

January 31, 2017

Hon. Marlene Chockley
Township Supervisor
Northfield Township
8350 Main Street – P.O. Box 576
Whitmore Lake, MI 48189

Subject: Downtown Strategic Action Plan and Design Framework

Dear Marlene:

At your request, we have outlined a process to work with Township stakeholders to create a Downtown Strategic Action Plan and Design Framework for the future development of Whitmore Lake. We will work with the Township to refine this scope to best fit your needs after discussion and your input.

A. ORGANIZATION FOR PLANNING

While many groups, boards, commissions, landowners, the public and others will be involved and contribute to the process of creating the Downtown Strategic Action Plan and Design Framework, the Township's Downtown Planning Group (DPG) will provide the organizing structure.

B. PUBLIC ENGAGEMENT

We understand that Northfield Township wants consistent and substantive public engagement. We envision the Downtown Strategic Action Plan and Design Framework as the next phase of Township outreach - building on the success of the Northfield Community Park Master Plan effort and leading up to the Township Master Plan effort. A realistic goal of any participation process is consensus, but not necessarily total agreement. We will:

- Be *respectful* of residents' time and attitudes
- Provide residents with *multiple opportunities for input*, as described below
- Be straightforward and forthcoming in establishing the *role the public will play* in decision-making
- Conduct public engagement activities with a *friendly yet professional* demeanor
- *Follow through on all promises* made to the public

Key Public Engagement Tools

The mail survey, stakeholder interviews, trunk-or-treat event, and mini-charrette conducted for the Northfield Community Park Master Plan yielded valuable results that will inform the Downtown planning process. The next phase of engagement can follow-up on these activities and provide a framework for the future development of Downtown Whitmore Lake. We recommend the following activities:

- Downtown Planning Group: Facilitate meetings with the DPG throughout the planning process.
- Focus Groups: Conduct two (2) to four (4) focus groups with residents and stakeholders identified by the Township and the DPG. Possible focus areas include: housing needs, growth management, design preference, and transportation.
- Digital Information Kiosk: As an option, the Township could install a digital kiosk with information and feedback opportunities at Township Hall or the Library.
- Pop-up Workshops: Attend and present at one (1) to two (2) community events (like trunk or treat)

McKenna will design a project logo/brand that can be used in outreach efforts to improve participation, and give credibility and context to each message.

C. PROPOSED WORK PLAN

1. Alternatives and Development Scenarios:

McKenna will work with the DPG to develop alternative concepts for downtown development. Ideas and will be fueled by the flexibility of the public engagement approach. The result of this phase will be to develop alternatives for refining a Design Framework for downtown.

The evaluation of different development scenarios will be an opportunity for the Township and stakeholders to look closely at policy questions to determine how to guide regulations and public investment.

To evaluate land development scenarios, the McKenna team will examine the existing conditions and public input, to identify two to four key site opportunities in the Downtown. Some likely candidates have already been identified for study, like the Driftwood Marina, but others may emerge. McKenna will work with the DPG, and site stakeholders, to develop alternatives based on future competitiveness, physical or economic patterns; conditions or arrangement of land, buildings, lots, or blocks; land use adjacencies; or inappropriate intensity of use is a candidate for a “change in intensity” within the planning period of five, 10, or 20 years.

To evaluate transportation development scenarios, the McKenna team will document the existing roadway conditions on Main Street and Barker Road, including utilities, traffic speed, traffic volumes, right-of-way constraints, as well as public input, to assess mode prioritization schemes for each character area in the Downtown. The McKenna team will explore trade-offs between biking, walking, parking and driving within the downtown to test a variety of cross-sections for their ability to meet design objectives.

2. Development Framework:

McKenna will work with the DPG to develop a plan for the character of development in Downtown Whitmore Lake that considers building massing, uses, and public space. The Plan will address how buildings should look, including height and massing, where buildings should be located on the parcel, and appropriate uses for each kind of building. The Development Framework will include renderings showing the location, height, and design of buildings for development opportunities in Downtown. This will make it easier to coordinate development and redevelopment on different sites easier.

The Development Framework will address the following:

- a. Character transitions, gateway, and nodal plan
- b. Future land use designations for all areas
- c. Opportunities to attract new development and businesses
- d. Priority redevelopment sites and catalytic opportunities
- e. Development visualizations, elevations, and 3-D renderings for key areas in the Downtown
- f. Design concepts for pocket parks and public spaces
- g. Building design standards
- h. Siting standards
- i. Parking standards
- j. Recommended building types for the various sub-areas
- k. Recommended uses for the various sub-areas

3. Connectivity Framework:

McKenna will work with the DPG to create a Connectivity Framework and establish a preferred concept for the design of streetscape, roadway components, and crossings in the Downtown. The McKenna team will refine and finalize the preferred design elements that are selected from the preliminary recommendations and alternatives development phase.

