

Revised Scope of  
Services to Provide  
Professional Services

# *Master Land Use Plan Update*



City of  
Rochester Hills,  
Michigan



# **REVISED SCOPE OF SERVICES TO PROVIDE PLANNING SERVICES**

**CITY OF ROCHESTER HILLS, MICHIGAN**

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**August 6, 2004**

August 6, 2004

Ms. Jean A. Farris, Supervisor Procurement  
City of Rochester Hills  
1000 Rochester Hills Drive  
Rochester Hills, Michigan 48309

**Subject: Revised Scope of Services to Assist the City of Rochester Hills in the Preparation of The Master Land Use Plan**

Dear Ms. Farris:

Enclosed please find the Revised Proposed Scope of Services. The revised scope of services includes the following modifications:

1. Modification of the market analysis focus under the Economic Development Analysis and Strategy;
2. Addition of a S.W.O.T. analysis under the Economic Development Analysis and Strategy;
3. Development of a vision and mission for Economic Development has been added to the Formulate Goals and Objectives for Economic Development section; and
4. Reallocation of the resources slated for the City Department Head workshop to a more comprehensive Summation Workshop to be conducted following the development of alternative land use plans.


Based on these modifications to the work plan and further discussions with staff regarding the proposed work plan, we have reduced the proposed fee from \$150,000 to \$142,500. This will provide the City with some cushion within their budget for the Master Land Use Plan for additional meetings or other unforeseen changes in the scope that occur during the process.

Ms. Jean A. Farris  
City of Rochester Hills  
August 6, 2004  
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We very much look forward to work with you and the citizens of Rochester Hills on this project.  
Please do not hesitate to call with any questions or comments.

Respectfully submitted,

**McKENNA ASSOCIATES, INCORPORATED**



John Jackson, AICP  
Vice President



Amy T. Neary, AICP  
Senior Principal Planner

Enclosures

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**PROPOSAL SUMMARY**  
**Master Land Use Plan Update**  
**City of Rochester Hills, Michigan**

**August 6, 2004**

**ORGANIZATION:** **McKenna Associates, Incorporated**, will be the managing consulting professionals, responsible for overall project management and for the majority of the project. **Applied Science and Technology, Inc.**, (natural features inventory) will be subcontractors.

**MEETINGS:** 12 Meetings with the Technical Committee  
3 Meetings with the City Council  
3 Meetings with the Planning Commission  
2 Meetings with other City Boards and Commissions, as deemed appropriate  
3 Public Input Workshops and 1 Public Hearing

**DURATION:** Project completion in 18 months of initiation (may be adjusted if desired by City)

**KEY PROFESSIONALS:**

**McKenna Associates, Incorporated**

Project Director:	John R. Jackson, AICP, Vice President
Project Manager:	Amy T. Neary, AICP, Senior Principal Planner
Project Planner:	James C. Breuckman, Senior Planner
Project Assistant:	Alexis Marcarello, AICP, Senior Planner
Project Economist:	Steven Gunnells, AICP, Principal Planner
Project Urban Designer:	Jui-Pin Chang, ASLA, Senior Urban Designer
Project Graphics Manager:	Sabah Aboody-Keer, Senior Urban Designer/CAD
Project Graphics Designer:	John Otwell, Senior Graphics Specialist
Project GIS Specialist:	Kevin Herwick, Associate GIS Specialist/Associate Planner

**Applied Science and Technology, Inc.**

Project Environmental Manager:	Steven F. Niswander, Ph.D., Wetland Ecologist
Project Ecologist:	Amy A. Berry, Ecologist
Project Environmental Specialist:	Sherry M. Slocum, Environmental Specialist
Project GIS/CAD Specialist:	Jason Bibby, GIS/Land Development CAD Specialist

**PROFESSIONAL FEE: \$142,500**

# **PROPOSAL TO PROVIDE PROFESSIONAL SERVICES MASTER LAND USE PLAN CITY OF ROCHESTER HILLS, MICHIGAN**

## **REVISED PROPOSED SCOPE OF SERVICES**

McKenna Associates, Incorporated (McKA) is pleased to submit this proposed scope of services, in response to the objectives of the City of Rochester Hills. The McKA Team will ensure that all tasks will be performed in accordance with generally acceptable professional standards and the advice and consultation provided will be within the McKA Team's authority and capacity as professionals. The McKA Team will comply with the regulations, laws, ordinances, and requirements of all levels of government applicable to the Master Land Use Plan, including Michigan's Municipal Planning Act, PA 285 of 1931, as amended.

We will to work closely with the Technical Committee, Planning Commission, elected officials and other personnel in the development of the Plan. In order to accommodate the City's scheduling requirements, we have prepared a time schedule to complete the plan within 18 months. Our experience shows that a master plan of this scope and complexity require 12 to 24 months to complete, especially in consideration of the review requirements of Public Act 265 of 2001. Our schedule can be adjusted if desired by the City.

The following work elements comprise the Master Land Use Plan.

### **A. PROJECT INITIATION**

#### **1. Purpose**

To establish an effective organizational structure to guide the plan preparation.

#### **2. Kick-off Meeting**

##### **a. Review Work Plan**

Prior to beginning the below tasks, the McKA Team will meet with Master Plan Technical Committee (created by the City) to review work plan elements and establish a structure for review and management of the plan preparation process. The purpose of this task is to establish a working relationship, reach an understanding of expectations, answer questions, and make any adjustments in the work program.

