



**ADA TOWNSHIP PLANNING COMMISSION SPECIAL MEETING
TUESDAY, JUNE 24, 2025, 5:00 P.M.
ADA TOWNSHIP OFFICE, ASSEMBLY HALL
7330 THORNAPPLE RIVER DR SE, ADA, MI**

AGENDA

- I. CALL TO ORDER**
- II. ROLL CALL**
- III. APPROVAL OF AGENDA**
- IV. UNFINISHED BUSINESS**
- V. NEW BUSINESS**
 - 1. Zoning Ordinance Update – Proposal Reviews/Interviews
 - a. McKenna
 - b. Progressive Companies
 - 2. Commission Discussion/Recommendation
- VI. COMMISSION MEMBER / STAFF REPORTS**
- VII. PUBLIC COMMENT**
- VIII. ADJOURNMENT**



MEMORANDUM

Date: 06.17.25

TO: Ada Township Planning Commission
FROM: Department of Planning
RE: **June 24, 2025 Special Meeting – Zoning Ordinance Update – Consultant Presentations/Interviews**

Overview

In response to the Request for Proposals (RFPs) for the Township's Zoning Ordinance Update project, two proposals were received; from consultants McKenna and the Progressive Companies. Both McKenna and Progressive have been invited to do short presentations to the Commission at the June 24 Special Meeting. This can be followed by a short question-and-answer (Q&A) session with each consultant.

In discussion with the Planning Commission Chair, and with each of the consultants, Staff proposes that each candidate will have approximately 30 minutes total for their time with the Commission. For each candidate, this would consist of roughly 15 minutes to present, followed by 15 minutes of Q&A.

Once both presentations and Q&A sessions are done, it is anticipated that the Commission can deliberate and ultimately conclude with a recommendation for a preferred consultant to complete this project for the Township. The recommendation would then be taken to the Township Board for final review and, presumably, approval.

Analysis

As both proposals (provided with this Staff Report) show, both consultants have extensive experience with preparing zoning ordinances for local governments. Staff has had good experience in previous work with both consultants, and is comfortable with either one. Staff believes that both proposals effectively address the project and desired outcome.

One matter to consider is the anticipated budget for this project. The Township has received a grant award commitment from the Michigan State Housing Development Authority (MSHDA) for \$50,000, specifically earmarked for the Zoning Ordinance Update project, with no additional funding budgeted by the Township. As the proposals indicate, McKenna's project cost is \$69,650, and Progressive's project cost is \$45,000.

Should the Commission believe that the McKenna proposal merits approval with the proposed cost vis-à-vis the proposed Progressive proposal cost, then it would be appropriate to provide that justification to the Township Board. As no funds have been budgeted for this project (beyond the MSHDA grant award), such support will be needed to assist in requesting a budget amendment.

Should the Commission believe that the Progressive proposal merits approval, then it would be appropriate to provide that recommendation to the Township Board, although without a budget amendment justification would not be needed.

Conclusion & Recommendation

Staff requests that the Planning Commission carefully consider both proposals and, upon conclusion of presentations and discussion, make a recommendation of one consultant to the Township Board for final approval.

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PROPOSAL TO PREPARE

2025 Zoning Ordinance Update

ADA TOWNSHIP,
KENT COUNTY, MICHIGAN



JUNE 13, 2025

Communities for real life.



MCKENNA

June 13, 2025

John D. Said, AICP
Director, Department of Planning
Ada Township
7330 Thornapple River Drive SE
PO Box 370
Ada, Michigan 49301

Subject: Zoning Ordinance Update

Dear Mr. Said,

McKenna is pleased to submit our proposal to partner with Ada Township on its endeavor to update the Zoning Ordinance. We are incredibly excited to work with the community through this process. We believe you'll find our team to be the most qualified, most energetic, and most forward-thinking.

Ada is a dynamic community with an abundance of natural beauty set along the beautiful Grand and Thornapple Rivers. The township offers a unique setting and environment with a vibrant downtown, a multitude of outdoor activities, and a thriving and active community. The Township's location is a tremendous geographic advantage, and the area is well-positioned to leverage these assets to continually improve quality of life for both current and future residents far into the future.

Focus on New Opportunities

McKenna is Michigan's leading planning and design firm and has decades of experience creating forward-thinking and innovative plans that lead to actionable change. We work with private sector market realities and manage complex municipal redevelopment projects – public acquisition, demolition, grants and other funding, urban design, marketing, and disposition – and are continuously implementing smart redevelopment principles for communities across the Midwest.

Christopher Khorey, AICP, Vice President will oversee all preparations of the zoning ordinance to ensure a high-quality final ordinance and community satisfaction. Chris will be assisted by a team of West Michigan-based specialists in urban design, zoning, graphic design and GIS mapping.

We are prepared to leverage our skillsets through direct engagement with Township stakeholders throughout the process by forming consensus and inspiring implementation. We propose to approach the planning process with a focus on implementation to create a custom zoning ordinance to maintain excellent land use decisions while introducing new opportunities.

Why Our Team?

Our team has the right kind of experience and the proven approach Ada needs to help work through this challenging yet rewarding process. We know how to navigate complex processes in successful communities, learning what residents and stakeholders cherish about their communities and developing actionable plans that build upon these strengths and assets.

HEADQUARTERS

235 East Main Street
Suite 105
Northville, Michigan 48167

☎ 248.596.0920
✉ 248.596.0930
MCKA.COM

Communities for real life.



Together with the dedicated people, we will help you create a Zoning Ordinance that will benefit current and future generations for years to come.

Thank you for considering our team; we look forward to discussing our approach in greater detail during a project interview.

Respectfully submitted,

McKENNA

A handwritten signature in black ink, appearing to read 'JR Jackson'.

John R. Jackson, AICP, NCI
President



Zoning Ordinance Update

ADA TOWNSHIP, KENT COUNTY, MICHIGAN



PREPARED JUNE 13, 2025 BY

MCKENNA

Christopher Khorey, AICP
124 E. Fulton Street
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Table of Contents

Cover Letter
Title Page
Table of Contents

Executive Summary	4
Firm Profile.....	5
Areas of Service	6
Letter of Interest	8
Qualifications.....	12
Project Team.....	20
Timeline.....	28
Work Samples	29
Proposed Approach.....	30
Itemized Budget	33
References.....	34
Claims, Licensure, and Non-Discrimination Claims	35
Legal Action	35

Executive Summary



PROJECT TEAM

Our project team of professionals from McKenna brings diverse expertise to assist Ada township in updating its zoning ordinance. From diagnostic zoning analysis to Urban Design to compelling and easy to understand Graphic illustrations, our professionals at McKenna will ensure the priorities of township stakeholders and officials are heard and help to bring the zoning ordinance in an up-to-date document.

SCHEDULE & FEES

Completion within 18 months of contract execution with a proposed budget not to exceed \$69,650, depending upon the full scope of outreach and meeting to be scheduled.

PROJECT SUMMARY

We understand that Ada Township wishes to update its Zoning Ordinance in order to effectively implement its 2023 Master Plan. The process will include meaningful opportunities for collaboration. Along the way, we propose:

1. A thorough diagnostic review of the entire Zoning Ordinance to develop a work plan based on the goals listed in the RFP.
2. Updating language across sections, chapters and sub-sections to support the Master Plan 2023 goals and objectives.
3. Zoning Ordinance updates that eliminate conflicting or unclear language, follow recent legislative and caselaw changes, and promote sustainable development, including opportunities for innovative land uses and housing diversity
4. A user-friendly document, with updated format clickable links, tables, and illustrative graphics/diagrams that support the text.

Firm Profile



McKenna's office is in the Loraine Building near Veterans Park in Downtown Grand Rapids. Our workspaces reflect our commitment to our people, our communities, sustainable design, and the rich technological heritage of the Midwest.

Our primary professionals for the Zoning Ordinance Update will be based out of our Grand Rapids office, a 15-minute drive away from Ada Township. Chris Khorey, AICP will be the primary contact, reachable at the phone number below and ckhorey@mcka.com.

McKenna currently provides project services to more than 85 communities and private land investors in the Midwest. Anticipating and responding to change is a major distinction of McKenna's practice. Our innovation and depth of experience is 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.

HEADQUARTERS

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GRAND RAPIDS

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O 616.226.6375
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KALAMAZOO

151 South Rose Street
Suite 920
Kalamazoo, MI 49007
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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

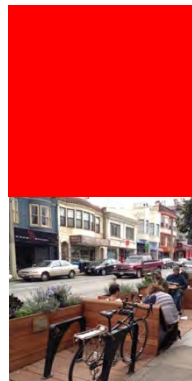
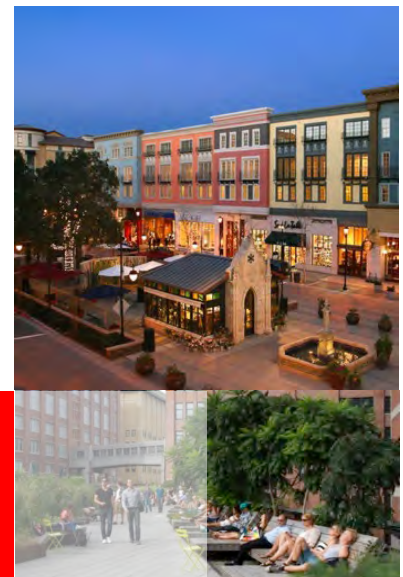
- Community Design Plans
- Placemaking Strategies
- Parks, Greens, Commons and Plaza Design
- Streetscape Design
- Site Planning
- Community Character Planning
- Historic Park Design
- Computer Visualization (before/after)
- Design Review
- Site Evaluation and Selection
- Design Manuals
- Neo-Traditional 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 of Interest



ADA: PROTECTING PLACE, PLANNING FOR THE FUTURE

Ada Township is one of West Michigan’s premier communities—defined by rolling hills, wooded riverbanks, and a vibrant downtown that continues to attract both residents and businesses.

Ada’s Zoning Ordinance must reflect and protect its distinctive character. McKenna brings direct experience shaping zoning ordinances in similar townships throughout West Michigan. Our work consistently delivers zoning that is both robust and responsive—supporting investment while actively advancing the community’s vision for health, safety, and long-term vitality.

STREAMLINED PROCESSES AND STRUCTURING

Our approach to Ada Township’s Zoning Ordinance update draws on direct experience helping communities modernize their zoning while streamlining administration and preserving regulatory integrity.

Since the economic downturn of 2008–2009, many communities have faced pressure to be more “business friendly.” We will work closely with Township staff to organize, refine, and structure the ordinance so that it is both cohesive and accessible. This includes acknowledging prior drafting work and incorporating clear, updated language that supports both public use and internal administration—helping residents, developers, and officials navigate the ordinance more effectively.

