we want your community to thrive. Headquartered in Northville with offices in Grand Rapids and Kalamazoo, Michigan, McKenna provides planning, zoning, landscape architecture, community and economic development and urban design assistance to cities, villages, townships, counties, and regional agencies, as well as select private clients. Our success can be measured by the physical improvements to hundreds of McKenna client communities, and by our 47-year record of client satisfaction and on-time, on-budget delivery.

McKenna currently provides project services to more than 100 communities and private land investors in the Midwest. What sets McKenna apart is our ability to anticipate and respond to change. Our innovation and depth of experience are a resource for public and private decision-makers; we are a corporation of 30-plus planners, building code experts, urban designers, and landscape architects formed under the laws of Michigan on May 2, 1978.

**Business Organization:** McKenna Associates, Inc.  
**EIN / MI Tax ID:** 38-2213606  
**Legal Formation:** Corporation  
**Year Established:** 1978  
**State of Incorporation:** Michigan  
**Firm Officer:** John Jackson

## HEADQUARTERS

235 East Main Street  
Suite 105  
Northville, MI 48167  
O 248.596.0920  
F 248.596.0930  
E [info@mcka.com](mailto:info@mcka.com)

## GRAND RAPIDS

38 Fulton Street  
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O 616.204.1936  
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E [info@mcka.com](mailto:info@mcka.com)

## KALAMAZOO

151 South Rose Street  
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Kalamazoo, MI 49007  
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E [info@mcka.com](mailto:info@mcka.com)

**MCKA.COM**





# Areas of Service

## Community Planning

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

## Economic Development

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

## Building Department Administration

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

## Parks and Recreation

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



## On-Site Management Services

- Zoning and Planning Administration
- Tax Increment Finance Authority Management
- Downtown Development Authority Administration
- CDBG Administration
- Housing Rehabilitation
- Project Management – Capital Improvement Projects
- Redevelopment Project Administration
- Community Development Administration
- Economic Development Administration

## Development Codes

- Zoning Ordinance
- Zoning Ordinance and Resolution Review and Preparation
- Continuing Advisory Services to Elected and Appointed Officials, Planning and Zoning Commissions, and Boards of Appeal
- Subdivision and Condominium Regulations
- Form-Based Codes
- Environmental Regulations – Wetlands, Woodlands
- Expert Witnessing and Court Testimony on Zoning
- Sign Regulations
- Annexation Advisory Assistance
- Sex-Oriented Business Regulations and GIS Testing
- Open Space Regulations
- Planning and Zoning Code Training Seminars
- On-Site Zoning Administration

## Complete Streets and Transportation Planning

- Complete Streets Policy Development
- Complete Streets Design Guidelines
- Complete Streets Procedure and Implementation
- Corridor Plans
- Streetscape Plans
- Bicycle & Pedestrian Plans
- Bicycle Parking Plans
- Bicycle Sign Plans
- Bike Share Feasibility Studies
- Intersection Design & Crossing Plans
- Zoning and Regulatory Review
- User Maps and Wayfinding Studies
- Transportation Master Plans
- Site Plan Review of Transportation Facilities
- Circulation Studies Vehicles and Pedestrian
- TOD Studies
- Education and Training
- Transportation and Parking Plans
- Access Management
- Parking Studies

## Public Participation (NCI Certified)

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

## Community Development

- HUD CDBG Administration
- Analysis of Impediments to Fair Housing
- Environmental Review Records
- Consolidated Plans
- Elderly Housing Assistance
- Five Year and Annual Action Plans
- CDBG Program Planning and Applications
- Housing Rehabilitation Administration
- Market Studies – Market Rate, Elderly and Assisted Housing
- Housing Market Studies (MSHDA approved)

## Urban Design

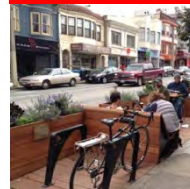
- Community Design Plans
- Placemaking Strategies
- Parks, Greens, Commons and Plaza Design
- Streetscape Design
- Site Planning
- Community Character Planning
- Historic Park Design
- Computer Visualization (before/after)
- Design Review
- Site Evaluation and Selection
- Design Manuals
- Neo-Traditional Design (TND)
- Urban Form Pattern Books
- Mixed Use (residential, retail, office, public, institutional) Design
- Public Art

## Sustainability Plans

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

## Landscape Architecture

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



# Letter 27 Design Firm Profile

## FIRM OVERVIEW

Letter 27 Design, LLC (L27) was founded in 2023 and is based in Livingston, NJ. A boutique firm, we provide professional landscape architectural and urban design services. Owned and operated by Shawn Partin, L27 values quality client service and user-centric design. Ultimately, designed spaces are about the people who use them, and it is imperative they reflect the needs and wishes of the end-user. L27's mission is simple; to create spaces that will be cherished by the user for years to come.

L27's founder is a professionally licensed landscape architect in the States of New Jersey, New York, and Michigan and has over 17 years of experience working on projects domestically and internationally, with over 100 mid- to large-scale projects and over 200 projects completed overall.

## EXPERTISE

Offering a wide range of project expertise, L27's founder has experience in mixed-use, urban design, plazas, multi-family housing, hospitality, rooftop amenity spaces, small- and large-scale park developments, playgrounds, brownfield sites, waterfronts, medical facilities, institutional, and municipal work.

### SCOPE OF SERVICES

Landscape Architecture  
Urban Design  
Park Design  
Master Planning  
Site Design  
Concept Studies  
Waterfront Design  
Programming  
Cost Estimating  
Project Coordination  
Construction Documentation  
Value Engineering  
Construction Administration

### LEGAL STATUS

Letter 27 Design, LLC is a Limited Liability Company (LLC) that is fully owned by Shawn Partin, PLA.

EIN: 93-4165495

### AUTHORIZED REPRESENTATIVE

Shawn Partin, PLA  
Founder  
456 S Livingston Avenue  
Livingston, NJ 07039  
P: 914.924.6363  
[shawn@letter27design.com](mailto:shawn@letter27design.com)

Shawn has contributed to numerous projects across Michigan, the United States, and internationally. Some local projects of note are Huroc Park (Flat Rock, MI), Elizabeth Park (Rochester, MI), Eden Park (Detroit, MI), Paradise Valley Alley (Detroit, MI), Henry Ford Hospital (Detroit, MI), PBS Headquarters (Detroit, MI), Steam Railroading Institute (Owosso, MI), WSU Health Sciences Building (Detroit, MI), and Hudson's Tower (Detroit, MI).



# Civil Engineering Solutions Firm Profile



Civil Engineering Solutions, Inc. was founded in January of 2011 by Leslie N. Zawada, P.E.. Civil Engineering Solutions, Inc. is a Michigan-based woman-owned civil engineering and surveying firm as well as an MDOT certified Disadvantaged Business Enterprise (DBE); WBENC certified Woman Business Enterprise (WBE) and Wayne County certified Small Business Enterprise (SBE). Ms. Zawada has been a licensed engineer since 2003 and has 29 years of infrastructure design and construction experience, including the design and evaluation of storm water management systems, pressure systems (water main and sanitary sewer force main systems), gravity sewers, pump stations, roads, parking lots, sidewalks, pathways, parks, construction contract administration, project management, permitting, bidding, inspection, etc.

Since founding the firm CES has entered in contracts with the Charter Township of Lyon (in 2011); Green Oak Charter Township (in 2012); Kimley Horn – representing Wayne County Airport Authority (in 2019); and Oakland County Water Resources Commission (in 2021).

The difference in selecting CES as your engineer is that we will provide you with honest advice, whether it generates projects for us or not. We want to work for YOU and have YOUR best interest in mind.

## CES ADVANTAGE

- Clear, honest communication
- Experienced Project Management
- Attention to detail
- Creative solutions/ideas to help our communities achieve their goals
- Small business difference
- Our team understands long-term maintenance costs. We design projects with future maintenance in mind and will work closely with your DPW staff to reduce future costs.

## CAPABILITIES

- Site Design
- Infrastructure Design
- Project Management
- Surveying
- Contract Administration
- Construction Inspection
- Easement Acquisition
- Capital Improvement Plan Preparation
- Grant Preparation
- Permitting
- Septic Design







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# Project Approach & Proposed Work Plan



# Project Understanding and Approach



Downtown Plymouth is a model Midwestern downtown: historic buildings, a grand central park that can host active and passive events, high-quality shopping and eating experiences, essential municipal services integrated into the fabric of the City, and, perhaps most importantly – it is a desirable draw for people. Plymouth residents and outside visitors alike flock to Downtown to enjoy and interact with all the City has to offer. The 2025 Streetscape Design Plan is an opportunity to look at the environment where public and private meet and refresh the human-scale elements that make Downtown Plymouth so easy to love.

McKenna, Letter 27 Design (L27), and Civil Engineering Solutions, Inc. bring a collaborative, hands-on approach to this project, grounded in experience and shaped by Plymouth’s context. Our understanding of the project is informed not only by the DDA’s RFP and recent plans but also by personal relationships and interactions with Downtown. We participate in the Ice Festival in Kellogg Park, we take our children to the doctor in the study area, we grew up having date nights at the Dairy King and Penn Theatre – **we experience Downtown Plymouth with you and are honored to have the opportunity to have an imprint on its future.** We believe this gives our team unmatched insight into community priorities, stakeholder relationships, and the opportunities and constraints that shape downtown Plymouth today.

The expectations for the project are clear: **Enhance DDA District Aesthetics and Function.** This includes incorporating modern best practices for sustainability, consistent landscape treatments, enhanced patio opportunities, a plan for tree replacements/supplements, improved pedestrian safety and usability, and more. At the same time, it is apparent that the DDA places high value on community input and educating the stakeholders of the DDA District.

Our approach achieves these expectations – we will be inclusive, iterative, and implementation-focused. We will begin with a review of all relevant background plans and field conditions and initiate conversations with the DDA and City staff about expectations of the new streetscape elements. We will then create initial design concepts, followed by a community-wide online survey and an intensive one-day design charrette to gather and test these initial ideas with key stakeholders. These efforts will form the foundation for initial design concepts, which we will develop to reflect placemaking opportunities, sustainability considerations, and maintenance realities.

Throughout the project, we will maintain open communication with City staff and the DDA, offering thoughtful recommendations while ensuring that every step, from concept through final deliverables, is guided by local insight and community voice. We will produce compelling visuals, clear design documentation, and a realistic phasing strategy to ensure Plymouth’s downtown can move confidently into its next chapter with a design that is both visionary and achievable.

# Work Plan

The following outlines our approach to delivering a successful streetscape design for Downtown Plymouth.

## TASK 1: PROJECT INITIATION AND DESIGN CONCEPTS



Task	Description	Meetings (anticipated)	Deliverables (anticipated)
<b>Task 1A: City staff kick-off meeting</b>	A strong working relationship between the City and the Project Team is key to this project's success. McKenna, L27, and CES (the design team) will meet with City staff to establish communication expectations, review available datasets, finalize the project schedule, confirm anticipated deliverables, and ensure the City's vision is reflected in the final design.	One (1) in-person or virtual meeting	<ul style="list-style-type: none"> <li>Meeting minutes (provided within 2 business days of meeting)</li> <li>Project Schedule</li> </ul>
<b>Task 1B: Review existing conditions and City materials</b>	The design team will conduct a site visit to photo-document existing conditions, take relevant measurements, and inventory assets and design cues. These photos will serve as a reference throughout the project. Additionally, the team will review available City resources, including existing plans and infrastructure data.	One (1) site visit	<ul style="list-style-type: none"> <li>Existing conditions photos in JPG or PDF format</li> </ul>
<b>Task 1C: Prepare base materials</b>	The design team will coordinate to create the AutoCAD base data using available surveys and design plans. To fill in gaps, we will utilize available parcel data from Wayne County or other sources. Where needed, we will verify the accuracy of any missing features through field measurements and photos.  Note that the basemaps created for this task will be accurate but not survey-grade; when the City moves to construction, existing condition surveys will be required.	None	<ul style="list-style-type: none"> <li>None (design team coordination and file exchange only)</li> </ul>

Task	Description	Meetings (anticipated)	Deliverables (anticipated)
<b>Task 1D: Prepare design concepts</b>	<p>Our team will develop comprehensive site plan concepts addressing street improvements such as intersections, parking, sidewalks, curb extensions, medians, and green infrastructure—including rain gardens, pervious paving, and bioretention areas. We will provide recommendations to enhance pedestrian and bicycle mobility, integrate event-friendly design elements, and identify optimal locations for EV charging stations, bike racks, public art, fire pits, and street furniture—balancing safety, aesthetics, and functionality.</p> <p>Supporting plans will include street lighting that utilizes existing historic fixtures, a low-maintenance irrigation system for landscaping, and wayfinding to support branding and improve safety and navigability downtown. All recommendations will consider operational impacts, such as snow removal and trash collection, and will include clearly defined short-, mid-, and long-term actions.</p> <p>Our concept designs will balance the various Goals outlined in the RFP, including vibrancy, space activation, walkability and accessibility enhancements, and existing design concepts (like those at Saxton’s Lot).</p>	<p>One (1) in-person or virtual meeting</p>	<ul style="list-style-type: none"> <li>• Concept Design presentation in virtual format (11x17 or similar)</li> <li>• Recommended Phased Improvements Plan</li> <li>• Meeting minutes (provided within 2 business days of meeting)</li> </ul>
<b>Task 1E: City staff &amp; DDA feedback meeting</b>	<p>The design team will schedule a follow-up meeting—several days or weeks after the presentation, based on the City’s preferred timeline—to receive feedback and engage in an open dialogue about preferred concepts and overall direction to help guide Tasks 2 and 3. We will also present the initial concepts to the DDA at their regularly scheduled meeting for their feedback and preferences.</p>	<p>One (1) in-person or virtual meeting</p> <p>One in-person DDA meeting</p>	<ul style="list-style-type: none"> <li>• Meeting minutes (provided within 2 business days of meeting)</li> </ul>

## TASK 2: COMMUNITY ENGAGEMENT



A McKenna led Charrette in Canal Winchester, OH.

Task	Description	Meetings (anticipated)	Deliverables (anticipated)
<b>Task 2A: Online Community Survey and Project Website</b>	<p>To ensure broad community engagement, our team will create and host an online survey and project website using Social Pinpoint or Foleon, depending on the features required by the City. The survey will collect input on priorities, preferences, and ideas related to the downtown streetscape—covering topics such as mobility, aesthetics, amenities, and public space features. Mobile-friendly and easy to access, it will allow residents, business owners, and visitors to provide feedback at their convenience. Survey results, together with guidance from existing plans, will form the foundation for developing initial design recommendations. Links to the DDA’s Infrastructure Master Plan, Five-year Action Plan, the Master Plan, and others will be provided on the project website.</p>	<p>None</p>	<ul style="list-style-type: none"> <li>• Survey summary (within one week of the survey conclusion)</li> </ul>
<b>Task 2B: Design Charrette</b>	<p>As part of the Downtown Plymouth Streetscape Design process, our team will lead a one-day design charrette to engage community members, stakeholders, and City staff in shaping the future of downtown. This will offer an opportunity for education on streetscape best practices, as well as a chance for a diverse group of stakeholders to review initial concepts and create consensus on final concepts. The day will include a brief project overview, interactive small-group design activities, and real-time concept refinement focused on streetscape features, mobility, and public space enhancements. The session will conclude with a presentation of refined concepts reflecting community input and establishing a clear direction for the design to move forward.</p>	<p>One (1) full-day charrette workshop</p>	<ul style="list-style-type: none"> <li>• Charrette summary in a graphically rich report suitable for public distribution</li> </ul>

<p><b>Task 2C: Post-Charrette Collaboration Meeting</b></p>	<p>Following the completion of the Charrette (within one to two days), the design team will hold a meeting with City staff to recollect on the findings of the event, highlight comments and concepts that stakeholders were able to share, and ensure that the design team has clear direction about how to complete the design work for the project.</p>	<p>One (1) in-person or virtual meeting</p>	<ul style="list-style-type: none"> <li>List of findings and programmatic elements that should be incorporated into the final plans.</li> </ul>
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### TASK 3: CONCEPT DELIVERY AND FINAL RECOMMENDATIONS

Task	Description	Meetings (anticipated)	Deliverables (anticipated)
<b>Task 3A: Prepare Concept Design</b>	<p>Based on feedback gathered during Tasks 1 and 2, the design team will collaborate closely to develop the final concept design. This process will integrate input from the community, City staff, key stakeholders, and both professional teams—leveraging each group’s expertise to ensure alignment with project goals, community needs, and aesthetic considerations. Regular communication will ensure a cohesive and well-rounded concept emerges from this collaborative effort.</p> <p>The design package will include, at a minimum: 2D and 3D visual graphics, labeled plans, recommended products, dimensioned layout plans, and a phased improvement plan identifying short-, mid-, and long-term solutions. We can prepare the design package as a large-format digital version, or as a Vision Guide Booklet, which is intended to be an 11x17 document that can serve as a marketing tool, design guideline document, and highly visual representation of the Plan.</p>	Virtual check-in meetings as needed	<ul style="list-style-type: none"> <li>• Concept Design package in virtual format (24x36 or similar) or Vision Guide booklet (11x17 or similar)</li> </ul>
<b>Task 3B: Prepare Budget</b>	<p>The design team will prepare a baseline budget, along with optional levels of improvements or savings, each with associated cost increases or decreases, respectively.</p>	None	<ul style="list-style-type: none"> <li>• Budget estimate in virtual format (8.5x11 or similar)</li> </ul>
<b>Task 3C: Present Final Concept Design to City staff &amp; DDA Board</b>	<p>Once the concept design and budget are complete, the design team will meet with City staff to ensure alignment with their expectations and to receive any final feedback on the concept. Additionally, we will meet with the DDA to confirm the design aligns with their goals. Final comments from both meetings will be incorporated into the design package.</p>	One (1) in-person or virtual meeting with City staff One (1) in-person DDA meeting	<ul style="list-style-type: none"> <li>• Meeting minutes (provided within 2 business days of each meeting)</li> </ul>
<b>Task 3D: Provide Final Concept Design to City staff</b>	<p>Upon receiving final comments from City staff, the design team will incorporate all changes into the concept package. Final deliverables will then be provided to the City, either in a Concept Design package or in the 11x17 Vision Guide Booklet.</p>	One (1) in-person or virtual meeting with City staff, if needed	<ul style="list-style-type: none"> <li>• Concept Design package in virtual format (24x36 or similar)</li> <li>• Budget estimate in virtual format (8.5x11 or similar)</li> <li>• Raw files of 2D and 3D renderings for as-needed City use (JPEG or similar)</li> </ul>

# Proposed Schedule

We propose the following 12-month schedule. We are happy to adjust the schedule to meet your needs and are prepared to begin the project immediately upon authorization.

TASKS	2025					2026						
	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
<b>Task 1A:</b> City staff kick-off meeting	X											
<b>Task 1B:</b> Review existing conditions and City materials												
<b>Task 1C:</b> Prepare base materials												
<b>Task 1D:</b> Prepare design concepts		X										
<b>Task 1E:</b> City staff feedback meeting				XX								
<b>Task 2A:</b> Online Survey and Project Website												
<b>Task 2B:</b> Design Charrette							X					
<b>Task 2C:</b> Post-Charrette Meeting							X					
<b>Task 3A:</b> Prepare Concept Design												
<b>Task 3B:</b> Prepare Budget												
<b>Task 3C:</b> Present Final Concept Design to City staff											XX	
<b>Task 3D:</b> Provide Final Concept Design to City staff												X

**MEETINGS** (shown with an “x” for one meeting)

We also propose monthly virtual check-in meetings in addition to the above meetings.

# Deliverables



The deliverables for each task are identified in the Work Plan above. Final deliverables will include:

- A Concept Design package in virtual format (24x36 or similar) that will include large, rendered site plans, cross-sections, and other visualizations; OR a Vision Guide Booklet (11x17 or similar) that will function as a “marketing brochure” to communicate design concepts in a more reader-friendly format
- A Budget estimate in virtual format (8.5x11 or similar)
- Raw files of 2D and 3D renderings for as-needed City use (JPEG or similar)

We will also provide meeting minutes on an ongoing basis, along with engagement materials, summaries, and any draft documents requested by the City.









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## Proposed Project Team Members & Individual Experience

# Project Team and Qualifications



Resumes of all team professionals are included at the end of this section. An organizational chart outlining the Project Team structure and bios of key personnel are provided on the following pages.

Our team members are industry leaders in facilitating efficient and effective public processes that result in compelling, comprehensive plans with a strong focus on implementation.

Our professionals embrace:

- Highly effective public engagement processes
- Stakeholder involvement in planning that affects them
- Information-rich decision-making
- Context-sensitive design solutions
- Active living and active transportation
- Land use and resource conservation
- Livable communities
- Walkability, bicycling infrastructure, greenways, trails, complete streets, and healthy development policies
- Placemaking
- Economic sustainability

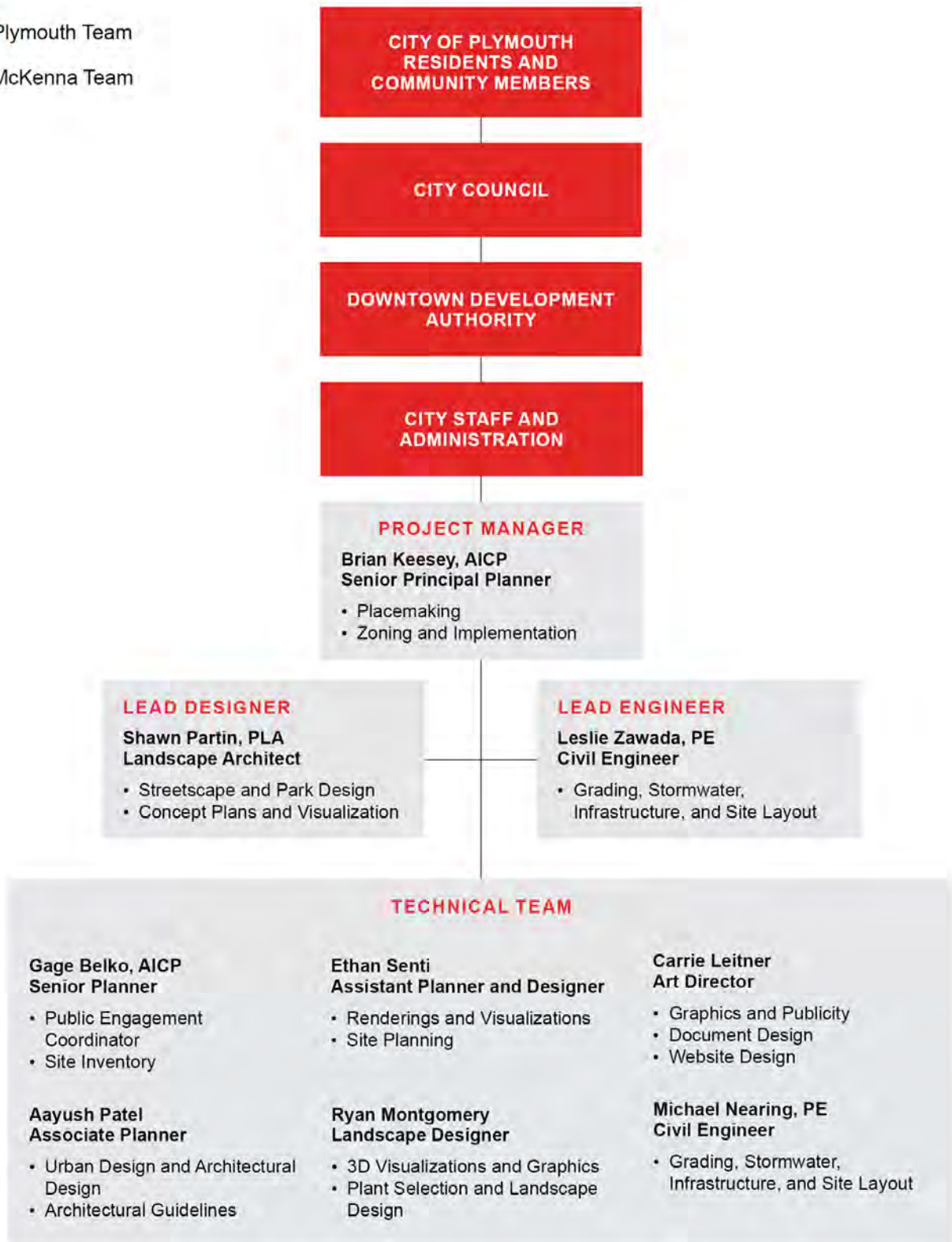


## ORGANIZATIONAL CHART

We have assembled a stellar team of professionals to work with the City and DDA. Each team member will play a critical role in planning services and plan development – consider this team an extension of your internal capacity.

■ Plymouth Team

■ McKenna Team



## KEY PROJECT TEAM MEMBERS



### **Project Manager and Primary Point of Contact**

Brian Keeseey, AICP, Senior Principal Planner, will serve as the Project Manager and primary point of contact for the City. He will oversee the management of work tasks, public meetings, workshop facilitation, and provide day-to-day project guidance. Brian has an intimate connection to the City of Plymouth, having served lemonade at festivals downtown as the captain of the Plymouth-Canton Tennis team and frequenting the Penn Theatre on date nights with his now-wife.

Brian brings experience in crafting achievable, well-communicated plans and supporting clients with ongoing planning needs. He is currently serving as the Project Manager for West Bloomfield Township's Master Plan, is the planner for Lyon Township and its DDA and the planner for the City of Flat Rock's DDA. He provides zoning expertise and design assistance to clients in daily interactions and for planning projects, guiding development proposals to support the vision of the community.

Brian holds a Bachelor of Landscape Architecture degree and a Master of Urban Planning degree, both from Michigan State University.

### **BRIAN'S DIRECT CONTACT INFORMATION:**

bkeeseey@mcka.com  
(248) 596-0920  
235 E. Main Street · Suite 105  
Northville, MI 49167



### **Lead Designer**

Shawn Partin, PLA, will serve as the lead designer, ensuring seamless communication with the City and overseeing the delivery of high-quality outcomes that align with both the City's and the community's vision. A professionally registered landscape architect in New York, New Jersey, and Michigan, Shawn brings over 17 years of experience leading projects both domestically and internationally.

Shawn brings the technical expertise to formalize vision into design. He has deep experience in public realm and streetscape design, wayfinding systems, and high-quality renderings, specializing in translating ideas into clear, constructible concepts. His firm's work across Michigan, including projects like Eden Park and Paradise Valley Alley (Detroit), Huroc Park (Flat Rock), and Elizabeth Park (Rochester), demonstrates their ability to blend aesthetics, functionality, and context. His designs balance historic character with modern infrastructure needs and are grounded in principles of flexibility, accessibility, and long-term maintainability.

### **Lead Civil Engineer**

Leslie Zawada, PE, will serve the project as the lead Civil Engineer. She will provide technical expertise in all matters relating to stormwater, site accessibility, grading, right-of-way requirements, and more. Leslie formed CES in 2011, with a strong believe that by working for government, we are working for our families, friends, and neighbors to build stronger communities and brighter future for Michigan.

Leslie has extensive municipal engineering and site design experience, including library and parks projects, water and sewer systems, road projects, police station site designs, and sustainable design. Leslie holds a Bachelor of Civil Engineering degree from University of Detroit-Mercy and has been a licensed engineer for 22 years.



**Project Planner**

Gage Belko, AICP, Senior Planner, will serve as the project planner, supporting stakeholder outreach and public engagement, while acting as a bridge between the project team and day-to-day operations in Plymouth. Gage is currently a planner representing a variety of communities, including Van Buren Township and the Village of Lake Orion. He serves Planning Commissions, Village Councils, Township Boards, and DDAs, providing expert guidance on land use, placemaking, and economic development strategies. Gage is an engaging personality who will play a pivotal role in the outreach and engagement activities for this project.

**Project Civil Engineer**

Michael Nearing, P.E., Senior Project Manager for CES, has over 35 years of experience in civil engineering, including an extensive time with the City of Ann Arbor. In 2020 Michael received the 2020 City of Ann Arbor Engineering Customer Service Award for providing outstanding service to the citizens of Ann Arbor. Recently, Michael has works on municipal projects including the Green Oak Fire Department, the Lyon Township Library and Park site, and the Lyon Township DDA parking lot design. Michael is a licensed engineer in the State of Michigan and holds a Bachelor of Science in Engineering, Civil Engineering from the University of Michigan.



**Project Planner**

Ethan Senti, Assistant Planner, will support the project through innovative graphics and GIS analysis. Ethan is a magnetic personality who will be involved in the charrette process to help bring stakeholders' ideas to life through conversation and technical expertise. Ethan provides high-quality visualizations for Lyon Township's DDA, as well as for many communities on Michigan's west coast.



**Landscape Designer**

Ryan Montgomery will serve as the landscape designer and 3D artist for the project. He brings over 15 years of experience in Michigan-based landscape design and installation, along with extensive knowledge of native and ornamental plant materials. Ryan is highly skilled in producing high-quality 3D renderings, as demonstrated in L27's past project work, and will be responsible for final review and quality control of all 3D graphics.



**Project Designer**

Aayush Patel, Associate Planner, will serve as Project Designer. He brings experience in urban design, housing studies, sub-area planning, and corridor design for communities across Michigan and Illinois. At McKenna, Aayush specializes in integrating zoning, policy, and design through form-based codes, urban design, creative visualization, and community engagement. He also developed conceptual designs for the Evans Street Corridor Plan in Tecumseh, including key sites such as the Products site and the North Evans–Hamblin site.



**Graphic Designer**

Carrie Leitner, Art Director, will serve as the project's graphic designer, bringing extensive expertise to ensure the final materials exceed expectations for style and visual communication. With over two decades of experience, Carrie specializes in project branding, document layout, illustration, typography, digital graphics, and all aspects of public engagement materials.





# Brian Keeseey, AICP

SENIOR PRINCIPAL PLANNER / GIS MANAGER

## EDUCATION

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

**Bachelor of Landscape Architecture**  
Michigan State University

## PROFESSIONAL EXPERIENCE

### Project Direction and Management

Responsible for the oversight of large and small planning and zoning projects, leading teams of multi-disciplined professionals to the successful adoption of Master Plans, Zoning Ordinances and amendments, Capital Improvement Programs, Parks and Recreation Plans, Safety Audits, and grant administration. Leads an internal team of 6-8 planners and design professionals on career development and business-related tasks and objectives.

### Land Use Planning and Zoning Administration

More than 15 years of experience providing support for citizens and developers with land use information and application procedures, reviewing small and large scale development proposals, site plans, and special use applications and recommending action to Planning Commissions and elected officials. Conducts agency review meetings, public hearings, and public input forums to ensure comprehensive analysis and sound planning and design principles. Provides land use and conceptual layout guidance for residents and landholders. Prepares annual planning reports, Capital Improvement Programs, and other State-required planning functions.

### Zoning Ordinance Preparation

Zoning specialist who prepares large ordinance re-writes, minor ordinance revisions, and specialty/topical ordinance expertise. Well-versed in rural, suburban, and urban applications and requirements in zoning. Recent and current experience crafting regulations around signage, wind and solar energy, building design, bulk, and form, sustainable initiatives, and more. Presents recommendations and provides guidance to Planning Commissions and elected officials.

### Comprehensive Planning and Implementation

Facilitates visioning and goal-setting sessions to guide master plan development. Provides demographic analysis, geographic analysis, and market studies highlighting community trends for the municipality to address. Guides the creation of policies to support municipal development goals. Utilizes data to address difficult land use, equity, housing, and environmental impacts of land use plans and development patterns, with the intent to align local goals and objectives with actionable tasks that can be assigned to stakeholders to encourage accountability and buy-in.

### Geographic Information System (GIS) Management, Analysis, and Modeling

McKenna GIS Manager responsible for the overall direction of company mapping product offerings, implementation, and design. Coordinates data analysis deliverables and information dissemination for clients and external agencies. Conducts U.S. Census, FEMA, USGS, and County-level data source analysis based on project needs to glean actionable insights for communities. Prepares map layouts and templates for cohesive and visually appealing deliverables to clients. Designs zoning and future land use maps for administration and comprehensive plans and develops online versions for public consumption using the ArcGIS Online platform. Administers databases of utility and infrastructure information. Drafts site plans, engineering details and design documents using AutoCAD.

## MEMBERSHIPS

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





# Gage Belko, AICP

ASSOCIATE PLANNER

## EDUCATION

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

**Bachelor of Science - Architecture**  
Taubman College  
University of Michigan

## PROFESSIONAL EXPERIENCE

### Community Planning and Design

Managed the development of comprehensive plans, parks and recreation plans, sub-area and neighborhood plans, and downtown development and TIF plans, requiring research and analysis, public engagement, mapping, graphic design, and editorial work to ensure attractive and accessible documents. Produced conceptual redevelopment plans, site layouts, park designs, and renderings by hand and through CAD. Partnered with villages, cities, and townships to provide day-to-day planning services, including detailed site plan reviews and field inspections using form-based code and urban design principles to guide the development of commercial and mixed-use projects, neighborhoods, and streetscapes. Developed downtown and residential design guidelines. Implemented planned unit development standards, flood plain management, urban heat island mitigation, and complete streets programs. Conducted municipal parcel and facility inventories using public data, mapping, and site inspections. Developed public engagement plans for communities and developers and organized a range of programs including open houses, pop-up events, charettes, focus groups, and surveys.

### Administration and Program Management

Administered planning commissions, zoning boards, and committees through agenda management, meeting facilitation, and staff communications in compliance with local and state statutes. Developed planning and zoning training programs for municipal officials, staff, and the public. Provided ongoing zoning administration, code enforcement, and front desk management. Successfully implemented department-wide administrative improvements, such as transitioning to web-based applications, review, and permit processes; digitization and file management programs; and website development. Assisted in grant application, project management, and documentation. Administered state and federal programs for Redevelopment Ready Communities, Housing Readiness, Community Development Block Grants for blight management and rehabilitation, and ARPA capital improvements programming.

### Public Participation and Service

Organized and led public engagement events—focus groups, intercept surveys, open houses, and public meetings—for a range of projects. Coordinated advisory committees and facilitated thoughtful, constructive communication. Developed equitable engagement plans for communities and developers. Managed continual services for communities at the front desk, over the phone, and through e-mail. Ensured transparency through development meetings, regular communication, and staff reports. Practiced diligence and fairness in the application of local and state regulatory standards.

## MEMBERSHIPS

American Planning Association  
Michigan Association of Planning

## TEACHING

**Course Facilitator:** University of Michigan undergraduate-level course ALA 122 Intergroup Dialogue; led semi-structured discussions on the intersection of professional development, identity and bias, and conflict resolution.

**Guest Lecturer:** University of Michigan graduate-level course URP 542 Healthy Cities; lecture focused on utilizing the participatory planning process to achieve long-term policies and zoning reform that can improve health outcomes.

**Presenter:** 2024 Michigan Municipal Executives Summer Workshop, Planning for Public Health and Climate Resiliency.



# Ethan Senti

ASSISTANT PLANNER

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## EDUCATION

**Bachelor of Science in Architectural Studies**  
Southern Illinois University

**Bachelor of Arts in Spanish Language Studies**  
Southern Illinois University

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## PROFESSIONAL EXPERIENCE

### Urban and Architectural Design

Developed various architectural and urban design projects in Midwestern rural and urban contexts throughout architectural education. Completed analysis of existing site conditions, program and client requirements, and local zoning and building codes to develop designs for educational, healthcare, and mixed-use facilities.

### Illustration and Graphics

Participated in the update and creation of zoning ordinance graphics for small communities throughout Michigan to convey zoning concepts and terms, to improve clarity of and ultimately compliance with zoning ordinances. Created illustrated maps for use in master plans to convey tourism information in a clear and engaging way, showcasing local features and landmarks.

### Zoning

Assisted with the update and rewrite of small community zoning ordinances to increase overall clarity, review and reduction of parking requirements, and drafting of park related ordinances. Participated in small community zoning audit to determine effect of current zoning on housing development.

### Transportation Planning

Assisted in the identification, classification, and analysis of transportation corridors to develop motorized and non-motorized mobility plans aimed at guiding the creation of pedestrian and bike networks and related infrastructure, while reducing reliance on automobiles in small Michigan communities.

### Master Planning

Supported community Master Planning efforts by creating redevelopment plans, analyzing the build-out potential of Future Land Use scenarios, and devising ways to improve pedestrian and non-motorized mobility.

### Public Engagement

Assisted with public outreach events, programming, and material preparation in small rural communities and villages to gain insight into residents' visions for their communities and obtain the necessary information for master plan drafting.

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## MEMBERSHIPS

American Planning Association  
Michigan Association of Planning



# Aayush Patel

ASSOCIATE PLANNER

## EDUCATION

**Master of City Design**  
College of Urban Planning and Public Affairs  
University of Illinois at Chicago

**Bachelor of Architecture**  
Aditya College of Architecture  
Mumbai University

## PROFESSIONAL EXPERIENCE

### Urban Design and Subarea Planning

Assisted in developing visionary concept ideas for suburban and urban communities across Chicago and Michigan. Led vision development plans for the West Standale area in the City of Walker, Michigan using rezoning and overlay tools, and balancing urban design principles like walkability, bike-ability with drivability around a mixed-use development. Contributed to illustrating the development vision for Tecumseh's revitalization efforts for the South Evans corridor and the Tecumseh Products site—a brownfield site by incorporating multi-modal transportation strategies, safe pedestrian and vehicular circulation and increasing access to public recreational facilities. Developed and illustrated neighborhood revitalization plan for the City of Hamtramck (Michigan). Assisted in making wayfinding design and planning or bike trail networks in Michigan. Collaborated in placemaking and urban design vision for lower village area in Cascade township (Michigan).

### Architecture Planning and Design

Managed and assisted principal architects in site planning and architecture design for single family-residential projects in India and Dubai. Collaborate with site engineers and civil engineers for appropriate construction solutions for projects. Provide site administration and project management services for the company to ensure seamless project execution. Developed construction drawing sets independently for architecture projects and assisted senior design staff in preparation of interior design drawing sets and presentations. Participated in design development of various interior and architecture space planning projects with principal architects and senior design staff. Developed 3D models and visualizations using industry standard software and rendering platforms.

### Public Engagement

Assisted in developing public engagement strategies to generate high-quality community feedback from Chicago's McKinley Park neighborhood by facilitating charrette activities, public workshops, focus groups, and presentations for an urban planning and design project. Designed, developed and managed community and business surveys in English, Mandarin, and Spanish followed by managing the collected database and access using QR codes. Managed and assisted in public workshops for planning and design projects in the City of Portage (Michigan) and City of Walker (Michigan).

### Zoning Analysis, Comprehensive planning and GIS Mapping

Experienced in creating maps and spatial datasets for communities and cities like Walker, Grandville, Cascade, Port Sheldon. Designed graphically pleasing maps illustrating demographics, land use, zoning, transportation conditions, utilities and natural features on both urban and regional scales. Developed comprehensive master plan text and graphics for communities, villages and townships throughout Michigan along with writing and analyzing recommendations based on best planning practices. Assisted in reviewing site plans and special land use application for communities. Assisted in drafting text, developing graphics and analysis of public feedback for amendments for the City of Portage's form-based code district.

## MEMBERSHIPS

American Planning Association  
American Institute of Architects  
Council of Architecture, India

## CERTIFICATIONS

LEED Green Association (Pursuing) U.S. Green Building Council  
Licensed Architect (India) Council of Architecture, India



# Carrie Leitner

ART DIRECTOR

## EDUCATION

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

**Internet Professional Curriculum Courses**  
Washtenaw Community College

## PROFESSIONAL EXPERIENCE

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

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

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

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

### **Art Director Municipal Projects**

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

### **Image Editing and Production**

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

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

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

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

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

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

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

## SOFTWARE EXPERTISE

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



**SHAWN PARTIN** PLA, ASLA  
FOUNDER

## EDUCATION

Master of Arts, Environmental Design  
Michigan State University, 2011  
Bachelor of Landscape Architecture  
Michigan State University, 2009

## LICENSES

Professional Landscape Architect  
NJ #21AS00141900  
NY #002958  
MI #3901001649

## MEMBERSHIPS

American Society of Landscape Architects

**BIO** Shawn has a keen eye for quality in design with extensive expertise in large-scale, urban, and waterfront projects as well as high-end multi-family and mixed-use developments. With projects ranging from high-rise luxury rooftop amenity terraces to 50+ acre public/private communities and public parks, his innovative designs and effective project management have led to the successful completion of projects across the country and internationally. Shawn excels at on-the-spot problem solving and coordination of complex projects. Client and end-user focused; he believes the individuality of each project is revealed through thoughtful design and collaboration. In addition to his professional role, Shawn has served as a Planning Board member of the Township of Livingston, NJ and teaches as an adjunct professor at Fashion Institute of Technology.

## SELECT EXPERIENCE

### Rye Playland Park Improvements | Rye, NY\*

Lead designer and prime for select phased improvements throughout the park including themed design complimenting rides Jack-The-Puppeteer, Swing Ship, and The Wheel as well as the new Ice Cream Shop and Stage area. Design and construction documents were diligently completed on an owner-driver compressed timeline to meet park opening and closure scheduling.

### Garvies Point | Glen Cove, NY\*

Documentation and construction lead as well as design assist for over 52 acres of improvements over multiple phases. Scope included coordination with brownfield mitigation and design of shoreline, public park, playground, dog runs, recreational trails, custom furnishings, and rooftop amenities. The project included a 13+ acre new public park, hiking trails within an existing forested area, and new mixed use buildings with amenity rooftops and private terraces for rent and purchase. Shawn provided project oversight throughout design and construction through final completion of several phases.

### Eden Park | Detroit, MI\*

Lead designer and prime for a new park on a contaminated site. Scope included a 6-acre park, community center, amphitheater, support buildings, playground, splash pad, community gardens, parking, alley improvements, great lawn, and Alzheimer's garden. Shawn led staff and consultants in coordination and preparation of project documentation. Additional services included budget estimate reviews and permitting.

### Huroc Park | Flat Rock, MI

Lead designer for park improvements and traffic calming measures between Huron River and Arsenal Road. Guided by the project's traffic study and anecdotal user input, parking was reduced in favor of safer pedestrian crossings and additional planting resulting in a new fully planted edge and reconfigured main park entrance. Additional elements include an ADA accessible fishing pier, fish cleaning station, viewing patio, kayak launch, and selective understory brush removal to improve safety and views to the water.

### 25 North Lex Residences | White Plains, NY\*

Documentation and construction lead as well as design assist for all landscape architectural elements including streetscape as well as 5th and 17th floor rooftop amenity decks. Shawn coordinated with all design trades to ensure an aesthetically beautiful, functional, and buildable design for tenants to enjoy. Elements include all custom benches, planters, outdoor kitchens/bars, and trellises set within a variety of spaces including café, lounge, pool deck, fire pits, and lawn areas.

## ADDITIONAL EXPERIENCE

**Mixed Use & Public Parks/Plazas:** Graybarn (Amityville, NY)\* | 5 Pointz Jackson Avenue (Queens, NY)\* | Paradise Valley Alley (Detroit, MI)\* | 52 North Broadway (White Plains, NY)\*

**Recreation & Tourism:** Liberty Island (New York, NY)\* | 601 Lexington Avenue Plaza (New York, NY)\* | Indigo Hotel (Brooklyn, NY)\* | Equinox Hotel (Houston, TX)\*

**Multifamily & Amenity Rooftops:** 568 Broadway (New York, NY) | 234 E 46th Street (New York, NY) | 1 Hill South (Washington, D.C.)\* | 950 South Capitol Street (Washington, D.C.)\* | Estate at The Yards Navy Park (Washington, D.C.)\* | 8787 Georgia Avenue (Silver Spring, MD)\* | 49 Chambers Street (New York, NY)\* | 200 Montague Street (Brooklyn, NY)\* | 107 Columbia Heights (Brooklyn, NY)\* | Halletts Point (Queens, NY)\* | 30-85 Vernon Boulevard (Queens, NY)\* | 311 W42nd Street (New York, NY)\* | 49 Fisk Street (Jersey City, NJ)\* | 60 South Broadway (White Plains, NY)\* | Sovereign Park (Sector 99 Gurgaon, India)\*

**Institutional & Medical:** Wayne State University Health Sciences (Detroit, MI)\* | Henry Ford Hospital (Detroit, MI)\*

\*Services performed prior to founding Letter 27 Design, LLC



## **RYAN MONTGOMERY** LANDSCAPE DESIGNER

### **EDUCATION**

**Bachelor of Landscape Architecture**  
Michigan State University, 2010  
**Bachelor of Science Horticulture**  
Michigan State University, 2010

### **AWARDS**

American Society of Landscape Architects,  
Michigan Chapter, Honor Award, 2010

**BIO** Ryan has an extensive knowledge of plants which he has utilized and honed along the Lake Michigan shoreline to create beautiful spaces for a variety of clients. While focusing primarily on high-end residential, he blends his background of landscape design and horticultural know-how in the master planning and conceptualization of each project. Producing aesthetically impressive imagery, and working closely with his clients, their dreams become reality as Ryan's designs take shape. Overseeing both the design and installation of hundreds of projects, Ryan has intimate knowledge of the construction process and designing with the end-user and longevity in mind. Additionally, he has combined his knowledge of plants with his technical 3D modeling skills and created an extensive library of custom 3D photorealistic plants and components, a skill he brings with him in the presentation of new designs.