**b. Finalize Public Input Procedures**

McKA together with the Technical Committee will finalize procedures for public input (coordination with LDFA, BRA, Historic Commission, citizens' group representatives, business associations, and neighborhood associations, etc.) and the framework for public workshops, public exhibits, press releases and mechanisms for public input.

**c. Investigation of Strategic Issues**

There are specific issues of strategic importance which are certain to have a major impact on the community. The McKA Team proposes to identify and verify these strategic issues identified in the RFP. This step in the planning process will provide the needed direction for preparation of a Master Land Use Plan so that the issues of greatest importance to the community are adequately addressed.

The McKA Team will conduct an initial survey of the issues that are identified in the kick-off meeting with the Technical Committee.

**d. Letter of Intent**

Consistent with the Municipal Planning Act, we will prepare written notice of the City's intent to prepare a plan and a request for cooperation and comments be provided to all contiguous political subdivisions; federal and state governments providing services to the City; railroads, oil/gas and utility companies.

**END PRODUCT:** A final work plan and schedule will be submitted. A sample letter of intent will also be submitted.

**B. SURVEY AND ANALYSIS OF EXISTING CONDITIONS AND DEVELOPMENT**

**1. Purpose**

To establish a base line of current conditions against which to compare projected and recommended changes.

**2. Approach**

McKA will collect necessary data and work closely with the Technical Committee and other authorities to determine the most appropriate and efficient data sources. Data will be analyzed within four (4) geographical contexts (Regional, City-wide, Neighborhood, Block) through mapping, narrative, and a photo reconnaissance. Data will be analyzed to determine trends and issues that need to be addressed in the Master Land Use Plan.



### **3. Tasks**

#### **a. Regional Context**

McKA will provide an overview of City's position as it relates to the regional area in terms its relationship to regional development patterns, arterial roads and highways, and natural features and open space.

Using the results of the Economic Development Analysis and the latest U.S. Census data and other recent data available, McKA will compile pertinent data on the demographics of the City within the context of its region. The region and surrounding communities will be compared in the following areas to determine regional trends (number of persons, age, sex, income, households, educational attainment and employment), which may have impacts on housing, recreation, transportation, community facilities, commerce, and other needs.

McKA will provide an analysis through mapping, photos and narrative of the City's position in relation to growth trends which are impacting the region. Plans and policies of other public and semi-public agencies will be collected and reviewed to assess impacts on the City. Opportunities for intergovernmental cooperation in the management of land use change abutting City boundaries will be identified and described as appropriate.

#### **b. City-Wide Context**

McKA will analyze the existing conditions of the City as they relate to land use, transportation, natural features, and development patterns. As part of this analysis, McKA will perform the following:

##### **i.) *Update of Existing Land Use Survey***

McKA will use the City's most recent land use survey data and aerial photographs for the base data. McKA will conduct a windshield survey all parts of the City where updates are needed and spot-check City data.

Using collected land use data, McKA will prepare an existing land use map. Quantities of each land use category will be described, computed and compared with data collected in previous Master Land Use Plans to determine trends. McKA will work with Technical Committee to develop land use classifications and will map existing land uses and development patterns. At a minimum, the following classifications will be identified:

- Vacant Land
- C Single-, Two-, and Multiple- Family Residential Density
- C Civic Open Space
- C Institutional/Public/Quasi-Public
- C Civic buildings and other public functions
- C Office
- C Neighborhood Commercial
- C Corridor Commercial
- C College-and university-related uses
- C Water
- C Industrial (heavy & light)
- C Mixed Use
- C Utilities, publicly and privately owned or operated
- C Transportation

Land use pattern conflicts and opportunities will be identified and analyzed as they relate to the City as a whole.

**ii.) *Transportation and Circulation Analysis***

McKA will review the Master Thoroughfare Plan and interview the City's Transportation Engineer relative to the status of the City's transportation network, including the street and road network, rail, truck, pedestrian and bicycle. Pedestrian facilities, routes and linkages to major activity centers will be addressed.

McKA will also explore enhancement and coordination of the non-motorized network, so that the facilities will work with the current and future built and natural environment to continue to transform Rochester Hills into a pedestrian- and bicycle-friendly community that offers attractive alternatives to the private automobile.

The data available from the City Engineer, MDOT, and Oakland County will be utilized.

**iii.) *Community Facilities, Infrastructure and Recreation***

McKA will review the status of the City's community facilities through information obtained from the Rochester and Avondale Community school districts, the Oakland County Sheriffs Department, Fire Department, the Parks and Forestry Department, major institutions, the State of Michigan, and Oakland County. Utilities data will be obtained from the City or appropriate utility.

The City departments will be interviewed and their plans and thoughts encompassed into the plan as appropriate.

The provision of quality community facilities, infrastructure, and recreation will be integrated into the Master Land Use Plan to determine how they best fit into the overall fabric of the Master Land Use Plan.

**iv.) *Diversity of Housing***

The housing stock of Rochester Hills is heavily dependant on the detached single family dwelling unit. McKA will analyze the implications of this dependancy on future development patterns and trends to determine if additional dwelling unit types are necessary to ensure the City's future economic vitality.

**c. *Neighborhood Context***

McKA will identify key neighborhoods within the City that are anticipated to experience change in the next 5 - 10 years.