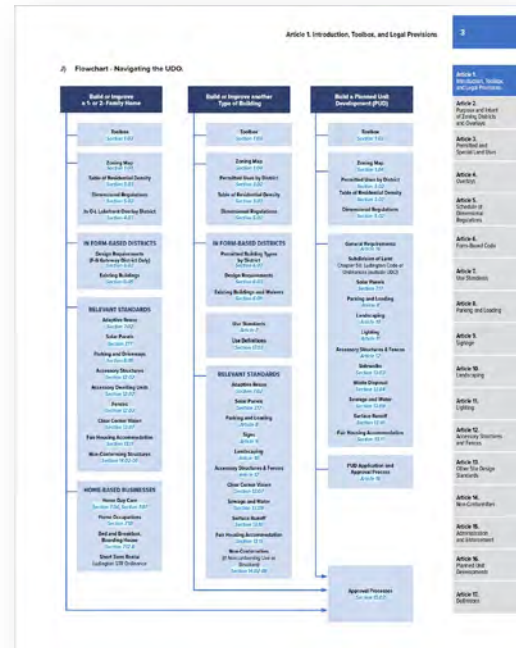
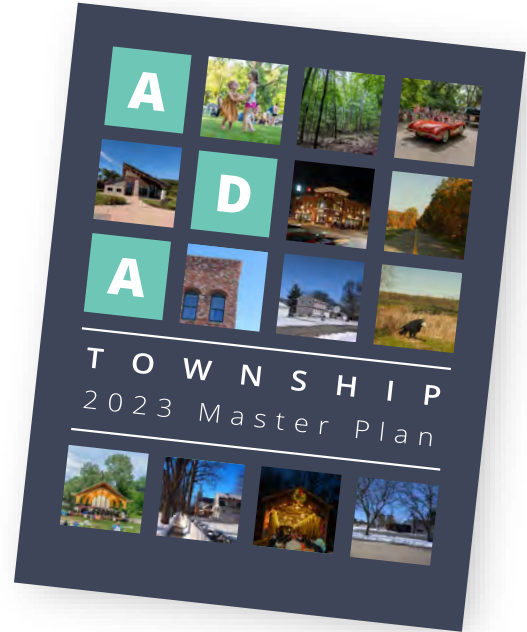
Ada Township’s 2023 Master Plan outlines a vision for sustainable growth—honoring the Township’s rural character while fostering vibrant places for business and residential life. Achieving that vision requires zoning standards that balance development pressure with environmental protection, integrating sustainable design principles, green infrastructure, and growth management tools. This is especially important in areas designated “Rural Residential,” where large-lot development is shaped by wooded landscapes, natural vegetation, and sensitive environmental features.

IMPLEMENTING THE 2023 MASTER PLAN & ADDRESSING CURRENT ISSUES

The Zoning Ordinance is one of your most crucial tools for implementing the Township's vision – specifically, the policies and recommendations of your 2023 Master Plan. Working with you, the McKenna Team will craft a personalized Zoning Ordinance and Zoning Map to meet the needs of Ada for the next decade and beyond.

The following essential components guide our approach:

- Modernize the Ordinance.**
 McKenna will provide a thorough diagnostic review of the Ordinance to make sure it is up-to-date with current Michigan legislation, State and Federal case law, and zoning best practices. We will present this diagnostic review to the Township in a format that clearly communicates existing issues to be addressed.
- Educate and Inform.**
 A Zoning Ordinance update provides a good opportunity for community leaders, residents, and business owners to learn about land use regulation and its impact on the form of the Township. McKenna proposes a process with you that educates stakeholders about zoning concepts, regulations, and techniques.
- Take the Next Steps.**
 The 2023 Master Plan positions Ada Township as a leader in sustainability, quality of life, and thoughtful planning. Already a premier community—anchored by its village center, preserved natural landscapes, and intentional design—Ada has a strong foundation on which to build. Zoning is the most effective tool for guiding growth and translating policy into community character. Like all ordinances, however, it must be reviewed periodically to identify gaps, eliminate redundancies, and ensure internal consistency. Ada Township's Zoning Ordinance is now at that point. A comprehensive update—visual, structural, and substantive—is needed to preserve natural features, manage growth, and support sensible, well-designed development. We will create regulations that align with the Township's development patterns and policy goals, including context-sensitive standards, flexible tools such as density incentives, and amendments that reflect the Master Plan's long-term vision.
- Colorful, Visual, and Easy to Use.**
 The Zoning Ordinance will include an array of graphics, which clarify regulations and make the document as user-friendly as possible. The use of diagrams, tables, and illustrations will reduce the need for lengthy sections of text and result in a concise document.



| 2025 Ludington UDO



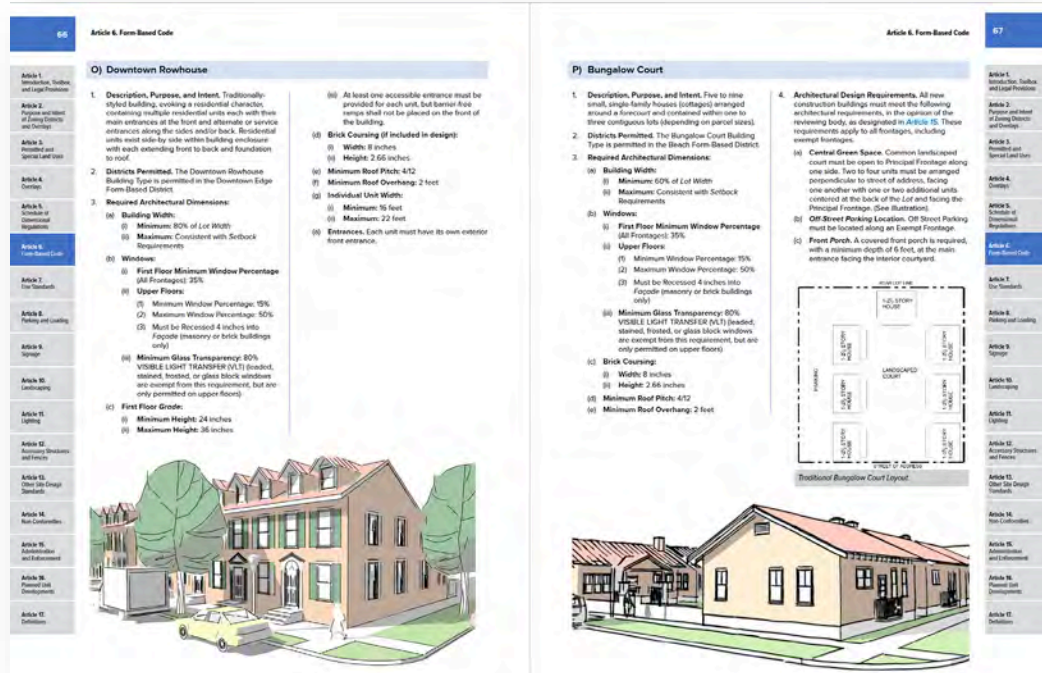
| 2025 Ludington UDO

- **Efficient and Predictable Processes.**

Clear, detailed processes and procedures will be included in the Zoning Ordinance and presented in easy-to-understand illustrations/flowcharts/diagrams if necessary. Having a clear and predictable regulatory process is essential to promoting continued investment and sensible development in the Township.

- **Flexible and Business-Friendly.**

The Zoning Ordinance needs to be flexible enough to encourage and permit a wide range of “next generation” uses in a manner that fulfills the policies of the Master Plan. Also, the Zoning Ordinance could allow limited modifications to standards that will result in an equal or superior project without requiring a trip to the Planning Commission or Board of Zoning Appeals.



| 2025 Ludington UDO



- **Housing Diversity and Quality.**

Zoning ordinances can unintentionally limit housing supply, often through outdated standards or rigid land use policies. Our approach will identify provisions within the current ordinance that can be modified to offer greater flexibility in design criteria and land development regulations. Revisions and additions could include the following – and more:

- Schedule of Regulations
 - Minimum Lot Sizes
 - Setback
 - Minimum Lot Area
- Permitted and Special land uses
- Middle housing
 - Bungalow courts/Cottage courts
 - Accessory Dwelling Units/“Barndominiums”
 - Small Apartment Buildings
 - Townhouses/Rowhouses/Attached Residential
- Senior Housing
- Subdivision and Site Condominium Ordinances
- Site Development Requirements (landscaping, lighting, parking etc)

Qualifications

McKenna has a long history of working with communities of all sizes across the Midwest. The following pages highlight experience particularly relevant to Ada Township. Our successful collaborations with townships throughout Michigan—including several nearby—give us confidence in our qualifications for this project, and we hope that you will contact our references.

The chart below illustrates our experience with the types of planning challenges and opportunities facing Ada Township. Summaries of these projects follow.

COMMUNITY	TOWNSHIP	WEST MICHIGAN	RURAL PRESERVATION	DOWNTOWN DEVELOPMENT	SMART GROWTH
Cascade Charter Township (Kent County)	•	•	•	•	•
City of Hudsonville		•		•	•
City of Grandville		•		•	•
Algoma Township (Kent County)	•	•	•		•
City of Ludington	•	•	•	•	•
City of Walker		•	•	•	
City of Holland		•		•	•

Zoning Ordinance

**CASCADE CHARTER TOWNSHIP,
KENT COUNTY, MICHIGAN**

Cascade Township is a charming community offering a blend of suburban tranquility on the edge of the Grand Rapids area. It offers both convenient access to urban amenities and a fair share of natural areas with plentiful trees, wooded areas and the Thornapple River which divides the township.

McKenna opened the project with setting up the steering committee with a range of stakeholders to look at complex issues the community was grappling with. Representation on the steering committee included members of the Township Board, Planning Commission and representation from the Downtown Development Authority, as well as staff. Having this broad range of representation on the steering committee led to vibrant discussions on various complex topics and provided succinct guidance and direction to ensure that the regulations being drafted were in-line with the vision the community desired for its future.

From McKenna's perspective, it is vitally important to learn all we can about the community we are partnering with so we can formalize our approach in assisting in the development of regulations that are relevant to the community and help improve the quality of life. We took this approach with the Cascade project through listening, understanding, and being able to translate the discussion and direction of the steering committee into regulations. For example, we were able to develop and draft a unique form-based code that addressed the redevelopment vision of the village area. Additionally, we collaborated on a solution to address the overwhelming number of PUDs in the community with an overlay zoning approach.





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What we did:

PLANNING

Master Plan
Parks and Recreation Plan
Zoning Ordinance

Master Plan, Parks and Recreation Plan, and Zoning Ordinance

CITY OF HUDSONVILLE, MICHIGAN

Hudsonville is a premier community in Ottawa County. Known for its strong sense of community, high quality of life, and leafy neighborhoods, the City lacked one thing—a downtown. Its historic core had been torn down in the 1920s for a highway expansion, and, by the 21st Century, was all but forgotten.

Hudsonville sought to change that, adopting a bold plan to construct a brand new downtown in an area then filled with suburban-style commercial and light industrial uses. By the mid-2020s, that effort was well underway, but some of the original assumptions and implementation actions had become stale or dated. Meanwhile, unchecked growth on the edges of the community threatened to erode the highly valued character.

McKenna was asked to help develop a Master Plan to adapt the City's vision for the coming decades. The plan included:

- An updated vision for the downtown, with specific redevelopment steps, guidance for private development, and ideas for new public investment.
- A series of parks, greenways, and trails to connect existing green space and recreational amenities, as well as create new ones.
- Specific visions for the remaining greenfield development sites on the community's edges, including targeting some for preservation, and others for the development of new neighborhoods.
- Upgraded pedestrian and bicycle networks.
- A vision for bringing public transit to the community for the first time.
- A Zoning Ordinance update to ensure implementation of the vision.





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What we did:

PLANNING

Form-Based Code

Zoning

Suburban Retrofit

Form-Based Code Expansion and Zoning Update

CITY OF GRANDVILLE, MICHIGAN

The City of Grandville, a historic community on the banks of the Grand River in West Michigan, features a wide variety of business districts and neighborhood typologies. In an effort to enhance its downtown and surrounding historic residential areas from suburbanization, the City adopted a Form-Based Code.

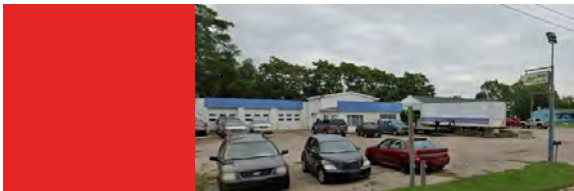
The Form-Based Code worked wonders, helping create a vibrant, exciting place to live, work, play, and shop. But just a few blocks away, the mid-century suburban commercial corridor of 28th Street was not faring so well.