### **SELECT EXPERIENCE**

#### **Eagles View** | Benton Harbor, MI\*

Assistant site designer for a new home construction. Responsibilities included construction documentation as well as material selection. Scope included outdoor kitchen, pergola, natural stone patio, basalt fountain, and plants. The client's love of flowers allowed for a more unusual selection of vegetation and natives. Nestled along the signature Jack Nicklaus golf course, views into the property as well as views to the golf course were carefully tailored. Plant selection was artfully curated to compliment the beauty of the course while maintaining its own distinct identity as an incredible showpiece. This home has been a part of the Michigan Garden Plant Tour.

#### **The Irish Cheer** | Union Pier, MI\*

Assistant designer for a multi-family vacation home undergoing renovations including a new addition. Once complete, the house would sleep 28 people comfortably. Responsible for landscape plan and construction drawings over 2 years. Coordinated closely with architect and pool consultant throughout the project life. Scope included removal of existing landscaping and pool. Installation of new pool, landscaping, patios, natural stone driveway, river, hot tub, waterfalls, and flagstone patios that seamlessly extend into the house. Being a generational family home, spaces were designed to comfortably host large groups. Natural aesthetic features were at the heart of the design including meandering walking paths, fenestrated views to the on-site river and waterfall, and an overlook with breathtaking views of Lake Michigan. Natural flagstone coping on the pool effortlessly blends with the patio and house interior. To ensure complete serenity, a 7' waterfall generously spills from an outcropping into the pool to cancel adjacent traffic noise and provide soothing white noise throughout the day.

#### **6th Street Bridge** | Courtenay, British Columbia, Canada\*

Lead graphic designer working closely with Outlook Land Design (Comox BC) to provide 3D renderings and animations for a public funding request. These images were to generate support and funding for the bridge from the public to help secure government match grant funding. The proposed 6th Street bridge extends the city's bike corridor across the Puntledge River and into Simms Millennium Park. It serves as the main connection for bikers and walkers to both halves of the city while also separating pedestrians from the busy vehicle bridge to the north.

#### **Mayhew Street Home Residence** | New Buffalo, MI\*

Lead designer for a residence in Southwest Michigan. Responsible for the landscape plan, 3D conceptual images, selection of hardscape/softscape materials, and final signoff for on-site plant layout. Scope included a complete redesign of the landscape with a garden, patios, pergola, and pool. Situated on a compact lot, the positioning of the pool and patios were critical in order to maintain adequate lawn area for recreation and privacy without overfilling the space.

### **ADDITIONAL EXPERIENCE**

**Corporate Campuses:** Whirlpool Corporation Global Headquarters (Benton Harbor, MI)\* | Whirlpool Corporation Tech Center (Benton Harbor, MI)\* | Whirlpool Corporation Riverview Campus (Benton Harbor, MI)\*

**Multifamily & Amenity Rooftops:** 568 Broadway (New York, NY) | 234 E 46th Street (New York, NY) | Ibex Luxury Apartments (Yonkers, NY)

**Webinars:** SketchUp & Twilight 3D Rendering (2013) | SketchUp & Podium Rendering (2014) | SketchUp-Building 3D Trees and Plants from Scratch (2013)

# Leslie N. Zawada, P.E.

## President

phone 586.484.7449  
leslie@cesinc.us

Ms. Zawada has extensive municipal engineering experience in several communities in southeast Michigan, including: Charter Township of Lyon, Green Oak Charter Township, Charter Township of Commerce, Charter Township of Clinton, Township of Bruce, Charter Township of Washington, and the Village of Armada.

Ms. Zawada also has extensive site design experience in southeast Michigan.

Ms. Zawada assisted her municipal clients, Lyon Township and Green Oak Charter Township with testifying at the Michigan House of Representatives and State Senate Committees which led to the adoption of House bill 4768, which modified 1994 PA 451 Natural Resources and Environmental Protection Act to increase the limits of sodium and chloride allowed to be discharged from a WWTP discharging to groundwater.

### EDUCATION

Bachelor of Civil Engineering • University of Detroit-Mercy • 1998

### LICENSE/REGISTRATION/CERTIFICATIONS

- Professional Engineer, State of Michigan # 6201049741
- Certified Storm Water Operator, State of Michigan
- MDEQ Soil Erosion and Sedimentation Control Certified
- Certified Document Technologist, by CSI (Construction Specifications Institute) in 2001
- MDOT On-Road Bicycle Facility Training – Training Wheels, course May 2015
- University of Wisconsin-Madison College – participated in a week long training in Effective Construction Contract and Field Administration
- MIOSHA 10 Hour
- MIOSHA Excavations
- MIOSHA Fall Protection

### PROFESSIONAL AFFILIATIONS

- CREW Detroit Board Director, 2010-2011
- CREW Detroit President, 2014

### EXPERIENCE

Design/Project Management/Inspection Projects:

**Lyon Township Library, Charter Township of Lyon • 2024-2025**

*Project executive for the topographic survey, site design, and all site permitting for a 19,000 square foot municipal library, parking lot, pedestrian bridge, Milford Road widening design and future park layout for 19 acre parcel.*

**Green Oak Fire Department, Charter Township of Green Oak • 2024**

*Project executive for the topographic survey, site design and all permitting for a 18,360 square foot Fire Station, including approval for an emergency exit drive with MDOT.*

**Pontiac Trail South Water Main, Charter Township of Lyon • 2023**

*Design of 1.2 miles of public water main via directional drill method along Pontiac Trail. Design scope included all permitting, including Act 399 permit, WRC soil erosion permit, Road Commission Oakland County right-of-way permit, and WRC Drain permit.*

**Dolly Road Water Main, Charter Township of Lyon • 2023**

*Project executive for the design of 1,300 LF of 8" water main extension along an existing private road, restoration, etc.*

**SE Ring Road, Charter Township of Lyon • 2023**

*Project executive for the design of 1,500 LF of public road, including the design of 12" water main, 15" gravity sewer, storm sewer, etc.*

# Leslie N. Zawada, P.E.

## President

### Lyon Township Hall Renovation and East Expansion, Charter Township of Lyon • 2020

*Project executive for a two-story 4,800 SF addition to a Township Hall. Design of water main extension, two parking lot additions, one detention basin as well as an underground storm detention system.*

### Chubb Road Engineering Design, Charter Township of Lyon • 2019

*Project executive of the road and pathway design of 2,800 lineal feet of an existing gravel road to be paved with associated storm sewer design.*

### Johns Road Water Main, Charter Township of Lyon • 2018

*Project executive for a 1.5 mile extension of a 20" water main along Johns Road in Lyon Township. The main provided a loop to the Lyon Township water system providing redundancy and consistent pressures to the Township water customers.*

### Charter Township of Lyon Water Modeling • ongoing project

*CES continually updates the WaterCAD model for the Lyon Township water system to predict demands on the system and necessary expansions and provides results to Township Water Committee and Township Board of Trustees.*

### Green Oak Police, Charter Township of Green Oak • 2017-2018

*Prepare the topographic survey and engineering design for the site improvements for a new Police and Fire Department buildings. This project includes the construction drawings and specifications for the stormwater management design, grading plans, soil erosion and sedimentation control plans and water main and all required permitting.*

### Rochester Hills Emagine Theatre Expansion, City of Rochester Hills • 2017

*Prepare the topographic survey as well as site and engineering plans for review by the City of Rochester Hills for a 15,200 SF building expansion for the successful Emagine Theatre located on Rochester Road. This project included parking lot, water main and storm sewer modifications.*

### Novi Emagine Theatre Expansion, City of Novi • 2017

*Prepare the topographic survey and engineering design for a 5,800 SF building expansion in the City of Novi. The project included modifications to grading, pavement, water main, storm sewers, etc.*

### Rushton Road Paving Project, Green Oak Charter Township • 2016

*Prepare construction plans for a 2 mile portion of gravel road paving project on behalf of Green Oak Charter Township.*

### Lemen Road / M-36 Pathway, Charter Township of Green Oak • 2015-2017

*Oversee the design, permitting, easement acquisition and grant requirements for 2.5 miles of 10' wide pathway.*

### Rain Gardens at Township Hall, Green Oak Charter Township • 2013

*Designed and bid rain garden installation work at the Township Hall.*

### Troy Shoppes, City of Troy • 2013

*Prepare the civil engineering plans for a commercial site consisting of the demolition of an existing building and the construction of a 17,000 SF commercial building.*

### Blue Cross Water Tower Improvements, Charter Township of Lyon • 2009

*Prepared necessary bid documents and project management for the exterior and interior painting of a Township owned and operated water tower and assisted in contract negotiations with Blue Cross/Blue Shield.*

### Commerce Township Sanitary Sewer Master Plan Updates and Pump Station analysis

*Prepared necessary master plan revisions and various pump station capacity analysis over several years.*



# Michael G. Nearing, P.E.

## Senior Project Manager

phone 248.264.6906  
michael@cesinc.us

Mr. Nearing is a senior project manager at Civil Engineering Solutions, Inc. with 35 years of experience in civil engineering. Michael is a licensed Professional Engineer. Mr. Nearing was employed with the City of Ann Arbor for 33 years prior to joining CES. Mr. Nearing has performed a wide array of public projects including extensive roadway and bridge reconstruction, large underground utility projects that include water, sanitary and storm sewer, retaining wall construction, and a variety of other work as part of his service to the city.

Received the 2020 City of Ann Arbor, Engineering, Customer Service Award for outstanding service to the citizens of Ann Arbor.

### EDUCATION

Bachelor of Science in Engineering, Civil Engineering • University of Michigan • 1988

### LICENSE/REGISTRATION/CERTIFICATIONS

- Professional Engineer, State of Michigan License # 6201038748
- Bridge Asset Management Part I and Part II
- Michigan Bridge Workshop
- Bridge Rehabilitation: Evaluation and Upgrading
- Project Management to Meet Construction Challenges
- MDOT Certified Computerized Office Technician
- Hazwopper Training (40 hour course)

### EXPERIENCE

#### Grand River DDA Parking Lot, Charter Township of Lyon • 2023-2024

*Design Engineer for the design and construction of a 107-space parking lot in the village of New Hudson for the Charter Township of Lyon's DDA in Oakland County. The project included storm water design, fully accessible design meeting the requirements of the ADA, coordination with Detroit Edison's Community Lighting group to provide appropriate lighting within the parking lot, preparation of all site grading and all needed permit applications, and all contract documents needed to competitively bid the project using the MITN advertising system.*

#### Lyon Township Library and Future Park, Charter Township of Lyon • 2024

*Design Engineer for the civil and site design work associated with the Charter Township of Lyon's Public Library and Future Park Project in Oakland County. The project includes the design of approximately 1,240 lf of 12", 15", 18", 21", and 24" storm sewer; an on-site storm water detention pond, sediment forebay, and infiltration basin; approximately 940 lf of 8" and 12" ductile water main and all appurtenances; approximately 740 lf of 8" gravity sanitary sewer; the widening of Milford Road from 11 Mile Road to a point 1,500 lf north to a three lane cross section with turning lanes where needed; and, a complete grading plan for the 23 acres of usable property. The project was largely located within a floodplain along the Novi-Lyon drain. As a result, it was necessary to prepare Part 31 and 301 Permit Applications for EGLE's review and approval. Also prepared all other needed permit applications to construct the project.*

#### Green Oak Fire Department, Charter Township of Green Oak • 2023

*Design Engineer for the civil and site design work associated with the Green Oak Charter Township's new 18,300 ft<sup>2</sup> Fire Station in Livingston County. The project included the design of approximately 1,000 lf of 8" ductile iron water main and all appurtenances; 1,183 lf of 12", 15" and 18" storm sewer, an on-site septic tank and tile field; and about 45,000 ft<sup>2</sup> of 7" thick, non-reinforced, concrete pavement with complete jointing plan; a total of 43 parking spaces constructed upon an HMA and aggregate pavement structure. The site*

# Michael G. Nearing, P.E.

## Senior Project Manager

*design work was carefully coordinated with MDOT Brighton's TSC Staff to be compatible with the interchange reconstruction that simultaneously took place at the US-23 and Silver Lake Road highway interchange. All areas of the site were designed in a fully-accessible manner and met the requirements of the ADA. Prepared all needed permit applications to construct the project.*

### **Tanglewood Paving, Charter Township of Lyon • 2022-2023**

*Design and Construction Engineer for the design and resurfacing of 17 streets within the Tanglewood Golf Community in the Charter Township of Lyon, Oakland County. The project budget was approximately \$3.78M dollars. As part of the project's work approximately 10,120 lf of concrete curb and gutter were removed and replaced and 15,170 tons of HMA placed. The work was performed primarily by removing and replacing the cracked and broken concrete curbing, milling a 2" layer of asphalt, cutting and patching the cracked and failing remaining base course asphalt, and placing a 2" HMA overlay. Supervised the construction operations of the contract, reviewed all daily inspection reports, pay estimates, and made recommendations for payment to the contractor. Also met with the HOA President on a daily basis and worked closely with him and all affected residents to coordinate the project's work with the daily needs of the approximate 350 homes affected by the project.*

### **Stone School Road Reconstruction • I-94 to Ellsworth Road, City of Ann Arbor • 2014-2017**

*Project Manager and Design Engineer for the design and reconstruction and of approximately 2,700 LF of Stone School Road within the City of Ann Arbor.*

*Project Budget for this work was \$5.45M. **All work completed within the original budget.***

*Provided design engineering and complete project management services. Work included the complete reconstruction of the roadway cross-section, installation of new concrete curb and gutter, new concrete sidewalks and portions of bike paths where appropriate, and on-street bike lanes throughout the project limits; relocation of approximately 350 LF of Mallett's Creek and associated stream restoration with native landscape materials, MDEQ Permitting, and co-ordination with the Washtenaw County Water Resources Commission; design and construction of approximately 2,700 LF of 16" DIP Water Main and all appurtenances; complete replacement of the existing storm water system **including the design and construction of storm water quality improvements that included underground storm water storage and groundwater re-charge facilities, storm water bioswales, a two year landscape and monitoring and maintenance warranty, and all related appurtenances thereto**; design and construction of a street lighting system meeting the City of Ann Arbor Standards; and, all additional related project work.*

*Performed all construction engineering and construction administration services. The road reconstruction featured an innovative treatment of longitudinal pavement joints that virtually eliminates joint longitudinal failure.*

*Project was designed and constructed in accordance with all City of Ann Arbor and MDOT Standards. The project utilized several Federal, State, and Local funding sources including STPU and SWRF funds.*

### **Nichols Arboretum Sanitary Sewer Rehabilitation Project, City of Ann Arbor • 2017**

*Project Manager and Project Engineer for the cleaning and rehabilitation fo the approximately 1,700 LF of the existing 36" diameter Southside Interceptor Sanitary trunk line sewer **within the acclaimed and environmentally sensitive Nichols Arboretum within the City of Ann Arbor**. The project contained approximately 320 LF of 24" diameter, double-barrel, cast iron, inverted siphon pipes for which not records or evidence existed of its prior cleaning. Also included was the cleaning and rehabilitation of two, cast-in-place, concrete, chambers at each end of the inverted siphon.*

*Project Budget was \$1.5M dollars. **All work completed within the original project budget.***

*Given the unique location and extremely sensitive natural area in which the project was located, many special measures were implemented within the project's design and construction schedule to ensure proper protection fo the Arboretum.*

*The project was chosen by the Michigan Chapter of APWA as the Environmental Project of the Year – 2017 for its*

# Michael G. Nearing, P.E.

## Senior Project Manager

*unique solutions and project execution without damage or disturbance to the acclaimed Nichols Arboretum.*

*Collaborated and provided complete oversight of the project design with the Consultant to ensure complete and comprehensive project documents were created. This included detailed coordination and collaboration with the University of Michigan's Director of the Arboretum and University Planner to ensure the project would not diminish any element of the Arboretum during the performance of the work. Detail project special provisions were created to ensure contractor compliance with all applicable project requirements.*

*Provided all design and construction oversight services including material testing and project inspection, complete construction management, and all other related project engineering and oversight tasks.*

*The project was designed in accordance with City of Ann Arbor Standards and utilized City of Ann Arbor funding sources exclusively.*

**E. Stadium Boulevard Reconstruction Project – Kipke Drive to 200' west of S. Main Street, City of Ann Arbor • 2016-2018**  
*Project Manager and Design Engineer for the design and reconstruction of approximately 2,600 LF of E. Stadium Boulevard and S. Main Street directly adjacent to the University of Michigan's Football Stadium and Chrysler Center in the City of Ann Arbor.*

*Project Budget was \$8.08M dollars. All work completed within original project budget.*

*Collaborated and provided complete oversight of all elements of the project's design with Consultant in order to ensure complete and comprehensive project documents were created. Work included the complete reconstruction of the roadway cross-section using both HMA and concrete pavement sections. Also included was the installation of new concrete curb and gutter, new sidewalk along the south side of the road-way throughout the project limits, on-street bike lanes, and reconstruction of the E. Stadium Boulevard/S. Main Street intersection with 10" concrete pavement with integral curb and gutter (which included detailed design, layout, and construction of longitudinal and transverse pavement joints to account for skew and offset of the existing roadway centerlines); installation of approximately 720 LF of driven steel sheet pile retaining wall with a composite, cast-in-place, decorative concrete facing directly adjacent to a private golf club; complete replacement and upsizing of approximately 1,660 LF of 20" diameter water transmission line with 30" diameter ductile iron pipe, replacement and upsizing of approximately 430 LF of 12" ductile iron domestic distribution main; and, complete storm water quality improvements including underground, storm water, storage and ground water re-charge facilities.*

*Performed all needed right-of-way acquisition services for obtaining several easements with the Ann Arbor Golf and Outing Club, the University of Michigan, and the Ann Arbor Public Schools.*

*This project was performed on an expedited schedule with an Incentive/Disincentive clause to help ensure the timely completion of the project to minimize or eliminate conflict with Special Events and the University of Michigan's Home Football games.*

*Provided oversight of all field surveying, inspection, and project record keeping activities. Performed construction administration duties and negotiated all project issues with the Contractor.*

*Project was designed in accordance with all City of Ann Arbor and MDOT requirements. The project included several Federal, State, and Local funding sources including MDOT Advance Construct, STPU, SWRF, and local funds.*

**2020 Sidewalk Gap Elimination Project - Washtenaw Avenue from S. Huron Parkway to Pittsfield Drive and Jackson Avenue form west over Avenue to Park Lake Avenue, City of Ann Arbor • 2020**

*Project Manager and Design Engineer for the design and construction of approximately 1,600 LF of 12' wide Non-motorized Path along the north side of Washtenaw Avenue and 1,600 LF of 5' wide concrete sidewalk along the south side of Jackson Avenue within the City of Ann Arbor.*

# Michael G. Nearing, P.E.

## Senior Project Manager

*Project Budget was \$1.18M dollars; construction of the Jackson Avenue Sidewalk is currently on-going.*

*Provided design engineering and complete project management services. The Washtenaw Avenue component of the project work included designing the path along a portion of the existing service drive and re-configuring and narrowing the service drive in order to allow the non-motorized path to utilize excess width within the service drive. New concrete curb and gutter was placed within the service drive to redefine its limits and create space for the new path and provide minimal disruption to the existing natural features and landscaping within the project limits. Various storm water inlets were re-configured or created anew to provide proper storm water drainage for the area.*

### **2020 Bridge Capital Preventative Maintenance Repairs, City of Ann Arbor • 2020 - 2021**

*Project Manager and Design Engineer for the rehabilitation of six City of Ann Arbor-owned bridges located within the City of Ann Arbor.*

*Project Budget was \$1.9M dollars. All work completed within the original project budget.*

*Collaborated and provided complete oversight of all elements of the project's design with Consultant in order to ensure complete and comprehensive project documents were created. The project work consisted of the chipping and patching of the existing bridge barrier railing, concrete bridge decks, pre-stressed beam ends, placing epoxy overlays, healer/sealer, placement of concrete surface coating on the existing barrier railings, E3 expansion joint repairs at each end of four bridges, isolated bridge railing repairs, guard rail upgrades where needed, removal of an existing HMA wearing course and placement of a 6" thick, cast-in-place concrete bridge deck, maintaining traffic, and all other related work.*

*Provided all design and construction oversight services including material testing and project inspection, complete construction management and administration, and all other related project engineering and oversight tasks.*

*The project was designed in accordance with City of Ann Arbor Standards and utilized City of Ann Arbor funding sources exclusively.*

### **Riverview Drive Sanitary Sewer and Water Main Extension Project, City of Ann Arbor • 2017-2019**

*Project Manager and Construction Engineer for the installation of 840 LF of new 8" sanitary sewer and 2,200 LF of 12" ductile iron and 14" HDPE water main.*

*Project Budget was \$2.520M dollars. All work was completed within the original project budget.*

*Collaborated and provided complete oversight of all elements of the project's design with Consultant in order to ensure complete and comprehensive project documents were created. Work included the reconstruction of the roadway cross-section using an HMA pavement section with new bituminous curbing; installation of approximately 1,720 LF of 12" ductile iron and 14" HDPE water main; 500 LF of 8" ductile iron and 10" HDPE water main; 840 LF of 8" SDR 35 PVC sanitary sewer; and, replacement and realignment of certain storm sewer inlets as necessary to replace failing and conforming inlets blind-tapped into an existing drainage culvert under Riverview Drive.*

*Performed all needed easement acquisition services for obtaining several easements with the Bank of Ann Arbor and private property owners to allow for a cross-lots connection of a portion of the proposed water main and for a future sanitary sewer connection to two properties along the east side of Riverview Drive.*

### **City of Ann Arbor Bridge Program Management (Inspection, Construction, and Rehabilitation of 16 city-owned structures), City of Ann Arbor • 2001-2021**

*Project Manager and Project Engineer for the management and oversight of the City of Ann Arbor owned, or structures required to be reported on, within the limits of the City of Ann Arbor.*

# Michael G. Nearing, P.E.

## Senior Project Manager

*Provided complete oversight and administration associated with all city-owned or managed public bridge structures that met federally mandated reporting and inspection requirements. Services provided included, but were not limited to; coordinating and ensuring the bridges were inspected according to NBI Standards; coordinating all planning, design, and construction needs with emergency responders, MDOT Staff, freight and passenger railroads, the University of Michigan, local transit authorities, various City of Ann Arbor Departments, private property owners, public utility agencies, the general public, and any other relevant project stakeholders; creating and updating the City of Ann Arbor Bridge Asset Management Plan; preparing all needed Local Bridge Program Funding Applications; working with MDOT Bridge Staff regarding all reporting and inquiries regarding the City's Bridge System; preparing strategic planning, scoping, and budget documents as needed in order to ensure all bridges or structure were kept in a state of Good Repair; oversaw the creation of all documents, construction plans, project specifications, and any other related documents for the timely repair and/or replacement bridges as required; creating and maintaining the City's Bridge Inspection Database and ensuring that all needed oversight and construction oversight services for the reconstruction and/or rehabilitation of 12 city bridges over a period of 20 years was performed.*

*Provided technical assistance to various City Departments on an as-needed basis with regard to their structural engineering questions, private bridge structures (Parks Department bridges for which NBI Standards did not apply), load rating associated with various structures (Fire Station No. 1), made recommendations to the City's Public Works Departments with regard to on-going O&M issues related to bridge and other maintenance needs, and various other issues as they arose.*

*Prepared and obtained a TIGER 2 Discretionary Grant in the amount of \$12.9M from the USDOT as part of the \$23M E. Stadium Boulevard Bridges Replacement Project which was awarded an ACEC Distinguished Accomplishment Award for their design and construction.*

*The above referenced work was performed on an annual basis with a budget of approximately \$95,000 per calendar year. The inspection and management of the City's bridge inspection program was funded entirely through City of Ann Arbor sources.*

### **Scio Church Road Resurfacing Project – S. Main Street to S. Seventh Street, City of Ann Arbor • 2018-2019**

*Project Budget was \$2.484M dollars. **The work was completed with a final approved budget of \$2.572M.** Scope changes and other issues caused the project budget to increase.*

*Project Manager and Construction Engineer for the resurfacing of 3,000 LF of Scio Church Road including improvements to the Scio Church/S. Seventh Street Intersection. Work included the re-grading and re-shaping of the existing aggregate base course in order to correct pavement cross-slope and drainage deficiencies; installation of new concrete curb and gutter along the south side of Scio Church Road from the Scio Church Service Drive to S. Main Street and the installation of new concrete sidewalk along the north side of Scio Church between S. Seventh and S. Main Streets and completion of new sidewalk along the south side of the roadway to complete a lengthy gap between Audubon Drive to S. Main Street. During construction it was necessary to perform several design modifications to better fit the proposed design to the existing conditions. This included the design and detailing of an approximately 140 LF of a variable height (~5' max. height) modular block retaining wall; several modifications to the proposed storm sewer system to provide an installation that was sensitive to the existing natural and cultural features of the area; and, re-designing and detailing the proposed maintenance of traffic and construction staging strategies that were originally planned for the project.*

*Project was designed and constructed in accordance with all City of Ann Arbor and MDOT Standards. The project utilized several Federal, State, and Local funding sources including STPU funds.*



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## Specific Project Experience & References

# References

Below are municipal references for recently completed projects similar in scope and scale to the proposed work. We invite you to contact any of them to learn more about our team’s approach, performance, and results.

Client	Services Provided
<p><b>LYON CHARTER TOWNSHIP</b>  <b>Patricia Carcone</b>  <b>Township Treasurer</b>                      58000 Grand River                      New Hudson, MI 48165                      pcarcone@lyontwp.org                      (248) 437-2240</p>	<p><b>Downtown Development Authority/Tax Increment Financing Plan (2025)</b></p> <ul style="list-style-type: none"> <li>• DDA/TIF Planning</li> <li>• Cost Estimates</li> <li>• Action Plan</li> </ul> <p><b>Township Master Plan (2024)</b></p> <ul style="list-style-type: none"> <li>• Future Land Use Planning</li> <li>• Zoning and Implementation Planning</li> </ul> <p><b>Huron Valley Trail Safety Audit (2024)</b></p> <ul style="list-style-type: none"> <li>• Traffic and non-motorized transportation planning and analysis</li> <li>• Intersection improvements are being installed this summer that are direct outcomes of this planning project</li> </ul> <p><b>Ongoing Planning and Zoning Services (1987 - present)</b></p> <ul style="list-style-type: none"> <li>• Consultant support to Township Board, Planning Commission, Zoning Board of Appeals, and Downtown Development Authority</li> </ul>
<p><b>CITY OF FLAT ROCK</b>  <b>Elizabeth Hendley</b>  <b>DDA Director</b>                      25500 Gibraltar Road                      Flat Rock, MI 48134                      EHendley@flatrockmi.org                      (734) 782-2455</p>	<p><b>Streetscape Plan (2015)</b></p> <ul style="list-style-type: none"> <li>• Plant and material selection</li> <li>• Dimensional analysis</li> <li>• Stakeholder engagement</li> <li>• Construction Detail drawings</li> </ul> <p><b>Downtown Development Authority/Tax Increment Financing Plan (2021)</b></p> <ul style="list-style-type: none"> <li>• DDA/TIF Planning</li> <li>• Cost Estimates</li> <li>• Action Plan</li> </ul> <p><b>Tax Increment Financing Authority Plan (2021)</b></p> <ul style="list-style-type: none"> <li>• Infrastructure planning</li> <li>• TIF financing plan</li> </ul>
<p><b>HOLLAND TOWNSHIP</b>  <b>Corey Broersma</b>  <b>Community Development Director</b>                      353 North 120th Avenue                      Holland, MI 49424                      coreyb@hct.holland.mi.us                      (616) 396-2345</p>	<p><b>Sub-Area Plans within the Comprehensive Plan (2020)</b></p> <ul style="list-style-type: none"> <li>• Concept Plans</li> <li>• Corridor Planning</li> <li>• Subarea Planning</li> <li>• Action Plan</li> <li>• Public Engagement</li> <li>• Street Cross-section Design</li> </ul>



# Case Studies

The following projects highlight our experience and capabilities, demonstrating our ability to deliver high-quality outcomes on work similar in scope and complexity.



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# DDA Development Plan and Tax Increment Financing Plan

CITY OF FLAT ROCK,  
WAYNE COUNTY, MICHIGAN

The City of Flat Rock is home to a vibrant historic downtown district in southern Wayne County. It boasts unmatched access to the Huron River, with the magnificent Huroc Park right downtown for fishing, play, and relaxation. It hosts miles of non-motorized trails that are part of the Iron Belle Trail. Telegraph Road and an interchange with I-75 provide excellent vehicular access to regional connectors, and a large railyard provides transportation opportunities for the city's industries. Significantly, Ford Motor Company's Flat Rock Assembly Plant provides employment and regional automotive significance within the City's boundaries.

When the Downtown Development Authority's Development and Tax Increment Financing Plans were set to expire, McKenna worked with the DDA to prepare an updated financing plan to reaffirm the original plan and update the development projects that the DDA intended to complete in support of its mission.

In updating the plan, McKenna created a Goals, Successes, and Champions matrix to help guide decision-making and encourage accountability for project completion. Our Planners worked with DDA members, City staff, and committee members to define a project list that varied in scale and time horizon so that the DDA could accomplish small short term wins with an eye for larger projects that would require long-term financial planning and grant assistance.

The Tax Increment Financing Plan was updated with new financing estimates in accordance with the requirements of Michigan Public Act 57 of 2018, as amended.

The DDA and TIF Plan was successfully adopted and implementation projects have been completed in accordance with the plan.



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# Development Leadership

CHARTER TOWNSHIP OF LYON,  
OAKLAND COUNTY, MICHIGAN

McKenna has worked closely with Lyon Township officials to plan and implement a successful long-term economic development strategy. McKenna was instrumental in planning for the limited extension of sanitary sewer and water utilities, while confining large-scale development to the Grand River Avenue industrial corridor, and commercial development to the Milford Road/I-96 interchange in New Hudson, resulting in construction of 645,000 square feet of retail, anchored by Walmart and Lowe's. McKenna spearheaded the planning and development of Ring Road and roundabouts in New Hudson, opening selected areas for development and directing growth to the hamlet of New Hudson.

Over 20 years, McKenna has also provided planning and guidance to the Township on the development of parks, roads, Township Hall, and the library. Working with the Township and its New Hudson DDA, McKenna has met the challenges of achieving a balance between economic growth and preservation of the Township's attractive natural features.



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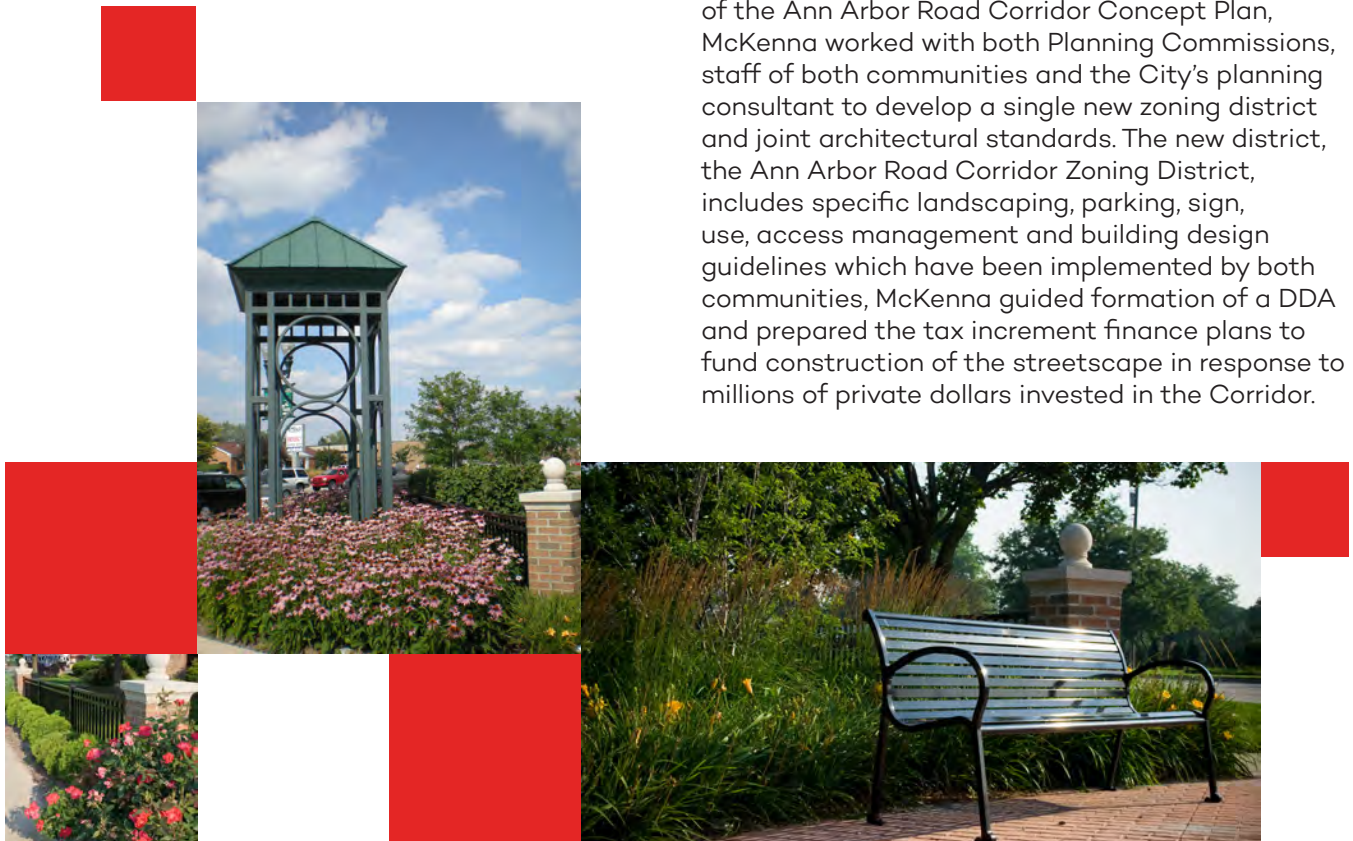
# Ann Arbor Road Corridor Plan and Zoning District

CHARTER TOWNSHIP OF PLYMOUTH AND  
CITY OF PLYMOUTH, MICHIGAN

Ann Arbor Road in Plymouth Charter Township was a typical strip commercial corridor suffering from high traffic volumes, haphazard signs, lack of parking and landscaping. These problems were made more complicated by the fact that the north and south sides of the road are governed by two different political jurisdictions, each with its own zoning ordinance and design standards.

McKenna worked with the City of Plymouth and Plymouth Charter Township in a planning and design process that included businesses, residents, schools, elected officials, the City and Township Planning Commissions and other consultants. The primary focus of this joint effort was to improve the visual quality of the corridor and to quickly move toward implementation.

Following the City and Township endorsement of the Ann Arbor Road Corridor Concept Plan, McKenna worked with both Planning Commissions, staff of both communities and the City's planning consultant to develop a single new zoning district and joint architectural standards. The new district, the Ann Arbor Road Corridor Zoning District, includes specific landscaping, parking, sign, use, access management and building design guidelines which have been implemented by both communities. McKenna guided formation of a DDA and prepared the tax increment finance plans to fund construction of the streetscape in response to millions of private dollars invested in the Corridor.



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# Evans Street Corridor Plan

CITY OF TECUMSEH, MICHIGAN

The Tecumseh North Evans Corridor is undergoing significant redevelopment to revitalize the area and improve its functionality and aesthetic appeal. As part of the redevelopment efforts, a comprehensive plan has been devised that focuses on enhancing the physical character, land use, and overall connectivity of the corridor.

McKenna conducted comprehensive engagement, including focus groups, one-on-one interviews, an open house, and a survey, to inform the recommendations for corridor improvements. Additionally, McKenna consulted market research to determine the types of businesses the corridor could support.

In summary, the Tecumseh North Evans Corridor plan outlines a multifaceted approach to transforming the area into a more cohesive and appealing environment. By addressing the diverse needs of residential, commercial, and industrial zones, the plan aims to create a more integrated and attractive community space. The redevelopment efforts also emphasize improving pedestrian and bicycle connectivity, making it easier for residents to access commercial and recreational areas within the corridor.



**GARVIES POINT** Glen Cove, NY



This multi-phased 52-acre site constructed on a brownfield site contains multiple uses including retail, rental, condo, rooftop amenities, waterfront design, and public park space. L27's founder was involved in the landscape portion of the entire development for both public and private spaces and was involved from concept to completion of a majority of the project. Park amenities include expansive lawns, extensive landscape planting design, pedestrian, bicycle, and vehicular circulation, lighting, irrigation, spaces for active and passive recreation, an amphitheater, 3 large cantilevered trellises, 2 public pavillions, two dog parks, and public playground. Nestled between private buildings, the public park was carefully coordinated with private developments to seamlessly blend the entire development into a single cohesive vision.

(L27's founder completed all work shown under previous employers prior to founding the company.)

**EDEN PARK** Detroit, MI



This 6-acre park, still in development, includes a playground, splash pad, community garden with hoop houses, amphitheater, alzheimer's healing garden, extensive open lawn, and a community center. The central corridor is set higher than the surrounding grade to provide expansive views and reduce costly removal of contaminated existing subgrade. L27's founder managed all trades of the design team and served as lead designer for the sitework components.

(L27's founder completed all work shown under previous employers prior to founding the company. Images were completed under the direction and strict guidance of L27's founder.)

568 BROADWAY SOHO, NY



Serving as the landscape architect for the project, L27 reimagined an existing, unutilized rooftop space into an activated rooftop urban oasis to provide an escape from the day-to-day grind in the newly renovated offices below. This office amenity rooftop includes a variety of spaces with 3 “cabin-style” conference rooms with overhead coverage and power supply, 5 outdoor flexible conference rooms, a lavender garden, custom trellises and benches, dog run, custom bar, areas for group or individual lunch dining, and a large central wood deck with lounge furniture that can be neatly tucked away to facilitate events. Views in all directions are preserved to take in the breathtaking panoramic scenery of New York City. This project is ongoing with estimated completion in early 2026.

Proposed Fee





# Project Fee

McKenna, L27, and CES propose to complete the Downtown Streetscape Concept Plans for a total not-to-exceed fee of \$164,695. Additional services may be added individually, with associated fees outlined below. Invoicing will occur monthly based on the percentage of work completed.

We are open to adjusting the scope of services to best align with the DDA’s evolving needs and expectations. Any significant revisions, new or expanded tasks, or other changes not identified in this proposal will be billed according to the hourly fee schedule provided, with prior written authorization from the City before proceeding with any additional services.

Task		Fee
<b>Task 1: Project Initiation and Design Concepts</b>	<b>Task 1A:</b> City staff kick-off meeting	\$4,200
	<b>Task 1B:</b> Review existing conditions and City materials	\$11,350
	<b>Task 1C:</b> Prepare base materials	\$9,920
	<b>Task 1D:</b> Prepare design concepts for staff and DDA review	\$33,550
	<b>Task 1E:</b> City staff & DDA feedback meeting	\$5,950
<b>Task 2: Community Engagement</b>	<b>Task 2A:</b> Online Survey and Project Website	\$8,150
	<b>Task 2B:</b> Design Charrette	\$22,975
	<b>Task 2C:</b> Post-Charrette Staff Findings meeting	\$2,700
<b>Task 3: Concept Delivery and Final Recommendations</b>	<b>Task 3A:</b> Prepare Concept Design	\$34,850
	<b>Task 3B:</b> Prepare Budget	\$4,750
	<b>Task 3C:</b> Present Final Concept Design to City staff & DDA	\$8,450
	<b>Task 3D:</b> Provide Final Concept Design to City staff	\$17,850
<b>Total</b>		<b>\$164,695</b>

## PROFESSIONAL FEE SCHEDULE FOR HOURLY RATED SERVICES

Below is the hourly rate for McKenna, Letter 27 Design, and CES for any mutually agreed upon additional services outside the proposed scope of services.

### McKenna Hourly Rate Schedule

Professional Classification	Rate Per Hour*	*
President	\$200	<p>Rates include the following overhead: Accounting, Advertising and Promotion, Books, Publications and Maps, Business Entertainment, Charitable Contributions, Computers, Furniture and Fixtures, Graphics Supplies and General Insurance, Interest, Legal, Licenses, Meals, Memberships and Subscriptions, Office Equipment, Office Space and Parking, Office Supplies, Postage (Except Overnight), Professional Dues, Software, Taxes and Telephone.</p> <p>These rates do not include photography, outside reproduction, document, or materials purchases, which are invoiced additionally. Rates also do not include reimbursable costs for travel, courier, overnight mail, etc. Mileage will be invoiced at the Federal mileage rate.</p> <p>These hourly rates are valid through December 31, 2025, after which they may change per classification by a percentage equal to the increase in the Consumer Price Index for the prior 12 months per U.S. Department of Labor, Bureau of Labor Statistics.</p>
Executive or Senior Vice President	\$185	
Vice President	\$175	
Director	\$170	
Senior Principal or Manager	\$165	
Principal	\$140	
Senior	\$130	
Associate	\$110	
Assistant	\$100	
Administrative Assistant	\$75	
Consultation, preparation for, and sitting as expert witness in legal matters.	\$200	

### L27 Hourly Rate Schedule

Professional	Hourly Rate
Principal/Founder - Licensed Landscape Architect	\$115
Senior Landscape Designer	\$95
Landscape Designer	\$85
Junior Landscape Designer	\$75

### Civil Engineering Solutions, Inc. Hourly Rate Schedule

Professional	Hourly Rate (increases 4% each year)
Principal Engineer / Surveyor	\$170
Senior Project Manager	\$170
Project Manager	\$160
Senior Project Engineer	\$150
Project Engineer	\$135
Staff Engineer / Drafting Technician	\$120
Engineering Assistant / Intern	\$110
Inspector Manager / Contract Administrator	\$150
Inspector	\$97
Inspector (overtime rate)	\$117
Office Manager	\$110
Administrative Assistant	\$75



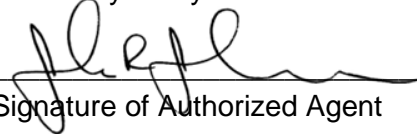
# City Forms



**CONTACT INFORMATION**

Business Name	McKenna Associates, Inc.
Address	235 East Main Street, Suite 105
City/State/Zip	Northville, MI 48167
Phone Number	248.596.0920
Fax Number	248.596.0930
*Email Address	bkeesey@mcka.com
Business Contact	Brian Keesey, AICP, Senior Principal Planner

The Undersigned, having examined the scope of work, hereby proposes to perform the work in a manner satisfactory to the City of Plymouth in accordance with all specifications, terms and conditions contained in this bid document at the following rates and prices and complete all work within schedules as generally stated and specifically agreed to at the initiation of each phase of work. I affirm that I have the authority to submit this bid to the City of Plymouth for the work specified on the attached sheet.

  
 \_\_\_\_\_  
 Signature of Authorized Agent

John R. Jackson, AICP, President  
 \_\_\_\_\_  
 Printed Name of Authorized Agent

April 30, 2025  
 \_\_\_\_\_  
 Date

\*Award results will be sent via email, please be sure to include a valid email address above if you wish to be notified of the proposal award.

**AFFIDAVIT OF NONCOLLUSION**

STATE OF Michigan COUNTY OF Wayne

John R. Jackson, AICP (name), being first duly sworn deposes and says that he/she is  
President (title) of McKenna Associates, Inc. (corporation) who submits herewith to the

City of Plymouth a proposal for DOWNTOWN PLYMOUTH 2025 STREETScape DESIGN for the City of  
Plymouth and certifies:

That all statements of fact in such proposal are true;

That such proposal was not made in the interest of or on behalf of any undisclosed person, partnership,  
company, association, organization or corporation;

That such proposal is genuine and not collusive or sham; That said bidder has not, directly or indirectly,  
by agreement, communication or conference with anyone, attempted to induce action prejudicial to the  
interest of the City of Plymouth, or of any other bidder or anyone else interested in the proposed  
contract; and further

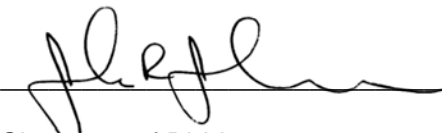
That prior to the public opening and reading of proposals, said bidder:

1. Did not, directly or indirectly, induce or solicit anyone else to submit a false or sham proposal;
2. Did not, directly or indirectly, collude, conspire, connive or agree with anyone else that said bidder or anyone else would submit a false or sham proposal, or that anyone should refrain from bidding or withdraw his bid;
3. Did not in any manner, either directly or indirectly, seek by agreement, communication or conference with anyone to raise or fix the proposal price of said bidder or of anyone else or to raise or fix any overhead, profit, cost element of his proposal price or of that of anyone else;

Did not, directly or indirectly, submit his proposal price or any breakdown thereof, or the content thereof, or divulge information relative thereof, to any corporation, partnership, company, association, organization, bid depository, or to any member or agent thereof, or to any individual or group of individuals, except to any person or persons who have a partnership or other financial interest with said bidder in this business.

McKenna Associates, Inc.