Each neighborhood will be mapped and described as to its generalized housing type and condition, retail type and condition, significant physical characteristics of its form: (blocks, alleys, general building typology, lots), architectural styles, and use components.

The character of neighborhoods contributes to the character and identity of Rochester Hills. McKA will further describe the community character of Rochester Hills as a whole based on the character of its neighborhoods and their unifying elements such as downtown Rochester, neighborhood commercial districts, Oakland University, and the Clinton River.

Using U.S. Census, the existing land use survey, and other data, McKA will describe the existing housing situation in the neighborhoods and note trends and relationships.

**d. *Block Context***

Where neighborhood land use change is anticipated in the next 5 -10 years, and where additional investigation beyond the neighborhood context is warranted, McKA will analyze these neighborhoods existing conditions on a block level to best identify opportunities and constraints through graphics

and narrative. Block levels that may be appropriate for investigation include brownfields, Old Towne, and portions of the Rochester Road corridor.

**END PRODUCT:** McKA will document and summarize (mapping, narrative and photo reconnaissance) all data collected and analyzed. The resultant documentation will be included in an **Analysis of Existing Conditions**, which will be a part of the Master Land Use Plan.

## C. NATURAL FEATURES INVENTORY

### 1. Purpose

To identify the natural features located within the City of Rochester Hills that make the community a desirable place to live, work, and play.

### 2. Approach

Working closely with the McKA Team project manager, ASTI will develop a natural features inventory that will include wetlands, watercourses, woodlands, prairies, floodplains, steep slopes, and other significant natural features. The inventory will be developed from existing base maps including those developed by the City, Oakland County Planning, Clinton River Watershed Council, Southeast Michigan Greenways Initiative, Michigan Department of Environmental Quality, Michigan Natural Features Inventory, and Michigan Department of Natural Resources. This information will be consolidated into a series of GIS coverages that will be compatible with the City's GIS. Upon completion of the base map, field investigations will be conducted to verify the extent and quality of the identified natural features. A qualitative ranking for the natural features will be developed and the ranking will be incorporated into the natural features GIS base maps.

### 3. Tasks

#### a. Identification of Key Elements

Determining the key elements that will be required by the City for development of the Master Land Use Plan will be critical. It is ASTI's goal to present to the City preliminary base maps and a list of the natural feature types (woodland, wetlands, watercourses, steep slopes, etc.) that ASTI believes are important for the preservation of Rochester Hills' open space. The City's ordinances will be reviewed to determine if and how effectively natural features are protected. Key open space corridors will be shown on the base map and the City will be asked to comment on the desired open space areas and specific natural features categories.

**b. Acquisition and Review of Data; Development of Base Maps**

Coordination with interested parties will be critical for obtaining existing data and developing a natural features inventory that will meet multiple objectives. It is ASTI's intent to provide a product that will not only be used for development of a Master Land Use Plan but also for use by the Parks, Forestry, and Facilities Offices, the Environmental Education Center, Planning Department, Engineering Office, and the general public. Substantial effort will be taken to involve interested parties and to gather available data. ASTI anticipates obtaining natural features data from Oakland County Planning, Oakland County Soils Map, Clinton River Watershed Council, Southeast Michigan Greenways Initiative, Michigan Department of Environmental Quality, Michigan Natural Features Inventory, and Michigan Department of Natural Resources. Furthermore, ASTI will rely on City specific information in the City's Geographic Information System, a report titled *Woodlands, Wetlands and Sensitive Habitats in Rochester Hills* (completed in 1991), the recently completed *Parks and Recreation Master Plan 2001-2005*, and a wetland GIS layer compiled by ASTI for all wetlands delineated by the City in the past three years.

Once available data is acquired and reviewed, ASTI will develop GIS coverages for each of the natural features categories. The GIS coverages will be developed to be compatible with the City's existing GIS system and will provide the City with a quick way to determine the potential occurrence of natural features on a selected property. The GIS coverages will also be used to develop the base maps needed for field investigations.

**c. Field Investigations**

ASTI will prioritize the field investigation areas using the GIS base maps. The areas selected that are accessible will be evaluated by ASTI's experienced field staff, who are capable of evaluating wetlands, watercourses, woodlands, and prairies. The selected sites will be ranked using a qualitative scale for significance in the City. The field investigation will include a qualitative evaluation of wildlife habitat, plant communities, woodlands, wetlands and watercourses, need for protection, threat of destruction, and relationship to surrounding land use.

**d. Final Report - Natural Resources**

Coordination between ASTI, McKenna, and the Technical Committee will be critical throughout this project to insure that project objectives are being

met and that the data are collected and developed in such a way as to allow easy incorporation into the Master Land Use Plan and the City's GIS.

ASTI will summarize the extensive amount of data into maps, charts, tables, and a brief report that can be incorporated into the Master Land Use Plan. ASTI will create a baseline Natural Features Inventory that documents existing conditions and provides recommendations for future use and preservation.

The baseline data set will allow for responsible/integrated land use and also provide a tool for measuring how the City's natural features change over time and what management strategies might be needed to protect the City's remaining natural features. In addition, the natural feature inventory will provide information that can be used for evaluation of proposed projects.

**END PRODUCT:** ASTI will document and summarize all data collected and analyzed and prepare a final report. The resultant documentation will be utilized by the McKA Team in creation of the Future Land Use map and goals and objectives.