With business flocking to the downtown, as well as to a newer shopping mall a few miles away, the 28th Street corridor fell into decline. The strip commercial typology of past decades was no longer attracting investment, and it was time for a change.

The City engaged McKenna to expand the Form-Based Code to additional neighborhoods outside of the Downtown, with a particular focus on re-energizing 28th Street. The McKenna team used an innovative approach to suburban retrofit, adding a requirement for a “slip street” frontage to separate local business traffic from rapidly moving regional traffic, and improve the pedestrian environment.

The result was a code that allowed for new investment and a transformation of the tired corridor into a vibrant economic hub from the City — albeit one with a very different character from the downtown.

Along with the Form-Based Code, McKenna also assisted the City with a number of other zoning amendments, including updating their sign ordinance to come into compliance with *Reid v. Gilbert* and updating the Ordinance’s standards for the shopping mall to allow for creativity and flexibility in the use of the site in the future.



PLANNING

Zoning Ordinance
Housing
Rural Preservation

Zoning Ordinance

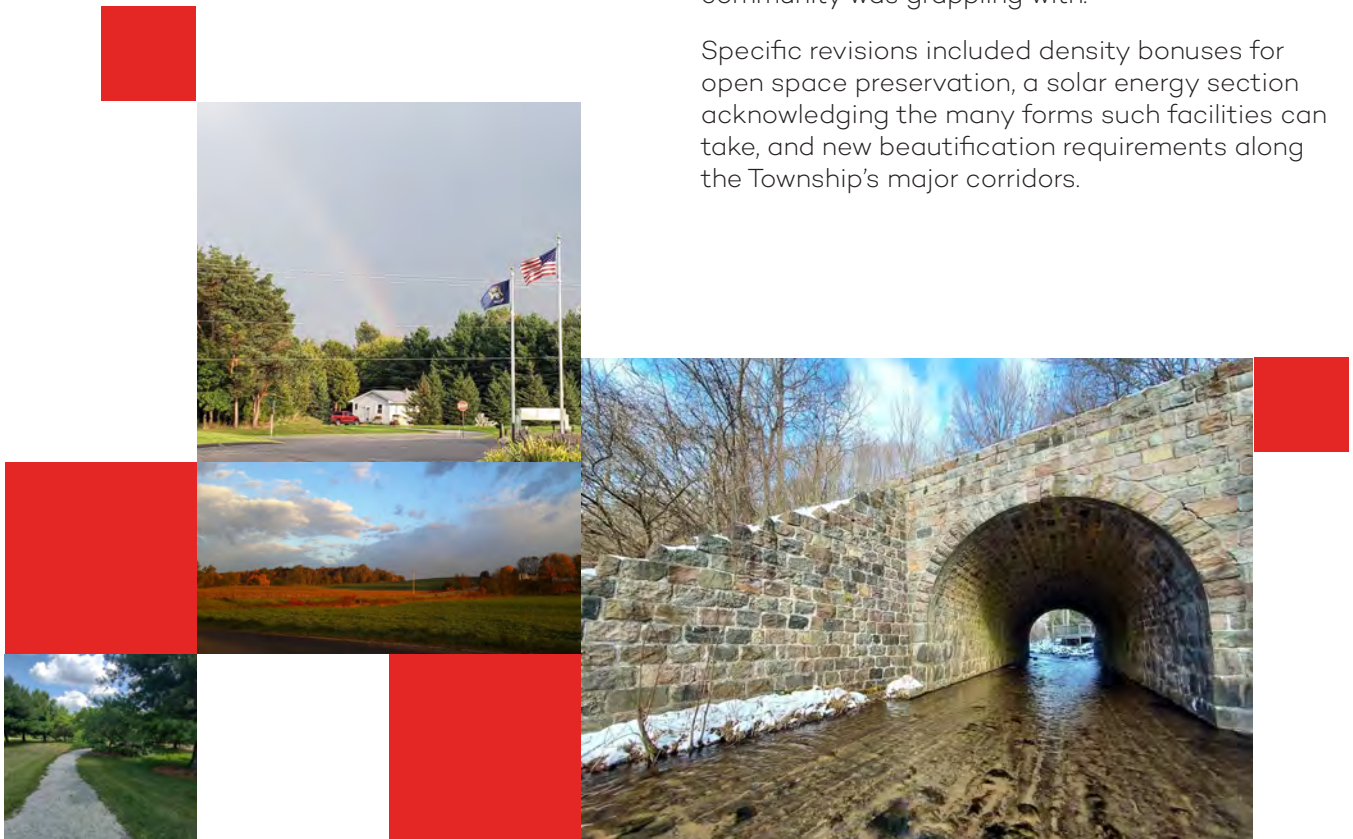
ALGOMA TOWNSHIP,
KENT COUNTY, MICHIGAN

The rolling hills and pristine woodlands of Algoma Township, half an hour north of Grand Rapids, faced intense development pressure. With its natural beauty and rural character within an easy drive of the city's urban amenities, Algoma became one of Michigan's fastest growing communities.

But its Zoning Ordinance wasn't keeping up the pace. With vague language, inadequate provisions for both housing diversity and rural preservation, miss-matches with the goals of the Township's Master Plan, the Zoning Ordinance frustrated developers and Township residents alike.

Working with Township leaders, McKenna developed a list of key amendments intended to target the policies most needed to protect the community's character while promoting smart growth. The Township formed a steering committee with a range of stakeholders to look at complex issues the community was grappling with.

Specific revisions included density bonuses for open space preservation, a solar energy section acknowledging the many forms such facilities can take, and new beautification requirements along the Township's major corridors.





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What we did:

DESIGN

Form-Based Code

PLANNING

Zoning Ordinance

Housing

Unified Development Ordinance

CITY OF LUDINGTON, MICHIGAN

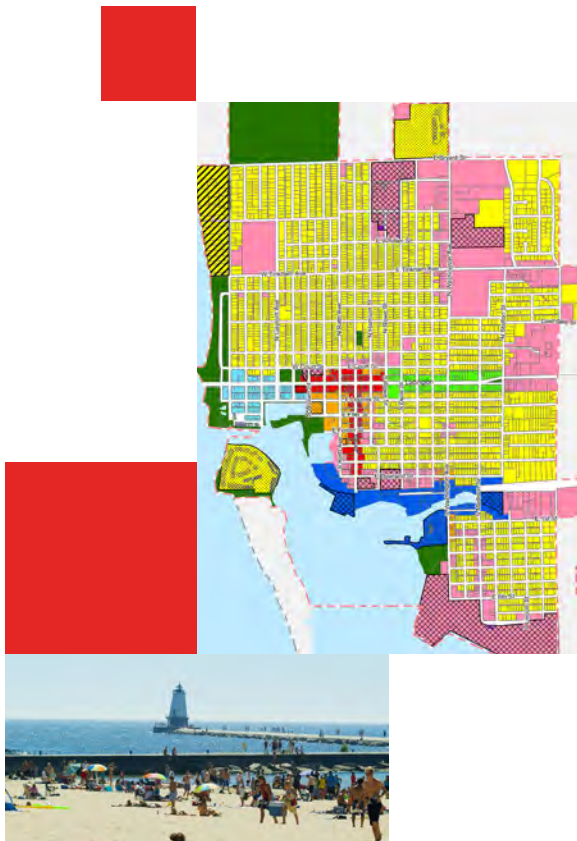
The historic coastal City of Ludington faced intense development pressure, with people and businesses drawn to its pristine beaches, working harbor, and high quality of life. But the City's confusing and dated Zoning Ordinance was slowing the pace of investment without protecting the community's character.

Along with a Steering Committee representing diverse community interests, McKenna was tasked with creating a new "Unified Development Ordinance" to better steer growth and redevelopment.

The formal public engagement process was multi-faceted and included neighborhood outreach meetings, stakeholder workshops, and multiple community surveys on specific topics. At the end of the process, the Planning Commission and City Council agreed upon a multi-step system to resolve outstanding issues while allowing adoption to proceed smoothly.

The UDO included a number of innovative features that reflect, and even advance, best practices in zoning and other development regulations:

- The Ordinance began with a user guide, to make navigating the document easier both zoning professionals and average residents.
- There were no single-family residential districts. All residential districts were consolidated into a single "Neighborhood" Zoning District that allowed the City to approve up to three dwelling units on all lots, with additional units permitted on larger lots.
- There were no commercial districts. They were replaced by mixed use districts to allow for much-needed housing in areas previously reserved for auto-oriented strip development.
- The Form-Based Districts were carefully crafted to the needs of both Downtown Ludington and some of the City's historic neighborhoods, such as the historic Ludington Avenue corridor and the organically-developed mixed use areas that surround the downtown and had confounded the City's previous Euclidian zoning.
- The Ordinance addressed the City's multiple waterfronts, including regulations to protect Lake Michigan and its irreplaceable dunes, as well as ensuring high quality development and public access along the City's Pere Marquette Lake waterfront.





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What we did:

PLANNING

Zoning

Housing

Signage

Suburban Retrofit

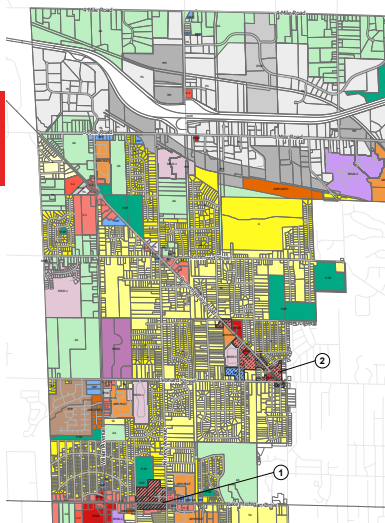
Zoning Ordinance

CITY OF WALKER, MICHIGAN

Following a successful Master Plan update that sought to balance demand for housing and industrial growth with its long legacy of natural preservation, the City of Walker sought to implement the vision of the plan by updating its Zoning Ordinance.

McKenna, who had also assisted with the Master Plan update, partnered with the City to create innovative new zoning language that implemented the City's plans and policies while addressing the overall vision of the community. Specifically, the new Ordinance contained three Overlay districts designed to retrofit suburban corridors into more walkable neighborhood centers – without burdening existing small businesses.

The new Ordinance also included a simplified (and *Reid v. Gilbert* compliant) sign ordinance, a clearer hierarchy of residential density to match the Future Land Use map, a clear differentiation between “working from home” and a “home-based business”, and a user-friendly format with charts, graphics, and hyperlinks.





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Communities for real life.

What we did:

DESIGN

Form-Based Code

PLANNING

Public Engagement
Zoning

Unified Development Ordinance

CITY OF HOLLAND, MICHIGAN

The City of Holland is a historic and beautiful community, with waterfront, neighborhood business districts, legacy industrial areas, and one of Michigan's most successful downtowns.

REFERENCE

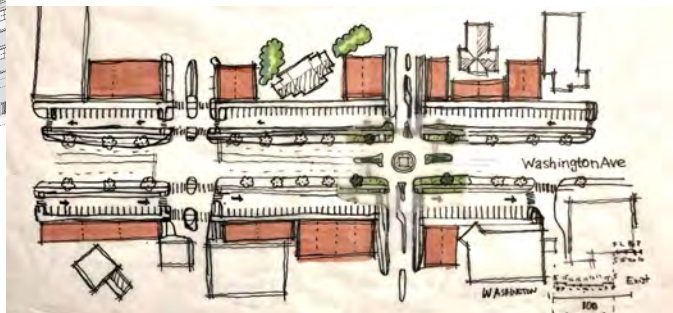
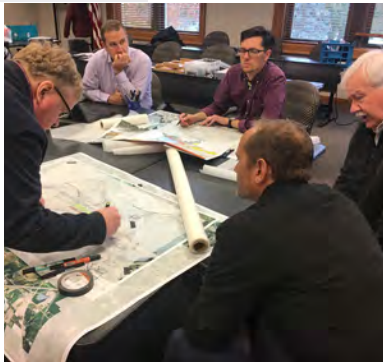
Mark Vanderploeg
Director of Community and
Neighborhood Services
City of Holland
(616) 355-1300

But the City's zoning ordinance was originally written in 1943 and amended—but never fully rewritten—dozens of times since then. The City engaged McKenna to engage in a comprehensive rewrite. The ordinance even got a new name – the Unified Development Ordinance, indicating the inclusion of not only zoning regulations, but also the subdivision ordinance and other development-related regulations.