Firm Name

  
\_\_\_\_\_  
Signature of Bidder

April 30, 2025

Date



CITY OF PLYMOUTH AND  
PLYMOUTH DOWNTOWN DEVELOPMENT AUTHORITY (DDA)

# Downtown Plymouth 2025 Streetscape Design

Proposal | May 1, 2025



317 Lexington Avenue, #2 | San Antonio, TX 78215  
(210) 600-9900 | [www.migcom.com](http://www.migcom.com)

In association with:

Beacon Planning & Engineering, LLC | Spalding DeDecker and Associates

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# Cover Letter



317 Lexington Avenue, #2  
San Antonio, TX 78215  
(210) 600-9990  
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## CALIFORNIA

BERKELEY, FULLERTON,  
LOS ANGELES, PASADENA,  
RIVERSIDE, SACRAMENTO,  
SAN DIEGO, SAN JOSE,  
AND SONOMA

## COLORADO

DENVER

## NEW YORK

BROOKLYN

## OREGON

PORTLAND

## TEXAS

SAN ANTONIO

## WASHINGTON

SEATTLE

May 1, 2025

City of Plymouth Downtown Development Authority  
C/o City Clerk  
Plymouth City Hall  
201 S. Main Street  
Plymouth, Michigan 48170

### *RE: RFP for the Downtown Plymouth 2025 Streetscape Design*

Dear Selection Committee Members:

**Downtown Plymouth is poised for transformational change**, rooted in its rich history, vibrant community life, and strong sense of place. With a thriving mix of local businesses, popular restaurants, community amenities, and cherished public spaces like Kellogg Park, the downtown already embodies the core elements of a great destination. Past investments in the streetscape, most notably in 1995 and again with a refresh in 2010, demonstrate the City and DDA's enduring commitment to keeping the district welcoming and functional. Now, as Plymouth continues to grow as both a neighborhood hub and a regional attraction, a comprehensive and forward-thinking streetscape design is the natural next step. The 2025 Downtown Streetscape Design Plan represents a timely opportunity to elevate the public realm, enhancing daily life, supporting economic vitality, and creating a more resilient, inclusive, and dynamic experience for all who live, work, and visit.

**MIG has assembled a small but highly specialized team with both national expertise and local insight to lead this effort.** We bring decades of experience designing innovative, implementable streetscapes that are rooted in place and responsive to community needs. MIG is recognized as a leader in urban design, streetscape transformation, and transportation planning in diverse urban and suburban communities. Our partners enhance this strength. **Beacon Planning and Engineering, LLC** brings a deep focus on transportation design that is community-centered and context-sensitive, pairing technical expertise with a commitment to meaningful engagement. **Spalding DeDecker and Associates**, a local based firm, complements the team with multidisciplinary expertise in civil engineering, landscape architecture, and transportation planning. Together, we bring the capacity and creativity to deliver a design that reflects Downtown Plymouth's values while preparing it for the future.

The MIG Team's approach to the Downtown Plymouth 2025 Streetscape Design Plan is centered on six key areas of expertise:

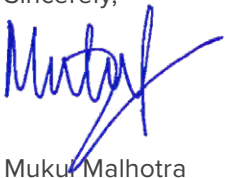
- » **Innovative Flexible Streets and Open Spaces** design that would allow the transformation of Kellogg Park and adjacent streets like Penniman into adaptable and can distinct festivals streets.
- » **Integrated Stormwater Management** techniques to mitigate flooding and integrate green infrastructure.
- » **Context-Sensitive Planting and Tree Management** to integrate a cohesive plant palette that minimizes sidewalk upheaving.

- » **Economic Development through Public Realm Design** that catalyzes new public and private investment and helps achieve financially sustainable downtown operations.
- » **Authentic and Identifiable Downtown Identity** that celebrates Plymouth’s history and sense of place through storytelling and distinct material palette.
- » **Meaningful and Inclusive Community Engagement** that is at the core of our process. We believe the most successful plans emerge through collaboration and shared ownership. Our engagement approach will be strategic and inclusive, offering multiple touchpoints over compressed timeframes to maximize participation and efficiency. From pop-up events and public workshops to stakeholder meetings and online surveys, we’ll meet people where they are—ensuring all voices are heard and reflected in the final design.

We are excited about the opportunity to collaborate with the City of Plymouth and the Downtown Development Authority on this transformative project. Our team is creative, responsive, and committed to delivering an inspiring, implementable vision that reflects Downtown Plymouth’s unique character and aspirations.

We look forward to the opportunity to share our approach and introduce our team in person. Please don’t hesitate to contact me with any questions at (510) 845-7549 or via email at [mukulm@migcom.com](mailto:mukulm@migcom.com).

Sincerely,



Mukul Malhotra

*Principal-in-Charge/Chief Innovation Officer*

# Team Experience and Qualifications

## About MIG, Inc.

**Moore Iacofano Goltsman, Inc. (MIG)**, improves, adapts, and creates organizations, environments, and tools for human development. We are a community of designers, planners, engineers, scientists, and storytellers who engage people in creative problem-solving and collective action. We believe that the physical and social environment around us has a profound impact on our lives, and this belief shapes the principles that guide our work:

- » Communities can plan their own futures;
- » The world needs an ecological perspective;
- » Great projects work for everyone;
- » Elegant design inspires new thinking;
- » Every project presents an opportunity to advance racial and social equity; and
- » All work must be context-driven.

**MIG is at the forefront of innovation.** We are leading local, regional, and national planning and design initiatives to ensure accessibility and equity; engage, educate, and empower people through participatory processes; facilitate strategy development for social change; create playful and inclusive communities; reimagine streets and repurpose infrastructure; revitalize cities and restore ecosystems; and promote environmental stewardship by recognizing that the health of the natural and built world is mutually dependent.

With more than 260 professionals on staff, MIG has the personnel resources to accommodate new projects regularly and to respond to unexpected assignments. MIG project teams are assembled based on staff expertise and capacity. The proposed MIG staff are committed to the project's duration, and their current workload will not impact their availability to complete this assignment successfully.

MIG offers a unique combination of community planning, urban design, and public engagement expertise that brings community interests together to frame land use, transportation, and urban design issues. From vision and concept development to final planning and construction documents, MIG has a successful track record in planning and designing environments that contribute to community livability and enable residents to lead healthy, active lifestyles. As national thought leaders on Complete Streets and streetscape planning and design, we are positioned to present best practices and innovations that cut across disciplines. Our staff provides a base of knowledge that bridges technical expertise and values, facilitating consensus among all parties to ensure a successfully implemented project.

## Our Subconsultants

### BEACON PLANNING & ENGINEERING, LLC

**Beacon Planning & Engineering LLC (Beacon)** was formed in February 2021 to offer strategic advisory services in the disciplines of transit planning and operations, and transportation planning and traffic engineering with an emphasis on multimodal solutions.

### SPALDING DEDECKER AND ASSOCIATES

**Spalding DeDecker and Associates (SDA)** is an engineering and surveying consulting firm specializing in infrastructure, land development, and transportation. With offices in Rochester Hills, Novi, Detroit, Grand Rapids, Lansing, and Flint, Michigan, they support diverse clients across the nation with our broad range of services.

We believe that the environment around us has a profound impact on our lives. We plan, design, and sustain environments that support human development.

## The MIG Team

MIG is proud to present an experienced and highly qualified team to provide design and planning services for this project. Our team members have been selected for their strong expertise in their fields of work as well as for their passion for this project.

### Project Management

Principal-in-Charge/Chief Innovation Officer **Mukul Malhotra**, is an award-winning urban designer and nationally-recognized expert and innovator in comprehensive plans. As one of the creators of MIG's re:Streets Initiative, Mukul leads a multidisciplinary Street Design Studio on exploring what America's roadways would be like if they were designed for living instead of just driving. Mukul will provide overall project oversight and quality control, so that adequate resources are made available to the project and all contractual requirements are met.

Project Manager/Streetscape Designer **Saul Vazquez-Mejia** will be the day-to-day contact for this project responsible for the direction of the team. Saul is an experienced project manager and urban planner whose background and training in architecture and community and regional planning brings multiple perspectives to his work. Saul produces sketches, graphics, models, and other visual imagery to communicate ideas and depict planning and design solutions

Consulting Principal **Jay Renkens, AICP**, is a planning and design leader with national experience in downtowns, transit-oriented development, streetscapes, land use, and higher education. Jay is a Principal and holds the roles of Chief Practice Officer and Director of Firmwide Planning and Design Services at MIG.

### Expert Technical Support

- » **Amy Mitchell, PLA, ASLA**, Landscape Architect (MIG)
- » **Rishi Dhody**, Lead Streetscape Designer (MIG)
- » **Ben Margolis**, Director of Economic Development (MIG)
- » **Marco Hinojosa, AICP**, Community Engagement (MIG)
- » **Nathaniel Riedy, PE**, Civil Engineer/Green Stormwater Expert (MIG)
- » **Kerri Collins, PE, PTOE, LEED AP**, Complete Streets Specialist (Beacon)
- » **Tricia Demarco, PE, AICP, LEED AP, SITES AP**, Urban Design and Sustainability (SDA)
- » **Robert Ford, PLA**, Landscape Architect (SDA)
- » **Steve Stramsak, PE, PTOE**, Traffic Engineer (SDA)





## Mukul Malhotra



PRINCIPAL-IN-CHARGE / CHIEF INNOVATION OFFICER

### EDUCATION

- » MUD, University of California, Berkeley
- » BArch, Sushant School of Art and Architecture, Gurgaon, India

### AWARDS

- » The American Architecture Award for Landscape Architecture and Urban Planning, 2024: Hemisfair Neighborhood Redevelopment | San Antonio
- » USA Today Top 10 Outstanding Public Playgrounds, 2025: Yanaguana Gardens, San Antonio

### PUBLICATIONS

- » Streets Reconsidered: Inclusive Design for the Public Realm, 2018
- » The Inclusive City: Design Solutions for Buildings, Neighborhoods, and Urban Spaces, 2007, (chapter author)

Mukul Malhotra is an award-winning urban designer and nationally-recognized expert and innovator in streetscapes and placemaking. Originally an architect, Mukul gravitated toward planning and urban design because it yields greater impact beyond just the physical environment. He is committed to not only advancing the communities he works in around the country, but to moving the dial up a notch on the profession itself. As one of the creators of MIG's re:Streets Initiative, Mukul leads a multidisciplinary Street Design Studio on exploring what America's roadways would be like if they were designed for living instead of just driving. His projects have addressed issues related to urban development and revitalization, streetscape design and planning, pedestrian- and transit-oriented design, and preservation of neighborhood and city character. From well-established single family neighborhoods and historic districts to new communities, Mukul's creativity and interdisciplinary approach have given shape and form to countless places and spaces from Texas to Massachusetts and California to North Carolina.

### SELECTED PROJECT EXPERIENCE

- » Hemisfair Neighborhood Downtown Streetscape Design, San Antonio, TX
- » Downtown Public Art and Placemaking Design, Grand Rapid, MI
- » Downtown Streetscape Design Master Plan, Greensboro, NC
- » Downtown Streetscape Design, Town of Lyons, CO
- » Downtown Pioneer Square East West Streets Improvements, Seattle, WA
- » Downtown Streetscape Design, Winston Salem, NC
- » Downtown Public Space Management Plan, Milwaukee, WI
- » Downtown Strategic Plan, Milwaukee, WI
- » Downtown KC 2030 Strategic Plan, Kansas City, MO
- » Imagine Downtown, Duluth,
- » Downtown Strategic Action Plan, Fort Worth, TX
- » Boston Downtown Crossing Strategy, Boston, MA
- » Chicago Loop Alliance Strategic Action Plan, Chicago, IL
- » Third Street Promenade Stabilization and Economic Vitality Plan, Santa Monica, CA
- » Pittsburgh Downtown Strategic Action Plan, Pittsburgh, PA



## Saul Vazquez-Mejia



### PROJECT MANAGER / STREETScape DESIGNER

Saul Vazquez-Mejia is an experienced project manager and streetscape planner whose background and training in architecture and community and regional planning brings multiple perspectives to his work. Saul found an outlet for his creativity in a profession that enables him to use design to propel positive change in communities like the one he grew up in. His lived experience informs his approach to creating inclusive spaces where people can socialize and interact. Saul produces sketches, graphics, models, and other visual imagery to communicate ideas and depict planning and design solutions. His expertise in 2D and 3D visualizations, AutoCAD, and 3D modeling contributes to detailed analyses of project issues as well as imaginative presentations that allow people to see and experience potential design concepts for different streetscape and park projects. As a former planner for the City of Austin (TX), Saul understands the opportunities and constraints associated with public agency planning and the importance of successful project implementation.

#### EDUCATION

- » MS, Community and Regional Planning, University of Texas, Austin
- » BS, Architecture, University of Texas, San Antonio

#### PROFESSIONAL AFFILIATIONS

- » Urban Land Institute (ULI), Member
- » ULI Young Leader Mentorship Program, 2019–2021

#### AWARDS

- » The American Architecture Award for Landscape Architecture and Urban Planning, 2024: Hemisfair Neighborhood Redevelopment | San Antonio
- » USA Today Top 10 Outstanding Public Playgrounds, 2025: Yanaguana Gardens, San Antonio

#### SELECTED PROJECT EXPERIENCE

- » Hemisfair Neighborhood Downtown Streetscape Design, San Antonio, TX
- » Downtown Public Art and Placemaking Design, Grand Rapid, MI
- » Downtown Streetscape Design Master Plan, Greensboro, NC
- » Downtown Streetscape Design, Town of Lyons, CO
- » Downtown Pioneer Square East West Streets Improvements, Seattle, WA
- » Downtown Streetscape Design, Winston Salem, NC
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- » Downtown Strategic Plan, Milwaukee, WI
- » Downtown KC 2030 Strategic Plan, Kansas City, MO
- » Imagine Downtown, Duluth,
- » Downtown Strategic Action Plan, Fort Worth, TX



## Jay Renkens, AICP



### CONSULTING PRINCIPAL

#### EDUCATION

- » MURP, Portland State University
- » MS, Psychology of Health and Exercise, Purdue University
- » BS, Health Promotion and Wellness, University of Wisconsin, Stevens Point

#### PROFESSIONAL AFFILIATIONS

- » American Planning Association
- » American Institute of Certified Planners
- » Urban Land Institute
- » International Downtown Association

#### AWARDS

- » 2024 National APA Award
- » The American Architecture Award for Landscape Architecture and Urban Planning, 2024: Hemisfair Neighborhood Redevelopment | San Antonio
- » USA Today Top 10 Outstanding Public Playgrounds, 2025: Yanaguana Gardens, San Antonio
- » IDA Excellence Award: SA Tomorrow Regional Centers Planning, 2021

Jay Renkens is a planning and design leader with national experience in downtowns, transit-oriented development, streetscapes, land use, and higher education. While researching health and motivational theory, Jay was struck by the significant influence that the environment has on people's choices and behavior, and he has sought to shape environments for the better ever since. Although his original studies are behind him, they still form the lens that Jay uses in taking a holistic approach to optimizing social, economic, and physical wellness for the greatest number of people. He strives to integrate equity into planning and design and to address the unintended consequences of gentrification such as displacement and the losses of culture and authenticity. Jay is a Principal and holds the roles of Chief Practice Officer and Director of Firmwide Planning and Design Services at MIG. He has successfully led projects from high-level vision to implementation by facilitating client, community, and stakeholder collaboration, consensus, and engagement in communities throughout the country from San Antonio to Boston, Portland to Charlotte, and Spokane to Denver.

#### SELECTED RELEVANT PROJECT EXPERIENCE

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- » Downtown Streetscape Design, Town of Lyons, CO
- » Downtown Pioneer Square East West Streets Improvements, Seattle, WA
- » Downtown Streetscape Design, Winston Salem, NC
- » Downtown Public Space Management Plan, Milwaukee, WI
- » Downtown Strategic Plan, Milwaukee, WI
- » Downtown KC 2030 Strategic Plan, Kansas City, MO
- » Imagine Downtown, Duluth,
- » Downtown Strategic Action Plan, Fort Worth, TX
- » Denver Downtown Area Plan, Denver, CO
- » Experience Downtown Master Plan, Colorado Springs, CO



## Amy Mitchell, PLA, ASLA



### LANDSCAPE ARCHITECT

#### EDUCATION

- » BFA, Art Education, University of North Texas
- » BS, Landscape Architecture, University of California, Davis

#### REGISTRATIONS

- » Landscape Architect: TX #3220; CA #5852; AL #819, NY #003008-01

#### PROFESSIONAL AFFILIATIONS

- » American Society of Landscape Architects

#### AWARDS

- » 2024 American Award: Hemisfair Neighborhood Design
- » The American Architecture Award for Landscape Architecture and Urban Planning, 2024: Hemisfair Neighborhood Redevelopment | San Antonio
- » USA Today Top 10 Outstanding Public Playgrounds, 2025: Yanaguana Gardens, San Antonio

Amy Mitchell is a versatile landscape architect whose work can be found in a range of settings from parks and plazas to schools, streets and trails around the country. Rather than art on a wall or shelf, she creates entire environments that people interact with on a regular basis. In designing spaces, Amy strives to capture the spirit and the character of the communities that use them. To do so, she manages collaborative processes with extensive community outreach and needs assessments to uncover and reflect shared values. A focused and persistent problem-solver, she is adept at utilizing new technology and open to exploring different perspectives to achieve desired project goals.

#### SELECTED RELEVANT PROJECT EXPERIENCE

- » Hemisfair Neighborhood Downtown Streetscape Design, San Antonio, TX
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- » Imagine Downtown, Duluth,
- » Downtown Strategic Action Plan, Fort Worth, TX





## Rishi Dhody



### LEAD STREETScape DESIGNER

#### EDUCATION

- » MUD, University of California, Berkeley
- » BArch, Dr. D.Y. Patil College of Engineering and Technology

#### AWARDS

- » The American Architecture Award for Landscape Architecture and Urban Planning, 2024: Hemisfair Neighborhood Redevelopment | San Antonio
- » USA Today Top 10 Outstanding Public Playgrounds, 2025: Yanaguana Gardens, San Antonio

Rishi Dhody is an experienced manager who actively contributes to the successful implementation of community-oriented planning and urban design projects across the country. Rishi has worked on a wide variety of complete streets and urban design plans with a focus on creating safer and distinctive places for different neighborhoods and districts. He helps create innovative urban design and streetscape plans, design guidelines and standards, municipal and form-based codes, and implementable Complete Streets designs that ensure resilient neighborhoods.

A multidisciplinary designer, Rishi collaboratively works with diverse teams, including planners, architects, landscape architects, and engineers. He is also experienced in facilitating a variety of community engagement forums, including design charrettes, community workshops, and open houses.

#### SELECTED PROJECT EXPERIENCE

- » Hemisfair Neighborhood Downtown Streetscape Design, San Antonio, TX
- » Downtown Public Art and Placemaking Design, Grand Rapid, MI
- » Downtown Streetscape Design Master Plan, Greensboro, NC
- » Downtown Streetscape Design, Town of Lyons, CO
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- » Imagine Downtown, Duluth,
- » Downtown Strategic Action Plan, Fort Worth, TX
- » Boston Downtown Crossing Strategy, Boston, MA
- » Chicago Loop Alliance Strategic Action Plan, Chicago, IL
- » Third Street Promenade Stabilization and Economic Vitality Plan, Santa Monica, CA
- » Pittsburgh Downtown Strategic Action Plan, Pittsburgh, PA



## Ben Margolis



### DIRECTOR OF ECONOMIC DEVELOPMENT

#### EDUCATION

- » MPA, Columbia University, School of International & Public Affairs
- » BA, Sociology; Mass Communications, University of Wisconsin-Madison

#### PROFESSIONAL AFFILIATIONS

- » Urban Land Institute (ULI)
- » Mayors' Institute on City Design
- » Design Trust for Public Spaces, Fellow, Public Policy
- » Visiting Assistant Professor in Pratt Institute's Programs for Sustainable Planning & Development (PSPD)

#### PRESENTATIONS

- » ULI Fall Meeting (Los Angeles), A Unique Model for Community-City Investment and Implementation: The Gowanus (Brooklyn) Experience, 2023

Ben Margolis is a leader in economic development, strategic planning, and public-private partnerships, with expertise in governance strategies that support long-term community growth and stability. With three decades of experience in the public, private, and nonprofit sectors, he has led transformative projects in economic and real estate strategy, downtown revitalization, workforce development, infrastructure, and climate adaptation. Driven by a fascination with the forces that shape the power of place and a firm belief that equitable access to opportunity is essential for thriving communities, he works with clients across the country to tackle complex challenges, build stakeholder alliances, and implement projects that strengthen economic and social resilience. A skilled and experienced facilitator, Ben combines deep knowledge of policy and market dynamics with the ability to bridge perspectives and foster consensus, helping to ensure that strategies are both technically sound and broadly supported. With curiosity, adaptability, and humility, he helps clients connect investment to public benefit and turn big-picture insights into strategies that create tangible, lasting impact.

#### SELECTED PROJECT EXPERIENCE

- » Hemisfair Neighborhood Downtown Streetscape Design, San Antonio, TX
- » Downtown Public Art and Placemaking Design, Grand Rapid, MI
- » Downtown Streetscape Design Master Plan, Greensboro, NC
- » Downtown Streetscape Design, Town of Lyons, CO
- » Downtown Pioneer Square East West Streets Improvements, Seattle, WA
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- » Downtown Strategic Plan, Milwaukee, WI
- » Downtown KC 2030 Strategic Plan, Kansas City, MO
- » Imagine Downtown, Duluth,
- » Downtown Strategic Action Plan, Fort Worth, TX
- » Imagine Downtown Master Plan, Duluth, MN
- » Gowanus Oversight Task Force (Formation and Facilitation), Brooklyn, NY
- » Rensselaer Polytechnic Institute (RPI) Economic + Strategic Planning Services, Troy, NY
- » New York City Economic Development Corporation (On-Call Services), New York, NY



## Marco Hinojosa, ACIP



### COMMUNITY ENGAGEMENT

Marco Hinojosa is an urban planner dedicated to empowering people to take part in planning and placemaking through inclusive and interactive engagement. Marco lives in Denver Heights and its a neighborhood hes proud to call home. Trips to Mexico as a child revealed what cities could be—with groceries within walking distance and various transportation and housing options within mixed-use neighborhoods. His experience in development codes and transportation planning offers a nuanced understanding of a range of issues associated with making cities better for everyone. Working on multiple Downtown and Streetscape projects in Texas and around the country, Marco is excited to apply the professional skills he’s developed over the years to the city that raised him. Marco lends a level-headed and calming demeanor to each project where he applies his cross-agency coordination, community outreach, mapping/GIS, analysis, and writing skills. He is active in the American Planning Association, serving as the Vice-Chair for the Latinos and Planning Division of APA, and the Secretary for the APA Texas Chapter.

#### EDUCATION

- » MS, Urban and Regional Planning, University of Texas at San Antonio
- » BA, Public Administration, University of Texas at San Antonio

#### CERTIFICATIONS

- » American Institute of Certified Planners

#### PROFESSIONAL AFFILIATIONS

- » American Planning Association (APA), Member
- » APA–Latinos and Planning Division, Vice Chair, 2024–Present
- » APA–Transportation Planning Division, Member
- » APA, Texas Chapter, Secretary, 2024–Present

#### AWARDS

- » Gold Winner for Public Outreach, Southwestern Medical District Urban Streetscape and Park Project, APA Texas Chapter, 2024

#### SELECTED PROJECT EXPERIENCE

- » Hemisfair Neighborhood Downtown Streetscape Design, San Antonio, TX
- » Downtown Public Art and Placemaking Design, Grand Rapid, MI
- » Downtown Streetscape Design Master Plan, Greensboro, NC
- » Downtown Streetscape Design, Town of Lyons, CO
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- » Downtown Strategic Action Plan, Fort Worth, TX



## Nathaniel Riedy, PE



### CIVIL ENGINEER / GREEN STORMWATER EXPERT

#### EDUCATION

- » BS, Civil Engineering, University of Washington

#### REGISTRATIONS

- » Professional Engineer: TX #126555, CO #0050429, WA #50177, CA #80161, AL #35421

Nathaniel Riedy is a highly skilled and adaptable civil engineer whose experience and expertise have contributed to infrastructure projects across the country. Nathaniel's early aspiration to improve quality of life in the built environment is continuously achieved with each new project—from site engineering and stormwater management to utility design and street improvements. As a project manager, he is committed to project stewardship from initial planning to post-construction sustainability. As a water resources and environmental engineering specialist, Nathaniel focuses on using green infrastructure and Low Impact Development principles to meet performance targets, mitigate costs, facilitate future maintenance, and protect or enhance the environment. His cross-training and collaboration with urban designers and landscape architects enables him to develop projects that are both functional and experiential. Nathaniel's technical communication and writing skills yield plans and documents that are succinct, well-organized, and easily readable by clients and laypersons alike. Registered in five states, he strives to ensure that project solutions are context sensitive to meet not just engineering standards, but also the multifunctional needs and expectations of each community.

#### SELECTED PROJECT EXPERIENCE

- » Hemisfair Neighborhood Downtown Streetscape Design, San Antonio, TX
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- » Downtown Strategic Action Plan, Fort Worth, TX
- » Denver Downtown Area Plan, Denver, CO
- » Experience Downtown Master Plan, Colorado Springs, CO



**COMPLETE STREETS SPECIALIST**

**EDUCATION**

- » BS, Civil Engineering, Lawrence Technological University
- » BS, Architecture, Lawrence Technological University

**REGISTRATIONS**

- » Professional Engineer, License # 99835, 2007, TX; 17 Years
- » Professional Traffic Operations Engineer, #2034, 2006; 18 years
- » Leadership in Energy and Environmental Design Accredited Professional, 2009; 15 years

Kerri Collins has extensive experience providing transportation planning and traffic engineering solutions in downtown settings. During the 12 years she was in NY, she provided traffic engineering services in support of development projects located in towns and villages across Long Island, NY. Through her work in over 150 municipalities on Long Island, Kerri gained experience in addressing community concerns, developing solutions that consider the character and context unique to each local community, and understanding the challenges and opportunities present in downtown areas. She conducted planning studies, traffic studies, pedestrian circulation studies and parking studies in the downtowns of the Villages of Easthampton, Southampton, Poquott, Syosset, Glen Cove, Sea Cliff, Patchogue, Huntington, Northport, Port Jefferson, Port Washington, Roslyn and Manhasset.

Kerri is uniquely familiar with the City of Plymouth as a current part-time resident and property owner within the DDA boundary and the President of her HOA. She has appeared at Planning Commission, City Commission, and DDA meetings to offer recommendations and give input on infrastructure plans, proposed developments and policies under consideration.

**SELECTED RELEVANT PROJECT EXPERIENCE**

- » **Zona Cultural Corridors Study, San Antonio, TX**  
Task Leader responsible for providing services to MIG, Inc. for CENTRO. Responsible for providing transportation planning/traffic engineering and cost estimating expertise to help guide development of transformational concepts to link key cultural sites along Commerce, Frio, Santa Rosa, Cesar Chavez and San Saba in downtown San Antonio. Stakeholders provided input on design options. Proposed improvements were considered for inclusion in the 2017 Bond Program.
- » **Downtown Transportation Study, San Antonio, TX**  
Project manager of multi-disciplined team of consultants for \$1.2 million project to perform a comprehensive study to identify transportation improvements in support of the Mayor’s San Antonio 2020 vision to encourage residential and commercial growth in the downtown. Project goals were to transform downtown, encourage economic development, improve access to/from downtown, improve connections and enhance multi-modal options.
- » **HemisFair Complete Streets Project, San Antonio, TX**  
Project Engineer leading traffic engineering tasks for a multi-disciplined team of consultants retained by the City of San Antonio to perform development and analysis of improvements associated with the HemisFair Park Redevelopment. The firm was responsible for data collection and review, analysis of existing conditions and proposed street network using Synchro and recommendations for Complete Streets elements based on analysis results.



**Tricia Demarco, PE, AICP, LEED AP, SITES AP**

**SPALDING  
DEDECKER**

**URBAN DESIGN AND SUSTAINABILITY**

**EDUCATION**

- » MURP, University of Washington
- » MS, Civil Engineering, University of Washington
- » BS, Civil Engineering, University of Florida

**REGISTRATIONS**

- » Professional Engineer in the states of Michigan and California.
- » American Institute of Certified Planners
- » Michigan Residential Builders and Maintenance & Alteration Contractors License
- » LEED Accredited Professional

As a licensed professional engineer and certified urban planner, Tricia Demarco leads projects from concept to construction. Having worked in seven countries and seven U.S. states, Tricia is now focused exclusively in the City of Detroit where she leads our Detroit office. Within Detroit, Tricia is dedicated to creating street-level impact with special attention to the Detroit neighborhoods beyond the central business district.

Tricia’s multi-faceted experience allows a practical understanding of development within Detroit through a lens of social, economic, and environmental responsibility. She is an active LEED accredited professional. Her skills include project coordination, project management and implementation, project visioning and due diligence, entitlements and approvals, stormwater management, and site design for large and complex projects. Tricia’s experience also includes non-motorized transportation design and transportation forecasting, master planning, and community outreach.

**SELECTED PROJECT EXPERIENCE**

- » **Joe Louis Greenway, Detroit, MI**  
The Joe Louis Greenway (JLG) is a 27.5 mile recreational pathway that will unify Detroit’s neighborhoods, people, and parks. Spalding DeDecker performed the topographical survey and is designing the on-street bicycle and pedestrian facilities for three segments of the Joe Louis Greenway: the Jefferson-Clark; Davison West; and Littlefield.
- » **Gratiot - 7 Mile Neighborhood Strategic Plan, Detroit, MI**  
Public Outreach /Detroit, Michigan - Strategic planning project for the neighborhoods within the Gratiot 7-Mile area, including public outreach.
- » **8 Mile and Woodward Beautification, Detroit, MI**  
Design and engineering for a streetscape beautification project involving murals, additional lighting, and decorative sidewalk elements at the intersection
- » **East Riverfront Framework Plan Concept, Design of Jefferson Bike Lanes, Infrastructure Analysis, Stormwater Feasibility / Detroit, MI**  
Assessment of current infrastructure, development of the transportation and vehicle circulation concept, and determination of stormwater strategies including the introduction of concepts for the protected bike lanes along Jefferson Avenue.



## Robert Ford, PLA

SPALDING  
DEDECKER

### LANDSCAPE ARCHITECT

Robert Ford has almost 50 years of experience in site design, land use planning, project management, park design, streetscapes, and urban design. He has an extensive background in urban planning, park design, engineering, project management and administration. For 34 years Robert owned a Lansing-based landscape architecture firm where he provided and oversaw master planning, site design, construction management, administration, and quality control. He and his staff have consulted for a large number of schools, communities, and parks throughout the state. Mr. Ford has extensive experience with master plans, reports, site plans, comprehensive plans, park development, greenways, non-motorized transportation plans, streetscapes and implementation of these projects.

#### EDUCATION

- » BLA, Michigan State University

#### REGISTRATIONS

- » Licensed Professional Landscape Architect State of MI #3901000909
- » Certified Storm Water Management-Construction Site #C-08418

#### SELECTED PROJECT EXPERIENCE

- » **MDOT/Jackson M-50 Corridor Study, Jackson, MI**  
The M-50 (West Ave.) Streetscape Improvement Study was funded by a Transportation Enhancement Activity (TEA) planning grant from the Federal Highway Administrations. The study was initiated by the Michigan Department of Transportation (MDOT). We were hired to analyze the existing conditions of the roadway streetscape, make recommendations for improvements, and prepare a preliminary cost estimate for those streetscape improvements. The study was completed with the support of the Steering Committee, local business owners, and the public.
- » **Williamston Streetscape, Williamston, MI**  
Provided for a Downtown Development Authority Streetscape study, grant application, production of construction documents and provided special provisions, quantities and a sidewalk design plan for an MDOT streetscape.
- » **M-66 Community and Corridor Plan, Barryton, MI**  
Prepared designs and plans for the commercial areas of Six Lakes in Belvidere Township and the Village of Barryton in Fork Township and to create a corridor plan connecting these villages with all the communities between them; undertake the “branding” for the marketing efforts and obtain broad base community support by meeting with representatives of the Corridor group and community organizations; and, assist the M-66 Corridor group to regain or create name recognition and advertise the products, services and tourist attractions within the region to help spark and sustain economic recovery.



## Steve Stramsak, PE, PTOE

SPALDING  
DEDECKER

### TRAFFIC ENGINEER

#### EDUCATION

- » BS, Civil Engineering  
Larence Technological  
University

#### REGISTRATIONS

- » Professional Engineer,  
MI #6201052550,  
MN #55286
- » Professional Traffic  
Operations Engineer  
#4236

Steve Stramsak is a seasoned traffic engineering professional with over two decades of expertise in traffic design, operations, and project management. Known for delivering complex projects on time, within budget, and to the highest standards, Steve specializes in traffic design, traffic operations, quality assurance, and business development. Throughout his career, Steve has led the development and implementation of transportation management plans, reviewed and approved traffic control measures, and managed multimillion-dollar budgets for signal design and operational improvements. His work has encompassed traffic design for construction projects, safety analyses, access management, and coordination of large-scale projects, including maintaining traffic for urban construction zones and special events. Steve excels in collaborating with diverse stakeholders, including municipal teams and private developers, to deliver innovative, practical solutions that improve traffic safety, mobility, and infrastructure efficiency.

#### SELECTED PROJECT EXPERIENCE

- » **Woodward Loop Conversion Project, Pontiac, MI**  
Lead Traffic Engineer - Project includes one-way to two-way conversion, including: concrete reconstruction intersection modifications, segments of widening and realignment, traffic signal replacement or modifications, signal timing changes, sidewalks, non-motorized path, right of way acquisitions, drainage improvements, permanent signing, along with permanent pavement markings. Structure work pertaining to this project and the Clinton River and Pontiac Creek consists of: crack sealing (63201-C01, 63201-C03, 63201-C05), joint repair (63201-C02, 63151-C02-2) and channel clearing and additional rehabilitative work as deemed necessary by routine inspection (62031-B02).
- » **M-24 from Goldengate to Drahner, Lake Orion and Oxford, MI**  
Lead Traffic Engineer -Project included resurfacing of M-24 from Goldengate Dr. to Drahner Rd., in the Village of Lake Orion. Scope consisted of HMA milling and resurfacing, signal modernization and installation, signal staging, capacity analysis, MOT plans, as well as TMP. Steve led the analysis of the M-24/ Indianwood intersection for operational and safety improvements.
- » **M-150 from Avon to Tienken, Rochester, MI**  
Lead Traffic Signals Engineer - The section of M-150 within project limits warranted a reconstruction due to age and condition of roadway. Scope consisted of pavement reconstruction, geometric improvements, signal upgrades at Diversion St and Romeo Rd, new traffic monitoring cameras, RSU, ADA upgrades, as well as drainage improvements. Steve led the development of the signal operations for both construction and permanent conditions.



## Relevant Experience

MIG Team has extensive experience in downtown streetscape design and enhancement plans for communities large and small across North America. The table below and selected projects on the following pages highlight cities and neighborhoods where we have made significant impact on their community, economic sustainability, identity, and overall health and vitality.

	INNOVATIVE AND TEMPORAL STREETS AND OPEN SPACES	INTEGRATED STORMWATER MANAGEMENT	CONTEXT-SENSITIVE PLANTING AND TREE MANAGEMENT	CATALYTIC ECONOMIC DEVELOPMENT	SUSTAINABLE REVENUE GENERATION AND FUNDING STRATEGIES	AUTHENTIC IDENTITY AND STORY-TELLING	MEANINGFUL AND COMPREHENSIVE STAKEHOLDER AND COMMUNITY ENGAGEMENT
Hemisfair Neighborhood Downtown Streetscape Design, San Antonio, TX	●	●	●	●	●	●	●
Downtown Public Art and Placemaking Design, Grand Rapid, MI	●	●		●	●	●	●
Downtown Streetscape Design Master Plan, Greensboro, NC	●	●	●	●	●	●	●
Downtown Streetscape Design, Town of Lyons, CO	●	●	●	●	●	●	●
Downtown Pioneer Square East West Streets Improvements, Seattle, WA	●		●	●	●	●	●
Downtown Streetscape Design, Winston Salem, NC	●	●	●	●	●	●	●
Downtown Public Space Management Plan, Milwaukee, WI			●	●	●	●	●
Downtown Strategic Plan, Milwaukee, WI	●	●	●	●	●	●	●
Downtown KC 2030 Strategic Plan, Kansas City, MO	●		●	●	●	●	●
Imagine Downtown, Duluth, MN			●	●		●	●
Downtown Strategic Action Plan, Fort Worth, TX	●	●		●	●	●	●
Boston Downtown Crossing Strategy, Boston, MA	●	●	●	●	●	●	●
Chicago Loop Alliance Strategic Action Plan, Chicago, IL	●			●	●	●	●
Third Street Promenade Stabilization and Economic Vitality Plan, Santa Monica, CA	●	●		●	●	●	●
Pittsburgh Downtown Strategic Action Plan, Pittsburgh, PA	●		●	●	●	●	●
Downtown Streetscape Design, West Sacramento, CA	●		●	●	●		●
Downtown Area Plan, Denver, CO	●	●	●	●	●	●	●
Experience Downtown Master Plan, Colorado Springs, CO	●	●	●	●	●	●	●

# Downtown Greensboro Streetscape Design Master Plan

The City of Greensboro, in partnership with Downtown Greensboro Inc., hired MIG to further its goals of inducing redevelopment, increasing employment and economic development, and preserving older historic neighborhoods. The Design Plan creates a cohesive overarching streetscape framework to guide development and improve the social, physical, and economic well-being of the Downtown area. Focusing on the streetscape framework and the way people interact and move around Downtown, five streets were identified as Primary Streets within the project area; each street was analyzed in depth for their existing character, general and unique assets, challenges, opportunities, utility constraints, and overall vision.

With a goal to improve the overall pedestrian experience, the project encompasses a variety of elements, such as new sidewalks, landscaping, lighting, multi-sensorial play elements, and green infrastructure. A better pedestrian experience will promote a better quality of life for Greensboro residents by improving connections into and within Downtown, creating more walkable and bikeable corridors, creating places that people want to visit, play, and linger in, and providing a cohesive framework for the city as it evolves. **Elm Street regains its role as the city's 'main street' as it is transformed into a slow-moving 'curbless' shared street that is programmed for over 380 events over the course of the year.**

Collaboration with a diverse group of local stakeholders and community members helped ensure that this streetscape plan was rooted from a strong common vision and synergistic foundation. The initial visioning phase with key stakeholders, community members, and elected officials helped affirm the primary project goals and identify emerging streetscape opportunities. Stakeholder and Focus Group Meetings with local businesses, residents, property owners, artists, and interest groups curated a dynamic overall vision for the plan. Over 400 community members and two-thirds of businesses participated in various community forums, including community surveys, open houses, and charrettes.



**Location:** Greensboro, NC

**Client:** Downtown Greensboro, Inc.

**Reference:**  
Zack Matheny, President, CEO  
Downtown Greensboro, Inc.  
(336) 279-7620  
zack@downtowngreensboro.org





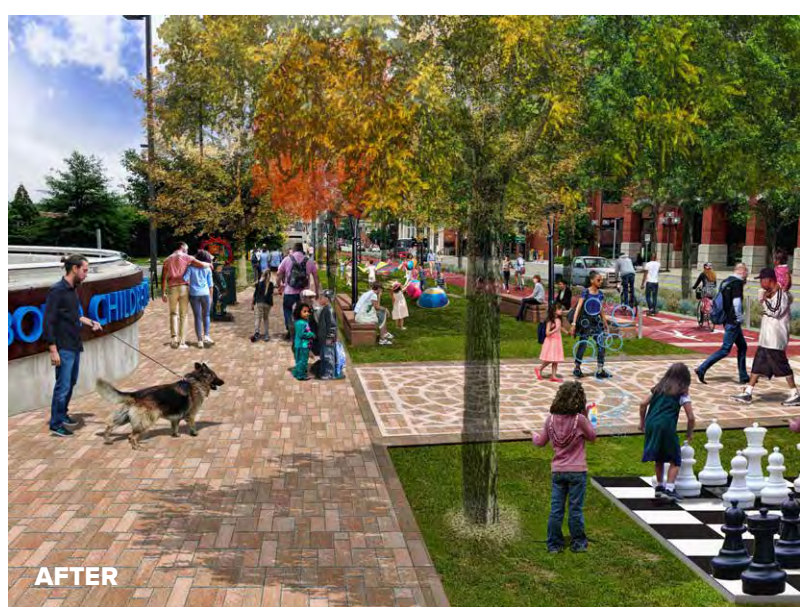
**BEFORE**



**AFTER**



**BEFORE**



**AFTER**

# Hemisfair Neighborhood and Streets Plan

MIG helped lead the visioning, programming and redesign for key public spaces at Hemisfair in downtown San Antonio, Texas. Similar to Downtown Plymouth, Hemisfair, a 104-acre redevelopment area in downtown San Antonio, is on its way to becoming one of the great attractions of the city, a well-loved and authentic destination that enhances livability of downtown for all ages.

MIG led the initial program development that identified the vision for Hemisfair and the elements within the reimagined public space. MIG redesigned the central park, Yanaguana Garden, and complete streets environment to surround the park, building on the community's vision for a livable neighborhood. In these projects, MIG led the community through an engagement process that included focus groups, large public workshops, and surveys that received almost 2,000 responses.

**The streetscape improvements focused on creating a well-connected network of new streets that respects Hemisfair's unique role and character; improves pedestrian access, safety and comfort; incorporates low-stress bicycle facilities; realizes a sustainable, environmentally-friendly character; allows the revitalization and expansion of existing uses and catalyzes new community-oriented programs and mixed-use development.**

The park and the first new streets within Hemisfair Park, East Nueva and Water Street opened with great celebration in the past few years. The design implements shaded and programmable plazas and gathering areas with tree-lined walkways on-grade with the travel lanes (no curbs), allowing pedestrians free-flowing access and movement and created space for special events and festivals. Green Street Stormwater Improvements and mitigate flood and structural soil around trees ensure large canopies and minimize upheaving sidewalks. Lighting, bollards, seating and sculptural elements double as wayfinding and vehicular traffic separators. Colorful and iconic paving, art and site furnishings create a vibrant back drop for festivals and other cultural activities, as well as daily strolls.



**Location:** San Antonio, TX

**Client:** HPARC

**Reference:**

Andres Andujar, (former CEO)  
Hemisfair Park Area  
Redevelopment Corporation  
(210) 867-1305

**Awards**

- » The American Architecture Award for Landscape Architecture and Urban Planning, 2024: Hemisfair Neighborhood Redevelopment | San Antonio
- » USA Today Top 10 Outstanding Public Playgrounds, 2025: Yanaguana Gardens, San Antonio







## Downtown Grand Rapids Art and Placemaking Design

Working with Downtown Grand Rapids, Inc., the MIG Team created a cohesive identity for the Grand River corridor that authentically celebrated the River’s historical and cultural landscape. The vision carefully aligned with the Grand River Equity Framework and other relevant City initiatives, ensuring inclusive representation and access. The plan thoughtfully maximized placemaking opportunities by integrating existing public art installations with new artworks and experiences, creating a unified artistic journey along the Greenway.

A significant accomplishment was strategically balancing support for local artists with opportunities for collaborations involving notable national and international artists. This approach nurtured the local creative community while positioning the Grand River Greenway as a destination for world-class public art. The Plan identified and fostered critical partnerships among public and private stakeholders to foster sustainable implementation, maintenance, and community engagement over time.

The multi-lingual and multi-forum engagement process included interactive sessions with the community Board, Steering Committee, and staff that gathered diverse perspectives and expertise. **Over 1,500 community members participated in various events including, scavenger hunt and community surveys. These facilitated discussions revealed emerging themes and helped develop both short-term opportunities and long-term vision for placemaking public art along the Greenway.** Visual planning exercises documented priorities and timeline projections, so the final plan reflected community values and practical implementation considerations.

This informed a detailed field map with implementation placemaking and art installation recommendations for immediate actions alongside a long-term vision framework with strategic phasing. The Plan included practical implementation guidelines covering funding strategies, maintenance considerations, and partnership structures. Visual materials illustrated key concepts and potential projects, helping stakeholders envision the transformed riverfront experience.



**Location:** Grand Rapids, MI

**Client:** Downtown Grand Rapids, Inc.

**Reference:** Kimberly Van Driel,  
Director of Public Space Management  
Downtown Grand Rapids Inc.  
(616) 719-4608  
kvandriel@downtowngr.org



## Downtown Streetscape Design, Town of Lyons

MIG served as the streetscape designer for a complete redevelopment of downtown blocks in Lyons, Colorado. The project was funded by the Town, CDOT, and the American Reinvestment and Recovery Act (AARA). Because of the time limit for the AARA funding, the design and construction documentation for the project needed to be completed over a three month period.

Two key blocks of historic Main Street was narrowed to two travel lanes allowing sidewalks to be widened and creating opportunities for outdoor dining throughout the downtown. The design team was careful to plan the streetscape improvements to re-use areas of sandstone paving designated as “historic” by the State — resetting the sandstone within the widened sidewalks. “Lyons Sandstone” was used throughout the downtown for retaining walls and accent paving.

**Like the Downtown Plymouth Streetscape Design project, the MIG Team was able to build on past Town efforts, integrate local materials and paver patterns, and include green LID improvements to enhance the Downtown identity.**

The design plan made use of durable, low-water use xeric plant material. The successful implementation of the streetscape improvements, also done by MIG, gave Lyon’s downtown an economic boost—raising sales tax revenues 10% in the first year after its completion.



**Location:** Town of Lyons, CO

**Client:** Town of Lyons

**Reference:** Scott Zurn  
 RG and Associates  
*Former Public Works Director  
 for the Town of Lyons*  
 (970) 449-3689  
 szurn@rgengineers.com



## Downtown Seattle Pioneer Square East West Streets Improvements

Pioneer Square’s history dates back 8,000+ years when ancestors of today’s Coast Salish people lived there. As Seattle rebuilds its central waterfront, it is also bridging past and future. To reconnect pedestrians to the reopened waterfront, the MIG Team redesigned portions of four east–west corridors—Main, Washington, King, and Yesler.

Working with Seattle’s Waterfront and Civic Projects Office and the Alliance for Pioneer Square, the MIG Team developed the concept design through in-person and online open houses. MIG also met with a steering committee to review public input and receive feedback on alternatives.