## **D. ECONOMIC DEVELOPMENT ANALYSIS AND STRATEGY**

### **1. Purpose**

To identify the local requirements for economic stability of the community and to create a strategy to ensure its long term economic health, especially the City's ability to provide a high level of municipal services and amenities.

### **2. Approach**

McKA will collect necessary data and work closely with the Technical Committee, Planning and Community Development Director, Economic Development Manager and other officials to determine the most appropriate strategy for sustaining sufficient tax base while preserving the City's premier residential character and natural resources. Data will be analyzed to determine trends and issues that need to be addressed in the Master Land Use Plan.

### **3. Tasks**

#### **a. Conduct Tax Base Analysis**

McKA will identify the City's revenue sources and analyze and assess trends. Prior to developing an economic development strategy, McKA will forecast

City revenues and costs for the next 5, 10 and 20 years based on our experience and trends. McKA will prepare forecasts of City revenues and costs for the next 5, 10 and 20 years. McKA will work closely with City and County financial officials to complete the projections and forecasts. All City and County assessing data should be provided by the City to McKA in an electronic format.

The fiscal impact of additional development on the City's tax base will be analyzed, and preliminary recommendations on how to ensure the City's economic vitality in the future will be developed.

To develop a workable plan for adequate future tax base in the City, McKA will develop several scenarios illustrating specific forecasts and extensions of trends based on tax base analysis assumptions.

Forecasts will be based on the above analysis and will be presented in text, tables, charts and maps.

**b. Conduct Market Analysis**

McKA will conduct a market analysis to determine the short- mid- and long-term demand for land and buildings for base economic sectors.

Economic base theory holds that an economy's health depends on the vitality of its export industries, also known as base industries or primary industries. These firms sell or "export" their products and services outside the community and bring new dollars into the community, increasing the total dollars that circulate within the community and that are spent on non-base industries. Non-base industries serve the local market, such as movie theatres, barbershops, automobile service stations and grocery stores. These non-base industries, also called local or secondary industries, are dependent on the income generated by export businesses for their survival and growth. The analysis will begin with a regional assessment and outlook for the Detroit MSA. Next, the analysis will describe and quantify the local area's position and function within the regional economy. For this analysis, the local area would include the I-75 north corridor and surrounding communities and the M-59 corridor and surrounding communities. Finally, the analysis will assess the City's position and function within the area and regional economies.

The analysis will project the demand for land and building space for the base industries in the local area over the next 5, 10, and 20 years. The analysis will then project the amount of land and building space that could reasonably be expected for base economic sector businesses within the City of Rochester Hills.

**c. Conduct a SWOT Analysis**

Based upon the input obtained at the economic development workshop, and interviews done in cooperation with City staff, McKA will analyze the Strengths, Weaknesses, Opportunities, and Threats (or SWOT) of the local economy. The purpose of the SWOT analysis is to provide an understanding of the driving forces in the local economy. This task will determine:

- **Important challenges** that the economy is experiencing or is likely to experience
- Existing and potential **competitive advantages** of the community and how it compares to other communities.
- **Obstacles** to attaining economic development goals and objectives.
- The regional, national and international **environments** in which the local economy exists, their impacts on the local economy, and what factors are likely to change over time.
- The **local resources** available to enlist in implementing the economic development plan.

The SWOT analysis will incorporate input from the City's existing base economic sector businesses.

**d. Formulate a Realistic Vision for Economic Development**

A successful economic strategy must represent the goals of the community. After completion of the three preceding analyses McKA will work with the City to formulate a realistic vision for economic development. Based on the Vision, McKA will define a mission statement, goals, and objectives for the City's economic development. All of this will be done in close consultation with the City.

Specifically, the following issues will be addressed

- land use planning and zoning
- organization of management of economic development
- public/private partnerships
- redevelopment of existing uses



- land assembly and cross access
- infill development
- regional, state, private sector and institutional collaboration
- infrastructure support
- structural entities: (brownfield authorities, SmartZone™, corridor associations, LDFA, DDA, etc.)
- financing (bonding, etc.)
- steering and rowing - who does what
- eminent domain
- environmental clean-up and redevelopment
- developable land creation
- sustainability
- marketing the City for economic development
- security
- technological infrastructure
- links to resources (funds, volunteers, advisors, etc.)
- required economic Development information

Goals and objectives will be drafted to set the vision, maintain an attractive investment environment, establish the policies and priorities, establish the inclusive political process, raise the necessary funding, design projects, provide and protect the character, and guide when to bring in the private sector - all to secure a sustainable “community quality,” and economically supportable position for the City.

**e. Prepare Economic Development Strategy**

1) McKA will prepare a plan for City economic development:

- Empowerment: a plan for the citizen involvement, coalitions, partners, leadership vision and visualization for economic development activities.
- Competition: plans for sustaining housing stock and quality schools.
- Incentives for Investment: Prepare a map and plan of areas for:
  - land assembly assistance
  - plan and zoning changes
  - risk reductions such as tax increment financing and tax abatement
  - “Green tape” changes to eliminate “red tape” issues

- 2) Smart Growth Actions - Define and map potential intensity change areas (PICA's) \* in the City:
- Mixed use / mixed income project locations mapped
  - Identification of "growth zones"
  - Olde Towne - special areas as a focus for new development
  - Undeveloped Sites - under-developed areas.
  - Contaminated Sites
  - Vacant Sites
  - Sites to be "assembly assisted"

\* Potential Intensity Change Areas (PICA) are defined as follows:

Areas of the city where, (based on future competitiveness, physical or economic patterns, conditions or arrangement of land, buildings, lots, blocks, ownerships, streets, facilities, utilities, access, adjacencies, transition areas, inappropriate intensity of use) such areas are candidates for "change in intensity" within the planning period of 5, 10 or 20 years.