McKenna and City staff engaged in comprehensive public outreach program, including a week-long charrette, neighborhood meetings, online surveys, stakeholder engagement, and a series of public hearings held around the City.

The ordinance included a number of innovative elements, including:

- A Form Based Code for the downtown and select corridors and neighborhood business districts.
- A "Greenfield" mixed use district to ensure that undeveloped sites on the edge of the city would be built out in an urban format.
- A "Redevelopment" mixed use district for legacy industrial areas in the core of the City.
- An airport overlay, consistent with MDOT and FAA regulations, to ensure development near the airport would not be incompatible with aviation.
- A progressive landscaping section rooted in sustainability.



Project Team



Our team brings the expertise and focus needed to guide Ada Township through every phase of this project—from community engagement and technical analysis to visual concept development, form-based code drafting, and the adoption process. With deep experience in housing needs assessment, planning and zoning, and urban design, we will lead a tailored outreach process that supports your goals and delivers meaningful, actionable feedback.

Members of our team are industry leaders in organizing an efficient and effective public process leading to compelling and plans with a strong implementation focus.

Our professionals embrace:

- Highly effective public processes
- Aging-in-place and housing for all stages of life
- Walkability, bicycling facilities, greenways, trails, complete streets, healthy streets
- Active living, active transportation
- Place-making
- Economic development
- Livable communities
- Land use, conservation, and environmental planning
- High-quality architecture
- Context-sensitive design solutions

We believe the most important work was done before we arrived and will be ongoing after we leave.

We help build bridges from the past and make course corrections for the future.



We tailor our work to reflect the unique economic, environmental, and political conditions of each community. Our approach is informed by local history, scale, demographics, and the diversity of people and place. The following pages include an organizational chart, team member resumes, and case studies demonstrating relevant experience on comparable projects.

PROJECT MANAGER

Christopher Khorey, AICP, Vice President

Chris Khorey will serve as the Project Manager. He will be responsible for management of work tasks, public meeting and workshop facilitation, and day-to-day project guidance and management.

ZONING SPECIALIST

Ethan Walthorn, Assistant Planner

Ethan will serve as the Zoning Specialist, bringing his deep experience and innovative style to the Diagnostic Review, regulatory text, and other aspects of the Zoning Ordinance.

URBAN DESIGNER

Aayush Patel, Associate Planner

Aayush Patel will apply his architectural training and urban design experience to support the development of downtown zoning standards. He will also create new zoning graphics to support clear interpretation and administration of the updated Ordinance..

MAPPING SPECIALIST

Paige Brodeur, Assistant Planner

Paige Brodeur will bring technical expertise with both GIS software and zoning ordinances to the creation of the Zoning Map and other aspects of the Ordinance.

GRAPHIC DESIGNER

Carrie Leitner, Senior Art Director

Carrie Leitner will work closely with the team to produce a document that communicates zoning regulations clearly through consistent, well-executed visuals.



Christopher D. Khorey, AICP

VICE PRESIDENT

EDUCATION

Master of City and Regional Planning
University of Pennsylvania

Bachelor of Arts
University of Notre Dame

HONORS

Crain's Grand Rapids Business 40 Under 40, Class of 2024

Excellence in Best Practice Award for the Barry County 2040 Master Plan "Live Better", Michigan Association of Planning, 2023

Excellence in Best Practice Award for the Holland Unified Development Ordinance, Michigan Association of Planning, 2022

Award for Excellence in Student Publications,
University of Pennsylvania

PROFESSIONAL EXPERIENCE

Community Planning, Master Plans

Performs all facets of community-wide master planning processes including data analysis, public participation, community visioning, and implementation strategy. Applies innovative master planning strategies for open space preservation, downtown redevelopment, historic preservation, and commercial corridor redevelopment. Integrates regional thinking into local community planning. Implements master plan visions in communities across Michigan.

Market Analysis

Completes successful market analyses—including target market analyses, for residential, commercial, recreation needs, and office development—in suburban communities, older industrial cities, and small towns. Applies financial modeling, population projections, housing demand analysis, and retail gap analysis; employs statistical innovation and research techniques to unearth the nuances of demand for housing types.

Zoning

Prepares zoning ordinance and map amendments, including form-based codes and lean zoning, for a wide variety of communities; provides day-to-day guidance regarding zoning to officials from farming townships to dense urban cores; performs on-site administration of zoning ordinance in dense community with historic downtown.

Redevelopment Planning and Management

Develops neighborhood plans for CDBG communities experiencing economic transition. Creates vision for redevelopment and investment in legacy neighborhoods and communities.

Facilitation and Public Engagement

Creates and executes public engagement strategies to address key stakeholders and community members in a variety of projects, in both growing communities and older urban neighborhood. Prepares illustrative and descriptive materials for formal presentation at meetings with public officials, community stakeholders, real estate investors, and the academic community.

Development Review

Provides ongoing development review services and technical advice and recommendations to approval agencies for cities, villages, and townships including site plan, special land use, subdivision, variance, and rezoning for residential, commercial, industrial, mixed use, and planned unit developments.



PROFESSIONAL EXPERIENCE

Wireless Services

Specializes in wireless telecommunications planning and regulation, including review services, drafting and approval of revised wireless regulations and proactive planning for new infrastructure.

Parks and Recreation Planning

Completes Parks and Recreation Master Plans meeting MDNR requirements for a wide range of communities throughout Michigan. Targets grant programs for parks improvements and provides ongoing services to a Parks and Recreation Commission undergoing the implementation of their plan. Engages the public in the parks and recreation planning process through visioning sessions, online surveys, and presentations at public hearings.

Mobility

Envisions creative solution to multi-modal mobility challenges, including bicycle and pedestrian infrastructure, optimizing public transportation coverage, and right-sizing road capacity.

PUBLICATIONS

"Smart Decline or False Hope? Evaluating the Genesee County Land Bank in Flint, Michigan."

University of Pennsylvania, May, 2010.

MEMBERSHIPS

American Institute of Certified Planners

American Planning Association

Congress of New Urbanism

Michigan Association of Planning



Ethan Walthorn

ASSISTANT PLANNER

EDUCATION

Bachelor of Science in Geography and Sustainable Planning, Minor in Environmental Studies
Grand Valley State University

PROFESSIONAL EXPERIENCE

Community Planning and Development

Performs zoning reviews for new site plans, variances, and continuing service work across various communities in Michigan. Regularly attends Planning Commission and Zoning Board of Appeals meetings to present the findings of reviews and provide a recommendation to the governing body. Works with applicants and provides assistance to them in understanding the zoning requirements of the community for the continued development of the land.

The Rural Task Force Program

Managed Region 8 of the Rural Task Force (RTF) Program for the Michigan Department of Transportation. Region 8 of the RTF program helped rural communities within Allegan, Ionia, Mecosta, Montcalm, Osceola, and Ottawa counties fund road projects to maintain the condition of their roads. Put together meeting notices, agendas, and minutes for these meetings. Received and programmed data sheets from meetings into the JobNet application to allocate funding to road projects.

Zoning Administration

Served as zoning administrator for Otisco Township in Ionia County, answering inquiries and working with residents and developers through the zoning approval process. Oversaw the Planning Commission and Zoning Board of Appeals, putting together agendas and preparing materials such as public notices and meeting agendas. Reviewed and responded to applications for site plans, special land uses, variances, rezonings, and land divisions. Wrote and researched zoning ordinance amendments.

MEMBERSHIPS

American Planning Association
Michigan Association of Planning

CERTIFICATIONS

GIS Certificate

Grand Valley State University



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



Paige Brodeur

ASSISTANT PLANNER

EDUCATION

Bachelor of Science

Calvin University, Grand Rapids, Michigan

PROFESSIONAL EXPERIENCE

Transportation Planning

Participates in meetings focusing on current MDOT projects by taking notes and giving input. Develops plans and research for grants.

Mapping

Designs and produces GIS maps for transportation and land use analysis, as well as long-range planning. Experienced in creating maps for communities, townships, and cities like Hudsonville,, Chikaming, Cass, Crystal, Stanton, and Ingham. Designs graphically pleasing maps illustrating demographics, land use, zoning, transportation conditions, utilities and natural features on both urban and regional scales.

Public Engagement

Ensures that the entire planning process is people-driven through focus groups, roundtables, surveys, and workshops for a variety of different projects. Assists in developing public engagement strategies to generate community feedback such as surveys, vision boards and maps, workshops, focus groups, and presentations for Master Plans, Parks and Recreation Plans, and DDA Plans. Manages collected data and access using QR codes.

Comprehensive Planning

Creates comprehensive plans for communities of all sizes, performing all facets of the planning process including data analysis, public participation, community visioning, and implementation strategy. Researches and analyzes existing conditions, census data, and public engagement results to develop effective goals and objectives and implementable action plans that suit the needs of communities and their constituents.

MEMBERSHIPS

American Planning Association
Michigan Association of Planning



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).

Timeline

We understand the need to complete the Zoning Ordinance Update by March of 2026. Below please find a timeline that could complete the update on schedule, noting the date of key meetings.

WORK TASK	MONTH								
	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH
Task 1: Project Initiation	TS PC TT								
Task 2: Diagnostic Review and Annotated Outline		TS							
Task 3: Zoning Districts Update and Addressing Housing Options			TS	PC					
Task 4: Full Zoning Ordinance Draft					TS				
Task 5: Revisions and Input						TS PC	TS DDA ZBA TB PC		
Task 6: Public Presentations								PP PP	
Task 7: Public Hearing and Adoption								PC	TB

TS = Township Staff Meeting

TT = Township Tour (with Staff)

PC = Planning Commission Meeting

DDA = Downtown Development Authority Meeting

ZBA = Zoning Board of Appeals Meeting

TB = Township Board Meeting

PP = Public Presentation

Work Samples

At the following links, please find examples of Zoning Ordinances adopted in other communities. We anticipate that full drafts of the Hudsonville and Cascade Zoning Ordinances will be available in late June, and can provide links to those at that time, if desired by the Township.