Based on this input, the MIG Team devised design solutions that were both unifying and distinct, overcoming significant challenges. Underground infrastructure (century-old water and sewer lines) limited aboveground design options. Maintaining the structural integrity of belowground areaways was critical to support sidewalks and pathways.

The MIG Team’s design combines modern ingenuity with historic reverence to provide corridors that are more inviting, accessible, and inclusive. **Similar to the Downtown Plymouth (especially Penniman), Main and Washington were converted to one-way, curbless streets—capturing more right-of-way for pedestrian improvements, calming traffic, and diverting vehicles away from vulnerable areaways.** Trees and native plants provide enhancements that reflect living tribal traditions and coastal ecologies. Interpretive wall panels and wave-like paving orient people to where they stand now and what stood there before. Even materials echo history: wood piers, cedar planks, and granite curbs recall bayside docks, Yesler’s Mill, and post-Great Fire reconstruction.



**Location:** Seattle, WA

**Client:** City of Seattle Office of the Waterfront and Civic Projects

**Reference:** Therese Casper, Project Manager  
City of Seattle, Office of the Waterfront  
(206) 654-8764  
therese.casper@seattle.gov



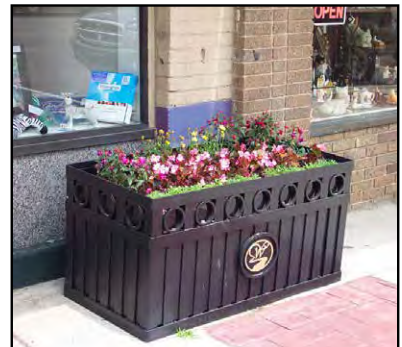


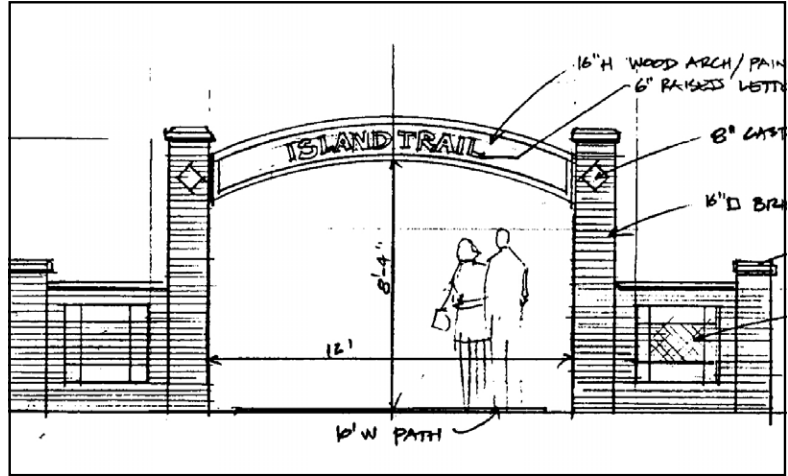
**SUMMARY**

**OWNER / CLIENT**  
City of Williamston

**KEY PERSONNEL**  
Bob Ford, PLA

Landscape Architects & Planners (LAP), now part of Spalding DeDecker, prepared the streetscape master plan including design development details for this project. LAP in conjunction with MDOT, also completed the successful TEA-21 grant application for this \$913,000 project's implementation, which was awarded to the City of Williamston in 2002. LAP continued to provide general consulting services for the project which included: special provision and specifications writing, speciality detailing, design meetings, as well as other technical assistance.





**SUMMARY**

**OWNER / CLIENT**

Eaton Rapids Downtown Development Authority

**PROJECT COST**

\$542,000

**PROFESSIONAL SERVICES FEE**

\$35,750.00

**KEY PERSONNEL**

Robert Ford, PLA

**PROJECT NO.**

LAP-97002

**THE PROJECT**

Landscape Architects & Planners, Inc., acquired by Spalding DeDecker on January 1, 2024, was retained by the City of Eaton Rapids DDA to provide streetscape design and other downtown improvements.

Wrote and implemented an ISTE grant for a streetscape in downtown Eaton Rapids. The project included new sidewalks and pedestrian amenities like decorative fencing, street lighting, new curb and gutter replacements, new decorative paving, planters and landscaping.

**OUR SERVICES**

The services our team provided for this project included:

- Master Planning
- Design
- Construction Documentation
- Construction Administration
- Public Engagement
- Permit Applications
- Grant Application and Administration
- Development of Façade Improvement Grant Program

**THE CHALLENGE**

The challenge to this project was working collectively with the merchants, regulations, and ADA compliance issues to make it a walkable community. Other

challenges included environmental clearance, securing MDOT permits to work on a trunk line, historic review, and easements or grading permits for all the effected properties.

**THE SOLUTION**

The solution involved providing a complete street and trailway system that included phasing plans, prioritizing improvements, and assisting the city in identifying funding opportunities and submitting applications to secure funding. Once funding was secured, implementation was undertaken.

**THE IMPACT**

The new streetscape beautified the downtown making it more attractive to businesses and for those who would visit the downtown to shop. The sidewalk reconstruction made downtown businesses more accessible to those with disabilities. Finally, the improvements were designed and implemented in a very careful manner to not violate or conflict with the historic character of the city and its Main Street Program. The façade program was founded so the streetscape and facades would compliment one another by using similar materials, historic colors, and other authentic detailing to help preserve the city's charm and character.

# Project Understanding and Approach



*Downtown Plymouth's assets include well programmed Kellogg Park and streets and great mix of uses including shopping, housing and open spaces.*

## Building on Strong Foundations

Downtown Plymouth is a dynamic, historically rich district with a strong sense of place and an engaged community. It thrives on a well-balanced mix of uses, including restaurants, offices, apartments, and condominiums, that create a vibrant, pedestrian-oriented environment. Public spaces like Kellogg Park serve as key anchors for community life, regularly hosting concerts, festivals, and public events that draw thousands of residents and visitors alike.

**This project offers an opportunity to build on the district's existing strengths, its active public realm, diverse land uses, and community engagement, through a thoughtful and forward-looking streetscape design.** The goal is to enhance the everyday experience for pedestrians and businesses while also improving the infrastructure to better support Downtown Plymouth's growing role as both a neighborhood center and regional destination. The proposed design will reflect the character and values of the community, improve safety and accessibility, and create a cohesive, flexible streetscape that meets the current and future needs of residents, businesses, and visitors.

## Guiding Opportunities for Downtown Plymouth 2025 Streetscape Design

As Downtown Plymouth continues to evolve, there is a significant opportunity to build upon its existing assets while addressing key challenges that affect the overall experience for residents, businesses, and visitors. One opportunity is the creation of more vibrant and welcoming public spaces. While Kellogg Park is a successful civic anchor, additional enhancements throughout the district can provide inviting and flexible areas that support daily activity and large-scale events alike.

Improving community branding and storytelling signage is another important element. A consistent and user-friendly wayfinding system can better guide visitors, highlight local destinations, and reinforce the identity and history of Downtown Plymouth. At the same time, incorporating eco-friendly green infrastructure into the streetscape design, such as permeable surfaces, bioswales, raingardens and native low-maintenance landscaping, presents an opportunity to support sustainability goals, improve stormwater management, and address flooding concerns.



*Improvement opportunities include better using underutilized ROW, upheaving sidewalks, enhancing safety especially for people walking and biking and building on past and recent improvements*

**The Downtown Streetscape Design also has an opportunity to transform underutilized or overlooked spaces, such as existing sidewalks, patios, and raised planters at key intersections, into more functional and active areas that contribute to the overall vitality of the district.** Additionally, parking remains a common concern. Exploring creative ways to increase on-street and on-site inventory, whether through reconfiguration, technology, or shared-use strategies, will be essential to supporting businesses and accommodating visitors. MIG has successfully implemented similar approaches in downtowns such as Lyons, Seattle, Grand Rapids, and Duluth.

**Enhancing pedestrian safety and walkability is essential to ensuring that Downtown Plymouth remains accessible and welcoming to all.** Improvements such as more visible and frequent crosswalks, repairing lifted sidewalks, ADA compliance, and incorporating traffic-calming measures will significantly improve comfort and mobility. A refreshed and cohesive streetscape aesthetic will help unify the downtown’s visual identity, reinforcing its distinctive character and sense of place. Finally, there is a critical opportunity to reimagine the interface between Kellogg Park and the adjacent streets to create a stronger physical and visual connection between the park and the heart of downtown activity. MIG successfully addressed a similar challenge in San Antonio’s Hemisfair neighborhood, where redesigned streets and public spaces seamlessly integrated a major park into the surrounding urban fabric.



*Enhancing interface and usability between Kellogg Park and adjoining streets is a huge opportunity to improve safety, enhance activation and programming and strengthen sense of place*

## Our Approach for Downtown Plymouth 2025 Streetscape Design

Our approach for Downtown Plymouth is one that celebrates its historic charm and vibrant community while strategically addressing current and future needs through innovative, inclusive, and resilient design. At the heart of this approach is a streetscape that is built on community and stakeholder feedback, is both beautiful and functional, enhancing quality of life for residents, supporting economic vitality, and creating a welcoming environment for visitors.

### ENSURE INNOVATIVE TEMPORAL STREETS AND OPEN SPACES

Kellogg Park is the community's heart, and the streets that frame it must be equally as adaptable. We envision restructured, flexible streetscapes that can seamlessly transition between daily use and event configurations. These flexible streets, particularly around the park, would accommodate the dynamic needs of large festivals, weekly concerts, and spontaneous gatherings without compromising everyday accessibility and safety. To support this vision, **our approach embraces innovative solutions such as curbsless streets that enhance accessibility and flexibility, streets designed as spaces for play and interaction**, and the integration of social gathering areas that invite people to linger, connect, and enjoy the downtown experience throughout the day and across seasons.

### INTEGRATE STORMWATER MANAGEMENT

One of the most pressing concerns in Downtown Plymouth is stormwater management. Our team sees a valuable opportunity to integrate green infrastructure solutions such as permeable paving, rain gardens, and bioswales, into the streetscape and parking lot design to help mitigate flooding, reduce runoff, and enhance the visual character of public spaces. These sustainable features not only support environmental resilience but also contribute to a more comfortable and shaded pedestrian experience. **MIG has successfully implemented these solution across small and large downtowns including Lyons, Davis, and Sacramento.**

### PROVIDE CONTEXT SENSITIVE PLANT PALETTES AND TREE MANAGEMENT

Strategic landscaping will enhance visual cohesion and comfort throughout Downtown. Medians, sidewalks, and park edges will be carefully considered for seasonal plantings, tree canopy, and sustainable materials that contribute to a cohesive downtown identity. To ensure long-term viability and ease of maintenance, we will develop a context-sensitive plant palette that prioritizes native and adaptive species, selected for their durability and low-maintenance needs.



*Flexible and temporal streets in the Hemisfair neighborhood as designed and implemented by MIG Team are potential opportunities to achieve the vision for Penimann Street and build on Downtown's distinct palette of materials including brick pavers*



*Integrated stormwater management design and structural soil around existing and new trees, as designed and implemented by MIG Team in Downtown West Sacramento, ensure a high impact yet low-cost street maintenance*

Similarly, we will incorporate elements such as **silva cells and structural soil around existing and new trees to support the growth of large, healthy canopies that provide shade, minimize sidewalk upheaving, and are thoughtfully placed to avoid obstructing business signage.**

Key nodes, such as the interface between Kellogg Park and adjacent streets, will receive special design attention to strengthen connections and improve pedestrian experiences.

**CATALYZE ECONOMIC DEVELOPMENT**

As we reimagine the public realm, we view streets not just as thoroughfares, but as economic generators. A well-designed streetscape supports local businesses, invites exploration, and encourages longer visits—ultimately contributing to a more vibrant local economy.

We recognize that the **thoughtful redesign and programming of all open spaces, from sidewalks and plazas to park edges and underutilized corners, not only enhances the community experience but also creates opportunities for revenue generation.** This revenue, in turn, can help sustain and maintain the public right-of-way over time, ensuring long-term success and stewardship of downtown’s public realm.

**CREATE AUTHENTIC AND IDENTIFIABLE IDENTITY**

Creating an authentic and identifiable identity for Downtown Plymouth begins with honoring its rich history and unique character. By telling Plymouth’s story through integrated placemaking strategies, such as QR-coded historical markers, interpretive signage, public art installations, and interactive elements, we can create a layered experience that deepens local pride while engaging visitors. These elements can highlight key moments, figures, and landmarks from Plymouth’s past, bringing its heritage to life in contemporary and meaningful ways.



*Authentic and identifiable identity through streetscape improvements in Downtown Seattle (left) and park enhancements in Downtown San Antonio (right) that MIG team designed, celebrate the unique stories of each neighborhood*



*Meaningful and comprehensive community engagement includes going to people through wide variety of forums including open houses, ‘pop-ups’ and virtual location-based community surveys as was done by MIG Team in the Downtown Greensboro (left and middle) and LA Great Streets (right) Streetscape Design project.*

This approach fosters a sense of place that resonates with residents and reflects their community values. In doing so, it organically attracts tourists who are drawn to places that feel genuine and distinct. By designing with the local audience in mind first, we create a memorable and immersive identity that celebrates Plymouth’s legacy and positions its downtown as a cultural destination.

### **ENSURE MEANINGFUL AND COMPLETE COMMUNITY ENGAGEMENT**

Public input is central to the success of this project. Our firm employs a robust, multi-platform engagement strategy to ensure that all voices are heard. We meet people where they are, whether it’s through pop-up events on busy sidewalks or during local festivals, interactive in-person community meetings, or accessible community questionnaires. **To maximize participation and respect community members’ time, our engagement will be strategically organized into focused meeting windows. During these windows, we will host a variety of engagement formats, allowing stakeholders and community members to participate in ways that best suit their availability and interests.** This efficient and targeted approach allows us to gather rich, diverse input while maintaining project momentum. To us, engagement is not a moment in the process, it is embedded throughout every phase of design, continuously informing decisions and shaping outcomes in alignment with community values.

With this comprehensive and community-driven approach, we aim to deliver a transformative streetscape design that honors Downtown Plymouth’s unique identity while elevating it for the future.

## **Scope of Work**

### **TASK 1 – DATA GATHERING AND EXISTING CONDITIONS ANALYSIS**

#### **TASK 1.1 Project Kick-off Meeting and Tour**

Consultant will develop an agenda for a one-day in-person project kickoff meeting and site visit. Consultant will revise the agenda based on Client input and distribute to the project team prior to the kickoff meeting. Consultant assumes that key City departments and stakeholders will be invited to both the kickoff and site tour, which may include other participants outside of the team. Consultant will facilitate the project kickoff meeting, covering the draft scope of work, schedule, project procedures and expectations regarding coordination and reporting, confirming processes to efficiently develop a Downtown Streetscape Design, discuss background data needed such as GIS information, other land use plans, traffic data, current utility master plans (water, sewer, etc.), environmental documents and other relevant project information necessary to begin the “Portfolio of Assets, Constraints and Opportunities”. Consultant will prepare a meeting summary that identifies the meeting outcomes, overall responsibilities and expectations.

The Client will develop a tour route for the corridor. Consultant assumes that Client will lead the tour and overall development of the route, including transportation for the tour.



### **Task 1.2 Project Background and Review Existing Plans**

The MIG Team will collect information from the City and other public agencies, and review existing studies, documents, and relevant plans to develop a shared understanding of the project context.

Based on our review, we will identify shared goals and strategies from these parallel processes and/or adopted planning documents. We will integrate these plans and projects into all project planning for the Downtown Streetscape Design and assure they guide the design and operations of the corridor.

### **Task 1.3 Public Spaces Assessment**

The consultant will evaluate existing public spaces within the project area to assess their condition, accessibility, functionality, and overall contribution to community life. This task will include documenting photos from site visit held during the kick-off meeting, documentation, and analysis of parks, plazas, streetscapes, and other public areas. Findings will identify opportunities for improvement, enhancement, or activation, and will inform future planning and design recommendations.

### **Task 1.4 Data Gathering and Base Mapping**

The MIG Team will collect and compile available city and county GIS data, along with other relevant datasets, to develop comprehensive base maps. These maps will include key elements such as transportation infrastructure, building footprints, parcel lines, and public rights-of-way.

Additional layers will capture important contextual information, including land uses, roadway configurations, bike lanes, parking lanes, sidewalks (and sidewalk gaps), crosswalks, ADA accessibility gaps, transit lanes and stops, and pedestrian signals.

Spalding DeDecker & Associates (SDA) will conduct a thorough review of existing civil and infrastructure drawings and rely upon that data provided by the client or relevant agencies to depict a representative base map. SDA will identify and extract key data related to utilities, roadway networks, drainage systems, and other critical infrastructure elements that could potentially influence the proposed plan.

Collected data will be synthesized and integrated into comprehensive base maps. The base map will reflect current site conditions and will be used to inform subsequent phases of the project.

The MIG Team will produce a series of context maps (up to six) and submit them to the City for review and feedback.

### **Task 1.5 Managed Meeting with Departments**

The consultant will facilitate up to three (3) meetings with the client and City departments or Agency Partners. Another goal of this focus group is to identify early on where there is alignment on the project outcomes between the supporting agencies and build consensus around ideas for potential project solutions.

Upon completion of the managed meetings, the Consultant will provide a summary and identify the next steps.

### **Task 1.6 Portfolio of Assets, Constraints and Opportunities**

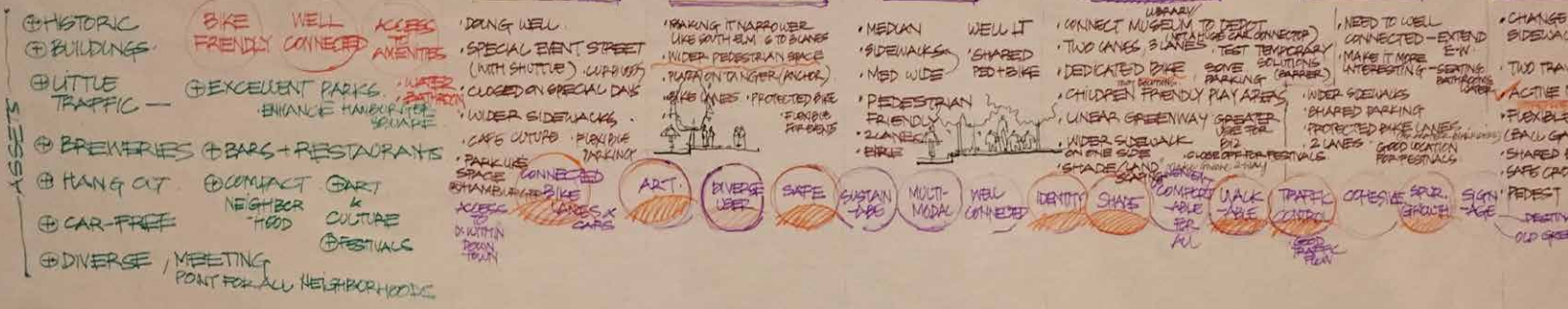
MIG will conduct an assets, constraints, and opportunities analysis of the project area. The focus of this work will be to affirm key assets and identify priority issues and opportunities.

The MIG Team will prepare a PowerPoint report summarizing the findings of this task. This will be a comprehensive inventory and analysis of Downtown Streetscape conditions that will set the context for future design concepts.



# DOWNTOWN STREETSCAPE

COMMUNITY WORKSHOP #1



The MIG Team will also develop up to four (4) existing prototypical cross-sections that illustrate different existing conditions.

The report, which will consist of narrative, maps, tables, and other illustrative graphics identified in collaboration with the city, will be prepared in PowerPoint format. This will allow for a highly visual and concise document that is easily understood by the community and accessible in a digital format with accompanying technical appendices.

### Task 1.7 Project Management, Invoicing and Progress Report for up to two (2) Months

The MIG Team's Project Manager will coordinate with the City's designated Project Manager for the duration of the project. This task includes a kick-off meeting, ongoing project management, coordination calls and emails, bi-monthly conference calls, and other project-related meetings.

The MIG Team will provide progress reports with the monthly invoices that include the status of milestone products, the project budget, and the overall schedule.

#### Deliverables:

- » Preparation and attendance in Project Kick-off Meeting and Site Tour
- » Prepare Kick-off Meeting Summary
- » Context base maps up to six (6) (GIS/PPT/PDF)
- » Preparation and attendance in up to three (3) Managed Meetings with Staff.
- » Prepare Managed Meetings Summary up to three (3)
- » Up to four (4) prototypical existing cross-sections (Illustrator/PDF/PPT)

- » Draft and Final Portfolio of Assets, Constraints and Opportunities Summary with Technical Appendices (PPT/PDF)
- » Project Management and Monthly Progress Reports and Invoices. (PDF)

## TASK 2 – VISIONING AND OVERARCHING FRAMEWORK

### Task 2.1 Comprehensive Engagement Plan Memo

The MIG Team will develop a Comprehensive Engagement Plan in collaboration with city staff and the DDA to leverage city relationships and reach a new, diverse community of residents and organizations to define the outreach and engagement approach. The plan will include outreach goals, target audiences, outreach methods, and an engagement schedule. This includes identifying a list of stakeholders, key individuals, and groups sourced from stakeholder partners and city agencies.

The MIG Team proposes four community engagement approaches:

1. Stakeholder/ Business Owner Meetings/Interviews
2. Community Meetings
3. In-Person Pop-Up's
4. Community Survey

### Task 2.2 Visioning and Framework Engagement

Building on the existing conditions analysis and input from stakeholders, community engagement activities, and City staff, the MIG Team will develop an overall Visioning and Framework process. This process will include a set of clearly defined goals and objectives to guide upcoming engagement initiatives. The Visioning and Framework will establish a foundation for the direction and priorities of all subsequent tasks.



### ***Task 2.2.a City and DDA Virtual Visioning Meeting***

The consultant team will facilitate a Visioning Meeting with City staff and Downtown Development Authority (DDA) representatives to establish a shared vision and priorities for the project. The meeting will include a presentation of existing conditions findings, a review of preliminary goals and objectives, and interactive discussions to identify key opportunities, challenges, and desired outcomes. Feedback gathered during this meeting will be used to refine the project framework and guide future community engagement and design efforts. The consultant will prepare meeting materials, facilitate discussions, and document key takeaways in a summary memorandum for client review. Up to 2 people from MIG Team will attend this meeting.

### ***Task 2.2.b Stakeholder/Business Owner Meetings/ Interviews***

The consultant team will conduct up to three (3) virtual meetings or interviews with key stakeholders and business owners to help shape the vision for downtown streetscape design concepts. These sessions will focus on gathering input about desired streetscape improvements, priorities for the pedestrian and business environment, and ideas for enhancing the character, functionality, and experience of the downtown area. The consultant will coordinate scheduling, prepare focused discussion guides, facilitate conversations, and document key themes and recommendations. Insights from these meetings will directly inform the development of initial streetscape design concepts and strategies. Up to 2 people from MIG Team will attend these meetings.

### ***Task 2.2.c Community Meeting / Open House***

The consultant team will plan and facilitate one (1) community meeting (Workshop) to gather public input on the vision for downtown streetscape design concepts. The meeting will include a presentation of existing conditions, an overview of the project goals, and interactive activities to engage participants in sharing their ideas and priorities for enhancing the downtown streetscape. Topics may include pedestrian and bicycle amenities, public space improvements, parking, street furnishings, landscaping, lighting, and overall character and identity. The consultant will prepare all meeting materials, facilitate discussions, and document community feedback. Input collected will directly inform the development of initial streetscape design concepts. Up to 3 people from MIG Team will attend this meeting.

### ***Task 2.2.d In-Person Pop-Up's***

The consultant team will plan and conduct up to two (2) in-person pop-up engagement events at strategic locations within the project area to gather public input on downtown streetscape design concepts. These informal, accessible events will be designed to meet people where they are—such as parks, community centers, farmers markets, or downtown gathering spaces. The consultant will coordinate with the client on selecting event locations and dates, prepare all outreach materials (e.g., display boards, comment forms, interactive activities), and staff each event with up to two (2) team members. The pop-ups will focus on capturing community priorities, ideas, and feedback related to streetscape elements such as walkability, aesthetics, public space enhancements, and overall downtown character. A summary of community input will be compiled and used to guide the development of design concepts.

### ***Task 2.2.e Community Survey #1***

The consultant team will design and administer an online community survey to gather broad input on the vision, priorities, and key elements for downtown streetscape design concepts. The survey will focus on understanding community preferences related to walkability, public spaces, landscaping, amenities, and overall downtown character.

The consultant will develop the survey questions, coordinate with the client for review and approval, and manage survey distribution through digital platforms, social media, and project partners. The team will also utilize the in-person pop-up events to share and collect survey responses in hard copy format. Survey responses will be analyzed, and key findings will be summarized in a memorandum to inform the development of initial streetscape design alternatives.

### **Task 2.2.f Supporting Outreach Materials**

The consultant will develop supporting outreach materials for the Open House and Pop-up events, such as flyers, comment forms, and display boards to clearly communicate the engagement activity.

### **Task 2.3 Vision and Overall Streetscape Development Framework**

The consultant team will develop a comprehensive Vision and Framework for the downtown streetscape design, based on input from stakeholders, community members, and the results of initial engagement activities. The Vision will articulate a clear, shared direction for the streetscape, including overarching goals for aesthetics, functionality, accessibility, and sustainability. The Framework will outline key components such as pedestrian amenities, public spaces, roadway configurations, green spaces, and street furnishings. The framework will also identify priority areas for improvement, long-term goals, and the recommended sequencing of streetscape improvements. This foundational document will serve as the guiding vision for the development of detailed design concepts and the implementation of future streetscape projects.

Up to two (2) SDA team members will attend and facilitate each event, which will be approximately 2–3 hours in duration. The pop-ups will include project information displays, opportunities for community feedback, and distribution of materials outlining how to stay involved in the process.



### **Task 2.4 Project Management, Invoicing and Progress Report for up to three (3) Months**

The MIG Team’s Project Manager will coordinate with the City’s designated Project Manager for the duration of the project. This task includes a kick-off meeting, ongoing project management, coordination calls and emails, bi-monthly conference calls, and other project-related meetings.

The MIG Team will provide progress reports with the monthly invoices that include the status of milestone products, the project budget, and the overall schedule.

#### **Deliverables:**

- » Comprehensive Engagement Plan Memo (Word/PDF)
- » City and DDA Visioning Virtual Meeting
- » Up to three (3) stakeholder interviews/meetings
- » Up to one (1) Community Meeting/Open House
- » Up to two (2) In-person Pop-up Events
- » Up to one (1) Community Survey #1
- » Combined Meeting Summary (Word/PDF/PPT)
- » Outreach materials such as posters and flyers for print and digital distribution (PDF)
- » Vision and Overall Streetscape Development Framework (PPT/PDF)
- » Project Management and Monthly Progress Reports and Invoices. (PDF)



## TASK 3 – STREETSCAPE CONCEPT DEVELOPMENT

### Task 3.1 Preliminary Streetscape Concepts

The consultant team will develop preliminary streetscape design concepts tailored to the unique conditions and opportunities within the Downtown Plymouth project area. The concepts will illustrate proposed improvements and enhancements through the production of an overall streetscape framework map, and supporting graphics and photos covering the full project area.

As part of this task, the team will coordinate with City staff and agency partners to develop preliminary concepts, discuss design options, and build consensus around the preferred design direction.

#### *Task 3.1.a Preliminary Streetscape Cross-Sections*

The consultant team will develop up to four (4) preliminary streetscape cross-sections to illustrate proposed configurations and improvements. The cross-sections will reflect enhancements to pedestrian zones, vehicular travel lanes, bicycle accommodations, street furnishings, landscaping, and other relevant elements based on input from City staff, stakeholders, and community engagement activities. Up to four (4) prototypical cross-sections will be prepared to represent a range of conditions within the project area. The draft cross-sections will be presented to City staff for review and discussion and will serve as a foundation for refining design concepts during the next phase of the project.

#### *Task 3.1.b Preliminary Streetscape Design Elements*

The consultant team will identify and develop a preliminary palette of streetscape design elements to support the overall vision for the Downtown Plymouth Streetscape Design. This task will include the selection and conceptual illustration of key elements such as paving materials, street and pedestrian lighting, street furnishings (benches, trash receptacles, bike racks), landscape treatments, signage, wayfinding elements, and public art opportunities.

This task will also include strategies for placemaking, community branding, identifying gateways and wayfinding, improving landscaping features by utilizing green infrastructure, space activation, on-street parking, safety, walkability, traffic calming, paint, artwork, etc.

The design elements will be chosen to reflect the character, functionality, and goals established through community and stakeholder engagement. The consultant team will prepare a preliminary Streetscape Design Elements Package and will present it to City staff for review and feedback in a PowerPoint format.

#### *Task 3.1.c Photo Simulations/Three-Dimensional Sketches*

The consultant team will prepare a set of photo simulations or three-dimensional (3D) sketches to visually communicate the proposed downtown streetscape design concepts. The photo simulations will overlay design improvements onto existing site photographs to illustrate the potential transformation of key locations.

The 3D sketches will provide perspective views to help City staff, stakeholders, and community members better understand the proposed design elements, streetscape layout, and the overall character of the future downtown environment.

The scope includes the preparation of up to two (2) photo simulations or three-dimensional sketches. Draft visualizations will be submitted to City staff for review and feedback and will be refined based on comments for use in future presentations and engagement activities.

### **Task 3.2 Streetscape Concepts Public Engagement**

The consultant team will lead a comprehensive public engagement process to gather feedback on the preliminary downtown streetscape concepts. Engagement activities will be designed to reach a broad cross-section of the community, stakeholders, and business owners. Input gathered through these engagement efforts will be documented, summarized, and used to refine and advance the streetscape design concepts in collaboration with City staff and project partners.

#### ***Task 3.2.a City and DDA Review Meeting***

The consultant team will facilitate a Review Meeting with City staff and Downtown Development Authority (DDA) representatives to present the preliminary downtown streetscape concepts and gather feedback to guide the refinement of the designs.

The consultant will prepare all meeting materials, facilitate the discussion, and document key feedback and action items in a meeting summary memorandum for client review. Up to 2 people from MIG Team will attend this meeting.

#### ***Task 3.2.b Stakeholder/ Business Owner Meetings/ Interviews (up to 3)***

The consultant team will organize and conduct up to three (3) virtual targeted meetings or interviews with key downtown stakeholders and business owners to gather detailed input on the preliminary streetscape concepts.

Each session will include a brief presentation of relevant project information, a discussion of initial design concepts, and interactive dialogue to identify opportunities to enhance business vitality, pedestrian access, and the overall downtown experience.

The consultant team will coordinate scheduling, prepare discussion materials, facilitate each meeting or interview, and document key insights and recommendations in a summary memorandum to inform further design development. Up to 2 people from MIG Team will attend this meeting.

#### ***Task 3.2.c Community Meeting/Open House***

The consultant team will plan, organize, and facilitate one (1) community meeting to present the preliminary downtown streetscape design concepts and gather public feedback. The meeting will include a presentation highlighting the project background, vision, key findings from prior engagement, and an overview of the draft streetscape design concepts. Interactive activities such as small group discussions, surveys, or feedback boards will be incorporated to encourage meaningful public participation and input on priorities, preferences, and potential refinements.

The consultant team will prepare all meeting materials, facilitate the meeting, and document community comments and key takeaways in a summary memorandum.

Feedback gathered will be used to refine the streetscape concepts and inform the next stages of design development. Up to 3 people from MIG Team will attend this meeting.

#### ***Task 3.2.d In-Person Pop-Up's***

The consultant team will coordinate and facilitate up to two (2) informal in-person pop-up events at strategic locations within the downtown area to gather community feedback on the preliminary streetscape concepts. Working with City and DDA staff, the consultant will identify suitable events or high-traffic locations to maximize visibility and participation.

The pop-ups will feature project display materials, visualizations of the proposed concepts, and interactive activities such as, comment boards to encourage real-time input.



Up to two (2) SDA team members will attend and facilitate each event, which will be approximately 2–3 hours in duration. The pop-ups will include project information displays, opportunities for community feedback, and distribution of materials outlining how to stay involved in the process.

The consultant team will prepare all outreach materials, staff the events with up to two (2) team members, and engage directly with community members to explain project elements and record feedback. A summary memorandum documenting public input received through the pop-up events will be prepared and shared with City staff for use in refining the streetscape designs.

### **Task 3.2.e Supporting Outreach Materials**

The consultant will develop supporting outreach materials for the Open House and public engagement activities, such as flyers, comment forms, and display boards to clearly communicate draft plan concepts.

### **Task 3.3 Project Management, Invoicing and Progress Report for up to four (4) Months**

The MIG Team’s Project Manager will coordinate with the City’s designated Project Manager for the duration of the project. This task includes ongoing project management, coordination calls and emails, bi-monthly conference calls, and other project-related meetings.

The MIG Team will provide progress reports with the monthly invoices that include the status of milestone products, the project budget, and the overall schedule.

### **Deliverables:**

- » Up to four (4) Preliminary Streetscape Cross-Sections (PPT/Illustrator/PDF)
- » Preliminary Streetscape Design Elements (PPT/PDF)
- » Photo Simulations/Three-Dimensional Sketches (SketchUp/Illustrator/PDF)
- » City and DDA Review Virtual Meeting
- » Up to three (3) stakeholder interviews/meetings
- » Up to one (1) Community Meeting
- » Up to two (2) In-person Pop-up Events
- » Supporting Outreach Materials
- » Combined Meeting Summary (Word/PDF/PPT)
- » Outreach materials such as posters and flyers for print and digital distribution (PDF)
- » Project Management and Monthly Progress Reports and Invoices. (PDF)

## **TASK 4 – DOWNTOWN PLYMOUTH 2025 STREETScape DESIGN PLAN**

### **Task 4.1 Streetscape Design Layout**

The consultant team will prepare detailed streetscape design layouts for the downtown project area based on the refined vision, concepts, and community feedback. The layouts will illustrate key elements such as sidewalk configurations, street furnishings, landscape areas, lighting, public art locations, and multimodal transportation features. Plans will be developed to a conceptual/preliminary level suitable for future engineering and construction phases.

### **Task 4.2 Draft Streetscape Corridor Plan Document**

The MIG Team will prepare an Administrative Draft Corridor Plan that presents the vision, overarching goals, design, and implementation strategies for the Downtown Streetscape Plan, assuring they are understandable to multiple audiences, including decision-makers and the public. The Plan will include an executive summary and use graphics and maps to help explain the design alternatives (most of which were prepared during earlier tasks).



It will summarize key points from interim work products developed in Tasks 1 through 3, including existing conditions, outreach, and development and refinement of alternatives.

The technical memos and other appropriate analyses will be included as appendices to the report so that the full suite of project data, analysis, and community input is collected and accessible to interested readers.

#### **Task 4.3 Preliminary Opinion of Probable Construction Cost**

The consultant (SDA) will prepare a construction cost estimate based on the preferred streetscape conceptual design and available project information. This estimate will provide an early assessment of anticipated construction costs, including materials, labor, equipment, and general conditions, as well as allowances for contingencies and escalation as appropriate.

The estimate will be developed using industry-standard cost data, recent comparable project benchmarks, and professional judgment. The consultant will identify key assumptions, exclusions, and any cost drivers that could impact the estimate. The estimate will be submitted in a clear, itemized format for review and discussion with the client and design team.

#### **Task 4.4 Streetscape Funding Strategy**

In collaboration with the client, the consultant (SDA) will develop a comprehensive funding strategy to support the implementation of proposed streetscape improvements. This strategy will identify and evaluate potential funding sources, including local, state, federal, and private-sector opportunities, as well as relevant grant programs, public-private partnerships, and phased implementation options.

The consultant will facilitate discussions with the client to align funding options with project goals, timing, and budget priorities. The final deliverable will include a recommended approach, prioritized funding opportunities, and actionable next steps to support decision-making and implementation.

#### **Task 4.5 Streetscape Design Plan Engagement**

The consultant team will lead another phase of public engagement focused on presenting the draft Streetscape Corridor Plan and gathering final feedback.

##### ***Task 4.5.a City and DDA Plan Review Meeting***

The consultant will facilitate a review meeting with City and DDA staff to present the draft Streetscape Corridor Plan, gather input, and confirm direction for final plan revisions. Meeting materials will be prepared and a summary of key comments will be documented. Up to 2 people from MIG Team will attend this meeting.

##### ***Task 4.5.b Open House***

The consultant will organize and host one (1) community Open House event to present the draft Streetscape Corridor Plan to the public. Visual exhibits, draft plan materials, and engagement activities will be used to collect feedback on proposed improvements. Consultant will staff the event and document community input. Up to 2 people from MIG Team will attend this meeting.

##### ***Task 4.5.c Supporting Outreach Materials***

The consultant will develop supporting outreach materials for the Open House and public engagement activities, such as flyers, comment forms, and display boards to clearly communicate draft plan concepts.



- » City and DDA Review Virtual Meeting
- » Up to one (1) Open House
- » Outreach materials such as posters and flyers for print and digital distribution (PDF)
- » Up to one (1) Plan Approval Meeting (PPT/PDF)
- » Project Management and Monthly Progress Reports and Invoices. (PDF)

## Scope Assumptions

- » MIG has budgeted one round of City/DDA staff review for all products, unless otherwise specified in the Scope of Work. All comments from City/DDA staff will be consolidated into a single set of comments in a single document and any conflicting input will be resolved by City/DDA staff before direction is sent to MIG.
- » The scope assumes that the City/DDA will be responsible for creating, producing, and mailing mailers for community events. The City/DDA will also create and finalize the mailing list with addresses.
- » While design concepts that include potential changes to lane configuration may be included in the preferred conceptual design, any such changes are assumed to require focused further study and analysis working closely with City/DDA. No traffic analysis will be performed for any such changes. They would be considered conceptual only in nature.
- » If the primary client contact or Project Manager changes during the course of the project and necessitates more than an hour of MIG staff time to reinstate the project, this will be considered extra services.
- » If the MIG Project Manager changes during the project, MIG will provide a thorough briefing and update, limiting any additional time required by the client to reinstate the project to one hour.
- » It is assumed that the City/DDA will provide one set of consolidated, non-conflicting comments on all deliverables.

### Task 4.6 Final Streetscape Corridor Design Plan

Following feedback from the City, DDA, and community, the consultant will revise and finalize the Streetscape Corridor Plan. The final document will incorporate refinements based on engagement outcomes and will include the streetscape design layouts, construction costs, funding strategy, and implementation recommendations.

### Task 4.7 Plan Approval Meeting

The consultant will assist in the formal plan approval process by presenting the Final Streetscape Corridor Plan to the appropriate approving bodies (e.g., City Council, DDA Board). The consultant will prepare a presentation and respond to questions or requested adjustments. Up to 2 people from MIG Team will attend this meeting.

### Task 4.8 Project Management, Invoicing and Progress Report for up to three (3) Months

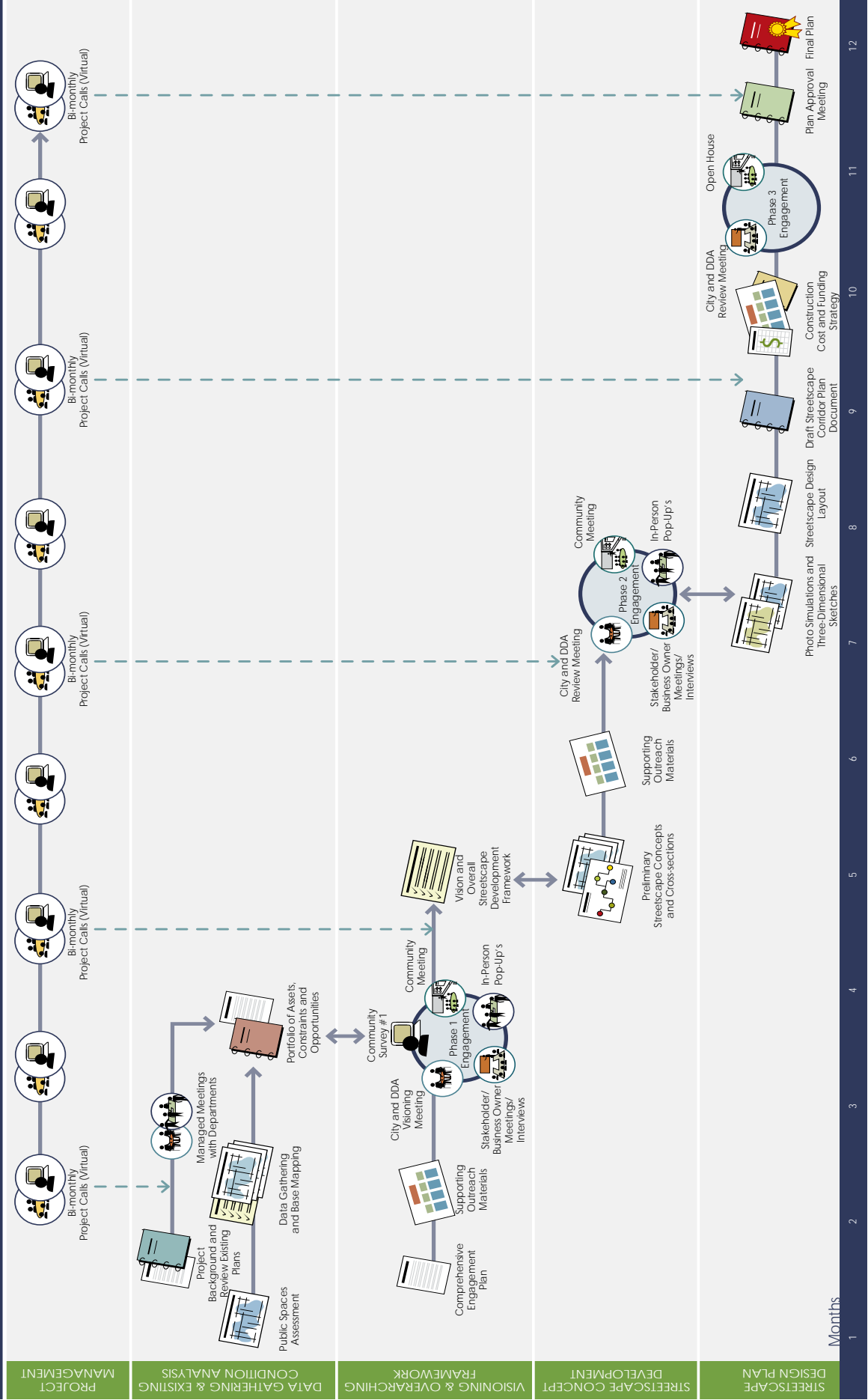
The consultant team will provide ongoing project management services, including coordination with City and DDA staff, management of subconsultants, scheduling, and quality control. Regular invoices and brief progress reports will be submitted monthly to track project status and maintain transparent communication.