PICA examples of the past include sites for drive-in theaters, elementary schools, convents, radio transmission towers, garden (deep lot) residential subdivisions, and shopping malls; future candidate sites may be: more "grey field" shopping centers, multi-plex theaters, older apartment buildings, large residential estate lots, church sites, etc.

- 3) Rating System: McKA will develop a system which evaluates and rates areas of the City based on such factors as: condition of buildings, intensity of tax base, obstacles (lots, blocks, prior development, etc.) to redevelopment, negative visual impact, projected real estate market forces, city planning and development objectives, facility changes, blight, functional economic obsolescence, inefficient arrangement of lots, blocks, streets, open space, ownerships, etc.

Rating factors will be weighted consistent with economic development objectives, to provide a preliminary indication of the boundaries of potential change areas. Boundaries will be adjusted based on redevelopment requirements of access, utilities, minimum project areas, etc.

The results will be a mapped inventory (including, text tables, facts and figures) of the City's land opportunities to create additional tax base, as necessary to the economic development strategy.

**f. Implementation Plan for Economic Development**

McKA will prepare a plan for implementing an economic development strategy. The plan will consist of text, maps, charts and graphics, as necessary to describe catalyst-type projects which result from the tax base analysis and forecasted goals and objectives.

We envision a plan summary matrix describing catalyst and future opportunity projects, including for each project:

- Description
- Goals and Objectives to Be Achieved
- Priority status
- Implementation Leaderships
- Implementation Responsibility
- Economic Development Techniques
- Plan and Zoning Changes
- Fiscal Impacts
- Cost and Revenues
- Legal Action
- Timing and Sequence

Catalyst projects are projects which are keystones to subsequent economic development. Opportunity projects are projects where the timing is immediate to avoid being precluded from redevelopment.

The Implementation Plan may or may not be adopted as part of the master plan, but it is important to test and adjust the economic development strategy against the City's real world real estate and to demonstrate the utility and viability of the strategy to City leaders and the public. McKA will work in strong coordination with City staff to prepare the list of 10-15 preliminary projects.

**E. PUBLIC INPUT**

**1. Purpose**

a. To provide a public participation program that will ensure:

- C an optimum level of public participation from all sectors
- C a process that elicits meaningful and relevant ideas
- C the achievement of consensus on major issues
- C the establishment of support and advocacy for the planning process and the plan

- C the generation of enthusiasm and excitement for the plan and Rochester Hills' future

## **2. Approach**

Public input is critical to the success of a community Master Land Use Plan. Successful input can provide an accurate reflection of the current desires of the residents for the community. By building excitement about the Plan and giving the public a sense of ownership in it, the public input process can ensure the Plan will be implemented by the community long after it has been adopted.

McKA proposes two different forums for public input (Interactive Community Survey and Stakeholder Workshops). Through the combination of these forums and the input that is received, a strong understanding of the City's preferences, desires, and future vision will be developed.

## **3. Tasks**

### **a. Interactive Community Survey**

In order to reach out to a high percentage of the population of the City, McKA will create an Interactive Community Survey (ICS). The survey will be an easy-to-use web-based survey that can be added to McKA's or the City's existing website. The objective of the ICS is simply to elicit a wide sampling of community input on strategic issues in a manner that permits citizens and business owners to feel involved in the process without investing too much time. Too often, citizens do not participate in public meetings because of other time commitments. With this survey, they don't have to leave their home or office.

Residents and business owners will each have a code, i. e. email address. Only those who certify they are a resident or business owner will be able to enter the site, and once the code has been used once, it cannot be used again. This ensures that only those individuals that are residents or business owners in the community will have access to the survey. The site would be approved by the Technical Committee and appropriate City officials prior to release.

The primary purpose of the ICS is to determine community members' preferences for different styles of development and development concepts of the City's future. It will include a visual preference survey. Images and pictures will compare a variety of different items including styles of development, architecture, commercial design, open space, streetscape, housing, parks, and signage. There will also be additional questions designed to address the strategic issues identified earlier. In total, there will be approximately 40 questions on the survey requiring approximately 10 minutes to fill out.

**b. Stakeholder Workshops**

McKA proposes to conduct 3 workshops. Each workshop will be devoted to a specific topic and will generate enthusiasm and support for the plan. We proposed to provide the following workshops:

- One **Residential Neighborhood** workshop. This workshop will focus on the issues related to the residential areas of the City.
- One **Economic Development** workshop. This workshop will focus on the issues effecting current and future business development in the City.
- One **City Summation** workshop. This workshop will be a summation of the results obtained from the previous two workshops as well as the Interactive Community Survey. The summation workshop will also provide the opportunity to test some of the future land use alternatives.

The first two workshops will be conducted in the inventory and analysis phase of the project while the City Summation workshop will be held following the development of land use alternatives.

**i.) *Facilitation by McKA Team***

The Stakeholder Workshops will be held for the purpose of formulating Goals and Objectives specific to the strategic issues of the Community. They will give the public an opportunity to voice opinions on the desired future of Rochester Hills and the ways to attain it.