City of Holland:

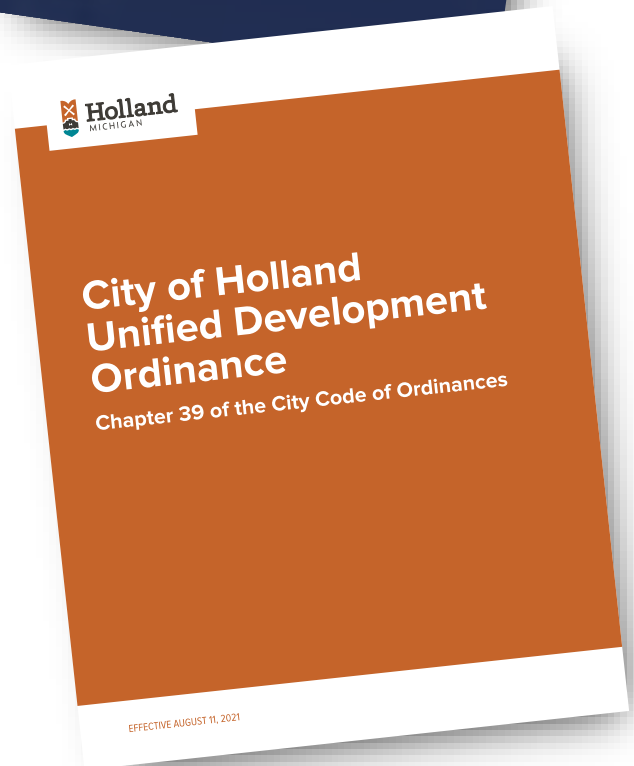
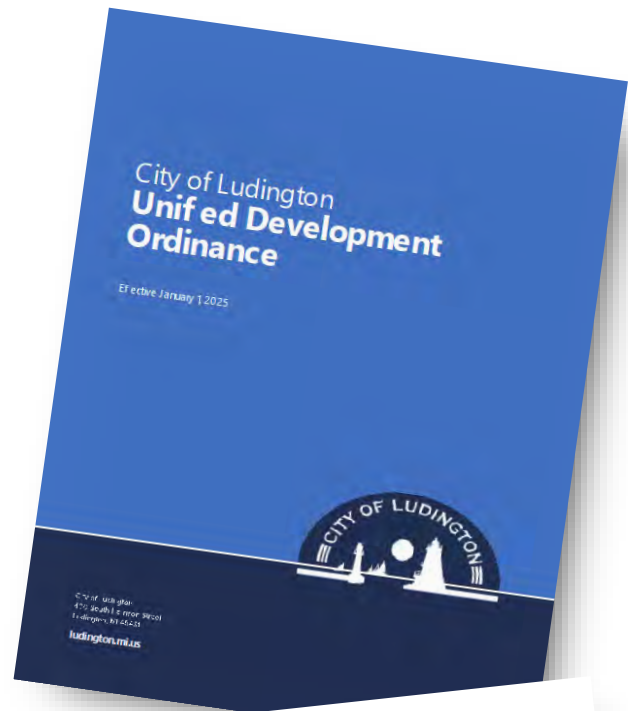
www.cityofholland.com/868/Unified-Development-Ordinance-UDO

City of Ludington:

www.ludington.mi.us/DocumentCenter/View/2131/Ludington-UDO-Adopted-1-1-2025

City of Grandville:

https://www.cityofgrandville.com/government/departments/city_clerk/ordinances.php



Proposed Approach

TASK 1: PROJECT INITIATION

Kick-Off Meeting. We will prepare for and attend a kick-off meeting with the Planning Commission, Township staff, and/or other key elected officials or stakeholders identified by the Township.

The kick-off meeting's function will be to discuss the overall project expectations and issues, and to agree upon the schedule and dates, ensuring that involved parties share the same expectations.

TASK 2: DIAGNOSTIC REVIEW AND ANNOTATED OUTLINE

McKenna Associates will review the Master Plan and consult with the Planning and Zoning staff as a prelude to preparing a diagnostic review of the Zoning Ordinance. The purpose of the diagnostic review is to determine the strengths and weaknesses of the current regulations and arrive at a plan of action for creating the updated Zoning Ordinance. It is important to take a fresh approach so that all issues are explored.

During this task, McKenna will examine the existing ordinances in light of current state of the art regulatory methods, current legislation and court decisions, and in consideration of goals and objectives expressed in the Master Plan. In a written report, McKenna will advise the Township on the impact of State laws (including the Michigan Zoning Enabling Act) and court decisions on the Zoning Ordinance.

In the process of completing the diagnostic review, McKenna will review **Zoning Board of Appeals** decisions for the past few years to identify recurring problems. We will consult with the Township **Attorney** about any relevant zoning litigation. The diagnostic review will determine whether the Zoning Ordinance and other land Zoning Ordinances are consistent with current law, administrative rules, procedures, and regulations, and federal and state pre-emptions (such as laws regarding child and adult care, telecommunications towers, etc.).

Our review will also identify regulations in the Ordinance that would benefit from charts and/or illustrations. We will then prepare those simplifying and clarifying elements.

Our review shall also analyze the current policies (setback standards, lot coverage, minimum lot area, density etc.) which may cause barriers in allowing more housing options.

Finally, we will create a list of sections of the Ordinance that will not be changed, because they were not flagged during our diagnostic review, and not listed in the Township's RFP. This will allow us to streamline the process.

McKenna will next prepare a detailed outline for the new ordinance, with cross-references to comparable sections of the existing ordinances, done in a collaboration with the township McKenna will present the results of the outline and format to the Township staff to comment on and to obtain general agreement about the scope and nature of the proposed changes for the Ordinance. This outline of the new Ordinance will be an evolving document until the project is near completion and necessary amendments and revisions are added and will be used as a base resource to compile, structure, and format the existing zoning ordinance.

TASK 3: ZONING DISTRICTS UPDATE AND ADDRESSING HOUSING OPTIONS

Working with Township staff, McKenna will review the existing zoning map, along with the Master Plan. The McKenna team will evaluate all zoning districts and the zoning map for consistency with the Master Plan. We will also conduct a review of the land-use pattern, consider any new developments approved and how it fits within the townships Master plan goals, the current zoning regulations.

Addressing Housing: Using the site development analysis for existing residential districts in the diagnostic review, McKenna staff along with township staff/officials will review the permissance of various housing styles/options across various residential districts and pave the way forward for developing language to be amended in the Township's current zoning ordinance. As we do in many Ordinances, we will create a schedule of district regulations showing housing permitted by right and special uses in one easy-to-use chart. The chart will also include cross-references to standards for specific uses, where appropriate. We will also evaluate parking, landscaping, and other development standards requirements, particularly for the residential districts, where these standards are most crucial.

From there, we will provide recommendations of zoning districts to combine or eliminate, as well as where a mixed-use district and conservation districts would best fit geographically. We will then move to the next step of the Zoning District Review, the review of permitted and special uses.

TASK 4: FULL ZONING ORDINANCE DRAFT

We propose to develop the updated Zoning Ordinance and Zoning Map in five parts, as requested in the RFP. This will involve some restructuring compared to the current Ordinance. We will also "track changes" in Microsoft Word so that you can see all of the changes that have been made. Additionally, we will provide editorial comments in the margins of the draft Word document so that we can describe the purpose behind the proposed changes.

1. **Introduction.** This section includes the purpose and intent and other language that establishes the power and authority of the Zoning Ordinance, as well as its relationships to other Ordinances, and its legitimacy under State law. We anticipate minimum revisions to this portion, but we will review it during the Technical Review to identify any concerns.
2. **Zoning Districts.** As noted in Task 3, a key step in drafting the update will be to evaluate the core regulations of the Zoning Districts (dimensions and uses) and their place on the Zoning Map. We will also determine whether any districts can be combined, consolidated, or eliminated, or whether new districts are needed.
3. **Development Provisions.** This portion of the Updated Zoning Ordinance will address supplemental regulations that support and enhance the use and design standards. This portion of the update will include key revisions identified in the RFP, such as enhanced front yard landscaping, content-neutral sign regulations, green energy and compliance with PA 233, and the design regulations of the PVM Overlay.
4. **Review Process and Standards.** The administration section of the Updated Zoning Ordinance will include all of the procedural and administrative requirements, in compliance with the Michigan Zoning Enabling Act. Tables and graphics will be used to more clearly define the "what" and "how" of zoning code administration.
5. **Administration.** This section will clearly define the powers and duties of the different bodies that administer the Ada Township Zoning Ordinance, including staff, the Planning Commission, the Zoning Board of Appeals, the Township Board, and potentially the DDA or other entities that may be empowered, such as subcommittees.

Concurrent with these five parts, we will continually update and revise the definitions so that the definitions article is always up to date. We recommend placing the definitions as the very end of the Ordinance to make the rest of the document more usable.

Tables and graphics will be incorporated into the draft at this point wherever appropriate, though their format will not take its final form until the review and feedback process is complete.



TASK 5: REVISIONS AND INPUT

Once the revised Ordinance has been drafted, it will need to be reviewed for various bodies to ensure consensus on the revisions and smooth the path to adoption. In order to obtain this feedback, McKenna will facilitate the following draft review meetings:

- 3 Meetings with Township Staff
- 2 Meetings with the Planning Commission
- 1 Meeting with the Downtown Development Authority
- 1 Meeting with the Zoning Board of Appeals
- 1 Meeting with the Township Board

Our proposed timeline for these meetings is as follows, consistent with the timeline in this proposal:

November: Review of full draft with Township Staff and submission to Planning Commission

December: Review of full draft with Planning Commission and submission to DDA, ZBA, and Township Board. Working meeting with Township Staff to discuss Planning Commission feedback.

January: Review of full draft with DDA, ZBA, and Township Board. Review of feedback with Township Staff and Planning Commission.

TASK 6: PUBLIC PRESENTATIONS

Following the feedback process, McKenna will make two public presentations on the key policy items contained in the updated Zoning Ordinance. These will not be focused on wording, but rather on the big picture changes the public should be aware of. McKenna will take questions and feedback at these meetings.

Based on the timeline requested in the RFP, we recommend that these two meetings take place in early February, in advance of the Planning Commission's regular meeting that month, which will be the formal public hearing and recommendation vote.

TASK 7: PUBLIC HEARING AND ADOPTION

McKenna will attend the public hearing to answer questions from the public and Planning Commissioners. We will also attend the Township Board meeting where the updated Ordinance will be adopted. We anticipate these meetings will be in February and March, to meet the timeline described in the RFP.

Itemized Budget

As requested, below please find an itemized budget of hours and costs, with the total fee calculated at the bottom. We do not anticipate any expenses that are not included in the rates, but expenses could be incurred if the Township utilizes McKenna for printing or postage.

	Khorey	Walthorn	Patel	Brodeur	Leitner	Total
<i>Hourly Rate</i>	<i>\$190</i>	<i>\$100</i>	<i>\$110</i>	<i>\$100</i>	<i>\$180</i>	
Task 1: Project Initiation	16	16	8	8	0	48
Task 2: Diagnostic Review and Annotated Outline	12	24	4	4	0	44
Task 3: Zoning Districts Update and Addressing Housing Options	12	16	16	16	0	60
Task 4: Full Zoning Ordinance Draft	24	64	20	8	48	164
Task 5: Revisions and Input	36	48	8	8	4	108
Task 6: Public Presentations	24	32	4	4	4	68
Task 7: Public Hearing and Adoption	12	8	0	0	0	20
Total Hours:	136	208	60	48	64	516
Total Fee:						\$69,650

PROFESSIONAL FEE SCHEDULE FOR HOURLY RATED SERVICES

Professional Classification	Rate Per Hour*	
President	\$220	<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.</p> <p>Hourly rates are valid through March 31, 2026. Annually thereafter, they will be adjusted by a percentage equal to any 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	\$200	
Vice President	\$190	
Director	\$180	
Senior Principal or Manager	\$175	
Principal	\$145	
Senior	\$130	
Associate	\$110	
Assistant	\$100	
Administrative Assistant	\$75	



References

City of Hudsonville

Dan Strikwerda
Planning and Zoning Director
3275 Central Blvd
Hudsonville, Michigan 49426
616-669-0200

City of Grandville

Matt Butts
Assistant City Manager
3195 Wilson Avenue SW
Grandville, Michigan 49418
616-531-3030

City of Holland

Steve Peterson
Senior Planner
270 S. River Avenue
Holland, Michigan 49423
616-355-1300

Cascade Charter Township

Andrea Hendrik
Community Planning and Development Director
5920 Tahoe Drive SE
Grand Rapids, MI 49546
616-949-0224

Claims, Licensure, and Non-Discrimination Claims

McKenna has not had any licensure or non-discrimination claims against it in the past five years and has never had any such claims as far as current leadership is aware.

Legal Action

In the past, McKenna has been named in lawsuits always along with a municipality over zoning issues -- all have been dismissed or settled without trial. There are no current cases ongoing.