The Connectivity Framework will address the following:

- a. Streets and circulation plan, including access management
- b. Opportunities for new streets and grid retrofitting
- c. Complete Streets approach, policy objectives, and principles
- d. Nonmotorized plans for bicycle, pedestrian, and marina connections
- e. Crossing plan for priority pedestrian and bicycle crossings
- f. Typology plan for right-of-way variations to establish district transitions
- g. Typical cross-sections for segments and intersection
- h. Streetscape concepts and design drawings
- i. Cost estimates for improvement projects and phasing plan
- j. Street design guidelines
- k. Parking plan showing areas for shared parking and potential areas for public parking facilities

4. Downtown Design Guidelines:

McKenna will work with the DPG to create responsive and appropriate Downtown Design Guidelines for Whitmore Lake. These guidelines will support the land use and transportation recommendations for Downtown and will foster welcoming, attractive, and active development that is reflective of the unique character of Northfield Township. The guidelines will include recommendations to improve and enhance the image and identity of Downtown, including a framework for all streetscape improvements and identity projects.

The Downtown Design Guidelines will address the following:

- a. Landscaping
- b. Pedestrian amenities
- c. Street Furnishings
- d. Medians
- e. Gateway elements
- f. Public art
- g. Crossing enhancements
- h. Wayfinding and interpretive signs
- i. Downtown identity and branding

5. Strategic Action Plan

McKenna will work with the DPG to create a strategic action plan to guide project implementation. This plan will include step-by-step guidance for plan objectives and an implementation matrix that identifies funding sources, priority levels, partners for each key project. McKenna will also create a detailed work plan for the first two years of plan implementation and marketing tools.

The plan will include strategic actions pertaining to targeting desired/supportable land uses, business attraction strategies, and administration duties. The purpose of the strategic action plan is to provide a concise list of implementation-ready projects that the Township should pursue.

This Strategic Action Plan will include the following:

- a. A concise action plan organized around project goals, objectives, strategies, and actions
- b. An implementation matrix, with each projects priority, timeframe, funding, and partners
- c. A two-year work plan for staff or the DPG
- d. A marketing strategy and marketing materials

D. END PRODUCTS

- 1. Graphic Boards and Illustrations:** Renderings from the Design Framework will be mounted on boards to serve as a permanent record, suitable for display.
- 2. Downtown Strategic Action Plan and Design Framework:** The completed document will include text, photos, plans, maps, reduction and sketches, and will also incorporate the Northfield Community Park Master Plan to clearly communicate our recommendations. The Plan will be developed to be formally adopted by the Township as a subarea plan or chapter of the current Northfield Township Master Plan. Additionally, the Plan will serve as the foundation for future amendments to the Whitmore Lake District of the Zoning Ordinance.

McKenna will deliver 10 copies of the bound document along with one electronic copy for your use.

E. SCHEDULE

We propose to complete the Downtown Strategic Action Plan and Design Framework within 4 - 5 months from date of authorization to proceed. This schedule may be adjusted, as mutually agreed with the Township.

F. FEES

McKenna's fee for the Work Plan, as outlined above is \$18,500. On a task by task basis, our fee is:

Step 1: Alternatives	\$2,000
Step 2: Development Framework:	\$4,500
Step 3: Connectivity Framework:	\$4,500
Step 4: Downtown Design Guidelines	\$4,000
Step 5: Strategic Action Plan	\$3,500
TOTAL:	\$18,500

We propose that the Public Engagement be conducted based on the following professional fees; which will allow the Township some flexibility in scheduling additional events or meetings during the process.

- Downtown Planning Group Meetings: \$400 per meeting
 - Monthly meetings recommended for four to five months = \$1,600 to \$2,000
- Focus Group Meetings: \$600 per meeting
 - Two to four meetings recommended = \$1,200 to \$2,400
- Digital Information Kiosk: \$2,500 per kiosk

- Optional - McKenna can explore permanent installation, as well
- Pop-up Workshops: \$1,000 per meeting
 - One to two events recommended = \$1,000 to \$2,000

Recommended Public Engagement commitment = \$3,800 to \$6,400

Services will be invoiced to the Township on a percent complete basis. Any tasks beyond those cited in the agreed-upon work plan, as requested by the Township, would be invoiced as additional services, in accordance with the Schedule of Hourly Rates in our current contract with Northfield Township.

If you are satisfied with the Work Plan described, then please return one signed copy of this letter for our files, authorizing McKenna to proceed. If the Township Board of Trustees would like us to present our proposal and answer any questions, we would be pleased to do so. Thank you.

Respectfully submitted,

McKENNA ASSOCIATES



Paul Lippens, AICP
Director of Transportation and Urban Design
Senior Principal Planner

NORTHFIELD TOWNSHIP, WASHTENAW COUNTY, MICHIGAN

Signature

Title

Date

Name (printed)