#### **Deliverables:**

- » Streetscape Design Layout (CAD/PDF)
- » Draft Streetscape Corridor Plan Document (InDesign/PDF)
- » Preliminary Opinion of Probable Construction Cost (Excel/PDF)
- » Streetscape Funding Strategy (PDF/Word/Memo)



# Downtown Plymouth 2025 Streetscape Design



Months

1 2 3 4 5 6 7 8 9 10 11 12

# Cost Proposal

		MIG, Inc.		Subconsultants			MIG Direct Costs	Professional Fees Totals
		MIG Labor Totals	BPE	SDA	Sub Totals			
<b>Task 1: Data Gathering and Existing Condition Analysis</b>								
1.1	Project Kick-off Meeting and Tour	16	\$3,440	\$780	\$1,000	\$1,780	\$1,500	\$6,720
1.2	Project Background and Review Existing Plans	30	\$4,340	\$1,170		\$1,170		\$5,510
1.3	Public Spaces Assessment	28	\$4,010			\$0		\$4,010
1.4	Data Gathering and Base Mapping	48	\$6,650		\$5,000	\$5,000		\$11,650
1.5	Managed Meetings with Departments (up to 3)	15	\$2,505		\$500	\$500		\$3,005
1.6	Portfolio of Assets, Constraints and Opportunities	48	\$6,650	\$1,950		\$1,950		\$8,600
1.7	Project Management, Invoicing and Progress Report (2 Months)	12	\$1,900			\$0		\$1,900
Subtotal		197	\$29,495	\$3,900	\$6,500	\$10,400	\$1,500	\$41,395
<b>Task 2: Visioning and Overarching Framework</b>								
2.1	Engagement Plan Memo	14	\$2,150			\$0		\$2,150
2.2	Visioning and Framework Engagement	0	\$0	\$780		\$780		\$780
2.2.a	City and DDA Visioning Meeting	8	\$1,430		\$500	\$500		\$1,930
2.2.b	Stakeholder/Business Owner Meetings/Interviews (up to 3)	24	\$4,110			\$0		\$4,110
2.2.c	Community Meeting	36	\$5,900			\$0	\$1,500	\$7,400
2.2.d	In-Person Pop-Ups	28	\$4,240		\$2,500	\$2,500	\$200	\$6,940
2.2.e	Community Survey	34	\$4,670			\$0	\$3,000	\$7,670
2.2.f	Supporting Outreach Materials	32	\$4,080			\$0		\$4,080
2.3	Vision and Overall Streetscape Development Framework	50	\$7,240	\$1,950		\$1,950		\$9,190
2.4	Project Management, Invoicing and Progress Report (3 Months)	16	\$2,760			\$0		\$2,760
Subtotal		242	\$36,580	\$2,730	\$3,000	\$5,730	\$4,700	\$47,010
<b>Task 3: Streetscape Concept Development</b>								
3.1	Preliminary Streetscape Concepts	4	\$910	\$1,950	\$500	\$2,450		\$3,360
3.1.a	Preliminary Streetscape Cross Sections	32	\$4,960		\$500	\$500		\$5,460
3.1.b	Preliminary Streetscape Design Elements	40	\$6,100			\$0		\$6,100
3.1.c	Photo Simulations and Three-Dimensional Sketches	28	\$4,420			\$0		\$4,420
3.2	Streetscape Concepts Public Engagement	0	\$0			\$0		\$0
3.2.a	City and DDA Review Meeting	8	\$1,430	\$780	\$500	\$1,280		\$2,710
3.2.b	Stakeholder/Business Owner Meetings/Interviews (up to 3)	24	\$4,110			\$0		\$4,110
3.2.c	Community Meeting	32	\$5,420			\$0	\$1,500	\$6,920
3.2.d	In-Person Pop-Up's Events	37	\$5,590		\$2,500	\$2,500	\$200	\$8,290
3.2.e	Supporting Outreach Materials	32	\$4,080			\$0		\$4,080
3.3	Project Management, Invoicing and Progress Report (4 Months)	17	\$2,905			\$0		\$2,905
Subtotal		254	\$39,925	\$2,730	\$4,000	\$6,730	\$1,700	\$48,355
<b>Task 4: Downtown Plymouth 2025 Streetscape Design Plan</b>								
4.1	Streetscape Design Layout	42	\$6,850	\$1,950	\$7,000	\$8,950		\$15,800
4.2	Draft Streetscape Corridor Plan Document	72	\$10,120	\$1,950		\$1,950		\$12,070
4.3	Preliminary Opinion of Probable Construction Cost	2	\$300		\$7,000	\$7,000		\$7,300
4.4	Streetscape Funding Strategy	2	\$590		\$5,000	\$5,000		\$5,590
4.5	Streetscape Design Plan Engagement	0	\$0			\$0		\$0
4.5.a	City and DDA Plan Review Meeting	6	\$1,130		\$500	\$500		\$1,630
4.5.b	Open House	24	\$4,400		\$1,000	\$1,000	\$1,500	\$6,900
4.5.c	Supporting Outreach Materials	9	\$1,315			\$0		\$1,315
4.6	Final Streetscape Corridor Design Plan	29	\$3,955			\$0		\$3,955
4.7	Plan Approval Meeting	6	\$1,130			\$0	\$800	\$1,930
4.8	Project Management, Invoicing and Progress Report (3 Months)	13	\$2,215			\$0		\$2,215
Subtotal		205	\$32,005	\$3,900	\$20,500	\$24,400	\$2,300	\$58,705
<b>SUBTOTAL</b>		<b>898</b>	<b>\$138,005</b>	<b>\$13,260</b>	<b>\$34,000</b>	<b>\$47,260</b>	<b>\$10,200</b>	<b>\$195,465</b>
<b>TOTAL PROJECT COSTS</b>								<b>\$195,465</b>

# Required Forms

## CONTACT INFORMATION

Business Name	Moore Iacofano Goltsman, Inc. (MIG)
Address	317 Lexington, #2
City/State/Zip	San Antonio, TX 78215
Phone Number	(210) 600-9990
Fax Number	N/A
*Email Address	mmalhotra@migcom.com
Business Contact	Mukul Malhotra, <i>Principal/Chief Innovation Officer</i>

The Undersigned, having examined the scope of work, hereby proposes to perform the work in a manner satisfactory to the City of Plymouth in accordance with all specifications, terms and conditions contained in this bid document at the following rates and prices and complete all work within schedules as generally stated and specifically agreed to at the initiation of each phase of work. I affirm that I have the authority to submit this bid to the City of Plymouth for the work specified on the attached sheet.

  
\_\_\_\_\_  
Signature of Authorized Agent

*Mukul Malhotra, Principal/Chief Innovation Officer*

\_\_\_\_\_  
Printed Name of Authorized Agent

April 29, 2025

\_\_\_\_\_  
Date

\*Award results will be sent via email, please be sure to include a valid email address above if you wish to be notified of the proposal award.

**AFFIDAVIT OF NONCOLLUSION**

STATE OF Texas COUNTY OF Bexar

Mukul Malhotra (name), being first duly sworn deposes and says that he/she is Principal/Chief Innovation Officer (title) of MIG, Inc. (corporation) who submits herewith to the City of Plymouth a proposal for DOWNTOWN PLYMOUTH 2025 STREETSCAPE DESIGN for the City of Plymouth and certifies:

That all statements of fact in such proposal are true;

That such proposal was not made in the interest of or on behalf of any undisclosed person, partnership, company, association, organization or corporation;

That such proposal is genuine and not collusive or sham; That said bidder has not, directly or indirectly, by agreement, communication or conference with anyone, attempted to induce action prejudicial to the interest of the City of Plymouth, or of any other bidder or anyone else interested in the proposed contract; and further

That prior to the public opening and reading of proposals, said bidder:

- 1. Did not, directly or indirectly, induce or solicit anyone else to submit a false or sham proposal;
- 2. Did not, directly or indirectly, collude, conspire, connive or agree with anyone else that said bidder or anyone else would submit a false or sham proposal, or that anyone should refrain from bidding or withdraw his bid;
- 3. Did not in any manner, either directly or indirectly, seek by agreement, communication or conference with anyone to raise or fix the proposal price of said bidder or of anyone else or to raise or fix any overhead, profit, cost element of his proposal price or of that of anyone else;

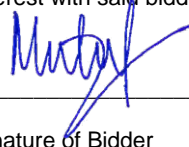
Did not, directly or indirectly, submit his proposal price or any breakdown thereof, or the content thereof, or divulge information relative thereof, to any corporation, partnership, company, association, organization, bid depository, or to any member or agent thereof, or to any individual or group of individuals, except to any person or persons who have a partnership or other financial interest with said bidder in this business.

Moore Iacofano Goltsman, Inc. (MIG)

Firm Name

April 29, 2025

Date



Signature of Bidder

CITY OF PLYMOUTH  
**DOWNTOWN PLYMOUTH  
2025 STREETScape DESIGN**

Proposal submitted by Transportation Engineering Design, DPC.,  
an affiliate of Toole Design Group, LLC on May 1, 2025

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May 1, 2025

City of Plymouth Downtown Development Authority  
Maureen Brodie, CMC City Clerk  
Plymouth City Hall  
201 S. Main Street  
Plymouth, MI 48170

**RE: Downtown Plymouth 2025 Streetscape Design**

Dear Maureen Brodie and Members of the Evaluation Committee:

Plymouth is the kind of place many communities aspire to become. It has a rich history, a walkable and vibrant downtown, and a year-round calendar filled with activity—from summer concerts in Kellogg Park to holiday events that draw thousands. The 2025 Downtown Streetscape Design project is a rare opportunity to shape the next era of downtown Plymouth. **Toole Design** is excited to partner with you to create an enduring, people-centered vision for the heart of your community.

Toole Design is the right team for this project because we specialize in transforming streets into welcoming public spaces for people of all ages, abilities, and backgrounds. Our work is grounded in collaboration, equity, and deep technical expertise. The design solutions we bring forward are not only visionary, but actionable — informed by data, guided by community voices, and structured for implementation.

**Paul Lippens, AICP, NCI**, Principal-in-Charge, will lead our team. Paul brings more than two decades of experience reimagining downtowns across the Midwest. **Noah Halbach, PLA** will serve as Project Manager and primary point of contact, backed by his deep knowledge of streetscape design and urban placemaking. **Drew Parker**, based in Ann Arbor, will serve as Deputy Project Manager, bringing insight into multimodal planning and successful stakeholder coordination across Michigan communities.

Our work plan is directly aligned with the RFP's goals, and includes:

- A comprehensive project management strategy that facilitates coordination with DDA and City staff
- A robust community engagement plan centered around a four-day design charrette, supported by both in-person sessions and flexible outreach strategies
- Thoughtful integration of previous planning efforts—including the 2020 Infrastructure Master Plan and Five-Year Action Plan—to ensure continuity and efficiency
- A streetscape concept design package tailored to Downtown Plymouth's unique needs, including improvements to Kellogg Park, Main Street medians, and pedestrian-oriented design for Penniman Avenue, including examining creating a woonerf
- A fully illustrated Downtown Public Space Design Guide that outlines cost-effective and phased implementation strategies, along with a funding roadmap to pursue grants and partnerships

This project is a generational opportunity to enhance downtown Plymouth as a resilient, inclusive, and beautiful public realm. Our team brings the vision, experience, and hands-on tools to help bring that future to life. Thank you for the opportunity to submit our proposal.

Our Project Manager, Noah Halbach is available to discuss our proposal further and answer your questions. He can be reached at 612.584.4094 x509 or at [nhalbach@tooledesign.com](mailto:nhalbach@tooledesign.com).

Sincerely,



Ciara Schlichting, AICP  
Director of Operations, Midwestern U.S.

*Toole Design's contracting entity for Michigan is Transportation Engineering Design, DPC (TED), an affiliate of Toole Design Group, LLC. TED has the same management as Toole Design and performs engineering work under the direction of Bill Schultheiss, PE, who is a Michigan-registered engineer.*

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# QUALIFICATIONS



# 1. QUALIFICATIONS

## FIRM PROFILE

Toole Design is a leading planning, engineering, and landscape architecture firm specializing in multimodal transportation planning and design. Our mission is to create livable communities where walking, biking, and using transit are safe, accessible, and enjoyable for everyone. Through our cost-effective and implementable design, we aim to enhance mobility, improve community health, elevate quality of life, and drive economic vitality sustainably.

Our success is built on collaborative partnerships with our clients and partnership between our planners and engineers to create solutions that go beyond conventional solutions. We use our design practice to inform how we plan, taking feasibility, funding, and constructability into account from the outset. Our planners, designers, and engineers work across disciplines to help our clients build safer and more accessible communities.

Toole Design's transportation planners work closely with transportation engineers to discuss the pros and cons of new design solutions, and to work through

trade-offs associated with reconfiguring roadway cross-sections to address pedestrian, bicycle, motorist, and transit users' needs while enhancing safety.

We recognize that traffic engineering must be comprehensive and not only focus on motor vehicle operations; we offer our clients high quality, accurate multimodal evaluations of transportation systems. Our goal is to provide the best multimodal solution based on the characteristics and needs of each community. Our staff is composed of professionals with a solid foundation in traffic capacity analysis and simulation, safety analysis, parking studies, and signal design. Toole Design has been at the forefront of evaluating and testing new ways to measure and quantify the impacts of multimodal improvements beyond the conventional vehicle Level of Service and volume-to-capacity ratio calculations, and have done this for cities across the U.S.

Toole Design has had the privilege to be part of many projects that have direct, relevant application to the Downtown Plymouth 2025 Streetscape Design project. In the pages that follow we have included an overview of some of our most relevant projects.



# FOWLER DOWNTOWN STREETScape PLAN

## FOWLER, CA

### STOREFRONT ARCHITECTURE // HISTORY

**NOTABLE ELEMENTS**

- Diversity of façades
- Arcade walkway
- Alignment between storefronts
- Interest in overall profiles
- Clapboard siding
- Corner treatments
- Diversity & creativity of signage

### STOREFRONT ARCHITECTURE // RECOMMENDATIONS

- Establish unified awning position & depth
- Use wall sconces to light walkway
- Encourage alignment between storefronts
- Encourage variation in overall profiles
- Create suggested material palette
- Encourage corner treatments
- Allow & encourage signage to address multiple approaches
- Establish guidelines for outdoor displays

### IDENTITY & WAYFINDING // CONCEPT

- Relocate 'Arrow' sign
- Not currently on City property and unprotected
- Build off of historic typography
- Embrace stacked forms from railway
- Balance vintage and contemporary for INSPIRATION

### ARTS INTEGRATION // LOCATIONS & THEMES

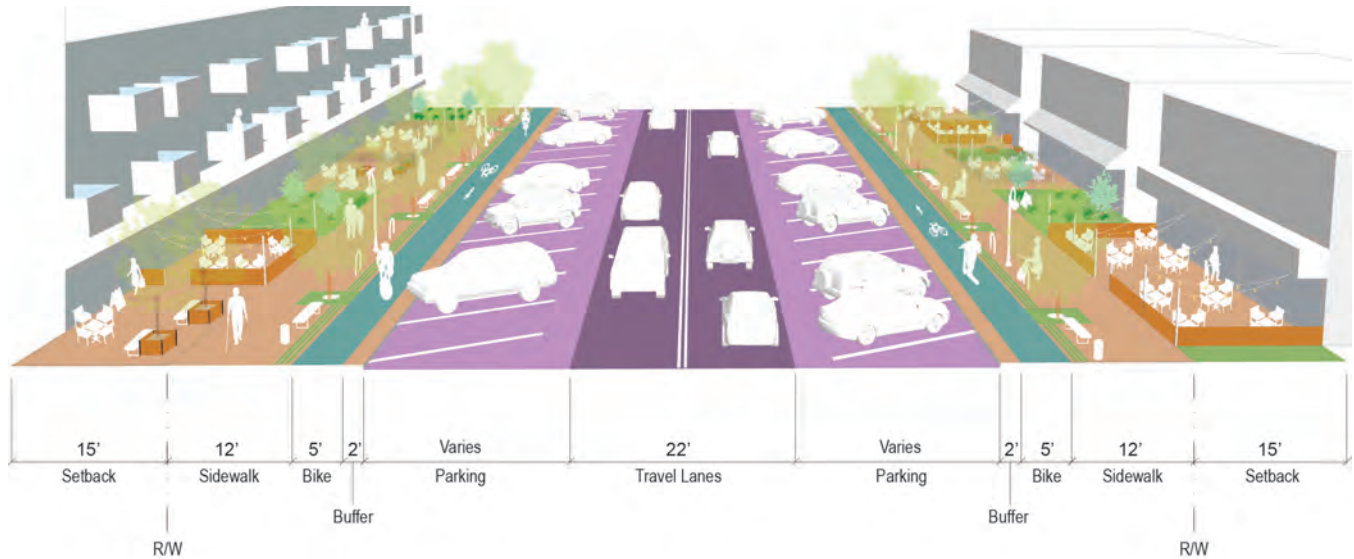
**THEME: CONNECTING W/ HISTORY**

**THEME: CONNECTING W/ THE REGION**

Toole Design worked with the City of Fowler to develop a visionary Downtown Streetscape Plan. The vision includes ideas and design solutions to create cohesive, vibrant, welcoming spaces for all ages and abilities, encourage social and economic activity, and celebrate the community's rich rail and agrarian history. The design solutions include recommendations for gateway treatments, new cross sections for major streets in downtown, alley treatments, architecture signage and facade recommendations, and a cohesive furnishing and planting palette.

# DOWNTOWN GOLDEN VALLEY STREETScape AND WAYFINDING FRAMEWORK

## GOLDEN VALLEY, MN



Toole Design served as a subconsultant in assisting the City of Golden Valley, MN, with the development of a Streetscape and Wayfinding Framework aimed at enhancing the character, circulation, accessibility, and redevelopment potential of the city's downtown core. This effort built upon a 2021 study of existing conditions, which identified potential land uses and redevelopment patterns. The new framework advanced that vision by focusing on how streetscape and wayfinding improvements could improve overall mobility and user experience within the area. Our team's work focused on developing a User Experience Framework that guided the City's understanding of how people navigated and interacted with downtown spaces.

Toole Design led the public engagement process, helping the City design inclusive and equitable methods for gathering feedback from a diverse range of community members and stakeholders. These efforts informed the identification of key destinations and amenities, access and mobility challenges, and opportunities for enhancing the overall downtown experience. Recommended strategies that emerged from the project included the creation of defined gateways to the downtown district, the integration of off-street trail and mobility improvements, the use of large-scale public art to aid wayfinding, and the reconfiguration of streets to support cultural events and active lifestyles. Toole Design's work concluded with the development of a Public Realm Design Guide that included access and circulation plans, streetscape and wayfinding design standards, and a phased implementation plan for short- and long-term improvements, all based on a collaborative, community-driven vision for a more connected and vibrant downtown Golden Valley.

# HALF MOON BAY DOWNTOWN STREETScape PLAN

HALF MOON BAY, CA



Toole Design worked with the City of Half Moon Bay to develop a Downtown Streetscape Master Plan that aims to create a vibrant and realistic vision for Downtown and its Heritage Main Street. The goal of the project is to establish a community-oriented downtown district for residents, business owners, and visitors.

As lead consultant, Toole Design led a series of design workshops (charrettes) with the community to develop strategies and concepts for the entirety of Main Street, its intersecting streets in the downtown core, a comprehensive wayfinding approach, and the redesign of key plazas and park spaces along Main Street.

The final design concepts weave together the multilayered histories of Half Moon Bay, drawing inspiration from its agricultural roots, coastal connections, and the textures and patterns of the Ramatush Ohlone. The Downtown Master Plan includes recommendations for a cohesive wayfinding strategy, public space design standards, and a conceptual redesign of Main Street, featuring a flush street condition and the conversion of angled parking to parallel. New truck routes and loading plans were also created to better align with the proposed Main Street improvements. Additionally, design concepts and drawings were developed with the necessary level of detail to position the city for securing county, regional, and federal funding.

# HAVRE DE GRACE DOWNTOWN REVITALIZATION PLAN

## HAVRE DE GRACE, MD



The City of Havre de Grace is a cultural and historic waterfront town with aging infrastructure situated on the Susquehanna River and Chesapeake Bay. The city received funding for new underground utility infrastructure which this project is leveraging as an opportunity to reimagine its downtown and provide a once in a lifetime restoration of Havre de Grace’s existing street network, public spaces, and waterfront, while supporting the vibrant business community.

During an extensive charrette process, Toole Design and the City of Havre de Grace held virtual public meetings, open studios, client group meetings, and stakeholder interviews to engage the public and stakeholders with our initial concept designs and define an overall vision and a focused set of priority areas for the downtown revitalization. Following the charrette process, Toole Design led the design of the Phase 2A, Preliminary Engineering tasks for the selected Priority 1 areas. This phase advanced the initial charrette concepts, first through 10% Design which included an existing conditions investigation and preliminary environmental review, then through 30% Design which included preliminary stormwater management, utility coordination, and the establishment of the design direction for Priority 1 areas. The design proposes wider sidewalks, a healthy and consistent tree canopy, flush (curbless) streets, and shared spaces. The flush street design creates an accessible corridor for all pedestrians, regardless of mobility impairment. Toole Design performed preliminary grading to ensure the flush street design simultaneously provides proper drainage while meeting accessibility goals.

Alongside our roadway design, our team coordinated the hardscape, landscape, lighting, and furnishings to ensure a design that compliments the historic characteristics of the City. The next phases included finalizing the construction documents through final design and advertisement.

# JACKSON STREET RECONSTRUCTION

SAINT PAUL, MN



Toole Design has partnered with the City of Saint Paul over the past eight years to plan, design, and implement the Capital City Bikeway, a bikeway network throughout downtown Saint Paul. In all of our efforts, we have balanced innovative design with practical and efficient implementation to create a safer, greener, and more accessible urban core.

Part of this effort included the Jackson Street Reconstruction Project, which was a \$12.4M full roadway reconstruction of Jackson Street from building face to building face on an accelerated schedule. The mile-long improvements include a sidewalk-level bikeway and separated pedestrian facility with protected intersections, bike signals, ADA-accessible ramps, and ADA-compliant entrances to building fronts. The facilities feature lush landscaping, areas for congregation, an urban canopy of shade trees, and native plants that create a park-like setting and an inviting, comfortable experience for users.

The new constructed Jackson Street sets the standard for innovative green streets, bikeway design, stormwater management, placemaking, public art, and wayfinding in the city's urban core. The project won the Honor Award by the ASLA Potomac Chapter in 2019 and is featured in a series of case studies for the national ASLA Climate Action Plan.

# SULPHUR SPRINGS WEST DOWNTOWN LINEAR PARK AND URBAN DESIGN PLAN

SULPHUR SPRINGS, TX



Residents of Sulphur Springs had long abandoned the Main Street, Heritage Square, and the downtown in favor of big box retail stores that had developed along the highway bypass. Through the Downtown Revitalization Plan, Toole Design transformed Sulphur Spring's vacant downtown back into a vibrant hub of business and public life, earning the City a Rudy Bruner Award.

In the Spring of 2021, the City asked Toole Design to help further Sulphur Springs's revitalization, this time with a focus on Downtown West. Using a design charrette, Toole Design collaborated with property owners, City staff, stakeholders, and residents to learn about the community's aspirations, history, challenges, constraints, and values. We used their input to create starter ideas, developing these ideas over time into detailed plans that had the backing and support of the community.

The resulting plan features a linear park with a stream, lake, paths, passive and active places, special plantings, and interpretive features. A mixed-use development will have residential space towards the north and then becomes increasingly active and mixed with commercial space towards the south and around the lake. The streets and bridges were designed to be highly accessible, slow, shaded, contextual, and beautiful.

Once built, West Downtown will feature denser housing types, live/work opportunities, active and passive recreation, and amenities, effectively transforming into a local and regional destination.



# DESIGNING DOWNTOWN DENISON

## DENISON, TX



The City of Denison is proud of its history and heritage as the first rail town in Texas but needed help attracting new economic investment and energize the downtown to match its historic charm with accessible, people-focused design. During a two-week design charrette in 2016, Toole Design worked collaboratively with City staff, residents, and business leaders to help the community define its own vision and distill those ideas into concept plans and a cohesive strategy for implementation. As a follow-up to the charrette, Toole Design led the design and engineering of Main Street and several adjacent alleyways to achieve the City's goal of making downtown a more inviting and usable public space for people walking, bicycling, driving, and socializing. Phase One of this project involved advancing some of the original, concept-level designs through final design and construction.

One of the more unique design features of the project was a flush street design for Main Street, which creates a more accessible environment for people using wheelchairs or other mobility devices. It also makes the space more flexible for the many festivals and public events held downtown. Toole Design performed detailed grading throughout the corridor and closely coordinated with stormwater management consultants to ensure that the flush street design would successfully handle drainage and meet accessibility goals.

Our team carefully crafted hardscape plans and detailing to reflect the landscape and complement the existing building facades. The warm color palette we selected for the brick paving in the furnishing zone meshes well with the brick in the street and parking zones. The landscape plans included street trees that line both sides of Main Street to add charm and shade along the corridor. To provide adequate soil volume and promote a healthy and long-lived tree canopy, we designed a continuous run of structural soil underneath the sidewalk furnishing zone. We also prepared a specifications package that was highly tailored to conform with local construction practices, and we collaborated with local materials suppliers to ensure that the desired materials and site amenities were available. Construction was completed in Spring 2022.

# CHAPEL HILL DOWNTOWN STREETScape PLAN

CHAPEL HILL, NC



The Town of Chapel Hill is taking the next step in repositioning its downtown streets as premier public spaces that better serve the community. As Chapel Hill continues to grow and change, there is a need to rethink the public realm to create a network of engaging streetscapes that support community development, a thriving economy, and mobility options for all users.

Toole Design recently partnered with the Town of Chapel Hill to complete the Downtown Mobility Study that set the vision and guiding principles for mobility throughout Downtown. The Downtown Public Right-of-Way Plan builds on the Mobility Study to provide a comprehensive urban design strategy for streets, alleyways, and civic spaces including the historically significant site of Peace and Justice Plaza. The project uses existing and proposed public gathering spaces as anchors, special places that express the character of Chapel Hill, and carries that quality out into the streetscape.

When complete, the Plan will align conceptual designs for three public gathering spaces with detailed schematic drawings for each block of Downtown. The Plan will be written for implementation, containing guidance on prioritization of specific projects, phasing, cost factors, and partnerships. To guide this Plan, Toole Design is leading two week-long community workshops and a series of stakeholder sessions with groups of business owners, disability advocates, long-time residents, and students.

# PEACHTREE SHARED SPACE STUDY

ATLANTA, GA



Toole Design led one of Downtown Atlanta's signature projects, the redesign of Peachtree Street into a world-class shared space to bring people together and transform the way people move through downtown.

This project brought the City's vision of a shared street to life by achieving buy-in from the public and stakeholders, integrating elements from previous plans, analyzing traffic patterns, and conducting environmental and historical due diligence. It addresses unique considerations for Peachtree Street, including the integration of existing streetcar tracks, the impact of one-way streets, commuter bus staging, intersection design, and stormwater management.

The project's community engagement included an advisory committee, a pair of week-long workshops, a demonstration project, educational videos, an interactive project website, a WikiMap, and social media. Due to the COVID-19 pandemic, we shifted many of the engagement activities to virtual platforms.

The project resulted in three final deliverables: a conceptual design study, an activation and programming strategy, and a draft Georgia Department of Transportation (GDOT) concept report. These deliverables included a conceptual design, illustrations, cost estimates, traffic recommendations, phasing, public space activation strategies, and real estate activation strategies that gave the City design direction and set them up to pursue Federal and other funding opportunities.

We helped the City apply for the Atlanta Regional Commission's Transportation Improvement Program (TIP) funding, and they were awarded \$1.2 million for the design phase as a result.

# DOWNTOWN BIKE PARKING STUDY

ANN ARBOR, MI



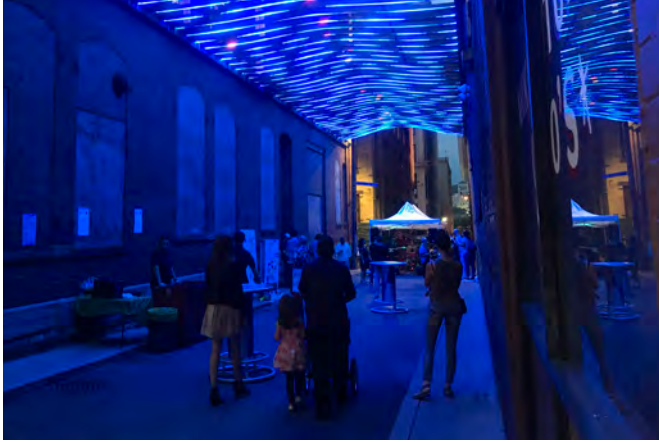
With the installation of two-way separated bikeways in downtown Ann Arbor in 2021, bicycling has continued to increase in the downtown area. Additionally, the types of bicycles people are riding in downtown has changed to include a larger share of cargo bikes, e-bikes, and adaptive bikes. To address these trends, the Ann Arbor DDA hired Toole Design to develop a bike parking study and toolkit for downtown Ann Arbor.

The project included a detailed update to the inventory of bike parking downtown and observations of bike parking behavior. The map-based inventory and observations provided a foundation for making recommendations on where and how much new bike parking is needed in high demand areas in downtown. In addition to the bike parking inventory and observations, Toole Design researched emerging trends and national best practices in bike parking to compile a set of programmatic recommendations for bike parking in downtown Ann Arbor.

The second half of the project included development of a bike parking toolkit that provided design and programming guidelines for bike parking in Ann Arbor. This toolkit will help justify the installation of additional bike parking in key locations downtown and provides detailed information about dimensions and materials to use for short, mid, and long-term bike parking facilities.

# CULTURAL DISTRICT STREETScape PLAN

PITTSBURGH, PA



Toole Design is leading a vision plan for the public realm of the Cultural District in Downtown Pittsburgh. The Cultural District is a 14-block area of Downtown home to museums, art galleries, public parks, art institutions, restaurants, and retail. The Cultural District Streetscape Plan is helping the District formalize a vision for the future with a cohesive street design, signature public spaces, and easy connections to Pittsburgh's overall mobility network.

The plan identifies specific streetscape investments, defining the district's identity, and providing a framework of supportive policies and programs. This plan is a forward-looking document built on years of planning work that have analyzed downtown mobility, public space, river trails, and transit. The Plan is creating design guidance for the public realm, a cohesive material and furnishing palette, and concept designs for three key corridors: 6th Street, Liberty Avenue, and Fort Duquesne Boulevard.

On Liberty Avenue, designs focus on enhancing public transit, addressing significant traffic safety concerns, and creating more space for pedestrians and transit riders. On 6<sup>th</sup> Street, the design focused on enhancing the existing restaurant destination with a more pedestrian oriented street design and strengthening the pedestrian connection to the North Shore over the 6th Street Bridge. On Fort Duquesne Boulevard, we presented a design for a new public space with amenities for Downtown residents and a new way to experience for the Allegheny River.

## REFERENCES

We invite you to contact any of our clients profiled in this proposal regarding the quality of Toole Design's work and our staff's experience and performance.

### CITY OF GOLDEN VALLEY

**Project: Downtown Golden Valley Streetscape and Wayfinding Framework**

Christine Costello, Housing and Economic Development Manager

763.593.3983

ccostello@goldenvalleymn.gov

### CITY OF HALF MOON BAY

**Project: Half Moon Bay Downtown Streetscape Plan**

Karen Decker, Vitality Manager

650.726.8281

kdecker@hmbcity.com

### ANN ARBOR DOWNTOWN DEVELOPMENT AUTHORITY

**Project: Downtown Bike Parking Study**

Shelby Fergon, Planning Specialist

734.994.6697

sfergon@a2dda.org



# WORK SAMPLES

We will use our experience to develop strategies that will achieve the City of Plymouth's vision and goals for this project. Please use the QR Codes below to view three similar projects.

## HALF MOON BAY DOWNTOWN STREETScape MASTER PLAN

Toole Design worked with the City of Half Moon Bay to develop a Downtown Streetscape Master Plan that aims to create a vibrant and realistic vision for Downtown and its Heritage Main Street. The goal of the project is to establish a community-oriented downtown district for residents, business owners, and visitors. The Downtown Master Plan includes recommendations for a cohesive wayfinding strategy, public space design standards, and a conceptual redesign of Main Street.



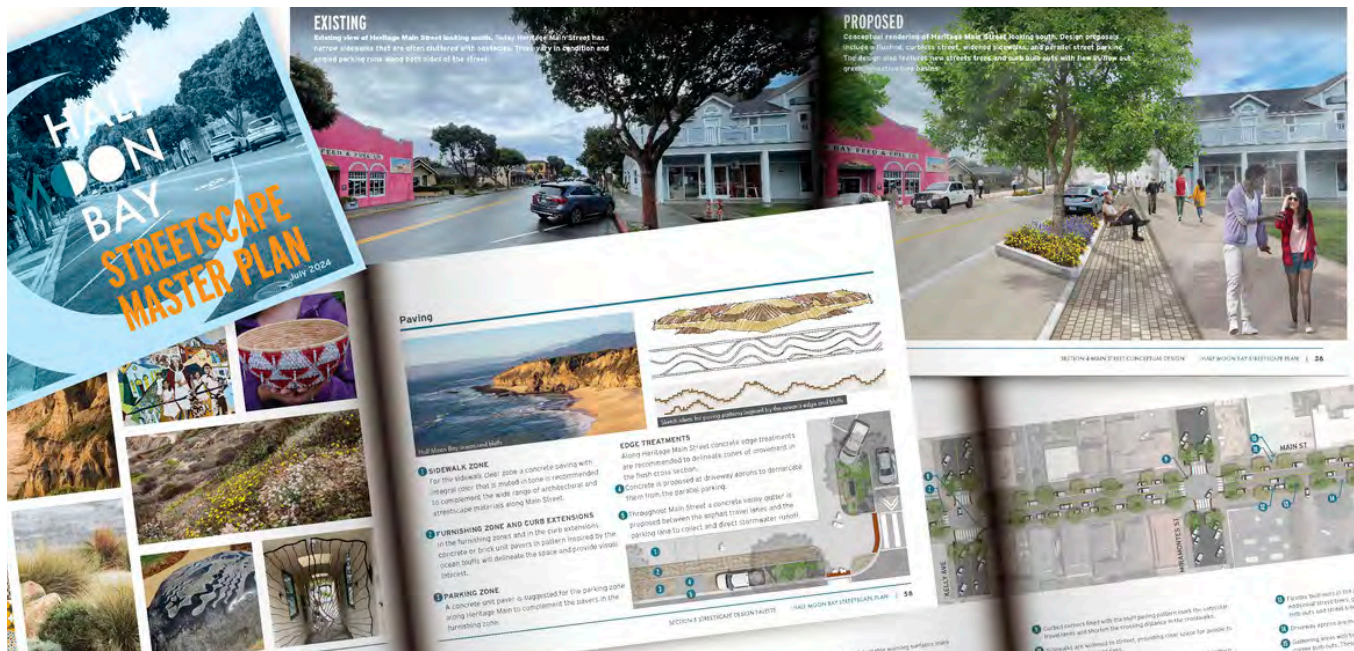
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## PITTSBURGH CULTURAL STREETScape PLAN

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# APPROACH





# 2. APPROACH

## UNDERSTANDING

Downtown Plymouth offers a wonderful quality of life that many Michigan communities aspire to create. It boasts a walkable street grid, a variety of shopping and cultural amenities, and a mix of community spaces that make it the place to be for residents and visitors. Downtown Plymouth has several streets with desirable connections for both vehicles and pedestrians. The street and the scale of buildings along Main Street and Penniman have numerous pedestrian amenities, street furnishings, street trees, and safe crossings. As pointed out in the 2020 Infrastructure Master Plan, some of the sidewalks, crossing ramps, and pedestrian amenities have aged, and the timing is right to look at life cycle costing to determine if there can be efficiencies in implementing a current vision for Downtown. This does not mean radical change—Downtown is beautiful, pleasant, and aesthetically refined. It does mean that without a critical evaluation, public input, and innovative design the City could miss a legacy opportunity for this generation.

The focus of the Downtown Streetscape Design is to develop streetscape improvement and public realm concepts that speak to the community. Working with the community to chart, define, and validate the vision for Downtown is a key element to the success

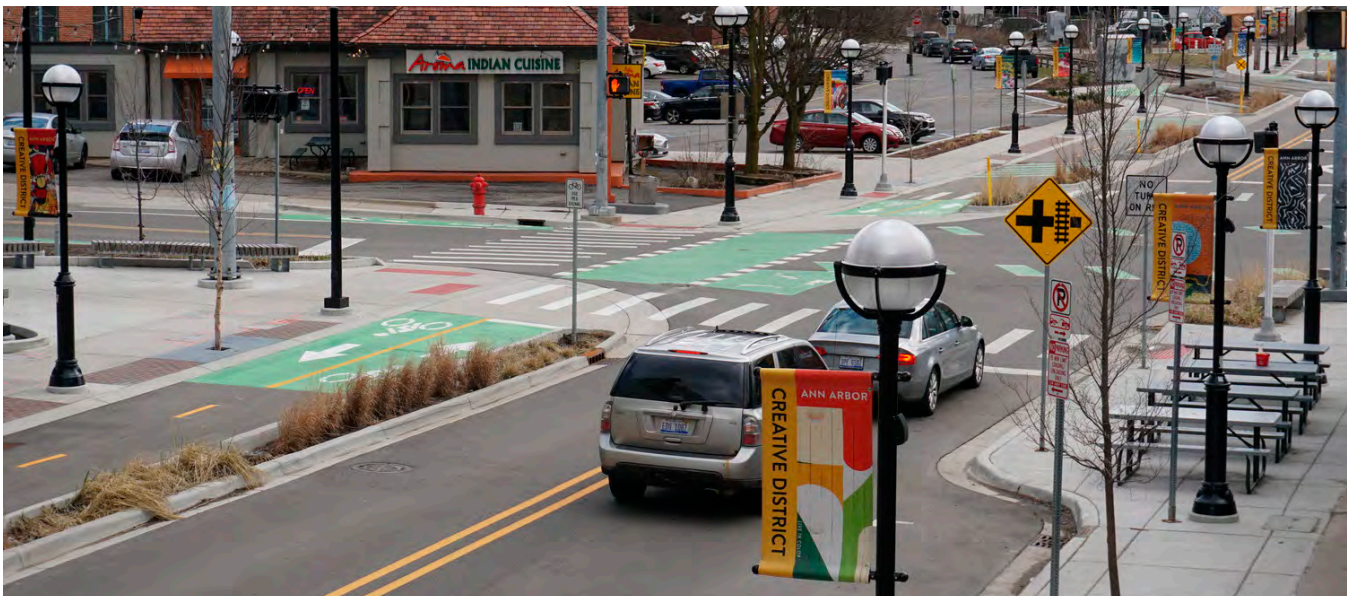
of this project. We recognize that Plymouth needs a results-oriented and experienced consulting partner to collaborate with and craft a downtown streetscape and concept plan that, when implemented, will:

### 1. EXCEL AT COMMUNITY ENGAGEMENT

The city has had difficulty with projects in the past, the Kellogg Park master plan process was abandoned due to lack of consensus and a need to realign the process with residents' expectations. What a great opportunity! Our team will bring fresh eyes to this process and work with the community in an objective manner to establish key design objectives, create a shared vision, and educate around maintenance needs and opportunities for efficiencies in new construction processes.

### 2. VALIDATE A VISION FOR DOWNTOWN STREETScape

No action is not an option. We will work with community members to establish design objectives and then articulate how alternative ideas meet those objectives. The DDA needs to develop a cohesive design for downtown spaces that ties the area together and addresses the needs. Just because it's great doesn't



mean it can't be better. The future design for Downtown Streetscape needs to think about mobility. It must address how to get people Downtown, vehicle parking and bike parking needs, and prioritize the pedestrian in the design hierarchy.

### 3. BE BUILDABLE

The process is designed to create projects that can be incorporated into the DDA plan and the City's Capital Improvement Plan. Toole Design will provide guidance on phasing, funding sources, and costs. We will provide the DDA with a path to implement the vision.

Toole Design believes it is our role to work with community members and craft design concepts and plans for the communities we serve. We understand our role is to focus on bringing our multimodal streetscape and urban design expertise to the table and translating community input into creative design solutions that respond to the context, advance a more balanced

transportation system, and set the stage for future downtown investment. Working with Toole Design, you will have a partner that will help the City achieve the objectives listed in the RFP, and leverage our expertise in community engagement, planning, urban design, engineering, and landscape architecture to ensure that the Downtown Streetscape Design will:

- Preserve and highlight Plymouth's rich history and sense of place
- Prioritize walking and biking with a streetscape that serves all ages and abilities
- Design vibrant, thriving, and exciting public spaces that encourage community building
- Promote and enhance local business and economic activity
- Seamlessly integrate green infrastructure concepts
- Create streets that are flexible for day-to-day use and special events
- Develop a phasing plan that will work with the City's upcoming work schedule



## SCOPE OF WORK

The following outlines the anticipated work plan to develop a community supported Downtown Public Space Design Guide that sets up multiple projects for subsequent engineering phases through an efficient design workshop process. We look forward to working with the DDA to fine tune this work plan as needed.

### TASK 1: PROJECT MANAGEMENT AND MEETINGS

Toole Design understands how important a clearly defined planning and design process and its administration are to project success. By establishing project goals and expectations at the outset, our team and the DDA can proceed with confidence and understanding of management procedures.

As Project Manager, Noah Halbach will be responsible for project oversight and regular communication with DDA staff. Noah has 14 years of experience in planning, design, and operations with streets and open spaces. He has a thorough grasp of what is required at each stage of a project. Noah will implement a comprehensive project management approach that allows for effective communication between the DDA, City staff, our team, and other project stakeholders through the following approach:

#### Work Plan and Project Kickoff Meeting

Upon completing the scope of work, schedule, budget, and contracting, Toole Design will convene a kickoff meeting with our task leads and key client staff. At this meeting, we will review and confirm the work plan and schedule, including:

- Project goals and objectives
- A schedule with milestones and deliverables
- Quality management and control plan
- Document deliverables and formats
- Communications protocols and team roles
- File sharing system
- Roles and data needs

#### PM Check-in Calls

Noah will participate in biweekly check-in meetings with the DDA's PM to share updates, review ongoing work, and collaborate on upcoming tasks and deliverables. Technical task leads will attend as needed. Meetings will be virtual to maximize efficiency and flexibility for participation.

The frequency of check-in calls can be adjusted as needed. Collaboration will be our guiding principle to build a strong partnership with the DDA. We will set up a project SharePoint that allows DDA and City staff real-time access to shared materials and updated deliverables.

#### Progress Reports

Toole Design will submit monthly progress reports throughout the project. Each report will include task accomplishments, the status of deliverables, and expected upcoming activities.

#### TASK 1 DELIVERABLES:

- Work Plan (revised as needed throughout the project)
- Meeting agendas and summary notes
- Monthly progress reports with updated timelines and stakeholder inputs

#### TASK 1 ASSUMPTIONS:

- All PM meetings will be held virtually
- Based on a 12-month schedule (June 2025 through May 2026)

### TASK 2: EXISTING CONDITIONS AND PLAN REVIEW

Toole Design knows that the DDA has conducted a significant amount of work and engagement prior to this effort during the development of the DDA 2020 Infrastructure Master Plan, DDA Five Year Action Plan, and the City of Plymouth Master Plan. To that end, Task 2 will focus on creating a baseline analysis in advance of the first charrette. This will enable us to come to the event prepared with important context so that we can engage in informed dialogue with the public and stakeholders, while also raising topics that may not be top of mind in the community.

Toole Design recognizes the importance of aligning streetscape improvements with upcoming infrastructure investments. As part of our base mapping and concept development, we will coordinate with the relevant utility providers the City of Plymouth provides us with to identify opportunities for joint implementation. Our team document the timing and location of utility upgrades, and incorporate this information into the phasing strategy for streetscape improvements.

## TASK 2.1 EXISTING CONDITIONS AND PLAN REVIEW

Toole Design will thoroughly review the existing plans noted above, focusing on key policies, priorities, and recommendations that can be incorporated as part of the Downtown Public Space Design Guide. We will advance design guidance that builds on and is complementary to the recently completed work.

## TASK 2.2 BASE MAPPING

Toole Design will use existing Geographic Information Systems (GIS) data to develop base maps for the downtown public space designs. These maps at a minimum will include right-of-way, property ownership, utilities, street trees, streetscape elements, public parking, and building footprints.

### TASK 2 DELIVERABLES:

- Base mapping
- Existing conditions memo

### TASK 2 ASSUMPTIONS:

- DDA will provide all available GIS data and utility mapping

## TASK 3: COMMUNITY ENGAGEMENT

At Toole Design, we take community engagement as seriously as our technical work. Our experience is that the most successful projects are those where the process is open, transparent, and clear. We understand that we are not starting from scratch. We will review recent community and business-owner engagement conducted for the Downtown Plan and City Master Plan to confirm that it is still relevant. Our goal is to build broad support and buy-in for the streetscape visions while advancing community-driven design.

### TASK 3.1: COMMUNITY ENGAGEMENT PLAN

Toole Design will meet with DDA staff to develop a public outreach strategy that includes multiple opportunities for people to participate. Toole Design will draft a brief, high-level Community Engagement Plan (CEP) that will outline our approach to outreach

and publicity, engagement, education, stakeholder involvement, charrette planning, and the final public meeting. The CEP will make sure we aren't duplicative but build on your previous efforts. Our tools, in addition to our charrette process, are outlined below and will be tailored to meet the community's needs.

### TASKS 3.2: DESIGN CHARRETTE

We propose that most community engagement happen during the charrette process. The following process outlines what we would propose for this project, but the value of a charrette is its flexibility. We will always modify this to meet the community's needs.

### CHARRETTE PROCESS

Our charrette process builds upon the National Charrette Institute's standards as a foundation and will be tailored to the needs of this project. We pride ourselves on our ability to couple community and stakeholder input with our urban design, public realm, and transportation expertise to develop concepts that communities embrace.

The process we use is comprised of what we call the Four Ds: Discovery, Discussion, Design, and Documentation. We have found this process to be effective for projects when there is a desire to craft a design solution for spaces that need to serve multiple stakeholders, interests, and functions. Discovery is focused on analysis and learning about the community issues, opportunities, and constraints through



Toole Design conducts design charrettes to learn about the needs of community members, as we did here in Ann Arbor, MI.

meaningful discussions and shared experiences in the study area. What we learn in discovery leads us to a deeper dive with community members and staff about design ideas and concepts that can work for the community. Documentation of the concepts and supplementary materials become the foundation for communities to see the projects through to implementation.

Toole Design recommends a four-day design charrette for this project. The first two days will be focused on discovery and developing some initial “starter ideas” based on feedback and the work previously conducted. The final two days will be focused on diving into the downtown concept design and generating content that will become part of the recommendations.

During the charrettes we will conduct stakeholder meetings, needs assessment, and develop conceptual design options.

## **RUN OF SHOW**

The logistics of the discovery charrette will be documented in a comprehensive “Run of Show” document. The document will include a detailed schedule of events, participant lists for stakeholder interviews, anticipated materials, and the responsible parties for all items. To keep costs down, the DDA will identify stakeholders and coordinate their schedule. The space should be easy for people to find and large enough to host the meetings, stakeholder sessions, and place of work for the design team.

### **DAY 1 (MONDAY): SITE VISIT, STAKEHOLDER INTERVIEWS, AND OPEN HOUSE**

Toole Design will arrive as early as practical on Day 1. The initial part of the first day will be focused on setting up our workspace, meeting with the DDA for initial discussions, conducting a map review of the issues, and reviewing the charrette schedule. We propose a downtown walking tour with DDA staff and other stakeholders to confirm some of the existing conditions work we will have completed prior to arrival (see Task 2 for more details on Existing Conditions Review). Toole Design will conduct a series of stakeholder interviews at the venue, with each one starting on the hour. The DDA will be responsible for identifying stakeholders that should be interviewed.

From 6:00-7:30 p.m., or at a time recommended by DDA staff, we’ll hold a public meeting to introduce the project, share what we have uncovered through our existing conditions review, site visits, and conversations with staff, and solicit feedback from workshop participants. The format will be a short presentation, followed by table sessions during which people will discuss, document, and share their ideas, preferences, and concerns with Toole Design and DDA staff.