The Stakeholder Workshops will begin with an introductory presentation by the facilitator sharing collected data, maps and options for the City. This presentation is followed by a visioning session that will address the specific issues of strategic importance that were identified by the Technical Committee in the Strategic Issues Investigation as issues that are certain to have a major impact on the community.

Attendees will be divided into to break-out groups.

**ii.) *Consensus Building***

After each group has arrived at consensus on its vision, participants then reconvene and their appointed spokesperson presents their vision to the entire group at the Workshop. McKA's facilitator will achieve group consensus of a common vision, or to categorize the visions of the individual groups. The purpose of this preliminary exercise is to achieve a common group focus, if not a common group vision, in order to effectively arrive at goals and objectives.

- Group Dynamic. Because of the group dynamic created in the consensus process outlined above, a broad range of ideas and enthusiasm is generated. It is usually possible to arrive at a group consensus in a well-run Workshop.
- Professional Facilitating. Facilitating methods will be employed that will encourage everyone to voice his/her opinion and that will avoid domination by any one person or any one viewpoint (unless that viewpoint is shared by everyone in the group).
- Attendees. The Stakeholder Workshops will be open to all interested persons, however, invitations should be sent to key stakeholders applicable to the workshop focus.

**iii.) *Format***

The agenda, format and content of the Workshops will be prepared by McKA in close coordination with the Technical Committee and announced ahead of time so that people or groups will be encouraged to attend and participate. McKA will assist the City staff in preparing a mailing list of key stakeholders who should receive invitations to the meeting.

iv.) **Publicity**

A variety of alternative methods to publicize the planning process and encourage participation by all citizens and by particular targeted groups. Methods to be utilized may include the following:

- extensive coverage on radio, television and newspapers
- inclusion in City and neighborhood newsletters and meeting agendas
- advertising
- inclusion on the City's web site

v.) **Maximize Input**

The Master Land Use Plan's success depends on the participation of elected and appointed officials, other community and business leaders, and residents. The McKA Team will provide the professional leadership to deliver a plan which will be at the forefront of the new planning ideas, concepts, and approaches using a methodology to combine Michigan's mandatory elements of a master plan with effective citizen participation.

c. **Summation Workshop.**

This workshop be an interactive open house style public meeting where the public will be invited to review results of the previous workshops, interactive community survey, and land use alternatives. The public will also have an opportunity to provide input to be incorporated into the final land use plan. Displays will be prepared depicting preliminary concepts developed by the McKA Team and attendees will have an opportunity to provide comment. Members of the McKA Team will man the stations to explain the process and solicit input.

**END PRODUCT:** The McKA Team will summarize the consensus on major issues and utilize the input received as a basis for the goals and objectives of Master Land Use Plan.

**F. GOALS AND OBJECTIVES**

**A. Purpose**

To articulate the desires of the community that can and will be addressed in the Master Land Use Plan.

## **B. Approach**

The framework for the Goals and Objectives will have been established in the Stakeholder Workshops and the Interactive Community Survey. The ideas and priorities that were arrived at by community consensus will be composed into a statement of Goals and Objectives that will set the agenda for the Master Land Use Plan . Goals are general in nature and, as related to planning, are a statement of ideals toward which the City will strive. Objectives are more specific policies, and are intended to present a means to attain the stated goal.

Goals and objectives will be established for the City as a whole, for neighborhoods, and for functional areas, such as the brownfields, natural resources, commercial areas, industrial areas, and corridors.

The Goals and Objectives will address the following concerns, among others:

- C Infrastructure
- C Community Character
- C Housing
- C Walkable Neighborhoods
- C Preservation
- C Redevelopment/infill
- C Circulation
- C Land Use
- C Economic Development
- C Environment and Natural Resources
- C Community Facilities, Recreation, & Public Realm
- C Community Services
- C Places of Work
- C Arts and Cultural, Places, Districts

The objectives and policies will be prioritized in terms of how they will contribute to realization of the goals.

## **3. Tasks**

### **a. Compilation of Preliminary Goals**

The preliminary list will consist of the goals and objectives arrived at by consensus at the Workshops and the Interactive Community Survey. The preliminary list will be presented to the Technical Committee for evaluation.



**b. Evaluation, Reordering and Articulation**

McKA will evaluate the goals and objectives and reorder, if deemed appropriate by the Technical Committee, to produce a comprehensible and categorical list of the expectations of the Plan.

**c. Planning Commission and City Council Review**

The Planning Commission and City Council will review the Goals and Objectives prepared by McKA and approve the final form of the Goals and Objectives.

**END PRODUCT:** The Goals and Objectives will be a list that describes in hierarchical order the desires of the community and the expectations of the Master Land Use Plan. Each Goal (general) and Objective (specific policy) will be accompanied by a description and an indication of priority. The Goals and Objectives will be included in the Master Land Use Plan, with each Goal and Objective specifically addressed by a discussion and recommended solutions (actions to be taken).

**G. THE MASTER LAND USE PLAN AND MAP**

**1. Purpose**

To create a Master Land Use Plan and Future Land Use Map that will be a graphic and written analysis of the location, character, extent and relationship of future land uses and circulation, based upon the land use and natural features inventory and analysis, economic development, strategy and implementation plan, development and redevelopment needs, and goals and objectives of the community.