McKenna provides litigation support for our communities pursuing code enforcement actions, as well as for select private clients in legal matters. Several cases of that nature are ongoing.

McKenna is not involved in any legal action that puts us in an adversarial position towards a client community.

Ada Township 2025 Zoning Ordinance Update





Passionately employing
community-centric
solutions through
active listening and
multidisciplinary expertise.

June 13, 2025



John D. Said AICP
Director, Dept. of Planning
Ada Township
7330 Thornapple River Drive, P.O. Box 370
Ada, Michigan 49301

RE: Ada Township – 2025 Zoning Ordinance Update

Dear John,

The Progressive Companies team is excited to be considered as your planning partner on the journey to update your community's zoning ordinance. After a robust planning process to craft a new master plan, it is time to turn policy into action. Ada Township has a powerful vision to cultivate a strong, vibrant community through mixed-use development, thoughtful urban design, natural features protection, quality infrastructure, and the creation of more housing opportunities. We have the track record to help you turn this vision into a reality.

Our Urban Design & Planning team has decades of experience working with communities in West Michigan and across the state to translate the goals and objectives of master plans into specific regulations that produce measurable outcomes. We have worked in communities rural and urban, village and township, big and small, and have had success in tailoring their zoning ordinances to the specific challenges they face. Our team is proud to have delivered a thoughtful community-wide Master Plan to Ada Township, and we are excited about the opportunity to work in partnership with township staff to refine and reformat your zoning ordinance.

To put it simply, we are zoning nerds. We enjoy the nitty gritty of drafting effective, consistent, and forward-thinking zoning regulations. For our work on zoning reform, in partnership with the Michigan Association of Planning, we were awarded the Karen B. Smith Chapter Award for Outstanding Achievement for the *Zoning Reform Toolkit* by the American Association of Planning in 2022. We have worked with numerous communities to achieve Redevelopment Ready Communities certification, so we understand the ins and outs of updating zoning to align with best practices and state funding programs.

We also bring a deep bench of experts well-versed in a variety of subjects beyond zoning and master planning – economic development, housing finance, urban design, green infrastructure, transportation planning, GIS mapping, community engagement, and more. Our multidisciplinary team ensures that we will view your zoning ordinance holistically.

At Progressive Companies, we pride ourselves on being effective translators and communicators, making complex topics accessible and inclusive. We are excited to tackle these zoning conversations with Ada Township. In our proposal you will find our work plan, relevant experience, references, and background on our team. We look forward to discussing our qualifications with you. Should you have any questions on this proposal or need any additional information, please do not hesitate to contact me at 616.822.1020 or sschulz@weareprogressive.com.

Sincerely,

A handwritten signature in black ink, appearing to read 'Suzanne Schulz', written in a cursive style.

Suzanne Schulz, FAICP
Urban Planning Practice Leader

A handwritten signature in blue ink, appearing to read 'James F. Horman', written in a cursive style.
James F Horman (Jun 12, 2025 14:53 EDT)

James Horman, AIA
Principal, Civic Practice Leader

Qualifications

Transforming Spaces.

Empowering People.



Progressive Companies is a multidisciplinary national design firm connecting people, places, and communities through transformative spaces, structures, pathways, and environments. We believe innovation is more than leading with the best technologies and latest trends – it is a creative process beginning with curiosity and diving deep into understanding your world. As problem-solvers, our team of designers, architects, planners, engineers, and strategists enthusiastically work alongside you to envision a bold, new future.

From modest beginnings of four original engineering partners in 1962, to over 350 employees serving clients across the nation today, Progressive Companies has always thrived on an entrepreneurial mindset. As an employee-owned business, individuals take personal accountability for representing the firm's values of leadership, learning, trust, and diversity.

Our talented workforce brings decades of expertise in all facets of architecture, engineering construction, and planning – with a broad and deep portfolio representing 12 markets and projects in 49 states. Strategically located in Grand Rapids, MI; Detroit, MI; Asheville, NC; Charlotte, NC; Durham, NC; and Greenville, NC, our teams are poised to help you reach new heights from a strong foundation.

Expertise

- Architecture
- Civil Engineering
- Community Engagement
- Construction Management
- Controlled Environments
- Electrical Engineering
- Healthcare Planning
- Interior Design
- Landscape Architecture
- Lighting Design
- Logistics
- Master Planning
- Mechanical Engineering
- Program Design and Delivery
- Roads and Utilities
- Structural Engineering
- Sustainable Design
- Traffic Engineering
- Universal Design
- Workplace Strategy
- Zoning

Markets

- Automotive
- Civic
- Education
- Health and Wellness
- Mixed Use
- Science and Industry
- Transportation
- Urban Design and Planning
- Water Resources
- Workplace



Shaping Communities: Transforming Vision into Reality

Our urban design and planning team is a multitalented group of experts specializing in all facets of planning, design, and development. With a dedicated focus on implementation, we leverage a wealth of expertise to create sustainable, inclusive, innovative, and community-focused solutions.

We adopt a holistic approach to planning — considering social, economic, environmental, and cultural factors in the process. Community input and active listening are cornerstones of our approach. Involving residents and local stakeholders in the planning process ensures that projects align with community needs and aspirations. We work on projects of all shapes and sizes, from smaller community initiatives to large-scale urban developments. We know how to get the most out existing space through reuse and redevelopment, using available resources to activate your community.

We Get Results.

Our team's strong technical capabilities mean we utilize the latest technologies and design tools to bring concepts to life. Our multidisciplinary firm includes planners, engineers, architects, landscape architects, and designers who get things done and validate our results.

Our planners are well-versed in navigating regulatory frameworks, zoning codes, and planning regulations, ensuring compliance while optimizing project outcomes. And if things aren't working? We can help you shape your ordinances and policies to get the results you want.

Let's partner together and create vibrant, livable, and resilient communities where everyone can thrive.



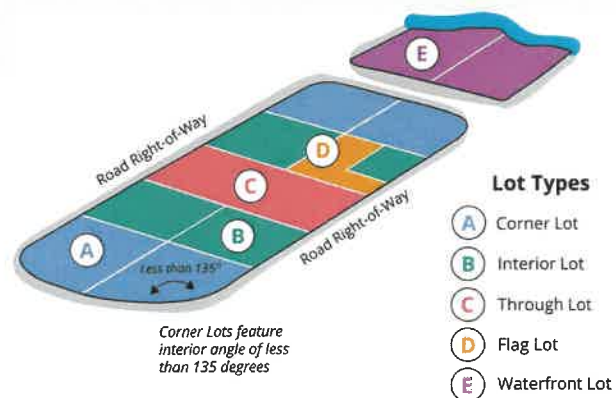
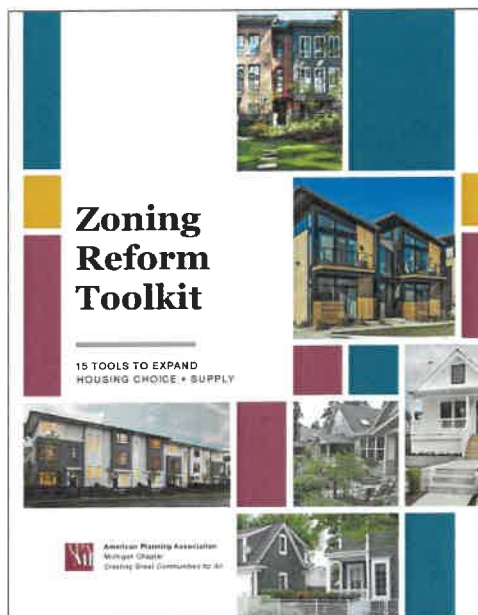
Village of Lawton, Lawton, MI

Zoning

Zoning ordinances play a pivotal role in shaping the physical and functional characteristics of cities and towns. Dictating land use, density, building heights, and other factors that influence the growth of urban areas, zoning reform is often required to adapt to societal needs, economic trends, and environmental considerations. Our team has been instrumental in guiding communities through the complexities of zoning updates, ensuring that the process aligns with modern urban planning principles and fosters inclusive and sustainable development.

We help communities and developers update zoning ordinances, especially in upscale areas. This process sometimes requires a master plan update, and zoning plays a pivotal role in the transformation. Our team's experience working in a wide range of communities, from small towns in rural counties, to suburban townships and urban core cities, allows us to craft codes that drive positive change without technical jargon that alienates residents and prospective developers. This trust and our ability to decipher complex planning processes make our clients feel comfortable and confident in our services.

Our approach is far from the “status quo”. We emphasize innovation, address root causes, and promote collaboration and transparency — demonstrating an interpretive and flexible approach to zoning reform. We tailor solutions to the unique needs of communities and take pride in proactively ushering in change, acknowledging its inevitability and the importance of strategic, data-driven decision-making. Ultimately, our goal is to level the playing field for affordable housing and foster positive community input while respecting the fears and lived experiences of all stakeholders. Our work is grounded in the reality of urban design and policy, and we are committed to making a tangible difference for our clients and the communities they serve.



Download the **Michigan Association of Planning Zoning Reform Toolkit**

Partners in Placemaking

We proudly serve communities throughout Michigan as their implementation partner. Our team would love the opportunity to bring your vision to life!



Commitment to Community Engagement

To ensure clarity throughout the planning process, we work closely with you, key stakeholders, and your community. Adherence to our meticulous discovery process enables our team to gather feedback and make informed, creative decisions. **Community engagement sessions provide an opportunity for two-way discussion and active engagement in the planning process.**

Through the use of discussion panels, focus groups, design charrettes, interactive games, pop-up events, kids' activities, virtual presentations, social media, surveys, and other techniques, our team will help you develop an inspirational vision that leads to new investment.

We have a passion for community-based projects and have worked on projects for a variety of clients including:

- Ada Township, Envision Ada Master Plan – 2013
- Ada Township, Connect Ada Plan - 2020
- Ada Township, Comprehensive Master Plan - 2023
- East Grand Rapids, Mobility-Bike Action Plan – 2020
- Village of Lawton, Downtown Streetscape Plan – 2020
- Downtown Grand Rapids, Inc. Wayfinding Project – 2021
- Dwelling Place, Michigan Community Land Trust – 2021
- City of Grand Haven Master Plan Update – 2022
- City of Traverse City, Mobility Action Plan – 2022
- City of Houghton, Downtown Placemaking – 2023
- Traverse City, TART Trails Expansion – 2023
- Habitat for Humanity, Pleasant Hills Development – 2024
- Grand Action 2.0, Acrisure Amphitheater & Amway Stadium Engagement – 2023-24
- Village of Lawton, Community Master Plan – 2024
- Village of Lawton Zoning Ordinance - 2024
- City of Danville Comprehensive Plan – 2024
- Plainfield Township, Community Master Plan – 2024
- Plainfield Township, Reimagine Plainfield Plan - 2021
- Plainfield Township, Plainfield Avenue Zoning Amendments - 2022
- Plainfield Township, Zoning Ordinance - 2025 (in process)
- City of Dearborn, Housing Needs Assessment – 2024
- City of Grand Rapids, Oxford Trails Redesign – 2024
- City of Grand Rapids, Zoning Amendments - 2023 - 2024
- City of Kalamazoo, 2-Way Street Conversion –2025
- City of Battle Creek, Beckley Road Corridor Plan – 2025
- City of Mt. Pleasant, Mission Street Corridor Plan – 2025
- City of Marshall, Economic Development, Non-Motorized, & Master Plan – Ongoing
- City of North Muskegon, Master Plan - 2022
- City of North Muskegon, Zoning Ordinance - 2024
- City of Portage, Portage Road Street Redesign – Ongoing
- City of Pottersville, Zoning Ordinance - 2025
- West Michigan Shoreline Regional Development Commission, Trail Planning – Ongoing
- Oshtemo Township, Master Plan – Ongoing
- Oshtemo Townships, Transportation & Mobility Ordinance - 2024

To accomplish successful community engagement facilitation and implementation, we have found the following approaches to be critical:

Proximity & Trusted Advisors

Building authentic relationships within the community and collaborating with trusted local experts.