### **DAY 2 (TUESDAY): DESIGN**

We will meet with the DDA in the morning to recap what happened on Monday and discuss any changes that may have occurred. For the remainder of the day, our team will work at the venue. The focus of the work will include:

- Concepts of year-round attractive public spaces
- High-level guidance on community branding, signage, and wayfinding
- Parking space design and opportunities for additional parking
- Street tree, planter design, and green stormwater concepts
- Concepts for Kellogg Park that include surfacing and integration with downtown design
- Concept for a Penniman Woonerf with flexible-use design and traffic calming

### **DAY 3 (WEDNESDAY): ADVANCE STARTER IDEAS TO DESIGN CONCEPTS**

On Day 3, Toole Design will advance the initial design for Downtown Plymouth into more detailed concept plans. There will also be public office hours for any stakeholder or member of the public who wishes to come in and share ideas, ask questions, or view progress. The office hours will be from 4:00 p.m. to 6:00 p.m. on Thursday. We will work with the DDA to help develop messaging needed to encourage participation.

### **DAY 4 (THURSDAY): PRODUCTION DAY AND PUBLIC REVEAL**

Day 4 is another production day during which the design team is working toward finalizing all concepts and ideas for Downtown Plymouth. On Thursday afternoon, from 3:00 p.m. to 4:30 p.m., there will be a pin-up session



Toole Design knows how to create a sense of place where people want to be.

for anyone that the DDA would like to invite. The work to date will be presented informally and discussed. The ideas will be kept as graphical as feasible. A final public meeting will be held that evening from 5:00-7:00 p.m. Toole Design will present a summary of the process and the design concepts. There will be time for questions, answers, and discussion.

Upon conclusion of the Design Charette, Toole Design will summarize and finalize documentation from the engagement sessions. At this time most of the work associated with preparing the draft Downtown Public Space Design Guide (Task 4) will be well underway, and next steps will be to put the finishing touches on elements and refine the accompanying narrative.

### WORKSHOP OPTION

If preferred by the DDA, Toole Design can split the Charrette into three separate workshop days spaced throughout the project timeline. The first workshop would be equivalent to day 1 Charrette, for site visits, interviews, and an open house. The second workshop would be equivalent to days 2 and 3 for design concept development and assessment of alternatives. The third workshop would be equivalent to day 4 of the Charrette, to get feedback on the final plan recommendations and design concepts.

### TASK 3 DELIVERABLES:

- Community Engagement Plan
- Charrette Run of Show Document
- Charrette materials – illustrative graphics and PowerPoint presentations

### TASK 3 ASSUMPTIONS:

- DDA will identify and schedule all stakeholder meetings
- DDA will identify and secure space for all in-person meetings. This will be the same space all week.
- DDA will promote any public meetings (Facebook, Instagram, etc.)

## TASK 4: DOWNTOWN PUBLIC SPACE DESIGN GUIDE

A significant amount of Task 4 work will be started during earlier phases, particularly during the Design Charrette. Toole Design will work with the final deliverable in mind during earlier tasks, with the intent that earlier deliverables and products such as conceptual designs and recommendations are of such a quality that they can be included in the final documentation.

Throughout the process we will develop a Downtown Public Space Design Guide that:

- Elevates the experience and sense of place of downtown Plymouth by incorporating existing themes, characteristics, amenities, and other unique features of downtown to provide the backdrop for streets that support both special events and day-to-day life
- Provide a clean, cohesive interface with existing and anticipated future development
- Create places for moving people by accounting for the unique needs of people walking, biking, and driving
- Fully integrate landscape elements into both the function and experience of the street to accomplish sustainability and ecology objectives
- Accommodate the realities of right-of-way constraints
- Conform to all national, state, and local requirements, guidance, and best practices

The Downtown Public Space Design Guide will be highly illustrative and focus on documenting and communicating design concepts derived from technical analysis and community engagement, high-level streetscape guidelines, planning level cost estimates, potential funding sources, and suggested project phasing. An important part of the guide will be an actionable implementation plan. We will identify

implementable strategies and recommendations for streetscapes and open spaces from the urban design and economic development perspectives with potential phasing and prioritization of recommended actions.

## TASK 4.1: REFINEMENT OF GUIDE OUTLINE AND DESIGN CONCEPTS

At the conclusion of the Design Charrette, Toole Design will advance with any necessary changes to the design recommendations while the feedback is fresh in our minds and develop a guide outline. We will be in communication with the DDA on the progress our team is making and allow for any progress review sessions to happen as necessary to ensure our team continues to advance our work to the DDA's satisfaction.

The Toole Design Team will identify specific opportunities for new bike rack installations, prioritizing locations with high pedestrian activity such as near Kellogg Park, along Penniman Avenue, and adjacent to key commercial nodes. For EV charging stations, we will explore optimal placements in coordination with City staff, focusing on Saxton's Lot and other municipal lots identified for upgrades. Proposed locations will be guided by pedestrian visibility, vehicle access, and compatibility with power infrastructure. These recommendations will be mapped and illustrated in the final Downtown Streetscape Design Guide document.



Toole Design creates visualizations to bring ideas to life.

## TASK 4.2: DEVELOP DOWNTOWN PUBLIC SPACE DESIGN GUIDE

Next, Toole Design will prepare an initial draft Downtown Public Space Design Guide for review by the DDA. We anticipate DDA staff will collect, review, and provide a single set of comments to our team. Based on this consolidated feedback we will make one round of revisions.

## TASK 4.3: FINAL DESIGN GUIDE AND PRESENTATION MATERIALS

The final document will serve as a record of the project process, including potential funding mechanisms such as the Michigan Department of Environment, Great Lakes, and Energy (EGLE), Cornerstone Alliance, and potential other grant opportunities (e.g., EPA grants,

Federal implementation grants administered by MDOT). It will be provided as a high-resolution PDF as well as all working files (e.g., InDesign files, high quality illustrative files) so the DDA has a complete record of all project information and can use them as needed in future grant application processes.

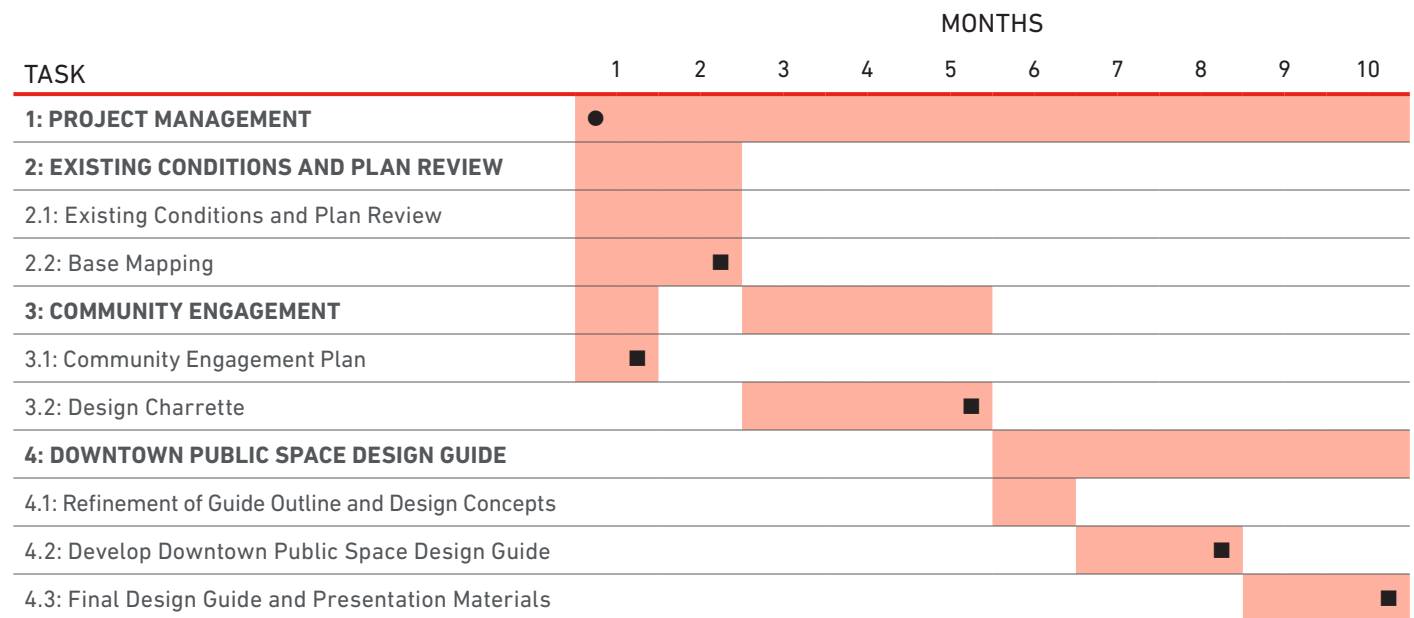
In addition to the final Downtown Public Space Design Guide, Toole Design will develop a PowerPoint presentation that summarizes the planning process, the path forward, and Plan content for Planning Commission and City Council Meetings.

### TASK 4 DELIVERABLES:

- Draft Downtown Public Space Design Guide
- Final Downtown Public Space Design Guide
- Presentation materials

## SCHEDULE

Toole Design is ready and available to launch and execute this project. We are committed to meeting or exceeding the City of Plymouth’s expectations for this project in a timely manner, and we will commit our staff and resources throughout this project. The table below demonstrates Toole Design’s proposed timeline for completion of the Downtown Plymouth 2025 Streetscape Design project.



- Deliverable
- Kickoff Meeting





**PROJECT FEE**



# 3. PROJECT FEE

The following table shows Toole Design's proposed budget for the Downtown Plymouth 2025 Streetscape Design. The costs represent our initial estimate, however, we are flexible and we anticipate refining the approach in collaboration with the City of Plymouth.

<b>TASK</b>	<b>Cost</b>	<b>Expenses</b>	<b>Total Cost</b>
1: PROJECT MANAGEMENT	\$19,082.00	\$1,481.25	\$20,563.25
2: EXISTING CONDITIONS AND PLAN REVIEW	\$14,116.00	-	\$14,116.00
3: COMMUNITY ENGAGEMENT	\$76,680.00	\$7,406.25	\$84,086.25
4: DOWNTOWN PUBLIC SPACE DESIGN GUIDE	\$63,097.00	\$987.50	\$64,084.50
<b>SUBTOTAL</b>	<b>\$172,975</b>	<b>\$9,875</b>	<b>-</b>
<b>PROJECT TOTAL</b>			<b>\$182,850</b>

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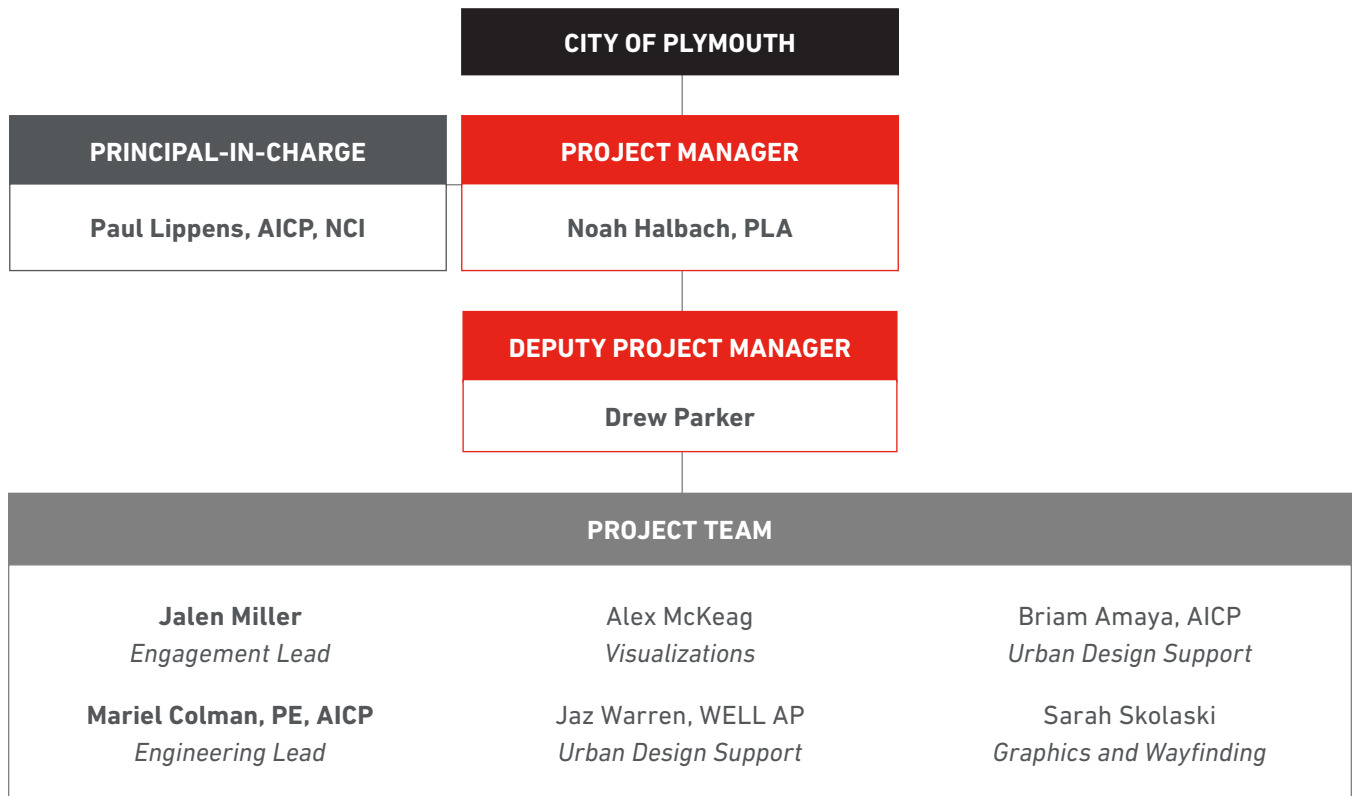
TEAM

4

# 4. PROJECT TEAM

## ORGANIZATIONAL CHART

Toole Design has selected a team of highly experienced engineers, planners, and community engagement experts for the Downtown Plymouth 2025 Streetscape Design project. The organizational chart below illustrates our proposed approach to staffing the various elements of the project. Resumes are included on the following pages. Key staff are shown in **bold**.





# PAUL LIPPENS, AICP, NCI

## PRINCIPAL-IN-CHARGE

### PROFESSIONAL HIGHLIGHTS

- Years of Experience: 23
- Toole Design: 2025-Present
- McKenna Associates: 2014-2024
- Active Transportation Alliance: 2010-2014
- Storrow Kinsella Associates: 2007-2010
- City of Ann Arbor: 2002-2007

### EDUCATION / CERTIFICATION

- Master of Urban Planning, University of Michigan: 2004
- Bachelor of Arts, Music Composition and Expository Writing: 1998
- American Institute of Certified Planners

### APPOINTMENTS / AFFILIATIONS

- National Charrette Institute
- Congress for the New Urbanism

Paul is a Principal Urban Designer and Toole Design's Michigan Market Lead located in Grand Rapids, MI. Paul specializes in planning and designing places utilizing strategies that reflect the values of people and their communities. His theories on Environmental, Social, and Technological Disruption in cities have been featured in professional journals and conferences across the Midwest, including his presentation "Coding for Disruption" at CNU27, "Disruption and Design" at CNU 30 and "Scalability Matters" at CNU 32. Paul is the primary author of "Complete Streets, Complete Networks", winner of the APA-IL award for best practices. His work to create "future transportation" plans that embrace suburban retrofit and progressive street network design has been recognized with multiple awards from the Michigan Association of Planning and CNU-Michigan. Paul is a frequent speaker engaging audiences and lecturing on design and policy implementation at national, regional and local conferences. He has guest lectured at DePaul, Eastern Michigan, and at UIC, where he served as Adjunct Professor.

### SELECTED PROJECT EXPERIENCE

**Peninsula Township Non-Motorized Plan, Peninsula Township, MI**  
Paul served as Toole Design's Project Manager for the Peninsula Township non-motorized plan. In this role, Paul led the public engagement process including bike tours, walking tours, and visioning sessions. The team developed inclusive biking and walking network recommendations to serve Peninsula Township residents, farmers, and business owners. The system focused on bicycle tourism, connecting people to places, creating access to waterways and beaches, as well as addressing vehicular pinch points on the way into Traverse City.

**Bike Walk Livonia, Livonia, MI**  
Paul served as Project Manager for Bike Walk Livonia and worked with Livonia leaders to develop an award-winning plan that built upon the community assets and offered practical implementation steps to achieve some near-term connectivity in the network. The plan included an inventory and evaluation of the existing non-motorized network and identified key gaps in the existing bicycle and pedestrian network. Multimodal projects were prioritized accounting for proximity to schools, parks, residential areas and public areas to assure residents would get the most 'bang for the buck' as the plan is implemented. The plan also included design standards for bicycle and pedestrian design, with cross sections and traffic calming elements. Paul and his team worked with the City to coordinate the effort with other regional planning agencies, including the County and metropolitan planning organization.

**North Evans Street Corridor Redevelopment, Tecumseh, MI**  
Working closely with the City and the DDA, Paul and his team developed a creative vision for the redevelopment of North Evans Street. The concept showed corridor property owners what could happen if they worked with the City. The redevelopment concept includes a general site plan and three-dimensional sketches of how life in the corridor could drastically change. The graphics illustrate physical improvements including new gateway landscape treatments, mixed use redevelopment projects, recommended road profiles, non-motorized connections, crosswalks, and public art installations.



## NOAH HALBACH, PLA

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### PROJECT MANAGER

#### PROFESSIONAL HIGHLIGHTS

Years of Experience: 14  
Toole Design: 2019-Present  
Rvi Planning + Landscape Architecture: 2013-2018  
Garcia Design: 2012-2013  
Tom Leader Studio: 2011

#### EDUCATION / CERTIFICATION

Master of Landscape Architecture, University of Texas: 2012  
Bachelor of Arts, Political Science, University of Minnesota: 2007  
Professional Landscape Architect: MN, TX, WI

#### APPOINTMENTS / AFFILIATIONS

American Society of Landscape Architects—Minnesota Chapter

Noah is a landscape architect with experience in a wide range of urban design and parks and trails planning projects. His ability to work on both broad project visioning and design details, along with his expertise in conceptual design, presentation graphics, and project management has been useful during design charrettes and public workshops. In recent years, Noah has been involved in the conceptual design of new mixed-use communities, serving as project manager for a number of developments that included parks and trails master planning and streetscape design.

#### SELECTED PROJECT EXPERIENCE

##### **Warren Street Corridor Study, Mankato, MN**

Noah led the analysis of the existing bikeway conditions for the Warren Street Corridor study area in Mankato. The corridor serves as an important transportation route connecting downtown Mankato to Minnesota State University, Mankato. A Bicycle Network Analysis was used to evaluate the likely stress-levels experienced by people biking in the area based on the factors of bicycle facility type and motor vehicle volume and speed. This data was used to determine the impact different facility types would have on the connectivity of the corridor.

##### **Cedar Avenue Reconstruction, Minneapolis, MN**

Noah is serving as the lead landscape architect for the streetscape and landscape design of the Cedar Avenue reconstruction project in Minneapolis. He contributed to the conceptual development of the corridor, where his urban design expertise helped shape the vision for the area. During the preliminary layout phase, Noah provided valuable quality control reviews to ensure that the design met the project's objectives and standards. As the project advances to final design, Noah will take the lead in producing streetscape and landscape plans, leveraging his skills to create functional, aesthetically pleasing, and sustainable urban spaces that enhance the overall quality of the Cedar Avenue corridor.

##### **Downtown Golden Valley Streetscape and Wayfinding Framework,**

Golden Valley, MN

As Project Manager for Toole Design's work on the Downtown Golden Valley Streetscape & Wayfinding Framework, Noah Halbach led a multidisciplinary team in developing a user-centered vision to enhance mobility, placemaking, and redevelopment opportunities in the city's downtown. Noah coordinated closely with the City of Golden Valley and Van Meter Williams Pollack (VMWP) to guide the development of a comprehensive User Experience Framework, overseeing technical analysis, public engagement, and design strategy. With a strong focus on community involvement, Noah managed an engagement process that informed access and circulation improvements, wayfinding and signage design, and the overall identity of downtown. His leadership resulted in a Public Realm Design Guide that provides a clear, phased roadmap for transforming downtown Golden Valley into a more accessible, vibrant, and connected destination.



## DREW PARKER

### DEPUTY PROJECT MANAGER

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#### PROFESSIONAL HIGHLIGHTS

Years of Experience: 12  
Toole Design: 2021-Present  
HDR: 2015-2021  
City and County of Denver: 2015  
Colorado Center for Community Development: 2013-2014  
Communities in Schools of Seattle: 2012-2013  
City Year Seattle/King County: 2011-2012

#### EDUCATION / CERTIFICATION

Master of Urban and Regional Planning, University of Colorado: 2015  
Bachelor of Arts, English, Kalamazoo College: 2011

#### APPOINTMENTS / AFFILIATIONS

American Planning Association  
Institute of Transportation Engineers

Drew is a Senior Planner with expertise in active transportation planning and design, including pedestrian and bicycle safety analyses, neighborhood transportation planning, and multimodal street concept design. He has worked on projects including network visioning, corridor studies, Level of Traffic Stress, multimodal traffic analysis, concept design for bicycle and pedestrian improvements and rapid implementation intersection safety improvements. Drew takes a collaborative and inclusive approach to transportation planning by empowering people and building capacity and understanding.

#### SELECTED PROJECT EXPERIENCE

##### **Ann Arbor DDA Downtown Area Circulation Study**, Ann Arbor, MI

Drew is supporting the Ann Arbor DDA in their development of a comprehensive Downtown Area Circulation Study. Toole Design is the lead for the transit element of the study. Toole Design developed a suite of recommendations for small and large scale transit improvements in the downtown area including identifying transit streets, implementing dedicated transit lanes, transit signal priority, queue jump lanes, and intersection reconfigurations.

##### **Bloomington College and Walnut Corridor Study**, Bloomington, IN

Drew is the Project Manager for the College and Walnut Corridor Study. The two streets currently operate as a two-mile long one-way couplet that runs North-South through downtown Bloomington and the broader community. Toole Design is working with the community to evaluate alternative designs, including two-way conversion, bus priority, and protected bike lanes. The project includes existing conditions analysis, evaluation of alternatives, concept design of a preferred concept, and a final corridor plan.

##### **Ann Arbor DDA Downtown Bike Parking Assessment**, Ann Arbor, MI

Drew is the Project Manager for the Ann Arbor DDA Downtown Bike Parking Assessment. The project includes an update to the downtown bike parking inventory, detailed bike parking observations, best practices research, stakeholder outreach, recommendations, and development of downtown bike parking guidelines. The goal of the project is to assess bike parking conditions in the downtown area, provide site-specific recommendations to enhance bike parking opportunities, and provide detailed guidance for updating bike parking as conditions change.

##### **Traverse City Mobility and Bike Action Plan**, Traverse City, MI

Drew was the Toole Design Project Manager for the Traverse City Mobility and Bike Action Plan. Drew led the network analysis phase of the project, focused on identifying the high-injury network and assigning Bicycle and Pedestrian Level of Traffic Stress scores to the segments and intersections of the transportation network. Drew led the development of proposed future pedestrian and bicycle networks. He contributed to community engagement events including the stakeholder bike audit and public open houses to hear from the community about priorities for walking and biking in Traverse City.





# JALEN MILLER

## COMMUNITY ENGAGEMENT LEAD

### PROFESSIONAL HIGHLIGHTS

Years of Experience: 6  
Toole Design: 2023-Present  
Planning Next: 2021-2023  
Design Workshop, Inc.:  
2020-2021

### EDUCATION / CERTIFICATION

Master of City and Regional Planning, Ohio State University: 2020  
Bachelor of Science, Landscape Architecture, North Carolina Agricultural and Technical State University: 2018

### APPOINTMENTS / AFFILIATIONS

APA Central Ohio Board Member

### AWARDS

APA Student Sustainability Award

Jalen is a planner and designer, having worked in the private and public sectors on a range of projects. Jalen is known for his meticulous attention to detail and his ability to think creatively about community planning challenges. Whether he is working on a planning or landscape design project, Jalen always brings a thoughtful and strategic approach to his work.

### SELECTED PROJECT EXPERIENCE

#### **Southern Boulevard Corridor Study**, Montgomery, AL

The goal of the corridor study was to be used as a resource for the community, elected officials, and city staff when considering potential investments. Jalen played a key role as Planner within the team, contributing to GIS analysis, map production, and plan recommendations. His expertise in GIS enabled him to analyze spatial data, identify patterns, and derive meaningful insights. Jalen was responsible for creating accurate and visually appealing maps that effectively communicated complex information. He actively participated in the planning process, collaborating with other team members to develop plan implementation.

#### **Indianapolis Regional Active Transportation Plan**, Boone, Hamilton, Hancock, Hendrick, Johnson, Madison, Marion, Morgan, Shelby Counties, IN

This project aimed to review existing conditions of the Indianapolis region and provide recommendations for future mobility. Jalen's role was to conduct various GIS analyses to convey regional transportation conditions that provided an understanding for future priority project locations.

#### **Pittsburgh Cultural District Streetscape**, Pittsburgh, PA

Jalen plays a crucial role in creating illustrations, crafting recommendations, and generating deliverables for clients and stakeholders. Jalen's primary focus is on ensuring the vision for the Pittsburgh Cultural District aligns with the values of stakeholders and residents of Pittsburgh. Jalen's expertise allows the district's public art and streetscape design to resonate with the community and accurately reflect its identity and aspirations.

#### **Hilliard By Design (Comprehensive Plan)**, Hilliard, OH

Jalen served as a planner in the Hilliard by Design project. The plan's goals led to a bold vision, a series of big ideas, goals, and actions that are based on the values, needs, and aspirations of the community. Jalen's main area of focus was public engagement, ensuring that the community's voice was heard and incorporated into the planning decisions. Jalen understood the importance of involving the public in the decision-making process, as it fosters transparency, inclusivity, and ultimately leads to better outcomes. In addition to his involvement in public engagement, Jalen's proficiency in GIS analysis enabled him to provide valuable insights into the planning process, helping to identify optimal locations for various projects, assess environmental impacts, and support evidence-based decision-making.



# MARIEL COLMAN, PE, AICP

## ENGINEERING LEAD

### PROFESSIONAL HIGHLIGHTS

Years of Experience: 12

Toole Design: 2018-Present

Orchard, Hiltz, & McCliment:  
2015-2018

The Ohio State University  
Campus Transit Lab: 2013-2016

Mid-Ohio Regional Planning  
Commission: 2014

### EDUCATION / CERTIFICATION

Master of Science,  
Civil Engineering,  
Ohio State University: 2016

Master of Science,  
City and Regional Planning,  
Ohio State University: 2016

Bachelor of Science,  
Civil and Environmental  
Engineering, Mississippi  
State University: 2013

Professional Engineer: OH

American Institute of  
Certified Planners

### SPECIALIZED TRAINING

LTAP Permeable Pavements

LTAP ODOT BMP's Training

LTAP GCAT Training

LTAP Data-Driven Safety Analysis  
in Safety Management Process

LTAP HCS7 Training Update

LTAP INRIX Streetlight Origin-  
Destination Data & Analytics  
Tools

LTAP TransModeler SE training

LTAP Road Diets Training

With experience in transportation planning, roadway design, green infrastructure, and urban planning, Mariel serves as both an engineering and planning consultant bringing a unique perspective to every project and team. Her responsibilities have included conceptual design, traffic studies, construction document preparation, stormwater and Best Management Practices (BMP) modeling, plan renderings, and public engagement. In addition, she has worked with several transit agencies and micro transit owners to improve transportation planning efforts at a system level. Mariel finds that great places are built with strong public collaboration, quality development, engaging public spaces, and mobility for all. She is passionate about developing a community's social and physical connections by enhancing the urban design and diversifying the transportation network while also considering health and environmental impacts. She fosters this growth through her diverse skillset and multidisciplinary background.

### SELECTED PROJECT EXPERIENCE

#### Denison Phase One Main Street Redesign, Denison, TX

Mariel was a project engineer for the redesign of Downtown Denison. The goal of this project was to increase the vibrancy, walkability, and economic vitality of Downtown Denison through the reconstruction of the public realm. Mariel was responsible for establishing a maintenance of business plan, maintenance of pedestrian access, and truck detouring.

#### City of Hamilton Multimodal Corridor, Hamilton, OH

Toole Design prepared an active transportation plan for the City of Hamilton. Route 4, a five-lane highway, was identified as a high priority corridor for the community with preliminary plans to reduce lane widths and add a landscaped median, shared-use path, and sidewalks. Mariel led the development of a planning-level cost estimate for this corridor. She helped the city staff to understand significant cost items such as drainage, signal, and others depending on design alternatives.

#### Marion County Active Transportation Plan, Marion County, OH

Mariel was a project planner for the Marion County Active Transportation Plan that is a part of an on-call bicycle and pedestrian task order with the Ohio Department of Transportation. The outcome of this project is a Technical Memorandum that will provide direct and succinct guidance for the local client on recommended active transportation projects, facility types, and priority corridors.

#### Franklin Avenue Reconstruction Concept Design, Minneapolis, MN

Mariel led the concept design of one of the three alternatives to improve safety, accessibility, and comfort for all users. Toole Design is leading the concept design of this 1.2-mile corridor which will use a road diet to create additional space for people walking, bicycling, and taking transit.

### OTHER RELEVANT EXPERIENCE

**Mount Vernon Avenue Alternatives Analysis and Rapid Implementation, Columbus, OH**  
**Wooster Downtown Strategic Plan & Redevelopment Design Concepts, Wooster, OH**  
**MORPC Regional Corridor Analysis, MORPC, OH**



# ALEX MCKEAG

## VISUALIZATIONS

### PROFESSIONAL HIGHLIGHTS

Years of Experience: 13  
Toole Design: 2019-Present  
Congress for the New Urbanism: 2012-2017

### EDUCATION / CERTIFICATION

Master of Sustainable Urban Planning and Design, KTH Royal Institute of Technology: 2019  
Bachelor of Arts, Anthropology, University of Illinois at Chicago: 2010

Alex is a planner and designer with experience that includes multimodal street design, suburban retrofits, missing middle housing, and incremental development. He has worked to develop context-sensitive designs for urban and suburban streets and to expand the international Highways to Boulevards movement, which highlights the damage done by 20<sup>th</sup>-century highway building and empowers communities to re-evaluate their in-city highway infrastructure. Alex combines his transportation reform background and passion for structural change to illustrate new best practices in land use and transportation.

### SELECTED PROJECT EXPERIENCE

#### Union Square Plaza and Streetscape Design, Somerville, MA

This project capitalized on recent public and private investment in the area, delivering a public realm vision that responds to the rapidly changing urban form and that provides an equitable platform to access new cultural amenities and civic spaces. To embed equity within the design process, the Toole Design Team included a group of paid community members who interface with members of the public who are often not reached via traditional engagement methods. In addition to project management, Alex served as a visualization support for the project.

#### Madison Complete Green Streets, Madison, WI

The Madison Complete Green Streets is multifaceted effort to critically examine and reframe the prevailing transportation planning and street design paradigm in Madison. This project integrated Complete Streets, distributed green infrastructure, and Vision Zero concepts to develop strategies for better street design and right-of-way allocation. Alex developed a suite of simple yet beautiful street type graphics to aid in the prioritization and decision-making of future street changes.

#### Boston Vision Zero—Mattapan Square, Boston, MA

As part of the Vision Zero project in Mattapan Square, Alex worked with project engineers and landscape architectures to refine the redesign of the Square and sections of the Blue Hill Avenue corridor to create a multimodal neighborhood streetscape. Working along side the City and incorporating plans to construct center-running bus-only lanes within the project area, the Toole Design team is focused on balancing pedestrian safety and comfort, placemaking, preserving urban tree canopy with the need to maintain adequate vehicular flow and access. Alex developed a 3D model of the site, along with three different concepts for the site, in order to help the City, public, and stakeholders visualize and experience the trade-offs of each concept before moving forward with a preferred design.

### OTHER RELEVANT EXPERIENCE

- Denver Complete Streets Design Guidelines, Denver, CO
- Needham Downtown Redesign, Needham, MA
- Long Beach Complete Streets, Long Beach, CA
- Austin Living Streets, Austin, TX



## JAZ WARREN, WELL AP

### URBAN DESIGN SUPPORT

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#### PROFESSIONAL HIGHLIGHTS

Years of Experience: 10  
Toole Design: 2022-Present  
Emmons & Oliver Resources, Inc.: 2021-2022  
Tenant Planning Services: 2017-2021  
Hood Architecture: 2015-2017

#### EDUCATION / CERTIFICATION

Master of Urban Design, University of North Carolina - Charlotte: 2017  
Bachelor of Design, Architecture; Minor, Sustainability Studies & Urban Studies, University of Minnesota: 2014

#### APPOINTMENTS / AFFILIATIONS

American Planning Association  
WELL Accredited Professional

Jaz is a Minneapolis-based urban designer and planner with a focus on climate resilience, equity, and engagement. Jaz strives to elevate historically excluded voices of the community, not only by facilitating engaging and inclusive activities and events, but also by employing equity analyses and developing participant analyses to understand gaps in planning practices and outreach. She is intentional about how to conduct engagement with the public and stakeholders, incorporate feedback into various phases of the project, and developing community-informed design. Jaz is passionate about creating a vibrant, resilient, people-centered public realm that serves the needs of the community.

#### SELECTED PROJECT EXPERIENCE

##### **Downtown Golden Valley User Experience Framework**, Golden Valley, MN

The City of Golden Valley is working to create a Streetscape & Wayfinding Framework that enhances the character, circulation, accessibility, and redevelopment possibilities of the downtown area. This project relies heavily on feedback from the public as a collaborative visioning project. Jaz is leading the engagement approach, which center diverse, equitable strategies. Jaz will also be creating the public realm study which will include recommendations around public spaces and amenities, roadway safety, destinations, downtown identity, visual quality, and the circulation of the downtown area.

##### **Bring Back Sixth**, Minneapolis, MN

Jaz is serving as Deputy PM on this project intended to identify the impacts of destructive highway development and restore the former vibrancy of 6th Avenue North to serve residents for generations to come. Jaz developed a series of interactive activities to use for pop-up events that enable us to gather both qualitative and quantitative feedback from members of the community that will be used to inform the design concepts. She will be facilitating a discovery and design week and support the development of a cohesive concept design for the corridor.

##### **Bloomington College Walnut Corridor Study**, Bloomington, IN

This project includes a corridor study and concept design to address traffic safety and multimodal accommodations along the primary routes through the City. Jaz assisted with existing conditions analysis to understand the corridor history and planning context. She also participated in the week-long design charrette, which was used to conduct extensive engagement with the public and stakeholders and develop and present preliminary designs to the community. Jaz is working to refine the concept plans and develop a final study based on the project team's findings and feedback from community members.

#### OTHER RELEVANT EXPERIENCE

##### **Southwest Corridor Park Action Plan**, Boston, MA

##### **Red Wing Comprehensive Road Safety Action Plan**, Red Wing, MN

##### **Nicollet Avenue Reconstruction**, Minneapolis, MN



# BRIAM AMAYA, AICP

## URBAN DESIGN SUPPORT

### PROFESSIONAL HIGHLIGHTS

Years of Experience: 7

Toole Design: 2024-Present

Conсор North America, Inc.: 2023-2024

Vineyard City (Utah): 2019-2023

### EDUCATION / CERTIFICATION

Master of City & Metropolitan Planning, University of Utah: 2020

Graduate Certificate, Urban Design, University of Utah: 2020

Bachelor of Science, Geography, Brigham Young University: 2018

American Institute of Certified Planners

### APPOINTMENTS / AFFILIATIONS

Congress for The New Urbanism

Briam has a diverse background in urban planning and project management, with a focus on enhancing public spaces and transportation systems. With experience in both the public and private sectors, Briam has led efforts to design parks and open spaces, develop transit and active transportation plans, and create a vibrant downtown and transit-oriented development. He has also worked as a project manager for trail feasibility and corridor analyses, historic preservation initiatives, municipal entryway signage, and various site analyses and designs. Briam is passionate about transportation planning and hopes to contribute to the development of his hometown, Kansas City.

### SELECTED PROJECT EXPERIENCE

#### **Downtown Vineyard Master Plan, Vineyard, UT**

Briam served as senior planner, leading the design of a high-density, transit-oriented downtown development that integrated mixed-use spaces with diverse parks and open areas. His responsibilities included collaborating with developers, leading public forums at city hall, and overseeing the approval of plats and site plans for compliance with planning and urban design standards.

#### **Comprehensive Safety Action Plan, Salina, KS**

Briam served as project planner and GIS analyst for the development of a plan, policy, and process review. His responsibilities included researching and analyzing the city's existing plans and policies related to vision zero and multimodal safety, identifying gaps and opportunities for improvement. Briam also generated GIS maps for the equity analysis, highlighting how minorities and disadvantaged communities are disproportionately impacted by unsafe roadway conditions. He compiled a comprehensive report detailing his findings and recommendations.

#### **Chesterfield Bikeable Walkable Plan, Chesterfield, MO**

Briam served as Project Planner I for the Chesterfield Bikeable Walkable Plan, aimed at enhancing safety and accessibility for cyclists and pedestrians across the city. He conducted a thorough review of existing GIS data on speed limits, ensuring alignment with approved municipal codes and standards. Additionally, Briam digitized new trail connections and utility corridors to improve connectivity with surrounding land uses. He also analyzed and summarized the project's public survey, creating detailed tables, charts, and diagrams to visually represent public sentiment on multi-modal travel in the city.

### OTHER RELEVANT EXPERIENCE

**Vineyard Waterfront Master Plan, Vineyard, UT**

**400 N Improvements Plan, Vineyard, UT**

**Wellsville SRTS Plan, Wellsville, KS**

**Madison Safe Routes to School Plan, Madison, WI**



# SARAH SKOLASKI

## GRAPHICS AND WAYFINDING

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### PROFESSIONAL HIGHLIGHTS

Years of Experience: 8

Toole Design: 2021-Present

Color Burst: 2021

Freelance: 2019-Present

Little Guy Design: 2017-2019

### EDUCATION / CERTIFICATION

Bachelor of Fine Arts,  
Graphic Design, University of  
Nebraska-Lincoln: 2021

Sarah is a graphic designer with experience in branding, typography and data visualization. Her work is guided by a strong belief that design is a problem-solving tool aiming to bridge communication and creativity.

### SELECTED PROJECT EXPERIENCE

#### **Fort Collins Active Modes Plan, Fort Collins, CO**

As graphic designer on this project, Sarah used the client's style guide and branding to create a cohesive and easy to read plan. The plan includes infographics, photo spreads, charts, and call out graphics. Sarah also designed custom diverse illustrations to show the large variety of ability, body type, skin color, and mode of transportation found in Fort Collins. The Fort Collins Active Modes Plan won an APA Colorado Award and was unanimously adopted by City Council to set the stage for increasing walkability and bikeability.

#### **Reimagining Neighborhoods + Streets: Creating Community Spaces Together, Edmonds, WA**

To accompany and support Edmonds in developing new streets and public space typologies, Sarah created a logo and brand used across a variety of marketing materials. Research and knowledge of the project allowed Sarah to create a cohesive logo that encompasses the present and future communities.

#### **WisDOT Active Transportation Plan**

As part of the design team tasked with creating engaging social media graphics with the goal of gathering public opinion on WisDOT's upcoming Active Transportation Plan, Sarah created custom illustrations and collaborated with the team to come up with Wisconsin based quips and references to drive engagement.

#### **Anne Arundel County Pedestrian and Bicycle Master Plan, Anne Arundel County, MD**

Sarah developed a style guide and created a Squarespace site with general Pedestrian and Bicycle Master Plan information with a goal of promoting the public outreach map. She also developed a logo system to use within all aspects of this plan and other outreach material.

#### **San Pablo Bicycle and Pedestrian Corridor Study, San Pablo, CA**

Sarah developed a template with a navigation system including maps and community priorities graphics influenced by the San Pablo city seal and city culture. Sarah is currently part of the team to populate the 15-chapter study which will allow implementation of new bicycle facilities on 10 San Pablo corridors.

### OTHER RELEVANT EXPERIENCE

**CSU Complete Streets Guidelines, Fort Collins, CO**

**Bloomington SS4A Safety Action Plan, Bloomington, IN**

**Bremerton Wayfinding Plan and Design, Bremerton, WA**

**ODOT Groundwork Newsletter**



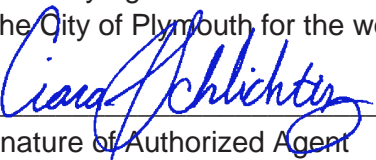
**FORMS**



## CONTACT INFORMATION

Business Name	Transportation Engineering Design, DPC (TED)
Address	20 East Broad Street, Suite 400
City/State/Zip	Columbus, OH 43215
Phone Number	612.584.4094 x509
Fax Number	301.927.2800
*Email Address	nhalbach@tooledesign.com
Business Contact	Noah Halbach, PLA, Project Manager

The Undersigned, having examined the scope of work, hereby proposes to perform the work in a manner satisfactory to the City of Plymouth in accordance with all specifications, terms and conditions contained in this bid document at the following rates and prices and complete all work within schedules as generally stated and specifically agreed to at the initiation of each phase of work. I affirm that I have the authority to submit this bid to the City of Plymouth for the work specified on the attached sheet.

  
 \_\_\_\_\_  
 Signature of Authorized Agent

Ciara Schlichting, AICP

\_\_\_\_\_  
 Printed Name of Authorized Agent

4.25.2025

\_\_\_\_\_  
 Date

\*Award results will be sent via email, please be sure to include a valid email address above if you wish to be notified of the proposal award.



### AFFIDAVIT OF NONCOLLUSION

STATE OF Minnesota COUNTY OF Hennepin

Ciara Schlichting, AICP (name), being first duly sworn deposes and says that he/she is  
Transportation Engineering  
Director of Operations, Midwestern U.S. (title) of Design, DPC (TED) (corporation) who submits herewith to the

City of Plymouth a proposal for DOWNTOWN PLYMOUTH 2025 STREETScape DESIGN for the City of  
Plymouth and certifies:

That all statements of fact in such proposal are true;

That such proposal was not made in the interest of or on behalf of any undisclosed person, partnership,  
company, association, organization or corporation;


That such proposal is genuine and not collusive or sham; That said bidder has not, directly or indirectly,  
by agreement, communication or conference with anyone, attempted to induce action prejudicial to the  
interest of the City of Plymouth, or of any other bidder or anyone else interested in the proposed  
contract; and further

That prior to the public opening and reading of proposals, said bidder:

1. Did not, directly or indirectly, induce or solicit anyone else to submit a false or sham proposal;
2. Did not, directly or indirectly, collude, conspire, connive or agree with anyone else that said bidder or anyone else would submit a false or sham proposal, or that anyone should refrain from bidding or withdraw his bid;
3. Did not in any manner, either directly or indirectly, seek by agreement, communication or conference with anyone to raise or fix the proposal price of said bidder or of anyone else or to raise or fix any overhead, profit, cost element of his proposal price or of that of anyone else;

Did not, directly or indirectly, submit his proposal price or any breakdown thereof, or the content thereof, or divulge information relative thereof, to any corporation, partnership, company, association, organization, bid depository, or to any member or agent thereof, or to any individual or group of individuals, except to any person or persons who have a partnership or other financial interest with said bidder in this business.

Transportation Engineering Design, DPC (TED)

  
\_\_\_\_\_  
Signature of Bidder

Firm Name

4.25.2025  
\_\_\_\_\_  
Date

Date

**TOOLE**  
DESIGN

20 East Broad Street, Suite 400

Columbus, OH 43215

614.407.9122

[www.tooledesign.com](http://www.tooledesign.com)

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# Downtown Plymouth 2025 Streetscape Design

**CITY OF PLYMOUTH DOWNTOWN DEVELOPMENT AUTHORITY**

MAY 1, 2025





Wade Trim Associates, Inc.  
25251 Northline Road • Taylor, MI 48180  
734.947.9700 • www.wadetrim.com

May 1, 2025

City of Plymouth Downtown Development Authority  
Plymouth City Hall  
201 S. Main Street  
Plymouth, Michigan 48170

Attention: Maureen Brodie, CMC, City Clerk

Re: Downtown Plymouth 2025 Streetscape Design

Dear Ms. Brodie and Selection Committee Members:

The City of Plymouth Downtown Development Authority (DDA) is requesting professional services to lead public engagement efforts and provide technical assistance for the development of the Downtown Plymouth Streetscape Design. To accomplish this streetscape upgrade design and engagement process, the DDA will need the support of a local firm who knows and understands the unique characteristics of Downtown Plymouth, and that is Wade Trim.

Wade Trim has a longstanding relationship working with the City of Plymouth since 1993 and the Plymouth DDA on countless projects since 2009. Of most importance to this current project is our past work on the 2020 DDA Infrastructure Master Plan which sets the framework for this current project. In addition to that overall master plan, Wade Trim led the Kellogg Park Master Plan in 2020 with virtual community engagement due to Covid-19 and the downtown parklet conceptual designs in 2022, which studied and proposed design solutions for the public realm between storefronts and streets to improve the feel and functionality of the downtown streetscape. Through these and other infrastructure focused projects, our team has the deepest insight into the current conditions of downtown and the strongest grasp on the stakeholder and community desires. Our team is prepared to build upon our past work, bringing fresh ideas and perspectives to it through our expanded design team and our additional subconsultants, Davey Resource Group, for Tree Assessments and Recommendations, and Studio Incognita, for Brand Development and Wayfinding Signage.