**2. Approach**

The McKA Team will strongly coordinate the results of the economic development analysis and natural features inventory and analysis to plan and map a future land use pattern with a balance of amounts and types of residential, commercial, industrial, public and semi-public land uses throughout the community. Areas for mixed use will also likely be included.

**a. Residential Areas Plan**

The analysis of residential types will recognize and address the City's longstanding concern with the preserving the community's predominantly single family residential character. Planned residential densities, their

locations, and strategies and tools to achieve quality in materials, design and living environments will be addressed in this work element.

Issues of supply and diversity of housing types and affordability will be addressed, and recommendations will be given of ways to improve the situation through innovative zoning, rehabilitation of existing housing, infill development under small-lot standards, accessory apartments (“granny flats”), mixed use development and conversion, live/work units, and other innovative approaches.

The McKA Team will explore and explain planned unit development, mixed-use, cluster, open space, transfer of development rights, and traditional neighborhood planning principles. The Master Land Use Plan will include a determination of the applicability of these planning concepts to specific locations of the City.

The McKA Team will create residential polices and a basis for establishing residential districts in the City that reflect current or future use and density.

**b. Commercial Areas Plan**

The McKA Team will coordinate the use results of the economic development analysis and will identify areas suitable for various types of commercial intensity.

The McKA Team will analyze the existing commercial and office uses, patterns and conditions. The projected need will be determined for categories of commercial and office uses in specific parts of the City. Quantities of land needed for commercial uses will be identified and compared to the amount of commercially zoned land.

The commercial uses will be classified and quantified, with special consideration given to categories of retail uses, market support, dependence of retail uses on the automobile access, and suitability of walkable retail centers and recent development trends.

The McKA Team will create retail development and redevelopment policies appropriate for the community. The standards will include architectural design, signs, landscaping, access management, and parking design.

**c. Industrial Areas Plan**

The Master Land Use Plan will identify areas suitable for industrial uses and development. Appropriate areas for offices and Research and Technology uses will also be identified.

The McKA Team will analyze the existing industrial uses, patterns and conditions. Future trends and projected need will be determined for categories of industrial uses including office, Research and Technology.

The Master Land Use Plan will distinguish among the types of industrial, office, Technology and Research uses likely to locate in the City as they relate to the SmartZone™, locational factors and categories of design standards.

The Master Land Use Plan will include policies for the redevelopment of older industrial areas. These policies will be developed by the McKA Team, City officials, industrial stakeholders, and potential developers, as appropriate.

**d. Natural Features Plan**

Based upon the results of the Natural Features inventory, the McKA Team will identify key environmental protection areas and appropriate land use designations. Policies for preservation of such natural features will be provided.

**e. Community and Public Facilities Plan**

The provision of community facilities will be integrated with all elements of the Master Land Use Plan to achieve a framework of facilities and services that enhances the area's quality of service. This portion of the Master Land Use Plan will summarize community facilities needs that are required in order to implement the Master Land Use Plan.

Community facilities that will be addressed include schools, parks and recreation, municipal building needs, and fire station locations and needs. Where appropriate, locations for new community facilities will be identified on the Future Land Use Map. Where existing lands have been adopted and are still valid, as with Parks and Recreation, the findings and recommendations from such plans will be integrated into the overall Master Land Use Plan.

## H. IMPLEMENTATION

### 1. Purpose

To establish the groundwork for carrying out the recommendations of the Master Land Use Plan.

### 2. Approach

McKA will describe tools available to the users of the Plan. This process will begin with the initial meetings with the Technical Committee, Planning Commission, City Council and during the Stakeholder Workshops because some of the most effective and frequently overlooked resources for the implementation are the people, groups, associations and programs in the community.

Included in the implementation plan will be the following:

- Economic Development Strategy. As part of the Economic Development Analysis described above, the McKA Team will address opportunities for growth, including a discussion of the general location, character, layout and extent of these areas. Infill and redevelopment of undeveloped and underutilized areas will be addressed, along with the most appropriate tools for achieving development as described previously.
- Zoning Ordinance and Map Changes. McKA will provide preliminary recommendations for the Zoning Ordinance and maps. Other recommendations will include standards to preserve the City's character and standards to achieve efficient use of all land, innovative zoning approaches such as:
  - form based zoning controls
  - open space (clustering) standards
  - planned unit development (PUD)
  - Traditional Neighborhood Development standards, where appropriate
  - overlay zoning regulations (for new development in existing neighborhoods)
  - building and housing regulations
  - site plan review considerations/procedures
  - subdivision controls
  - Planning Commission procedures
  - growth staging policies and urban service boundaries
  - transfer of development rights (TDR)
  - purchase of development rights (PDR)

- Capital Improvements/Utilities. McKA will review the City’s capital improvements plan and recommend amendments to accommodate expanded infrastructure and facilities (if determined to be needed), using information from the City Engineer, City administration, and other available sources.
- Implementation Matrix. McKA will prepare an implementation matrix (see example in appendix) that will identify and priorities the steps necessary to implement the Master Land Use Plan.

**END PRODUCT:** The Implementation Section will include recommendations of implementation tools described above.

## **I. ADOPTION**

Pursuant to the requirements of the Municipal Planning Act, PA 285 of 1931, as amended, McKA proposes the following adoption process:

### **1. Planning Commission Draft Review**

Upon approval of the Technical Committee a final draft Master Land Use Plan will be submitted to the Planning Commission for review and recommendation to the City Council to distribute the plan to the required entities.