Collaboration & Curiosity

Working with the client and stakeholders, believing no one entity can lead a community alone.

Power Sharing & Transparency

Empowering neighbors through shared power to be a part of the process. We communicate with integrity and transparency emphasizing clear and accessible communication for diverse audiences.

Education & Acknowledgment

We recognize that complex projects sometimes require education to achieve equitable outcomes. To co-create a shared vision, we educate participants about the past, inform them of current opportunities, and engage in ongoing dialogue about the future.

Reporting & Feedback Loops

Continuously engaging with the community to confirm our understanding and improve the planning process. Feedback loops play a crucial role in understanding the needs of the neighborhood, boosting productivity in the planning process and fostering innovation.

Project Team



Suzanne Schulz, FAICP
Urban Planning Practice Leader



Jason Ball, AICP
Project Manager



James Kilborn
Mapping



Jaclyn Walker, JD
Zoning



Julie Tschirhart
Zoning &
Community Engagement

Additional Team Support



Carrie Rivette, PE
Senior Civil Engineer



Eric Kehoe
Senior Planner



Latesha Lipscomb, JD
Community Engagement
Specialist

**Suzanne
Schulz, FAICP**
URBAN PLANNING
PRACTICE LEADER



CONTACT

616.988.4809
sschulz@weareprogressive.com

EDUCATION

Michigan State University
*Bachelor of Science, Urban
Planning*

CREDENTIALS

Certified Planner

As an experienced change agent and community leader, Suzanne confidently listens, guides, and respectfully challenges the status quo. She has 30 years of experience in urban planning, transportation planning, and policy development. Whether working with institutions, developers, non-profits, schools, business owners, or neighborhoods, she believes everyone has a voice and diverse viewpoints improve development projects and communities.

Suzanne possesses extensive knowledge in local government and development, having served the City of Grand Rapids for 20 years as Planning Director and Managing Director of Design and Development, where she oversaw the City's Development Center. She was instrumental in leading community-led processes for the 2002 Master Plan, Green Grand Rapids, Vital Streets Plan and Design Guidelines, Michigan Street Corridor Plan, and Zone Grand Rapids.

Her work at Progressive Companies has included being the principal author of the Zoning Reform Toolkit: 15 Tools to Expand Housing Choice + Supply for the Michigan Association of Planning, modifying zoning language to support development efforts, facilitating project entitlements for private sector clients, and creating place-based master plans and zoning ordinances.

Recognized as an expert in her field, Suzanne was appointed by Governor Gretchen Whitmer to join the State Transportation Commission in October 2023. She was inducted as a Fellow into the AICP College of Fellows in 2022, an honor bestowed upon only 1% of all AICP-certified planners in the country and a designation held by only six practicing planners in Michigan.

"Our team's passion is implementation. Very few things are as rewarding as seeing a vision come to life. We help make policies and plans become projects."

**Jason
Ball, AICP**
PROJECT MANAGER



CONTACT

970.531.7435
jball@weareprogressive.com

EDUCATION

Grand Valley State University
Bachelor of Arts, Political Science

Michigan State University
Master of Urban & Regional Planning

CREDENTIALS

Certified Planner

Jason is an experienced consultant, facilitator, and leader who has worked in both large organizations and small consulting settings. What most motivates him is integrating the vision of a community or leader into a plan of action, and supporting implementation of that plan. Since 2010, he has led major multi-stakeholder projects and supervised teams of colleagues and collaborators while being responsible for successful delivery of a wide range of work products and projects, including community plans, ordinance updates, economic development strategies, strategic plans, reports and white papers, grant applications, and training programs.

Jason's 15+ year career in community development has been focused on implementation of plans, projects and programs. As a professional planner, Jason has worked with a range of communities, including small towns, rural and suburban townships, and central cities to craft community plans that illustrate the communities' vision for the future, and align goals, objectives, and implementation strategies to help that vision become a reality.

In addition to traditional community planning, Jason has completed downtown and tax increment financing plans for a range of contexts, written zoning codes to support redevelopment, and worked closely with grassroots nonprofit organizations to facilitate neighborhood investment strategies.

Marshall, MI Master Plan, Parks and Recreation Plan & Nonmotorized Plan

Jason is Progressive's lead consultant on a comprehensive planning process for Marshall, MI. Marshall is home to the new Ford BlueOval Battery Park, which is bringing over 1,800 new jobs to the historic community of less than 7,000 people. He has led engagement of a Steering Committee of community residents and leaders that has overseen a comprehensive engagement process whereby hundreds of residents have contributed to a vision for growth in the community that celebrates Marshall's history.

Julie Tschirhart

PLANNER



CONTACT

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EDUCATION

Middlebury College

Bachelor of Arts, Sociology

University of Michigan

Master of Urban & Regional Planning

Julie brings over a decade of planning experience working in communities across the state of Michigan. Having worked as a municipal planner in Grand Rapids, Royal Oak, and Ann Arbor, Julie's work at Progressive Companies is informed by firsthand knowledge of administering a zoning ordinance, conducting development review, and serving the public interest. Julie is especially interested in zoning reform, entitlements, and community engagement.

Zoning Reform Toolkit – Michigan Association of Planning

Collaborated to create guidebook for municipal planners and community leaders, providing a set of regulatory solutions to expand housing supply and choice. Julie conducted research into best practices, wrote sections of the toolkit, and managed the organization of data and resources for the team. The Zoning Reform Toolkit received the American Planning Association's Karen B. Smith Chapter Award for Outstanding Achievement in 2022.

Downtown Development and Off-Premises Signage Zoning Ordinance Amendments – City of Grand Rapids

Working for two distinct clients, Julie worked to develop zoning language to facilitate the creation of public access to and along the Grand River and upgrade the billboard exchange program to allow for off-premises signage relocation and the conversion to digital in the city of Grand Rapids, Michigan.

City of North Muskegon – Zoning Ordinance Update

After the completion of the City's Master Plan, Julie worked to amend the zoning ordinance to actualize the vision of the master plan. Key changes included collapsing zone districts, streamlining approval processes, and laying the groundwork for the cultivation of a downtown business district.

Plainfield Township – Zoning Ordinance Update

Developed zoning amendments to execute the vision of the Reimagine Plainfield corridor plan, creating a new mixed-use zone district to facilitate investment in the corridor. After the completion of the Master Plan in 2024, Julie is currently working with the Township to update their zoning ordinance to implement the master plan goals and strategies, as well as increase housing choice and supply via the Housing Readiness Initiative grant program.

James Kilborn

PLANNER &
GIS SPECIALIST



CONTACT

970.531.7435
jball@weareprogressive.com

EDUCATION

Grand Valley State University
*Bachelor of Science, Geography and
Sustainable Planning*

Grand Valley State University
Master of Public Administration

James brings more than six years of experience in municipal, county, and private planning environments. He carries a technical and creative skillset that includes research and document drafting, GIS mapping, development plan review, graphic and content design, and data analysis. In previous positions he revised city ordinances, developed master plan and parks and recreation plan updates, and developed policy papers for a variety of regional land use and transportation challenges. His role as Planner allows him to apply these experiences and elevate the important work currently occurring in Progressive partner communities.

Ada Township Master Plan

Developed community engagement activities around transportation and housing topics, created land use maps, illustrated and rendered graphics, participated in community events and outreach activities, and drafted and formatted the Township's Master Plan document.

City of Grand Haven Master Plan Update

Coordinated updates to City's 2016 Master Plan, including a focus on housing, pedestrian accessibility, and protection of sensitive natural environments. Developed land use maps, drafted and formatted changes to Master Plan document, and presented changes to appointed and elected officials.

City of North Muskegon Master Plan

Developed community engagement activities, created land use maps, coordinated content development for sub-area planning activities, illustrated and rendered graphics for inclusion in report, drafted and formatted Master Plan document featuring an emphasis on local business district vibrancy and neighborhood connectivity.

City of Hancock Master Plan Update

Developed community engagement activities, created land use maps, and drafted revisions to City's 2018 Master Plan document with a focus on street design, downtown vibrancy, and leveraging the community's unique winter climate as a driver of economic development.

**Jaclyn
Walker, JD**
PLANNER



CONTACT

616.854.4725
jwalker@weareprogressive.com

EDUCATION

St. Olaf College
Bachelor of Arts, Religion

University at Buffalo
Master of Urban Planning

University of St. Thomas
School of Law
Juris Doctor

Jaclyn is an accomplished planner and attorney with a diverse background spanning municipal planning, housing policy, and grassroots advocacy. With over a decade of professional experience, she has worked across the globe with organizations ranging from the U.S. Air Force in England to local governments in the Midwest and Rustbelt. Jaclyn is passionate about civic engagement and the intersection of practicing law and urban planning.

City of Potterville Zoning Ordinance Update

Working with the City of Potterville, Jaclyn updated the City's Zoning Code to reflect the City's development goals and planning best practices. The result is a Zoning Code that is easy to administer and interpret while encouraging growth in ways that support the City's needs and goals.

Mundy Township Development Review

Working to support the Mundy Township staff, Jaclyn has performed Site Plan and development reviews to ensure compliance with Township Ordinances and support the desired growth of the Township.

West Michigan Shoreline Region Community Engagement

Jaclyn led public engagement efforts to gather public input regarding the expansion and development of a regional trail system. The engagement efforts ultimately informed the creation of a trail system improvement priority list to use as a guide for future trail development.

Work Samples

Comprehensive Village-Wide and Downtown Planning

Ada, MI

Progressive Companies has played a central role in the transformation of Ada through its leadership in master planning and community-focused design. Our involvement began with the Envision Ada Master Plan, initiated in 2013, which aimed to revitalize the downtown area by replacing a 1970s-era strip mall with a walkable, mixed-use village center. The plan introduced a form-based urban design code to ensure that new development would be built in harmony with Ada's historic architecture.

We also led the Connect Ada plan, which provided a comprehensive trail network plan, reconnected the community to the Thornapple River, and reconfigured major intersections. Progressive Companies also led the Headley Street realignment, relocating 1,800 feet of roadway to improve pedestrian access and integrate green infrastructure.

Building upon this foundation, Progressive Companies contributed to the development of Legacy Park, a riverfront space featuring the Van Andel Pavilion, which has become a hub for community events. Our latest initiative, the Ada Covered Bridge Park, seeks to unify existing green spaces like Leonard Field and Legacy Park, with the historic Ada Covered Bridge as its centerpiece. The \$8.5 million project includes amenities such as a splash pad, pickleball courts, a dog park, and a new pedestrian bridge over the Thornapple River. This 15-acre destination park offers walking trails, a kayak launch, and river outlooks, enhancing public access to the riverfront.

Progressive Companies' comprehensive approach has been instrumental in transforming Ada into a vibrant, connected, and sustainable community.