This multi-disciplinary project team demonstrates wide-ranging documented experience working to improve downtowns and urban spaces in a manner responsive to all the needs that may be required, while being cost effective for the DDA. Team members have a long record of bringing complementary strengths and experiences to meet the demands of similar projects. The Wade Trim team has the breadth of landscape architecture, civil and transportation engineering, graphic design, technical expertise, communication skills, and local experience to address the full range of complexities embodied within this comprehensive plan.


We would like to continue our successful working relationship with the Plymouth DDA on this forward-looking project, bringing you our extensive local knowledge of your community and infrastructure coupled with fresh perspectives and ideas from our expanded team. Together, we will make Downtown Plymouth a thriving and dynamic space for future generations. Thank you for the opportunity to submit our proposal for this project.

Sincerely,  
Wade Trim

Shawn Keough, PE  
Senior Vice President  
734.947.2622 | skeough@wadetrim.com

Scot Lautzenheiser, PLA  
Vice President, Project Manager  
313.961.1305 | slautzenheiser@wadetrim.com



During the development of this proposal, we maximized the use of recycled and recyclable materials to reduce waste. 

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# FIRM QUALIFICATIONS



WADE TRIM'S TAYLOR OFFICE

## Wade Trim

Wade Trim will bring experience completing similar projects to the City of Plymouth in the delivery of the 2025 Streetscape Design project.

At Wade Trim, we are committed to maximizing the value of your infrastructure investment. For nearly a

century, we've been solving complex engineering challenges to create stronger communities. Our work approach is customized to fit each client and project. We use a collaborative, friendly style—built on excellent communication before, during and after your project—to deliver solutions you can stand behind.

1926  
YEAR ESTABLISHED

### MARKETS SERVED

- █ Community Design
- █ Transportation
- █ Water Resources
- █ Industrial Development
- █ Commercial Development
- █ Energy

### PRACTICES

- █ Community, Land, and Infrastructure Consulting
- █ Construction Services and Collaborative Delivery
- █ Conveyance
- █ Surface Transportation
- █ Water/Wastewater Treatment
- █ Wet Weather

### STAFF BREAKDOWN

- Administrative
- BIM Designers
- CADD Technicians
- Chemical Engineers
- Civil Engineers
- Construction Engineers
- Construction Inspectors
- Designers
- Electrical Engineers
- Environmental Engineers
- GIS Specialists
- Hydraulic Engineers
- Industrial Engineers
- Landscape Architects
- Mechanical Engineers
- Planners
- Structural Engineers
- Surveyors
- Transportation Engineers
- Traffic Engineers
- Water Resource Engineers

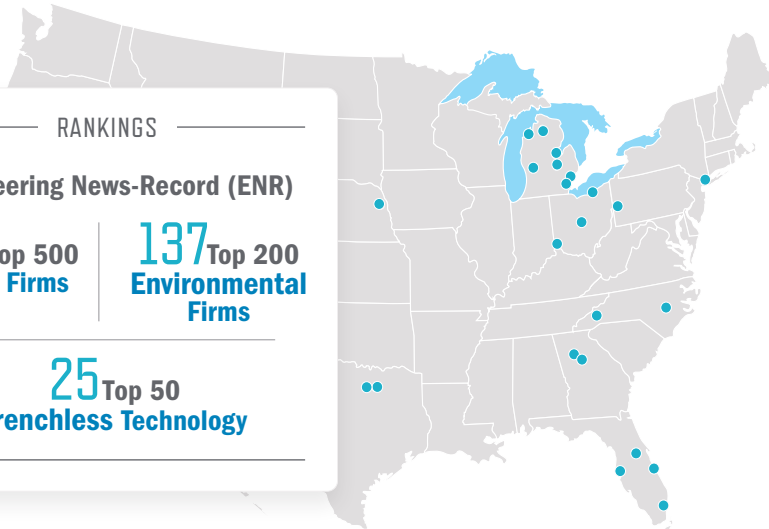
### RANKINGS

#### Engineering News-Record (ENR)

169 Top 500  
Design Firms

137 Top 200  
Environmental  
Firms

25 Top 50  
Trenchless Technology



700+ employees | 23 offices | 9 states

25-0251

## Community Design

Communities strive to be unique and vibrant places where people want to live, work, and play. Wade Trim helps clients shape their communities through people-centered engineering, planning, and landscape architecture services. Our project approach maximizes value for government agencies who are funding and regulating the project, while considering potential benefits and impacts to residents, businesses, and visitors.

Quality of life can be enriched through community design solutions that create sustainable infrastructure and cultivate healthy built and natural environments. Wade Trim's history is rooted in providing engineering services for critical infrastructure like water, sewer, and roads. From continuing engineering services contracts to specific projects, we help our clients plan, manage, maintain, and operate their infrastructure systems. The best infrastructure solutions come from careful evaluation of alternatives balanced with the needs and interests of the community. Maintaining existing infrastructure is weighed with expanding systems to accommodate growth. Common sense solutions are compared with state-of-the-art technology. Operational requirements are analyzed in the context of life cycle cost. Sustainable design practices are evaluated and incorporated. Total project costs are balanced with available funding.

In the end, communities benefit from infrastructure that enhances quality of life. Most communities have retained our services for decades, reaping the benefits of working with a trusted advisor that helps local governments create livable, sustainable communities.

## Streetscape Planning and Design

Our holistic approach to Streetscape Design begins with the understanding that these urban spaces are a vital component in the quality of life in our community. We are committed to the success of these spaces and other green infrastructure and believe these facilities to be significant to the health and well-being of the public and especially to our children and older populations. Our goal at Wade Trim is to create memorable experiences through transformative projects. In addition to setting a high standard of design, our philosophy centers around a collaborative process of discovery that takes into consideration site, context history, culture, and actively engages stakeholders and community groups

## 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.

to uncover the unique identity and full potential of each, and every place we create.

Our approach starts with you, developing a deep understanding of your vision, motivations, and desired outcomes for your project. Deep, informed thinking and lasting partnerships are the hallmark of how we work. The Wade Trim process starts with a structure framework for design and planning that is efficient, pragmatic, and purposeful. Wade Trim works with its clients and stakeholders to align values, program requirements, performance metrics (ecological, economic, and cultural), and budgets to create inspired plans and landscape strategies that celebrate each project’s unique identity. The flexibility of this method provides clients with a vehicle to establish a basis for mutual expectations and project evaluation, regardless of scale or complexity. Our work is widely recognized for creative excellence, but we define design as the ability to solve problems and find unseen opportunities, as well as to create beautiful and lasting spaces. A key principle of this work is to explore and maximize the possibilities of all spaces and environments. We engage our clients in visualizing what is possible and strive for design solutions that deliver unexpected potential.

### Project Team

Wade Trim’s landscape architects balance environmental quality with the human and economic requirements of a project. The project may be a master plan for a thousand-acre preserve or the renovation of a small urban park. Both can benefit from the broad organizational discipline of the landscape architect whose practice coordinates architecture, planning, and engineering to create an aesthetically pleasing, financially sound, and environmentally sensitive project. Our project team was selected for their expertise and deep familiarity with the local area. Scot Lautzenheiser, PLA, will serve as the Project Manager for this streetscape design project. With 18 years of experience as a landscape architect and as the lead Landscape Architect for the 2020 DDA Infrastructure Master Plan, Scot has a keen understanding of the project’s needs and a proven ability to transform underutilized spaces into vibrant community destinations. His approach begins with a thorough understanding of each site’s unique function and culminates in a design that captures the essence of the space, with careful attention to detail. Scot and his team’s resumes are available on the following pages.



**RESPONSIVE** | We will act quickly and positively, adapting our work approach to meet the needs of the project.

**RELIABLE** | We will collaborate closely with clients, advising and earning trust with each deliverable.

**RESOURCEFUL** | We will seek creative solutions, delivering technical excellence to the project’s challenges.





## Scot Lautzenheiser, PLA

### PROJECT MANAGER

#### COMPANY



#### EDUCATION

BS, Landscape Architecture,  
Michigan State University

#### REGISTRATION

Professional Landscape  
Architect: MI

#### QUALIFICATIONS

- Professional Landscape Architect with 18 years of experience in parks and recreation, site planning, trail and bikeway planning, residential, commercial and higher education planning and design, and storm water system design and construction
- Extensive experience in site layout and design, trail and ADA accessible design, residential and commercial design, CAD drafting, rendering, construction documentation, field inspection, and other defined responsibilities related to project completion
- Team leader adept at organizing multi-discipline teams and effectively coalescing ideas into site-specific solutions

#### PROJECT EXPERIENCE

**BELLE ISLE - MULTIMODAL TRANSPORTATION STUDY, MICHIGAN DEPARTMENT OF TECHNOLOGY, MANAGEMENT, & BUDGET, LANSING, MI** | Landscape Architect assisting in a comprehensive multimodal transportation, circulation, and traffic management study. The project aim is a phased strategy for implementing sustainable improvements to manage traffic, circulation, and multimodal transportation services within park capacity. Improvements in park access will be developed to reduce vehicular congestion, increase public safety, and improve park transportation wayfinding.

**EUREKA ROAD STREETScape, CITY OF TAYLOR, MI** | Landscape Architect and Design Manager for streetscape improvements to transform the 2-mile corridor into a pedestrian-focused corridor uniting neighborhoods with commercial areas along an enhanced green corridor of park nodes and greenways.

**NIXON ROAD CORRIDOR IMPROVEMENTS, CITY OF ANN ARBOR, MI** | Landscape Architect for road improvements to alleviate traffic congestion, improve traffic/mobility safety, and limit disturbances to neighboring residential areas. Included the design of four roundabouts, a boulevard cross section, drainage improvements, water main replacement, bike lanes, and ADA-compliant sidewalks.

**STREETScape DESIGN, CITY OF KALKASKA, MI** | Project Landscape Architect for the design of the US-131 Streetscape in downtown Kalkaska. This historic downtown required a complementary design which highlighted the historic buildings while providing a distinctive feel that ties the historic trout fountain to the adjacent streetscape. Dark sky compliant lighting, concrete, native tree species, traffic calming measures, decorative site furnishings, and ADA accessibility were design elements that collectively re-energize this restored historic downtown.

**VAN BORN ROAD CORRIDOR IMPROVEMENTS FRAMEWORK, CITY OF TAYLOR, MI** | Architect for the conceptual corridor improvement plan detailing streetscape, zoning, and redevelopment strategies for four-mile corridor bordering both cities. The strategies will address existing deficiencies in the physical streetscape, vehicular and non-motorized mobility, stormwater management using green infrastructure, and zoning and land use initiatives to encourage redevelopment of the corridor.

**ESPANOLA WAY CONVERSION, CITY OF MIAMI BEACH, FL** | Project Landscape Architect for a streetscape improvement project in a historic Spanish village in Miami Beach. Contributed to construction documentation and design for site amenities and details.



## Katie Dennis, PLA, ASLA

### LANDSCAPE ARCHITECTURE

#### COMPANY



#### EDUCATION

- MLA, Landscape Architecture, University of Michigan
- BA, Program in the Environment, University of Michigan

#### REGISTRATION

- Professional Landscape Architect: MI

#### QUALIFICATIONS

- Landscape architect with 13 years of experience in site planning and design, visual communication and renderings, and research analysis for public and private sector projects
- Experienced in master planning, land development regulations, grant writing, and public involvement facilitation
- Specializes in sustainable and ecological design
- Proficient in the Adobe Creative Suite, Trimble Sketchup, ArcGIS and ESRI, and AutoCAD software applications

#### PROJECT EXPERIENCE

**EUREKA WAY CORRIDOR IMPROVEMENTS, CITY OF TAYLOR, MI** | Landscape Architect for the project where Wade Trim provided services for the design of streetscape improvements to transform the 2-mile corridor into a pedestrian-focused corridor uniting neighborhoods with commercial areas along an enhanced green corridor of park nodes and greenways. The project included topographical survey data, soil borings, structural condition review of eleven culvert crossings, hydraulic analysis of the Frank & Poet Drain, base plan preparation, development of an implementation strategy, and necessary meetings.

**BELLE ISLE - MULTIMODAL TRANSPORTATION STUDY, MICHIGAN DEPARTMENT OF TECHNOLOGY, MANAGEMENT, AND BUDGET, LANSING, MI** | Landscape Architect assisting in a comprehensive multimodal transportation, circulation, and traffic management study. The project aim is a phased strategy for implementing sustainable improvements to manage traffic, circulation, and multimodal transportation services within park capacity recommendations. Innovative and transformative improvements in park access and circulation will be developed to reduce vehicular congestion, increase public safety, and improve park transportation access and wayfinding. Recommendations will provide an improved Belle Isle visitor experience while balancing the preservation of the park's natural and cultural resources.

**ESPANOLA WAY CONVERSION, CITY OF MIAMI BEACH, MIAMI BEACH, FL** | Project Landscape Architect for a streetscape improvement project in a historic Spanish village in Miami Beach. Contributed to construction documentation and design for site amenities and details.

**NIXON ROAD CORRIDOR IMPROVEMENTS, CITY OF ANN ARBOR, ANN ARBOR, MI.** | Landscape Architect responsible for tree survey and assessment within the road right-of-way as part of design services for one mile of the Nixon Road corridor. Land surveyed included wetlands, agricultural fields, and residential developments. Survey included tagging, measuring, assessing condition, and recording data for 385 deciduous and coniferous trees. Due to a significant increase in development in recent years, culminating with an additional 1,000 condominium units scheduled for completion, Wade Trim was tasked with developing roadway concepts to alleviate traffic congestion, improve traffic/mobility safety, and limit disturbances to neighboring residential areas. Design and bid documents were developed for 4 roundabouts, a boulevard cross section, drainage improvements including ditch enclosure, water main replacement, bike lanes and ADA-compliant sidewalks.



## Jordan White

### LANDSCAPE ARCHITECTURE & GRAPHICS

#### COMPANY



#### EDUCATION

- MA, Environmental Design, Michigan State University
- BLA, Landscape Architecture, Michigan State University

#### QUALIFICATIONS

- Landscape architect with 2 years of professional experience in site planning and park, streetscape, and trailway design
- Experienced in developing clear visual graphics and renderings to clearly portray a projects vision
- Proficient in Adobe Creative Suite, Trimble SketchUp, Lumion 3D, ArcGIS, AutoCAD and MicroStation

#### PROJECT EXPERIENCE

**BELLE ISLE - MULTIMODAL TRANSPORTATION STUDY, MICHIGAN DEPARTMENT OF TECHNOLOGY, MANAGEMENT, & BUDGET, LANSING, MI** | Landscape Architect assisting in a comprehensive multimodal transportation, circulation, and traffic management study. The project aim is a phased strategy for implementing sustainable improvements to manage traffic, circulation, and multimodal transportation services within park capacity recommendations. Innovative and transformative improvements in park access and circulation will be developed to reduce vehicular congestion, increase public safety, and improve park transportation access and wayfinding. Recommendations will provide an improved Belle Isle visitor experience while balancing the preservation of the park's natural and cultural resources.

**ELSDORE TRAFFIC ASSESSMENT AND STREETScape, CHARTER TOWNSHIP OF REDFORD, MI** | Landscape Architect assisting with the layout and design of the reconfigured one-way Elsinore Street adjacent to City Hall. The conceptual design included development of three updated layouts to improve the pedestrian and vehicular traffic flow, connectivity, and safety, while improving the overall look and feel of this heavily used corridor. Each option implemented a transition to two way traffic to support the overall project goals. The project also included analysis of the roadway as temporary overflow space for larger community events.

**EUREKA WAY CORRIDOR IMPROVEMENTS, CITY OF TAYLOR, MI** | Landscape Architect for the design of streetscape improvements to transform the 2-mile corridor into a pedestrian-focused corridor uniting neighborhoods with commercial areas along an enhanced green corridor of park nodes and greenways. The project included topographical survey data, soil borings, structural condition review of eleven culvert crossings, hydraulic analysis of the Frank & Poet Drain, base plan preparation, development of an implementation strategy, and necessary meetings.

**NORTH VAN DYKE ART PATH, STERLING HEIGHTS, MI** | Landscape Architect for the preliminary design of a proposed art path connecting the existing river trail along Clinton River with the North Van Dyke area. The design highlighted the proposed pedestrian pathway connections, seating areas, viewsheds, natural features to preserve, and potential locations and typologies for art. The deliverables were utilized to pursue an MEDC Revitalization and Placemaking grant.



## Chip Smith, AICP

### ENGAGEMENT & PLANNING

#### COMPANY



#### EDUCATION

- MA, Landscape Architecture, University of Michigan
- BA, History, Macalester College

#### QUALIFICATIONS

- 27 years of experience assisting municipal clients with sustainability, planning, redevelopment, and policy
- Effectively involves stakeholders in developing community plans and ordinances that reflect the community's vision for the future
- Serves as Wade Trim's Urban Design Practice Lead and has worked with communities to develop policies designed to create resiliency and accelerate sustainability at the local level

#### PROJECT EXPERIENCE

**BELLE ISLE - MULTIMODAL TRANSPORTATION STUDY, MICHIGAN DEPARTMENT OF TECHNOLOGY, MANAGEMENT, AND BUDGET, LANSING, MI** | Project Planner for a phased strategy for implementing sustainable improvements to manage traffic, circulation, and multimodal transportation services within park capacity recommendations. Wade Trim leads this comprehensive multimodal transportation, circulation, and traffic management study. Innovative and transformative improvements in park access and circulation will be developed to reduce vehicular congestion, increase public safety, and improve park transportation access and wayfinding. Recommendations will provide an improved Belle Isle visitor experience while balancing the preservation of the park's natural and cultural resources.

**LAND USE, RECREATION, AND NON-MOTORIZED MASTER PLAN, CITY OF STERLING HEIGHTS, MI** | Planner for the EV-Charging Plan which will help the City take advantage of Michigan's \$110 million of EV charging formula grants from the Federal infrastructure bill. The study examined retrofit opportunities to convert the City's light-duty vehicle fleet to EVs, worked with the community to assess the demand for public EV charging stations, and identified ordinance changes needed to create EV charging readiness at private developments.

**2040 REENVISION REDFORD COMPREHENSIVE MASTER PLAN, CHARTER TOWNSHIP OF REDFORD, MI** | Principal Author and Chief Project Planner for Re-envision Redford, Redford Township's innovative and new comprehensive plan. After decades of stagnant economic growth and population decline, Chip was the architect of a project approach that veered significantly from previous master plans the Township had adopted. Re-Envision Redford used an extensive public engagement program as the foundation for a radically different Township planning approach. The result is a comprehensive vision laser-focused on improving the quality of life for all residents by increasing housing choice, providing safe mobility options, and emphasizing investing in the "basics" – critical quality of life infrastructure like sidewalks, bike paths, and a people-centric downtown.

**CONTINUING PLANNING SERVICES, CITY OF DEARBORN HEIGHTS, MI** | City Planning Consultant since 2018 providing reviews of commercial, industrial, and multi-family site plans, rezoning, special land use, and variance requests. Attends monthly planning commission meetings. Provides up to one-half day per month to meet with potential applicants to review development proposals and help guide applicants through the development process. Wade Trim has provided continuing planning services to the City of Dearborn Heights since 2015.



## Lori Pawlik, PE, PTOE | TRAFFIC ENGINEERING

### COMPANY



### EDUCATION

- | MS, Civil Engineering, Wayne State University
- | BS, Civil Engineering, Wayne State University

### REGISTRATION

- | Professional Engineer: MI

### QUALIFICATIONS

- | 25 years of experience in conducting traffic engineering, highway design, multimodal network design and transportation planning projects
- | Conducts traffic operational and geometric studies and highway capacity analyses using simulation modeling including Synchro and SimTraffic 10
- | Conducts crash analyses and safety studies, economic analyses, traffic signal optimization studies, signal warrant studies, non-motorized studies including pedestrian and bicycle network evaluation, and traffic impact site assessments
- | Expertise in preparing maintenance of traffic, permanent non-freeway and freeway signing, and pavement marking plans

### PROJECT EXPERIENCE

**BELLE ISLE - MULTIMODAL TRANSPORTATION STUDY, MICHIGAN DEPARTMENT OF TECHNOLOGY, MANAGEMENT, AND BUDGET, LANSING, MI** | Project Manager leading a comprehensive multimodal transportation, circulation, and traffic management study. The project aim is a phased strategy for implementing sustainable improvements to manage traffic, circulation, and multimodal transportation services within park capacity recommendations. Innovative and transformative improvements in park access and circulation will be developed to reduce vehicular congestion, increase public safety, and improve park transportation access and wayfinding. Recommendations will provide an improved Belle Isle visitor experience while balancing the preservation of the park's natural and cultural resources.

**FIRST STREET AND ASHLEY STREET TWO-WAY CONVERSION AND BIKEWAY PROJECT, ANN ARBOR DOWNTOWN DEVELOPMENT AUTHORITY, ANN ARBOR, MI** | Traffic Engineer for professional engineering services conducted to examine existing and future capacity of the roadway and provide guidance on roadway alternatives for the First and Ashley proposed conversion from a one-way couplet to a pair of two-way streets. Synchro models were developed for existing and proposed conditions for AM, PM, and Off-Peak periods. Proposed roadway geometry and traffic control were recommended, which include a cycle track on First Street. Traffic Engineer for two-way protected bike lane on William Street. Key elements included a mobility review of curb and gutter placement, parking, bike lane widths and turn movement adjustments, intersection control evaluation, and water main improvements.

**HOOVER, GREENE, AND HILL STREETS IMPROVEMENT PROJECT, CITY OF ANN ARBOR, MI** | Traffic Engineer for developing maintenance of traffic plans for construction activities associated with water main upsizing, stormwater management enhancements, and roadway rehabilitation. Worked with stakeholders to develop staging and detour plans to maintain vehicular and pedestrian traffic for complex timings involved with the multifaceted project. Prepared the permanent signing and pavement marking plans, including evaluating, recommending and implementing midblock crossing treatments using City of Ann Arbor and NCHRP standards.

**S. STATE STREET REDEVELOPMENT, ANN ARBOR DOWNTOWN DEVELOPMENT AUTHORITY, MI** | Lead Traffic Engineer for the Ann Arbor Healthy Streets pilot project, overseeing traffic data collection and analysis before and during implementation. Her evaluation showed increased bike usage and reduced vehicle speeds, supporting future plans for a low-stress bike network in the city.



## Arthur Mullen

### PLANNING & HISTORIC PRESERVATION

#### COMPANY



#### EDUCATION

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

#### QUALIFICATIONS

- 31 years of experience supporting permitting of infrastructure projects and providing planning services to municipalities
- Broad set of skills geared to assist communities in improving both economically and urbanistically
- Focused on attracting new investments to improve residents' quality of life
- Additional skills include grant writing, grants management, downtown district management, active transportation planning, historic preservation, heritage development, and heritage planning
- Focused on right-sizing rural and small-town zoning ordinances to recognize the unique conditions and constraints that these communities face and address challenges caused by existing prescriptive ordinances
- Support the development of realistic and implementable master plans that are specifically designed for community conditions

#### PROJECT EXPERIENCE

**BELLE ISLE - MULTIMODAL TRANSPORTATION STUDY, MICHIGAN DEPARTMENT OF TECHNOLOGY, MANAGEMENT, AND BUDGET, LANSING, MI** | Project Planner for researching the viability of utilizing emerging future transportation technologies to assist with visitor movement around the park. Tasks included analyzing the park's visitor and parking capacity data, making recommendations, and providing mobility analysis regarding opportunities to relocate facilities to improve the balance and distribution of parking and traffic flow. Additional work included recommendations regarding the drafting of the multimodal transportation study.

**VAN BORN ROAD CORRIDOR IMPROVEMENTS FRAMEWORK, CITY OF TAYLOR, MI** | Project Planner for assessing land use and zoning issues that hindered the redevelopment of the Van Born Road commercial corridor. Developed suggested alternatives in six general planning categories, creating an environment that leverages proposed public sector streetscape investments. The planning concepts created a conducive environment for significant private sector investment along the corridor. Led a joint effort between the Cities of Dearborn Heights and Taylor to develop uniform Zoning Ordinance overlay language to guide future development along Van Born Road. Supported joint working groups and municipalities in the drafting, reviewing, and adopting the overlay language.

**S. STATE STREET REDEVELOPMENT, ANN ARBOR DOWNTOWN DEVELOPMENT AUTHORITY, ANN ARBOR, MI** | Provided planning services in support of traffic, roadway, and utility engineering for the State and Key Street projects for the Downtown Development Authority in Ann Arbor.

**STATE & HILL STREETS IMPROVEMENTS PROJECT, CITY OF ANN ARBOR, MI** | Project Planner for assisting in preparing the Section 106 Historic Review materials for the SHPO review, including application preparation, archaeological subconsultant management, and liaising with City and SHPO.

**SAGINAW STREET REHABILITATION AND RECONSTRUCTION, CITY OF FLINT, MI** | Project Planner for cultural resources and planning services in support of the rehabilitation of six city blocks of Saginaw Street in downtown Flint, in coordination with MDOT. The brick road, designated as a City of Flint historic district, is being completely reconstructed and includes storm sewer, concrete curb and gutter, ADA-compliant sidewalks and ramps, signing, and pavement markings. The project also includes a new 12-inch water transmission main with service lead replacements.



## Brian Frisk, PE | CIVIL ENGINEER

### COMPANY



### EDUCATION

| BS, Civil Engineering,  
Lawrence Technological  
University

### QUALIFICATIONS

- | 25 years of experience in design and construction of community road, drainage, water, and sewer improvements
- | Experienced coordinating with multiple agencies and preparing plans, cost estimates, bid packages, and drawing as-built plans

### PROJECT EXPERIENCE

**NIXON ROAD CORRIDOR IMPROVEMENTS, CITY OF ANN ARBOR, MI** | Project Engineer supporting constructibility coordination for 1.25 miles of roadway improvements to alleviate traffic congestion, improve traffic/mobility safety, and limit disturbances to neighboring residential areas.

**HOOVER, GREENE, AND HILL STREETS IMPROVEMENT PROJECT, CITY OF ANN ARBOR, MI** | Design Engineer for sidewalk ADA ramps and upsizing/relocation of a 12-inch water main on Hoover Avenue and Hill Street that included two railroad and drain crossings. Also coordinated road rehabilitation and design.

**OAK STREET IMPROVEMENTS, CITY OF ROANOKE, TX** | Project Engineer for the design, bidding, construction phase assistance and project close out of Oak Street from Crocket Street to Parish Lane.

**SOUTH MAIN STREET WATER MAIN REPLACEMENT AND RESURFACING, CITY OF ANN ARBOR, MI** | Design Engineer for water main replacement and road resurfacing along S. Main Street from Huron Street to Williams Street. Project consisted of water main upsizing, storm sewer repairs, roadway rehabilitation, ADA ramp upgrades, mid-block crossing upgrades, irrigation system upgrades, and maintenance of traffic.

**RUSSELL STREET IMPROVEMENTS, CITY OF ANN ARBOR, MI** | Design Engineer for the reconstruction of Russell Street, including stormwater management and sidewalk design. Project addresses multiple issues such as parking operations, drainage and flooding, pedestrian access, and safety on a cul-de-sac gravel road.

**2024 INFRASTRUCTURE IMPROVEMENT PROGRAM, CITY OF PLYMOUTH, MI** | Design Engineer for water system and roadway improvements along S. Main Street and in the Old Village area. Street resurfacing was designed along with spot repairs to the existing curb and gutter to improve drainage.

**STATE, NORTH UNIVERSITY & SOUTH THAYER IMPROVEMENTS, CITY OF ANN ARBOR, MI** | Completed topographic survey field review for 0.5 miles of improvements on State Street, North University Avenue, and South Thayer Street corridors.



## Shawn Keough, PE

QA/QC & CLIENT REPRESENTATIVE

### COMPANY



### EDUCATION

BS, Civil Engineering,  
University of Michigan

### QUALIFICATIONS

- 32 years of experience serving as a Client Representative on a wide range of municipal projects
- Has provided general engineering services to the City of Plymouth since 1993
- Leads QA/QC efforts to ensure high-quality delivery across civil engineering and infrastructure projects

### PROJECT EXPERIENCE

**2020 INFRASTRUCTURE IMPROVEMENTS PROGRAM, CITY OF PLYMOUTH, MI** | Project Manager for design and construction phase services for utility upgrades and new street reconstruction on Farmer Street, a major street in the City of Plymouth. New water main and new water services were designed and permitted from Blunk to Theodore. Wade Trim reviewed sewer inspection video tapes (provided by the City) for all gravity sewers within the project area. Approximately 900 linear feet of new sanitary sewer was designed and permitted from Ann Street to Theodore to eliminate bellies and address structural defects found during the video inspection. The new street reconstruction consisted of new curb and gutter, a new heavy duty asphalt cross-section, and ADA improvements. During construction, Wade Trim provided construction staking and layout, construction inspection, and CA/CE services.

**GENERAL ENGINEERING ASSISTANCE, CITY OF PLYMOUTH, MI** | Client Representative since 1997 providing general engineering and surveying services for the City. Responsible for the oversight, design, and construction of municipal projects.

**MILL STREET UTILITY SUPPORT, CITY OF PLYMOUTH, MI** | Project Manager for the City's coordinated infrastructure improvement project with Wayne County along a County-owned street. The County's major resurfacing of the corridor provided an opportunity for Plymouth to rehabilitate its 6,300 linear feet of 12-inch water main and 5,600 linear feet of sanitary sewer. Led design of new water main using pipe bursting to minimize pavement disruption. Managed replacement of 8-inch, 12-inch, and 15-inch sanitary sewer. Sewer lining was also completed for 18-inch and 12-inch sewer.

**DOWNTOWN CITY OF PLYMOUTH/DDA PROJECTS** | Annual Infrastructure Program (1999 - present), DDA Projects (Main/Ann Arbor Trail Traffic Signal Upgrades, Penniman/Main St Traffic signal upgrades, Harvey Street Improvements, Fleet Street concrete replacement, Saxton's Parking Lot Reconstruction).

**NIXON ROAD CORRIDOR IMPROVEMENTS, CITY OF ANN ARBOR, MI** | Principal-in-Charge for project management and civil engineering services. Responsible for overall client satisfaction, scope and fee preparation, and various project management tasks.

**HOOVER, GREENE, AND HILL STREETS IMPROVEMENT PROJECT, CITY OF ANN ARBOR, MI** | Principal-in-Charge for project management and civil engineering services. Responsible for overall client satisfaction, scope and fee preparation, and various project management tasks.



# Jenn Maine—

PRINCIPAL & CREATIVE DIRECTOR

## PROJECT ROLES—

Design Consultant

## EDUCATION—

BFA in Visual Communication  
Kendall College of Art & Design, 2008

## AFFILIATIONS—

SEGD  
WBE Certified  
DesignCore Detroit

## EXPERIENCE—

Studio Incognita  
Principal & Creative Director  
2015-Present

Oakland University  
Lecturer, Graphic Design II  
2022-2023

Gyro Creative  
Lead Brand Designer  
2011-2015

Kendall College of Art & Design  
Adjunct Professor of Design  
2010-2011

GFT Futures & Forex  
Brand Design Specialist  
2009-2011

Plenty Creative  
Junior Designer  
2008-2009



## BIO—

As the Owner of Studio Incognita, Jenn Maine has almost two decades of experience designing and managing brands for small businesses, non-profits, municipalities and global corporations. She has led and executed branding efforts for the Joe Louis Greenway (City of Detroit), Kresge Arts in Detroit, Living Arts Detroit, Henry Ford Learning Institute, Sidewalk Detroit, and many more. Over the past several years, her focus and passion has turned to community-building with design. While doing brand development for the Joe Louis Greenway, Jenn developed a Public-Integrated Brand Design process that utilizes public engagement for collaboratively building community identities.

## RECENT PROJECTS—

Joe Louis Greenway, City of Detroit, SmithGroup, Brand Development & Wayfinding Design, Detroit, MI, 2019-Present

Greektown Randolph Plaza, SmithGroup, Cultural Placemaking, Detroit, MI, 2021

Plan Ferndale, City of Ferndale, SmithGroup, Brand Development & Campaign Ferndale, MI, Completed 2022

MSU Federal Credit Union, SmithGroup, Wayfinding Signage and Environmental Graphic Design—Workspace Interiors, East Lansing, MI, Completed 2024

Ally Financial, SmithGroup, Environmental Graphic Design—Workspace Interiors Jacksonville, FL, Under Construction

Ally Financial, SmithGroup, Environmental Graphic Design—Workspace Interiors Lewisville, TX, Completed 2024

Detroit Downtown Partnership, Detroit Light Public Art, Design & Production Management, Detroit, MI, Completed 2021

One Hope Wine, Charity:Water Event, Environmental Design & Wayfinding, Napa, CA, Completed 2021

**studio incognita**

## Gerritt Moeke (2019-Present)

### Associate Consultant/Michigan Team Leader

Gerritt Moeke, an associate consultant and Michigan team leader at Davey Resource Group, Inc. (DRG), is a seasoned professional in urban and traditional forestry. Gerritt manages diverse responsibilities in his role, including sales, business development, team leadership, scheduling, project management, and fieldwork with various equipment (Skid Steer, Tractors, UTV, Muddox, CMV). His extensive experience involves collaborative work on large-scale projects with the Michigan Department of Transportation (MDOT) and Macomb County.

Within the MDOT and Macomb County projects, Gerritt played a crucial role in fieldwork, maintenance, and planting thousands of trees and shrubs along I-75 and Mound Road. Managing site operations for Segment 2 of the MDOT project, he oversaw planting of over 4,000 trees and shrubs in 2021 and 2022. Similarly, with the Macomb County Mound Road project, Gerritt led field operations, installing more than 14,000 trees and shrubs along the revitalized median of Mound Road. Supervising Davey Residential/Commercial Services and Davey Commercial Land Services, he ensured proper vegetation maintenance and handled traffic duties throughout Segment 2 Project and Mound Road.

Additionally, Gerritt serves as project manager and contract forester for Ferndale and Birmingham in Michigan. His responsibilities include monthly tree and construction site inspections, conducting training sessions for the cities' tree crews, and covering topics like pruning, planting, winter tree identification, mulching procedures, and tree risk assessment. Gerritt plays a strategic role in overseeing and planning city tree-planting initiatives. Before joining DRG, he gained valuable experience with a forestry and logging company in Northern Michigan, handling tasks such as timber cruising, grading, client interaction, sales, long-term forestry management, and heavy equipment operation.

#### Notable Project Experience

- Sterling Heights, MI | Tree Inventory | Project Manager
- Livonia, MI | Tree Inventory | Project Manager
- Birmingham, MI | Contract Forestry | Project Manager
- Ferndale, MI | Contract Forestry | Project Manager
- Macomb County, MI | Mound Road From I-696 to M-59 | Site Manager
- MDOT | I-75: Segment 2 | Site Manager



#### Education

B.S., Forestry, Minor in Economics, Michigan State University

#### Credentials

International Society of Arboriculture (ISA) Certified Arborist, MI-4520A  
 ISA Tree Risk Assessment Qualified (TRAQ)  
 Certified Michigan Pesticide Applicator, #C003191174, Michigan Department of Agriculture  
 OSHA 10-HR Training  
 Adult First Aid/CPR/AED, American Red Cross

#### Special Training

Davey Construction Oversight

#### Professional Affiliations

Society of American Foresters, Member and Certified Forester Candidate  
 International Society of Arboriculture  
 International Society of Arboriculture—Michigan Chapter Member

# Lee Spangler

## Inventory Arborist/Environmental Specialist

Lee Spangler serves as an inventory arborist and environmental specialist for Davey Resource Group, Inc. (DRG). Lee brings over a decade of diverse industry experience in horticulture, arboriculture, and urban and community forestry and dedicates his skills to the forestry, horticulture, and arboriculture sectors.

In his current role, Lee is entrusted with the crucial task of inventorying and evaluating municipal and private trees. His work is pivotal in guiding the development and maintenance of urban forest canopies. With a wealth of experience, Lee has successfully contributed to multiple municipal tree inventory updates within Metro Detroit, Michigan, encompassing Birmingham, Livonia, Ferndale, and Detroit.

Lee's expertise extends beyond Michigan, where he has been involved in inventory creation and updates for various cities, including Buchannon, Wolverine Lake, Traverse City, and Linden. His commitment to the field is evident in his contribution to inventory data collection efforts in Columbus, Ohio and Wheeling, West Virginia. Lee's expansive experience underscores his proficiency in shaping and managing urban landscapes, making him a valuable asset in horticulture, arboriculture, and forestry.

### Notable Project Experience

- City of Ferndale, MI | Inventory Update and Consulting Forester | Site Manager
- City of Livonia, MI | Inventory Update | Site Manager
- City of Detroit, MI | Inventory Update | Co-Site Manager
- City of Columbus, OH | Inventory Update | Inventory Arborist
- City of Wheeling, WV | Inventory Creation for Parks and Municipal Properties | Inventory Arborist



### Education

B.S., Forestry, Minor in Urban Forestry, Michigan State University

### Credentials

International Society of Arboriculture (ISA)  
 Certified Arborist, MI-4598A  
 ISA Tree Risk Assessment Qualification (TRAQ)  
 Certified Michigan Pesticide Applicator, #C003220113, Michigan Department of Agriculture  
 Certified Ohio Pesticide Applicator, OH-160752, Ohio Department of Agriculture  
 OSHA 10-HR Training  
 sUAS Remote Pilot Certification, Federal Aviation Administration  
 Adult First Aid/CPR/AED, American Red Cross

### Special Training

R Statistical Software  
 Small Unmanned Aircraft System Operation  
 ArcGIS



# REFERENCES

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## CHARTER TOWNSHIP OF REDFORD

**Name:** Mike Dennis

**Address:**

12200 Beech Daly Road

Redford, MI 48239

**T:** 313.387.2705

**E:** mdennis@redfordtwp.com

**Similar Services Provided:**

Streetscape planning and design, community engagement, utility coordination and design, park planning and design, master planning, placemaking and public space design.

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## CITY OF DETROIT

**Name:** Tim Karl, ASLA, Chief of Landscape Architecture

**Address:**

115 Erskine Street

Detroit, MI 48201

**T:** 313.224.3484

**E:** tkarl@detroitmi.gov

**Similar Services Provided:**

Non-motorized transportation planning, wayfinding design, streetscape planning and design, community engagement, utility coordination and design, park master planning and design, tree assessments, placemaking and public space design.

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## ANN ARBOR DOWNTOWN DEVELOPMENT AUTHORITY

**Name:** Amber Miller, Capital Projects Manager

**Address:**

150 S 5th Ave, #301

Ann Arbor, MI 48104

**T:** 734.997.1352

**E:** amiller@a2dda.org

**Similar Services Provided:**

Streetscape planning and design, community engagement, utility coordination and design, non-motorized transportation planning.



# PREVIOUS WORK EXAMPLES

The following pages showcase previous work examples that align with the goals of this streetscape design effort. These projects highlight our experience in creating walkable, bikeable, and community-focused public spaces. From enhancing safety to incorporating placemaking and green infrastructure, our work reflects a thoughtful, people-first approach to streetscape design.

## PREVIOUS WORK EXAMPLES



Ann Arbor, MI

# First and Ashley Streets Conversion and William Street Bikeway

Wade Trim provided design and construction engineering and inspection services for the First and Ashley Streets Conversion and William Street Bikeway project.

First Street was converted from a one-way road to a two-way road and included stormwater management, bikeway, water main rehabilitation, curb and gutter placement, parking, bike lane widths, streetscape, lighting, signal, and turn movement adjustments. Ashley Street was converted from a one-way road to a two-way road and included streetscape, curb and gutter placement, parking, lighting, and signal improvements. In addition, Wade Trim facilitated permitting with MDOT. The City's first two-way protected bike lane was implemented on William Street. Located between First and State Streets, the William Street Bikeway is separated from the adjacent motor vehicle lane by a buffer. The route is intended to improve the safety and comfort of residents, workers, and visitors of all abilities, strengthen businesses, increase connections, and promote green design. Our team assisted the DDA and City in public engagement, study, evaluation, and design of the projects.

Key elements included a mobility review of curb and gutter placement, parking, bike lane widths and turn movement adjustments, intersection control evaluation, and utility improvements. Travel lanes were reconfigured in some locations to minimize confusion and optimize multimodal operations. Public engagement during the design and construction was key to successful implementation.

### FIRM



### CLIENT

Ann Arbor Downtown Development Authority

### CLIENT CONTACT

Amber Miller, Ann Arbor DDA  
734.997.1352

### YEAR COMPLETED

2021

### RELEVANCE

- + Multimodal Transportation Planning and Design
- + Community Engagement
- + Utility Coordination and Design

PREVIOUS WORK EXAMPLES



Lansing, MI  
**Belle Isle Multimodal Transportation Study**

The historic Belle Isle Park, a 982-acre island in the Detroit River, has experienced increased transportation network and parking demands due to a significant rise in visitors since it became a state park in 2014. Congestion at the MacArthur Bridge—the park’s single access point—and within the park, combined with a confusing road network and lack of multimodal facilities, hinder access and travel for 5 million annual visitors. The Michigan Department of Natural Resources, in partnership with the Michigan Department of Transportation and Belle Isle Conservancy, initiated the Belle Isle Multimodal Mobility Study to develop a 10-year transportation plan to improve safety and mobility throughout the park. Wade Trim led the study and plan development, coordinating priorities with state agencies, local organizations, and the public.

A stakeholder engagement plan was developed to establish clear communication, gather input, and align project goals with vendors, agencies, partner groups, and the community. The team directed dozens of public engagement meetings, surveys, and outreach initiatives to understand how visitors use the park, identify frustrations and needs, and obtain feedback on proposed mitigation strategies and the final plan.

Extensive park activity data was collected in July 2022, which included the highly attended Belle Isle Kite Festival to capture peak use. A total of 206 cameras placed at key intersections and locations collected 3,136 hours of video footage. Conflict data was captured at popular park locations such as the beach area, James Scott Fountain, Sunset Point, and Kid’s Row. Reliable traffic and parking data was obtained via a low-flying aircraft with a high-resolution camera inserted in its belly. The aerial images were later stitched together to create orthomosaic image maps, ultimately producing aerial imagery of the entire island for 38 hours over a 5-day period.

Data collected was used to count and analyze turning movements of vehicles, buses, pedestrians, and bicycles; model congestion patterns; estimate future visitor numbers; and identify areas needing improvement. In addition, traffic modeling of alternative improvements was conducted to gain insight into operations for various conditions including typical days and high-visitor days during the summer.

The resulting comprehensive, 10-year transportation plan features a phased mitigation strategy to implement immediate, medium-, and long-term improvements for all modes of transportation. Immediate actions include clarifying wayfinding, addressing non-motorized network gaps, and reconfiguring critical intersections to reduce congestion and improve safety. Solutions focus on optimizing parking, including redistributing spaces to high-demand areas and repurposing underutilized facilities. Other strategies aim to reduce dependence on vehicles by improving multimodal options, such as dedicated bike lanes and enhanced pedestrian pathways, along with exploring shuttle and ferry services to reduce bridge congestion. The visionary plan aims to keep this iconic park accessible and enjoyable for future generations.

FIRM



CLIENT

- Michigan Department of Technology, Management, and Budget
- Michigan Department of Natural Resources

CLIENT CONTACT

Amanda Treadwell, PLA,  
 Urban Area Field Planner  
 313.269.7430

YEAR COMPLETED

2024

RELEVANCE

- + Pedestrian Connectivity and Wayfinding
- + Transportation Planning
- + Community Engagement



■ Miami Beach, FL

## Española Way Streetscape Improvements

A pedestrian-oriented solution has preserved and enhanced the City of Miami Beach’s iconic Española Way as a unique commercial area. Also known as Historic Spanish Village, Española Way was originally modeled after Mediterranean villages in Spain and France. During business hours, the City had been closing the block between Drexel and Washington Avenues to vehicle traffic to enable better pedestrian access to restaurants with sidewalk patios, shops, and boutique hotels. The City desired to convert the block to a permanent pedestrian mall, and enlisted Wade Trim to provide landscape architecture, along with engineering design, permitting, and construction management services.

Robust stakeholder engagement was carried out early in the project to understand the vision of the neighborhood and generate conceptual renderings for the streetscape and pavement. Once a concept was selected by the City, Wade Trim prepared renderings that were approved by the Historic Preservation Board, and final design quickly began.

To minimize future disruption to commercial tenants, aging utilities were upgraded in conjunction with the streetscape improvements. The primary design considerations were maintaining emergency access that would accommodate the City’s largest fire truck, providing pavement and streetscape that maintained the historic Mediterranean feel, phasing construction to minimize impacts to businesses, and preserving large trees.

Utility work included replacing 8-inch-diameter water main, services, and meters; lining 8-inch-diameter sanitary sewer pipe and laterals; and rehabilitating sanitary sewer manholes. New sanitary sewer cleanouts, storm drainage structures and collection pipes were installed, and existing roof drains were connected. After pavement, sidewalks, curbs, and valley gutters were removed, new decorative pavement, street lighting, traffic signal modification, landscaping, irrigation, and retractable bollards were installed.

FIRM



CLIENT

City of Miami Beach

CLIENT CONTACT

David Martinez, PE  
305.673.7400

YEAR COMPLETED

2019

RELEVANCE

- + Streetscape Design
- + Tree Assessments and Recommendations
- + Utility Coordination and Design
- + Community Engagement





Flint, MI

# Saginaw Street Rehabilitation and Reconstruction

Saginaw Street’s brick pavers, designated as a City of Flint historic district, had far exceeded their life expectancy. The City, in coordination with the Michigan Department of Transportation (MDOT), undertook complete reconstruction of six blocks of brick pavement roadway to restore its structural integrity and preserve the historical significance and appeal of the downtown area. Wade Trim’s role included design, permitting, and construction engineering services.