### **2. Authorization to Distribute Draft Plan**

Following review by the Planning Commission, a draft of the plan will be sent to the City Council for approval to distribute a copy of the draft plan to each of the noticed entities required by the Municipal Planning Act, PA 285 of 1931 for review and comments.

### **3. Distribution of Draft Plan to Required Entities**

McKA on behalf of the City will transmit a copy of the draft plan to all required entities for review and comment.

### **4. Final Review, Public Hearing and Adoption**

Upon conclusion of the required review and comment period for noticed entities, McKA will review all comments received and make any necessary modifications to the draft. The McKA Team will attend the required public hearing, explain the plan to the public, respond to review by the County Planning Commission and other noticed entities, and assist with the adoption by the City Planning Commission.

## END PRODUCTS

1. Final Copy: Subsequent to adoption, the McKA Team will provide the City with fifty (50) copies of the final Master Land Use Plan in hard copy and in 3 ring binders and thirty (30) copies in a binding of the McKA's choice plus 3 electronic copies in a format compatible with the City systems.
2. Summary Brochure. McKA will prepare a summary brochure of the Master Land Use Plan. The brochure will contain the essential information of the Master Land Use Plan and a fold-out color Future Land Use Map, in an attractive, easy-to-read format.

The brochure is envisioned as an 8-fold single page high quality paper.

McKA will provide the City with 20 folded copies or a camera-ready original to enable the City to have the brochures printed.

## J. COMMUNICATION AND COORDINATION

McKenna Associates, Inc., has developed a communication and coordination process that builds on our 26 years experience of promoting quality professional planning and delivering useful and effective services and products to our client communities.

Communication and coordination are essential for a successful Master Land Use Plan. We propose the following meetings for the Master Land Use Plan:

### 1. Technical Committee

McKA proposes 12 meetings with the Technical Committee. The purpose of these meetings will be to provide a monthly updates to the Committee on the progress of the Master Land Use Plan and review draft documents prior to presenting them to the Planning Commission and City Council.

These meetings will be "working" meetings. McKA will be soliciting concerns and identifying issues with the Committee during these meetings.

### 2. Planning Commission

McKA **proposes 3** progress meetings with the Planning Commission. During these meetings McKA will present the results of the tasks performed during the previous months and reach a consensus on strategic issues as appropriate.

All presentations to the Planning Commission will be in Powerpoint format that can be posted on the City's website. This is an additional way to keep the community involved in the entire planning process.

### **3. City Council**

McKA **proposes 3 progress** meetings with the City Council. During these meetings McKA will present the results of the tasks performed during the previous months and the consensus of the Planning Commission.

As with the Planning Commission presentations, all presentations to the City Council will be in Powerpoint format that can be posted on the City's website.

### **4. Other City Boards and Commissions**

McKA **proposes 2 coordination** meetings with the City Boards or Commissions as deemed appropriate.

All presentations will be in Powerpoint format that can be posted on the City's website.

Deliverables will be specified in our agreement with the City. In addition, McKA employs specific service standards, including:

#### **Making All Meetings Valuable**

- Reports sent well in advance.
- Meetings used primarily for discussion.
- Next steps identified at meeting.
- Contact with City prior to meeting.

#### **Ensuring Reports Are Useful**

- A summary is included.
- Reports (including text and graphics) prepared for readability and comprehension.
- Community consulted on formats.

#### **Accessibility and Availability of Key Professionals**

- Cell phone numbers of key McKA project leaders.
- McKA offices can locate project managers and team leaders during any day.
- Phone calls and e-mails returned within 24 hours.

### **Change Anticipation**

McKA expects all work will be completed as scoped and scheduled and will manage to achieve it; however experience teaches us to be prepared for change.

- McKA's work plans anticipate changes.
- Project managers and team leaders expect change and adjust to change in scope and project, community personnel and leaders.
- McKA project managers and team leaders are trained to coordinate changes in close communication with clients.

## **PROJECT SCHEDULE**

The McKA Team will work out a mutually acceptable schedule and procedure with the City officials, administration and Planning Commission. We propose an 18-month schedule that can be adjusted by the City.

## **PROJECT FEE**

The McKA Team will complete the scope of services described above for a fee not to exceed \$142,500.00



**PROPOSED  
WORK PROGRAM  
Rochester Hills Master Land Use Plan Update**

Task	Month																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
<b>MASTER LAND USE PLAN UPDATE PREPARATION</b>																		
A. Project Initiation																		
B. Survey and Analysis of Existing Conditions and Development																		
C. Natural Features Inventory																		
D. Economic Development Analysis																		
E. Public Input																		
F. Goals and Objectives																		
G. Master Land Use Plan Update																		
H. Implementation																		
I. Adoption																		
1. Draft Review and Distribution																		
2. Public Hearing																		
• Final Document																		
<b>MEETINGS</b>																		
1 Kickoff Meetings with Technical Committee	•																	
2 Workshops					•	•												
1 City-wide Summation Workshop									•									
12 Technical Committee Progress Meetings			•	•	•	•	•	•	•	•	•	•			•		•	
3 Planning Commission Progress Meetings				•				•				•						
3 City Council Progress Meetings				•				•				•						
2 Other City Boards or Commissions meeting, as needed																		
1 Public Hearing																	•	