Approximately 750,000 bricks were removed and replaced throughout the project limits. Nearly 70% of the original bricks were salvaged, with the balance sourced from historical pavers selected to match. At intersections, brick-stamped, colored concrete was used to reduce roadway wear and tear from vehicle turning movements.

The project included replacing cast iron water mains with new 12-inch ductile iron water transmission main, storm sewer, concrete curb, gutter, ADA-compliant sidewalks and ramps, signing, and pavement markings. The total project cost for the brick roadway reconstruction was \$6.06 million, with MDOT providing \$2.3 million of federal transportation funding. An additional \$2.8 million from the Federal Water Infrastructure Improvements for the Nation (WIIN Act) funded the water main replacement.

Construction kicked off in April 2023 with coordinate pauses during August 2023 to support annual downtown events such as the Crim Festival of Races and Back to the Bricks car show, and to avoid winter (2023-2024) conditions. Work progressed in segments from Court Street to Riverbank Park to minimize disruptions to local businesses. Project completion was in August 2024, open to traffic ahead of the original construction schedule.

FIRM



CLIENT

City of Flint

CLIENT CONTACT

Rod McGaha,  
Transportation Director  
810.766.7135

YEAR COMPLETED

2024

RELEVANCE

- + Streetscape Design
- + Utility Coordination and Design

## PREVIOUS WORK EXAMPLES



Detroit, MI

# Joe Louis Greenway Project

**Joe Louis Greenway, in its completion, will be a 27.5 mile linear park that empowers, heals, and unifies Detroit.**

With communities across many neighborhoods, Studio Incognita utilized public engagement to collaboratively build a brand identity and wayfinding system for the Joe Louis Greenway.

Through a year-long process, we engaged countless Detroiters who quickly became passionate collaborators.

We worked closely with the public—gathering input through exercises and one-on-one conversations—to guide the distinctive look, feel, form and meaning of the Joe Louis Greenway brand identity and wayfinding. In this process, it was of utmost importance that the brand identity be made for and by the community—and that it embodies the desires of committed residents who live here, grew up here and are looking forward to how the greenway will contribute to their neighborhoods. Our process and outcome for this included signage and wayfinding concept development, designing a versatile, flexible and multi-lingual system, design intent and detailed specifications to developing a robust location map and messaging plan for the first segment of the JLG.

Studio Incognita continues to collaborate with several architectural firms to design and implement wayfinding and environmental design along new segments of the Joe Louis Greenway. Estimated completion of the 27.5 mile linear park is slated by 2033.

### FIRM

**studio incognita**

### CLIENT

Joe Louis Greenway

### YEAR COMPLETED


Ongoing

### RELEVANCE

- + Historic Research
- + Community Engagement
- + Brand Strategy
- + Brand Identity Design
- + Signage & Wayfinding
- + Environmental Graphic Design


PREVIOUS WORK EXAMPLES

**Community Streetscape Preferences (Ranked in Order)**




**#1 Medium/Large Shade Trees (Holland, MI)**

Like the size of these trees for downtown area; trees are mixed with landscaping in a raised bed; and look to be well-maintained.



**#2 Mix of Medium Shade Trees & Flowering Trees (Fullerton, CA)**

Like the size of trees for a downtown area; the mix of different tree species (flowering and shade trees); and the boulevard planted with trees.



**#3 Medium Flowering Trees (Ornamental Cherry) (Vancouver, BC)**

Like the size of these trees for a downtown area. There is interest in planting ornamental flowering cherry trees (where appropriate) to celebrate Traverse City's title of "Cherry Capital of the World" (57% of respondents).

Traverse City, MI

## TRAVERSE CITY DOWNTOWN CANOPY VISION

DRG supported the Traverse City Downtown Development Authority in developing a canopy vision for trees in Traverse City's downtown. The process included assessing existing trees in the downtown district and developing maintenance districts. DRG also hosted several engagement seminars to understand community goals for the district's trees and develop a comprehensive vision for downtown trees. This work was compiled in a written management program that establishes actions and investment opportunities to help the downtown district reach the community's vision for downtown trees.

**FIRM**  
**DAVEY**  
 Resource Group

**CLIENT**  
 Traverse City Downtown Development Authority

**CLIENT CONTACT**  
 Harry Burkholder  
 231.922.2050

**YEAR COMPLETED**  
 2021

**RELEVANCE**

- + Assess Tree Health and develop tree and maintenance recommendations
- + Community Engagement

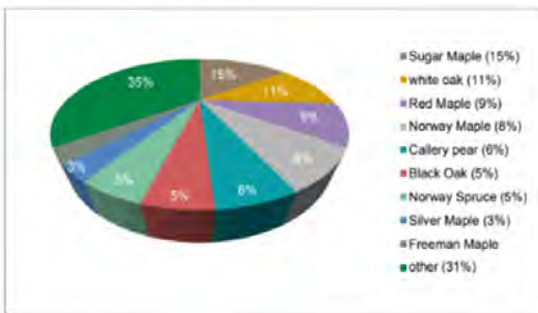


Figure 1. Tree species composition in the Village of Berrien Springs, Michigan.

Berrien Springs, MI

## BERRIEN SPRINGS VILLAGE-WIDE LANDSCAPE MASTER PLAN

Viridis Design Group was contracted to develop a landscape design plan for the Village of Berrien Springs. Viridis included DRG as part of the project due to our firm's expertise in trees and tree management in downtown environments. DRG completed an assessment of the trees within the Village of Berrien Springs. Based on these data, DRG provided maintenance recommendations to maximize tree longevity and improve aesthetics along community streets. As part of this project, DRG also developed species and care recommendations for future planting efforts.

**FIRM**  
**DAVEY**  
 Resource Group

**CLIENT**  
 Viridis Design Group

**CLIENT CONTACT**  
 Trevor Bosworth  
 616.438.9841

**YEAR COMPLETED**  
 2020

**RELEVANCE**

- + Assess Tree Health and develop tree and maintenance recommendations
- + Community Engagement

# DETAILED PLAN

## Project Overview

The Downtown Plymouth Streetscape Enhancement project aims to establish a vibrant, accessible, and aesthetically pleasing environment that fosters community engagement and economic vitality. By implementing strategic design improvements, sustainable infrastructure solutions, and prioritizing public safety and walkability, the project will reshape the downtown area to better serve residents, business owners, and visitors. The initiative will build upon the DDA 2020 Infrastructure Master Plan and align with the 2024-2028 DDA Five-Year Action Plan and Draft 2025 Master Plan, ensuring long-term benefits for the community while incorporating public input throughout the development process.

## Scope of Work Community Engagement

Public Engagement for Downtown Plymouth Streetscape Design Project is going to be an essential element of the planning and design process. For many residents, businesses, stakeholders, and visitors, Downtown Plymouth is a sacred space. Such strong feelings and emotions are tied to the downtown and must be recognized and acknowledged as part of any engagement efforts. However, the DDA District must evolve to address safety, traffic, aesthetic, and infrastructure issues and the public will play a vital role in shaping the



**Eureka Corridor Improvement Plan  
City of Taylor, MI | Completed in 2019**

*Wade Trim provided services for the design of streetscape improvements to transform the 2-mile corridor into a pedestrian-focused corridor uniting neighborhoods with commercial areas along an enhanced green corridor of park nodes and greenways. The project included topographical survey data, soil borings, structural condition review of eleven culvert crossings, hydraulic analysis of the Frank & Poet Drain, base plan preparation, development of an implementation strategy, and necessary meetings.*

streetscape design in downtown Plymouth.

Our engagement team, led by Chip Smith, AICP, will organize and conduct three rounds of public engagement to ensure the streetscape design reflects the community's needs, preferences, and vision as well as incorporates safety, resilience, environmental, and transportation best practices. Engagement will guide the design process, build public trust, and support long-term success through inclusive participation.

## ROUND 1: LISTENING AND VISIONING

The goal of Round one is to introduce the project, educate the public on its purpose and scope, and gather community input on current challenges, priorities, and aspirations for the street. Our team will work with the DDA to identify up to five (5) key public events for tabling. We will augment this outreach with an online map survey. Wade Trim has developed a proprietary map survey tool using GIS data that allows users to submit comments and reactions that are site specific. In round one, we propose using this tool to listen to the broader public and gather that feedback to inform the preliminary design alternatives development.

As a part of this first round of engagement we will include the following:

- Develop a branded engagement campaign (name, logo, key messages).
- Conduct a site walk or walking audit with community members.
- Host up to 5 input sessions as a part of larger community events.
- Launch a survey or mapping tool to collect feedback on resident's feelings about specific improvements in the downtown.

- Engage local businesses, stakeholders, and accessibility groups through targeted outreach/focus group meetings.

### Deliverables:

- Engagement plan
- Materials for in-person and digital engagement (postcards, maps, boards).
- Summary report capturing themes such as safety, mobility, aesthetics, and identity.

### ROUND 2: TESTING CONCEPT DESIGN AND FEEDBACK

In this second round of engagement, the team will present draft streetscape concepts (e.g., layout options, streetscape elements, amenities) and collect feedback on preferred design directions. As with Round One, our engagement team will work with the DDA to identify high-profile events, venues, and opportunities to get in front of the public and get their preferences. These may be pop up events as a part of larger community events or may be focus group meetings with targeted groups, public open houses or workshops. The online mapping/survey tool utilized on round one will be utilized again in round two. In round two, the tool will be customized with preliminary designs and locations that will show graphics that have been developed and will provide an opportunity for users to vote on design alternatives and provide comments.

- Host one interactive design workshop or open house (with hands-on or digital activities).
- Use voting tools such as quick polls, online mapping survey, comment boards, ballots, and dot voting, to evaluate public preferences.
- Host up to 5 focused engagement sessions with stakeholder groups including downtown businesses, youth, seniors, and people with disabilities.

### Deliverables:

- Conceptual design materials and engagement visuals.
- Community feedback report identifying preferred elements and concerns.



#### Belle Isle Multimodal Study

*Wade Trim created a robust engagement plan for the Belle Isle Multimodal Study, reaching thousands of people through in-person engagement, online surveys, and stakeholder groups.*

- Design refinement memo for the project team.

### ROUND 3: FINAL DESIGN REVIEW

The last round of engagement will be to share the final streetscape design recommendations. This round of engagement will provide more limited feedback and will necessarily be more focused on providing information on the final designs and how public input shaped the designs. These meetings will be structured to strengthen public consensus and support and build momentum for implementation. Round three engagement activities will include the following:

#### Activities:

- Host up to three pop-up exhibits of the final streetscape design recommendations
- Facilitate one open house event/presentation
- Facilitate Q&A sessions and collect final comments via feedback forms or digital platforms.
- Facilitate up to two targeted presentations to key stakeholders
- Document lessons learned and recommendations for future project phases.

**Deliverables:**

- Final engagement summary with analysis of how input shaped the design.
- Presentation deck and final display boards.
- Recommendations for continued engagement during construction.

**Design Development**

The design development process will build on the substantial planning work completed over the past five years, including the 2020 Infrastructure Master Plan, 2024-2028 DDA Five Year Action Plan, and the Draft 2025 Master Plan. This continuity will ensure alignment with existing goals while incorporating enhancements reflective of current community needs. Concepts will be developed to seamlessly blend past recommendations deemed still suitable with new innovative ideas, taking these past higher-level ideas to a more tangible preliminary design level.

In addition to the planning efforts, related construction projects have occurred within the past 5 years which partially impact these planning efforts. The Harvey Street Improvements and Saxtons parking lot set the precedent for some of the design aesthetic that will be applied across the broader planning area to maintain a cohesive visual and functional identity. This consistency will unify the streetscape’s character while supporting the district’s heritage.

Our team has identified the following focus areas of design:

**DATA COLLECTION UPDATE**

As part of the 2020 DDA Infrastructure master plan, an inventory of the existing conditions of the sidewalks, street curbs, public parking, and streetscape elements was completed. As part of the initial project kickoff, our team will complete a review of the existing streetscape conditions to determine and note any significant changes to the existing infrastructure. The findings from this analysis will be updated on the existing

condition maps and utilized as part of the design development process.

**Deliverables:**

- Update existing condition maps.

**TREE ASSESSMENT & DOWNTOWN TREE GUIDELINES**

Davey Resource Group (DRG) will lead this task to inventory and assess the trees within the 57-acre downtown Plymouth district. They will also provide ad-hoc support in development of guidelines or practices that will help increase tree canopy and encourage healthy, appropriately-sized trees in downtown Plymouth. The first step will include an updated tree assessment. DRG will complete an inventory and assessment of up to 300 trees, stumps, and vacant planting sites within the 57-acre downtown Plymouth district. For each tree, the following data will be recorded:

- Tree location: address and geographic X and Y coordinates (i.e. latitude and longitude).
- Tree species: common and scientific name. Cultivars identified, where appropriate.
- Tree size: diameter to the nearest inch at 4.5 feet above grade will be measured.
- Condition: assessed as good, fair, poor, critical, or dead based on tree health and vitality.
- Maintenance need: the primary maintenance need is assessed as remove, cleaning prune, clearance prune, remove stump, plant tree, or none, as appropriate.
- Overhead utilities: the presence of overhead utilities is noted.
- Space type: the type of planting space (e.g. tree pit, median, tree lawn, etc.) is noted.
- Space size: the relative size of the most restrictive dimension of the growing/planting space is noted (e.g. less than 4 feet, 4-6 feet, 6-8 feet, 8 feet plus).

- Observations: an observation field (e.g. pest/disease issue, improperly planted, cavity/decay, crown decline/dieback, remove stakes/hardware, trunk flare damage, etc.) may be assigned, as appropriate. This field is used sparingly.

Tree data is intended to support planning and design for the downtown Plymouth streetscape. Tree data is not intended to be used as a final determination of tree maintenance needs or prioritization, but rather where further investigation and study may be needed before a final determination is made. Final data will be provided in ESRI shapefile and MicroSoft Excel formats.

Following the assessment, DRG will lead development of a Downtown Tree Guidelines that can be utilized for future projects. DRG will provide input on the urban forestry component of the design process and provide advice and input into the proper treatment of trees. DRG anticipates providing suggestions and guidance such as improving soil conditions (e.g. structural soils, soil cells, etc.), appropriate species palettes, and high-level maintenance strategies to meet Plymouth’s goals. DRG will provide information to support these recommendations which will be integrated into the final planning document.

The overall intent of this task is to support biodiversity and mature canopy growth within the downtown trees and ensure the trees are planted appropriately to allow for adequate root growth while limiting grate upheaval. DRG will also support the community engagement sessions to help inform residents of the benefits and reasoning behind these guidelines.

**Deliverables:**

- Tree Assessment and Downtown Tree Guidelines Document.

**BRAND DEVELOPMENT & WAYFINDING SIGNAGE**

Studio Incognita will lead this task with support from Wade Trim. We understand that helping people find their way through park and trail environments involves many factors that can include, but are not limited to: identity, signage, accessibility, architecture, points of interest, sense of safety, and landscape. Our goal is to create a comprehensive, strategic wayfinding

and signage program for Downtown Plymouth that is designed collaboratively with stakeholders to reflect the DDA’s history, visual character, alleviate navigation pain points, and encourage visitor exploration.

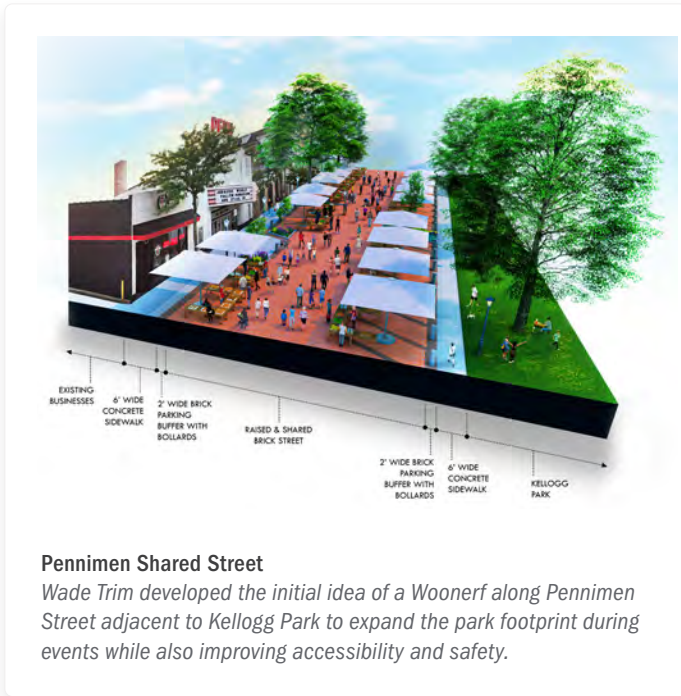
Our process for developing signage systems not only help users navigate a space, but incorporate moments of joy, a sense of place and a feeling of belonging. To accomplish this for Downtown Plymouth we recommend collaborating with the community on a refreshed brand identity for Downtown Plymouth. Through this process, Studio Incognita will work closely with the public and project stakeholders to define meaning, messaging, a new logo and graphics that represent Plymouth’s unique qualities and reflect the desires and values of the community it exists within.

Adjacent to this process, Studio Incognita would conduct a site analysis of all existing wayfinding signage throughout Downtown Plymouth—identifying pain points and gaps in communication and ADA needs that can be addressed in a signage location map, messaging schedule and wayfinding signage design approach. Throughout the signage design process, several design alternatives will be presented to ensure a collaborative and iterative design process with stakeholders. The following subtasks will be included:

**Brand Identity Development & Design:** Through public engagement, Studio Incognita will work collaboratively to define community values that can be used to develop a new identity for Downtown Plymouth. The outcome of this design process would include but is not limited to: a new logo, icons, type, color and graphics to create a recognizable place-based brand look and feel.

**Brand Style Guidelines:** Documentation of a set of rules and standards that outline how the brand elements should be presented. These guidelines include details on the use of logos, colors, typography, imagery, and other visual and verbal elements to ensure visual brand consistency.

**Study of Existing Downtown Streetscape and Signage:** Conduct a detailed analysis of the signage



**Pennimen Shared Street**

Wade Trim developed the initial idea of a Woonerf along Pennimen Street adjacent to Kellogg Park to expand the park footprint during events while also improving accessibility and safety.

communication needs within Downtown Plymouth. The analysis includes current branded signage and directional wayfinding inventory and communication pain points. Analysis of existing signage includes but not limited to the legibility, placement, visibility from different approaches, and consistency in design and messaging of the current signage system.

**Signage Locations and Messaging Plan:** Develop a comprehensive and strategic signage and wayfinding plan through identifying signage needs, placement and messaging with consideration of changes to the site throughout the design process. This plan should address user needs at visitor locations, public destinations and amenities. It should consider factors such as user flows, visitor experience, natural pathways, and any ADA needs.

**Wayfinding Signage Design—Through Schematic Design:** Using the updated Downtown Plymouth branding, design a cohesive and comprehensive signage family that creates a consistent aesthetic across the project, encompassing all proposed sign types. Studio Incognita will prepare multiple design alternatives and facilitate review sessions, ensuring iterative and collaborative refinement of the signage designs. They

will also coordinate and collaborate with other project disciplines such as architects, landscape architects, and city planners to deliver a well-integrated and well-designed project.

**ADA Compliance Review:** Undertake a thorough review of the proposed signage system for ADA compliance. The review should ensure that all signage meets or exceeds current ADA guidelines for accessibility, considering aspects like height, size, contrast, tactile features, and braille inclusion where necessary and possible.

**Deliverables:**

- Brand Identity Design Documentation and Style Guide (provided in PDF format)
- Brand Identity Graphics (Logos, Color Palettes, Graphics, Textures) (provided as PDF, EPS, AI, JPG, PNG, as needed)
- Public Engagement Identity and/or Wayfinding Exercises Design and Facilitation (conducted in person or virtually, for 3 sessions)
- Signage Survey of Existing Conditions (provided in PDF format)
- Signage Locations, Types & Messaging Schedule (provided in PDF format)

**PLACEMAKING AND PUBLIC SPACE DESIGN**

At it's core, the Downtown Plymouth Streetscape Enhancement project aims to foster a dynamic urban environment that balances historical preservation with innovative design. Through community-centered spaces, sustainable infrastructure, and strategic planning, the design will enhance the downtown experience for all users while respecting its rich heritage. Building on prior planning efforts completed over the past five years, this project will integrate previous recommendations with new design elements to ensure continuity and community support.

Central to the project is the creation of vibrant and welcoming public spaces throughout the streetscape that encourage community building and accommodate





**Northville Ford Field Park**

*Wade Trim designed and rendered this accessible entrance and gateway for Ford Field in the City of Northville, MI, providing a critical ADA accessible connection from this public park to Downtown Northville. Design featured a 500-foot-long ramp built within a stabilized hillside to accommodate the 20-foot-plus grade drop from the adjacent roadway down to the park, while a street level plaza and gateway arch welcomes those visiting the park from downtown.*

visitors of all ages and abilities. These spaces will be thoughtfully designed to foster year-round engagement, promote accessibility, and support diverse activities. Enhancements will prioritize placemaking elements that contribute to an inviting atmosphere and encourage meaningful social interactions.

Design efforts will build upon recent improvements made to Saxton’s Lot and Harvey Street, ensuring a cohesive streetscape that complements existing enhancements. Sustainability will be a key focus, with green infrastructure integrated across the streetscape. Elements such as a native and diverse tree plan will improve biodiversity, manage stormwater, and enhance the urban canopy. Features like rain gardens, pollinator habitats, and permeable pavements will further support ecological health while contributing to the downtown’s visual appeal.

Downtown Plymouth’s public spaces will be re-envisioned in conjunction with the desires of the community, including the development of outdoor dining spaces, expanded sidewalks, and

pedestrian-friendly commerce zones. These transformations will maximize downtown functionality while creating welcoming environments that encourage community participation and economic activity.

Our team will identify strategic locations for additional bike racks, streetscape amenities such as benches and litter receptacles, and electric vehicle (EV) chargers, using community feedback and demand trends to help guide placements. Opportunities for collaboration with utility companies on infrastructure upgrades will also be explored to ensure alignment with planned municipal improvements. Potential land acquisition opportunities will be identified to add value to the downtown streetscape, allowing for opportunities to expand parking or add gathering or green spaces.

The integration of art, such as a compass painting at Main Street and Ann Arbor Trail, invisible paint artwork on streets and sidewalks, murals, sculptures, gateways, and other artistic touches, will add character and vibrancy to the downtown area. Opportunities for these artistic elements will be identified within our plan and will enrich the visual experience for both residents and visitors, regularly drawing visitors back to the downtown while creating those social media worthy moments.

Other areas of the plan such as the gathering pavilion and Kellogg Park will require a more thoughtful design process. Upgrades to the Gathering pavilion will include the addition of new bathrooms and potential enclosure designs to increase functionality and usability. Unused areas within the pavilion will be activated with innovative and flexible design ideas that enhance its role as a central community hub.

Proposed enhancements for Kellogg Park aim to improve its infrastructure while preserving its historical significance and cherished role in the community. Kellogg Park serves as the beating heart of Downtown Plymouth, hosting a variety of festivals, events, and concerts that bring the community together throughout the year. With events drawing thousands of visitors, the park’s design must accommodate fluctuating crowd sizes and diverse programming needs. Flexible urban

spaces around the park will prioritize adaptability, ensuring that infrastructure can seamlessly transition between everyday pedestrian use and large-scale gatherings. Thoughtful features such as modular seating, removable barriers, and open, multi-functional areas will cater to the bustling daily activity of DTP while supporting the unique demands of festival setups, vendor placements, and concert stages. This balance of form and function will allow Kellogg Park to remain a dynamic and versatile community hub, fostering engagement and vibrancy throughout the year.

Key recommendations to Kellogg Park include analyzing new turf options or turf maintenance changes, consistent brick pathways that align with downtown aesthetics, and strategic tree replacement to maintain the park's natural beauty. The plans will also seamlessly integrate the park with the surrounding streetscape by extending curbs and enhancing walkability along Main Street, ensuring accessibility for all. Additionally, the project will consider activating Penniman Avenue by transforming it into a versatile woonerf that enhances the flexibility and functionality of this expanded area as additional event space.

Our team has a proven track record of threading a needle between the sometimes competing goals and objectives outlined in this design process while aligning it with community interests and priorities. Our proposed designs will carefully balance the district's historic character with forward-thinking design solutions. Sensitivity to the area's heritage will be paramount in crafting recommendations that honor the downtown's past while embracing its future.

**Deliverables:**

- Conceptual designs for each streetscape corridor including enlargements of key areas showing plazas and gathering spaces, sidewalk improvements and dining areas.
- Green infrastructure recommendations including locations and type.
- Site furnishing plan, art integration plan, gathering pavilion plan and recommendations.

- Kellogg Park plan and recommendations.
- Strategic land acquisition opportunity map.
- We have also included an allowance for graphics and renderings to support this key placemaking and design task.

**TRANSPORTATION CIRCULATION/NON-MOTORIZED CONNECTIVITY AND SAFETY**

The ease of use, how people get to and safely move within Downtown Plymouth is critical toward a successful downtown. Efforts to improve Downtown Plymouth's streetscape will focus on enhancing parking availability, pedestrian safety, traffic flow, and connectivity, while addressing community concerns and supporting the district's vibrant character. A transportation network improvement plan will be developed that may include but not limited to new or modified roadway configurations, closing or limiting access on roads, driveway access management, changes in traffic control such as signals or stop signs, road diets, on-street parking, pavement markings, signing, and traffic calming. One-way streets within the downtown area will also be reviewed to confirm whether or not they're allowing optimal traffic flow or creating unnecessary congestion or safety issues. Complete streets principles will be considered in all evaluations, where the street is designed for all users, vehicles, pedestrians, bicyclists, etc. One-way streets have been found to increase driving time and distance, leading to increasing vehicle speeds, and forcing motorists and bicyclists to use other routes to achieve their travel desires.

Traffic flow and operations in the downtown area, including the Main Street median's current configuration of a combined left-turn and through lane, will also be evaluated by exploring alternative designs that improve safety and streamline movement. This circulation study will build upon the road diet study that Wade Trim conducted five years ago, which included analysis of the traffic flow and safety impacts that would be incurred by converting the previous four-lane section of South Main Street from Ann Arbor Trail to just north of Ann Arbor Road, to a three-lane section consisting of a through lane in each direction and a two-way center left-turn lane. We will consider a



**PWSA Green Infrastructure**

Wade Trim designed green infrastructure stormwater improvements within the streetscape for a GI project in Downtown Pittsburgh. To aid in understanding the finished product, our team also developed renderings to depict the relationship between the green infrastructure and pedestrian use areas.

broader redesign of Main Street north of Ann Arbor Trail into a consistent two-lane corridor to improve traffic flow and integrate a dedicated and continuous bike lane extending through Old Village and connecting to the Hines Park trail system. If desired by the DDA, additional operational analysis and traffic modeling can be conducted, and a placeholder is included in this proposal for data collection related to this effort.

Non-motorized safety improvements will prioritize the development of ADA-compliant sidewalks and pathways to create more inviting and accessible spaces. In order to successfully identify and address the most critical safety issues, a safety analysis utilizing crash data for a five-year period will be conducted for the study to identify any existing safety deficiencies or abnormally high crash characteristics. Safety analysis of historical crash patterns is vital to develop strategies and countermeasures that effectively reduce roadway crashes and injuries related to geometric and operational deficiencies in the transportation network. Details of any crashes with people walking or biking will

be closely evaluated. These analyses can be used to identify safety issues that can be addressed through mitigation and assist in developing plans to allocate funds for implementing safety improvements, traffic safety programs, and applying for grants.

Pedestrian infrastructure will be evaluated for walkability and connectivity, which will include conducting a review of the existing non-motorized travel conditions at intersections and crossings. A review of sidewalk connectivity and ADA accessibility within the downtown, as well as impacts due to preferred alternative recommendations at study intersections will be studied. Guidelines including *NCHRP Report 562: Improving Pedestrian Safety at Unsignalized Crossings*, *Guidance for Installation of Pedestrian Crosswalks on Michigan State Trunkline Highways*, and *MDOT’s Safety Effects of Marked Vs. Unmarked Crosswalks at Uncontrolled Locations*, will be consulted for determining safe locations for crossing major and minor streets and intersection crossing treatments. These may include things like enhanced crosswalks/markings, raised crossings, additional sidewalk, or Rectangular Rapid Flashing Beacons (RRFBs). The findings will be summarized along with implementation recommendations, either as part of future projects or for ordinance amendments. In addition, passive security measures, such as improved lighting, planters, and bollards, will be incorporated to enhance safety and comfort while mitigating vehicle-related risks. Obstacles in pedestrian routes, such as misplaced planters or light poles, will be identified for repositioning or removal to ensure seamless walkways.

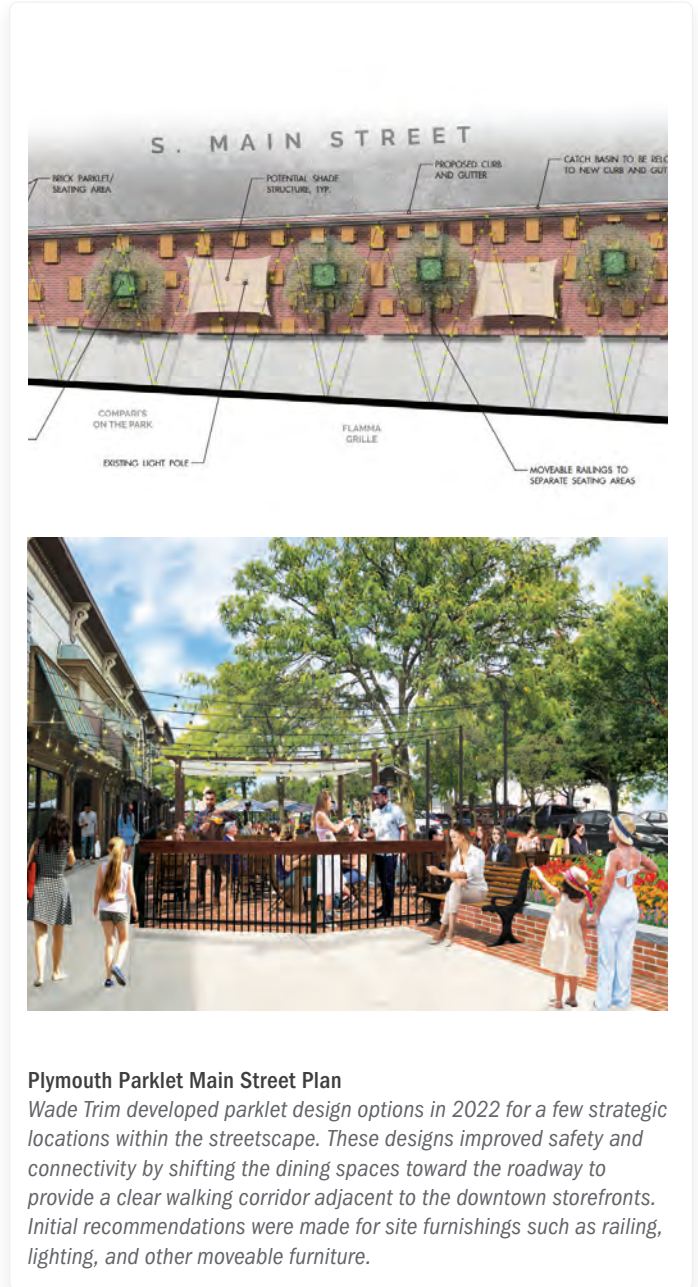
**Deliverables:** Analysis of the transportation network circulation and operations, as well as non-motorized connectivity and safety conditions in the downtown areas. This will include a report documenting recommendations and strategies informed by the findings from the safety evaluation, traffic operations evaluation, and pedestrian walkability reviews. Conceptual plans will be developed as necessary to depict suggested improvements.

**PARKING ASSESSMENT AND RECOMMENDATIONS**

Strategic adjustments will be made to optimize on-street and off-street parking designs, exploring configurations such as pull-in, parallel, or angled layouts to improve efficiency and usability. Opportunities for increasing parking spaces will be explored, including the elimination of underused curb cuts, adding on-street parking, and redesigning parking lots/areas such as the one on the corner of Wing Street and Harvey Street to maximize capacity. In order to assess the parking, the project team will conduct a parking occupancy and inventory study. A parking scope meeting will take place with the DDA staff and parking study team to determine the limits and parameters of the parking areas to be analyzed. Areas of note will include at or near occupancy parking areas, low occupancy parking areas, and parking movements by time of day.

A narrative describing the characteristics of the surrounding parking areas will be prepared. This includes the location, type, any restrictions, and number of parking spaces per lot/on-street section. In order to accomplish this task, it will be necessary to collect data and analyze it accordingly. The parking count data in the inventory phase will be obtained for use in determining parking utilization rates, street parking and/or lot occupancy and distribution times for designated areas. Parking occupancy data will be utilized to determine areas that may have inadequate or excess parking availability. High parking occupancies in one area occurring at the same time as underutilized occupancies in other areas can indicate an opportunity for parking management and redistribution. The areas that may benefit from additional parking and innovative designs will be explored to maximize the efficiency of the spaces being used for parking, which may include parallel, pull-in, and various degrees of angled parking. A placeholder has been included in the study fee section for data collection related to parking.

Our team has excluded effort related to the structural analysis or repair recommendations to the existing Central Parking Deck. However, we will review past studies and recommendations for this parking deck and include this deck within our parking assessment. We understand this reconstruction/replacement of



**Plymouth Parklet Main Street Plan**

Wade Trim developed parklet design options in 2022 for a few strategic locations within the streetscape. These designs improved safety and connectivity by shifting the dining spaces toward the roadway to provide a clear walking corridor adjacent to the downtown storefronts. Initial recommendations were made for site furnishings such as railing, lighting, and other moveable furniture.

this Central Parking Deck is part of the 2024-2028 DDA Five-Year Action Plan and anticipate including deck replacement in our overall recommendations to improve parking in the downtown. Our recommendations may include overall height, materiality and aesthetics, and the suggested increase in the number of parking spaces.

**Deliverables:**

- Parking Assessment and Occupancy Study.

- Conceptual designs and recommendations for reconfigured parking lots and on-street parking.

### Estimates and Phasing

A phased approach to implementation will be structured to prioritize specific corridors and optimize resource allocation over time. This strategy will allow the community to experience incremental improvements while maintaining flexibility for adjustments based on evolving needs and available budgets.

Cost estimates from the 2020 DDA Infrastructure Master Plan will be referenced and updated to incorporate the new ideas and designs proposed during the engagement and design development process. The estimates will be preliminary and are intended to serve as an initial guide to assist with prioritization and the development of a funding strategy. The proposed phasing will align with the planned infrastructure repairs and replacements, categorized as short term (expected within 1-5 years) or midterm (expected within 5-10 years). This approach ensures projects are coordinated and dual purpose, while minimizing disruptions to business owners and the community. In addition, initial phases will also prioritize high-impact areas that address the most urgent concerns and yield the greatest immediate benefits.

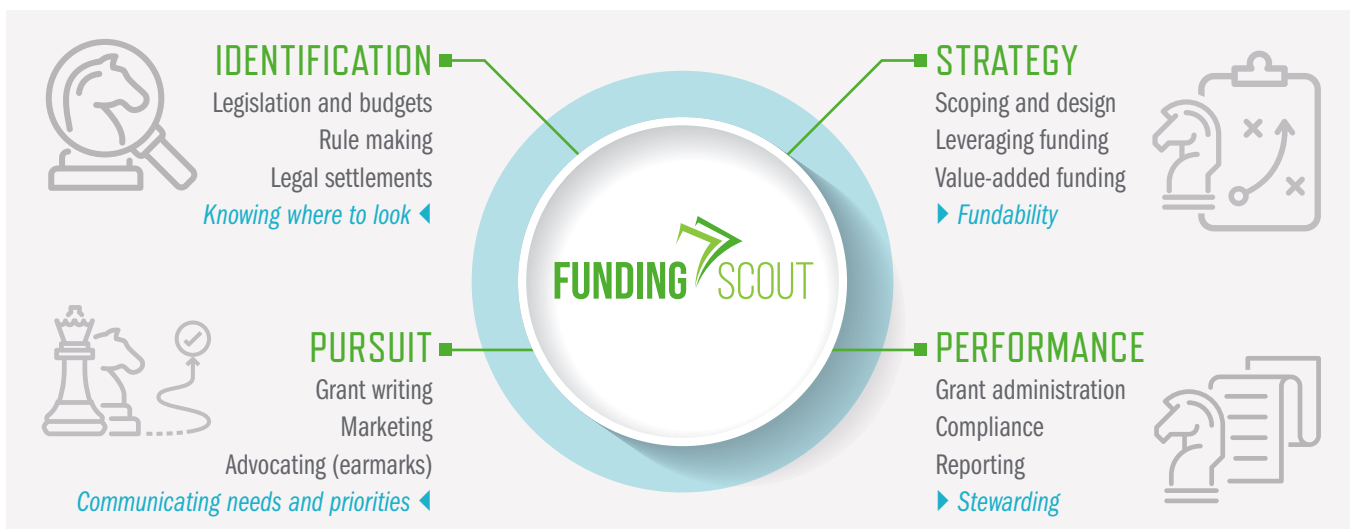
**Deliverables:** Updated cost estimates and Phasing Plan.

### Funding Strategy

Funding will play a pivotal role in the planning of these streetscape enhancements. Our funding team, led by our experienced Client Funding Director, Wayne Hoffmann, will support the DDA in identifying upcoming and future grant opportunities, private partnerships, and other sources and assist the DDA on a multi-year funding and implementation strategy to bring the projects to reality. Under the DDA’s direction, Wayne will leverage his extensive expertise to advise on various funding sources, including grants, low-interest loans, and other investment mechanisms. This strategic guidance will help make sure the DDA is well-positioned to access both public and private funding to support essential placemaking and infrastructure projects.

In addition to funding identification, Wade Trim is able to assist with comprehensive grant writing and application review services to streamline the application process and improve the quality of submissions. Our team’s experience in preparing successful funding applications allows the City’s projects to be presented in the best possible light, maximizing the chances of receiving financial support. Whether navigating complex federal or state programs or securing local funding, we are committed to helping the DDA achieve its streetscape enhancement goals through efficient and effective financial solutions.

**Deliverables:** Funding strategy document outlining potential funding opportunities.



25-0251

### Final Streetscape Design Master Plan

Based on feedback on the draft recommendations, we will work with the DDA and stakeholders to prepare a final master plan document which incorporates and summarizes the updated data collection, extensive community engagement, tree assessment and downtown tree guidelines, brand development and wayfinding signage, overall streetscape design development and conceptual plans and renderings (placemaking and public space design), transportation circulation/non-motorized connectivity and safety, parking assessment and recommendations, estimates and phasing, and funding strategy. In essence, an updated and implementable guiding document that will direct streetscape enhancements for the next 10-20+ years. The final deliverables will be a succinct, digital master plan document summarizing the process, findings, engagement, design, and supporting implementation and funding strategies. Stand-alone rendered 2D plan graphics and renderings will accompany the report. Upon completion of the Final 100% draft, the project team will present the final document at a Community Meeting. The final Downtown Plymouth Streetscape Master Plan Document is anticipated to be approximately 100-120 pages.

**Deliverables:** Final Master Plan Document and supplemental graphics.



**Lyons Park**  
 Wade Trim assisted Grosse Ile with streetscape planning and design including assistance with an art integration plan along Macomb Street. Our team developed conceptual plans and renderings for Lyons Park, a small pocket park along the Macomb Street Corridor. The design included a water feature, shade structure, new pathways and event lawn, and artwork including large “GI” letters for the nearby students to paint regularly.

### Timeline

We anticipate the overall engagement and design process to occur over a one year period. **Exhibit 1** below showcases our preliminary approach for an engagement process which will inform the design. We will refine this schedule alongside the DDA and City to increase opportunities for input from the community.

#### EXHIBIT 1 Proposed Timeline



25-0251

# DESIGN COST ESTIMATES

TASK	SUBTOTALS
<b>Community Engagement</b>	\$75,700
<b>Design Development</b>	
Data Collection Update	\$11,000
Tree Assessment and Downtown Tree Guidelines	\$16,000
<b>Brand Development and Wayfinding Signage</b>	
Brand Development and Design	\$22,900
Site Survey of Existing Conditions and Report	\$9,700
Strategic Wayfinding Plan	\$18,500
Wayfinding Signage Design (Through SD)	\$25,850
Placemaking and Public Space Design	\$91,500
Graphics and Renderings Allowance	\$22,500
Transportation Circulation/Non-motorized Connectivity and Safety	\$26,500
Traffic Data Collection	\$10,000
Parking Assessment and Recommendations	\$17,500
<b>Estimates and Phasing</b>	\$17,500
<b>Funding Strategy</b>	\$13,000
<b>Final Streetscape Design Master Plan</b>	\$19,000
<b>TOTALS</b>	<b>\$397,150</b>

**CONTACT INFORMATION**

Business Name	Wade Trim Associates, Inc.
Address	25251 Northline Road
City/State/Zip	Taylor, MI 48180
Phone Number	734.947.9700
Fax Number	800.482.2864
*Email Address	slautzenheiser@wadetrim.com
Business Contact	Scot Lautzenheiser, PLA

The Undersigned, having examined the scope of work, hereby proposes to perform the work in a manner satisfactory to the City of Plymouth in accordance with all specifications, terms and conditions contained in this bid document at the following rates and prices and complete all work within schedules as generally stated and specifically agreed to at the initiation of each phase of work. I affirm that I have the authority to submit this bid to the City of Plymouth for the work specified on the attached sheet.

  
 \_\_\_\_\_  
 Signature of Authorized Agent

Scot Lautzenheiser, PLA  
 \_\_\_\_\_  
 Printed Name of Authorized Agent

May 1, 2025  
 \_\_\_\_\_  
 Date

\*Award results will be sent via email, please be sure to include a valid email address above if you wish to be notified of the proposal award.



**AFFIDAVIT OF NONCOLLUSION**

STATE OF Michigan COUNTY OF Wayne

Scot Lautzenheiser, PLA (name), being first duly sworn deposes and says that he/she is  
Vice President (title) of Wade Trim Associates, Inc. (corporation) who submits herewith to the

City of Plymouth a proposal for DOWNTOWN PLYMOUTH 2025 STREETSCAPE DESIGN for the City of Plymouth and certifies:

That all statements of fact in such proposal are true;

That such proposal was not made in the interest of or on behalf of any undisclosed person, partnership, company, association, organization or corporation;

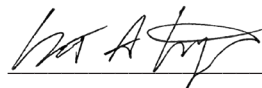
That such proposal is genuine and not collusive or sham; That said bidder has not, directly or indirectly, by agreement, communication or conference with anyone, attempted to induce action prejudicial to the interest of the City of Plymouth, or of any other bidder or anyone else interested in the proposed contract; and further

That prior to the public opening and reading of proposals, said bidder:

- 1. Did not, directly or indirectly, induce or solicit anyone else to submit a false or sham proposal;
- 2. Did not, directly or indirectly, collude, conspire, connive or agree with anyone else that said bidder or anyone else would submit a false or sham proposal, or that anyone should refrain from bidding or withdraw his bid;
- 3. Did not in any manner, either directly or indirectly, seek by agreement, communication or conference with anyone to raise or fix the proposal price of said bidder or of anyone else or to raise or fix any overhead, profit, cost element of his proposal price or of that of anyone else;

Did not, directly or indirectly, submit his proposal price or any breakdown thereof, or the content thereof, or divulge information relative thereof, to any corporation, partnership, company, association, organization, bid depository, or to any member or agent thereof, or to any individual or group of individuals, except to any person or persons who have a partnership or other financial interest with said bidder in this business.

Wade Trim Associates, Inc.



Firm Name

Signature of Bidder

May 1, 2025

Date



**WADE  
TRIM**

**WADE TRIM ASSOCIATES, INC.**

25251 Northline Road • Taylor, MI 48180

734.947.9700 • 800.482.2864 • [www.wadetrim.com](http://www.wadetrim.com)

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**RESOLUTION**

*The following resolution was offered by Director \_\_\_\_\_ and  
seconded by Director \_\_\_\_\_*

*WHEREAS The Plymouth DDA is responsible for the upkeep and improvements to the Downtown Plymouth streetscape, and*

*WHEREAS The Plymouth DDA Board of Directors approved the Five-Year Strategic plan that included high priority goals of “Prepare a Streetscape Improvement Plan” and ‘Create Proactive Community Engagement Plan” related to any potential streetscape project, and*

*WHEREAS The Plymouth DDA received nine proposals in response to a Request for Proposals (RFP) for design and community engagement work for upgrades to the Downtown Plymouth streetscape, and*

*WHEREAS City of Plymouth and DDA staff have done an extensive review of the nine submitted Downtown Streetscape design proposals, and*

*WHEREAS DDA staff recommends SmithGroup as DDA staff believes SmithGroup has demonstrated the best project experience and laid out the best community engagement plan of the nine plans that were submitted.*

NOW THEREFORE BE IT RESOLVED THAT the City of Plymouth Downtown Development Authority Board of Directors does hereby award the 2025 Downtown Plymouth Streetscape Design bid to SmithGroup in the amount of \$164,484. The contract is contingent on the approval of the expenditure by the Plymouth City Commission at a future City Commission meeting.