Reference: Julius Suchy, Township Manager, jsuchy@adatownshipmi.com, 616.676.9191





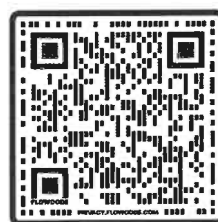
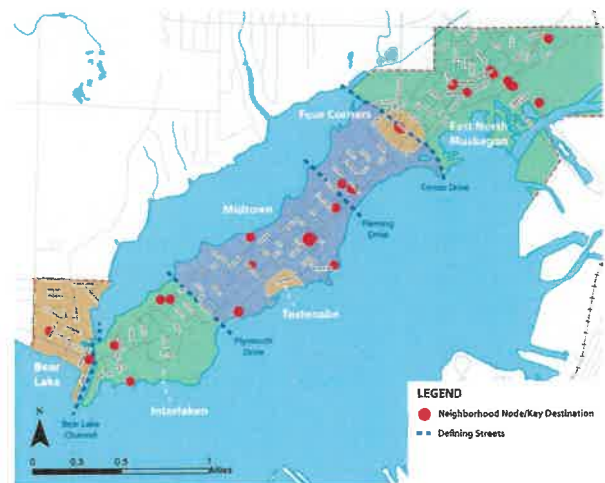
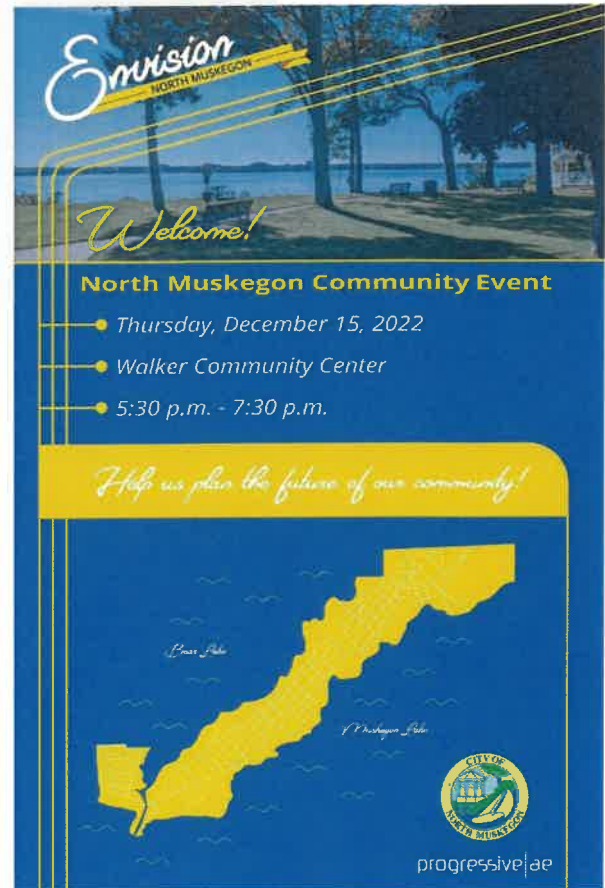
North Muskegon Master Plan & Zoning Ordinance

North Muskegon, MI

As a residential community located on a peninsula, North Muskegon partnered with Progressive Companies to create a new Master Plan and Zoning Ordinance to shift the city's image away from being a sleepy bedroom community by accommodating greater varieties of retail and housing development. The Planning team created specially-branded sunglasses and drink koozies and hosted numerous "pop-up" events across town to hear from residents and stakeholders, asking them to envision the future of their community. Through this process, residents cited the city's access to water, small-town charm, and walkability as key assets to emphasize and build upon.

The planning process also included sub-area planning through design charrettes. This entailed a multi-disciplinary team of architects, traffic engineers, and planners from Progressive Companies to spend multiple days in three parts of the city, identifying opportunities for change and methods for improving the built environment in these select areas. As a community intent on encouraging new retail, restaurant, and housing opportunities, these sub-area plans focus on rebuilding the city's once-vibrant business districts.

The last step was to conduct a comprehensive update to the city's zoning ordinance to implement the vision contained in the Master Plan. This involved new graphics and an emphasis on clarity and accessibility.



**Download the
North Muskegon
Zoning Ordinance
Plan**

Village of Lawton Master Plan & Zoning Ordinance

Lawton, MI

Progressive Companies initially partnered with the Village of Lawton to develop a streetscape plan for Main Street (M-40) as part of an MDOT reconstruction project. This collaboration expanded into multiple projects aimed at enhancing the community's infrastructure and vitality. These initiatives included creating a plan for a new farmer's market, securing grants for its construction, developing a comprehensive community master plan, and drafting a new zoning ordinance.

During the master planning process, community engagement efforts were thoughtfully timed with major holidays to encourage participation. A Holiday Open House marked the project's kickoff, followed by interactive events like an Easter egg hunt and a 4th of July celebration. These festive occasions provided opportunities for residents to stay connected with the planning process while celebrating the seasons together. The Master Plan emphasized community priorities, such as safety, infrastructure improvements, and sustainable growth.

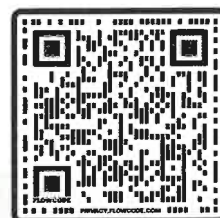


To further support Lawton's development goals, Progressive Companies assisted the Village in securing an MEDC Redevelopment Ready Communities grant for a complete revision of its Zoning Ordinance. Through joint meetings with the Village Council and Planning Commission, the ordinance was redesigned to simplify administration by reducing the number of zoning districts. It also introduced "missing middle" housing types to expand housing options. A points-based system incentivized better residential design, offering sliding scale density bonuses for features like front porches, landscaping, and premium finishes.

The updated Zoning Ordinance was completed in July 2024. Progressive provided urban planning, civil engineering, and landscape architecture services for these projects.



Reid's Corner, Farmers Market Design



**Download
the Village of
Lawton Zoning
Ordinance Plan**

City of Potterville Zoning Ordinance & Master Plan

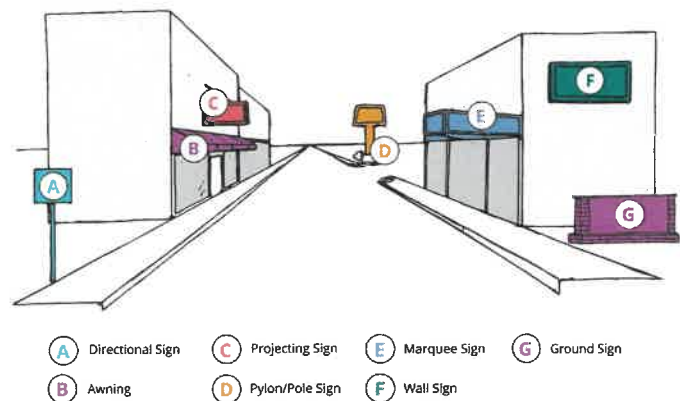
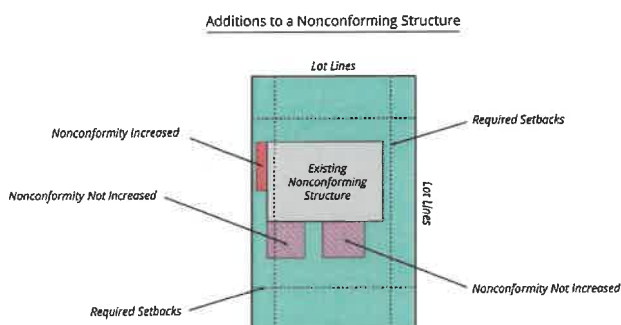
Potterville, MI

Progressive Companies worked with the City of Potterville to amend the City's Zoning Ordinance. The City's primary goal was to have an easily administered and interpreted Ordinance. Additional goals included the expansion of economic development, particularly downtown, the construction of diverse housing types, and the stabilization of residential neighborhoods.

To accomplish this, zoning districts were collapsed to help focus development and simplify interpretation and administration burdens.

Processes and procedures for administrative review were created to encourage development while balancing the burden of document creation and review between the administrator and developer. Uses were expanded throughout the commercial districts to encourage housing and commercial diversity. Tables and diagrams were created to help with the presentation of regulations for easy interpretation. In addition, the Zoning Map was updated to reflect the simplified districts.

The updated Zoning Ordinance is expected to be adopted in Fall 2025. Concurrently, targeted Master Plan updates will be completed to better align the plan with the City's current conditions. The Master Plan update process will include a community survey, technical analysis, and presentation of the draft plan update to the City Council and Planning Commission.



Oshtemo Charter Township Transportation & Mobility Ordinance

Oshtemo, MI

Frustrated by the overly stringent design requirements imposed by the Road Commission and poor safety outcomes, Oshtemo Charter Township proactively sought to create an ordinance that would address its infrastructure and mobility needs well into the future. The Township adopted its new Transportation and Mobility Ordinance (TMO) on February 26, 2024 - representing a step towards fostering safer, more accessible, and environmentally sustainable transportation infrastructure within the community.

Understanding that streets are a critical component of community building and quality of life, the Township desired to advance a self-enforcing design methodology to encourage drivers to adhere to posted speed limits. It also focused on ensuring a context-sensitive, multi-modal approach. The TMO provides a strong framework for township leaders, property owners, and developers to follow. The Ordinance aims to:

- Create a connected transportation system that serves all travel modes and aligns with the township's planning goals
- Prioritize safety to eliminate traffic-related injuries and fatalities, promoting public health and well-being
- Ensure that all residents have access to affordable and reliable transportation options for their daily needs
- Design transportation systems that fit the unique characteristics of our community, while respecting its identity
- Encourage walking, biking, and other active transportation methods, support economic growth, and promote public health

Progressive Companies is currently assisting the Township in updating its Comprehensive Plan. As part of that process, a Master Streets Plan is being created that will augment and support the TMO. Additional refinement of the TMO is expected after plan adoption as well ongoing coordination with MDOT and the Road Commission of Kalamazoo County.

Reference: Cheri Bell, Supervisor, Oshtemo Charter Township, cbell@oshtemo.org, 269.216.5220



Zoning Reform Toolkit

Michigan Association of Planning

State of Michigan

In 2021, Progressive Companies was selected by the Michigan Association of Planning (MAP) to create a toolkit to assist Michigan communities address the statewide housing and affordability crisis. The *Zoning Reform Toolkit: 15 Tools to Expand Housing Choice and Supply* is a practical guide to equip local leaders with the knowledge and strategies needed to expand housing supply through regulatory and process reform.

The toolkit shared data about the need for zoning reform, case studies, sample zoning and master plan language, and talking points for speaking with different stakeholder groups. Working with an advisory group of local housing and zoning experts, Progressive Companies convened listening sessions, explored case studies and best practices, and synthesized complex historical, demographic, and economic findings into an approachable, well-crafted guidebook to facilitate change. The toolkit aimed to support not only the creation of more housing, but the right kind of housing that would meet each community's unique needs.

As a follow-up to the Zoning Reform Toolkit, a survey was distributed to assess its usefulness. The Michigan Association of Planning heard from 111 communities about the toolkit's impact in action. Survey results revealed that the use of the toolkit and familiarity with the tools increased the number of reforms implanted. Overall, the average number of tools used by each community was between four and five, with some communities implementing up to twelve recommendations. *Zoning Reform Stories and Studies* shared in-depth case studies of how communities utilized the fifteen tools.

The American Planning Association (APA) recognized the quality of the work and its impact with the 2022 Karen B. Smith Chapter Award for Outstanding Achievement. This award recognizes innovations, programs, or new or improved services that benefit the members of a particular chapter. The APA has cited the Toolkit and used it as an example for other states to follow.

15 TOOLS TO REFORM ZONING		
Zone Districts	Form and Context	Processes
Collapse Zone Districts	Reduce Minimum Lot Width and Area	Eliminate or Reduce Elected Body Approval
Rezone for Mixed-Use / Multi-family in Commercial Districts	Reduce or Eliminate Minimum Dwelling Unit Size	Expand Administrative Review
Expand Allowable Uses	Reduce or Eliminate Minimum Parking Requirements	Pre-approved Plans
Performance Standards for Uses	Missing Middle Housing (Including ADUs)	More Flexible Approach to Nonconformities
	Density / Height Bonuses	Police Power Ordinances for Nuisance



Zoning Reform Toolkit

15 TOOLS TO EXPAND
HOUSING CHOICE + SUPPLY



American Planning Association
Michigan Chapter
Creating Great Communities for All



**Download the Michigan
Association of Planning
Zoning Reform Toolkit**

Plainfield Township Corridor Plan, Master Plan, & Zoning Amendments

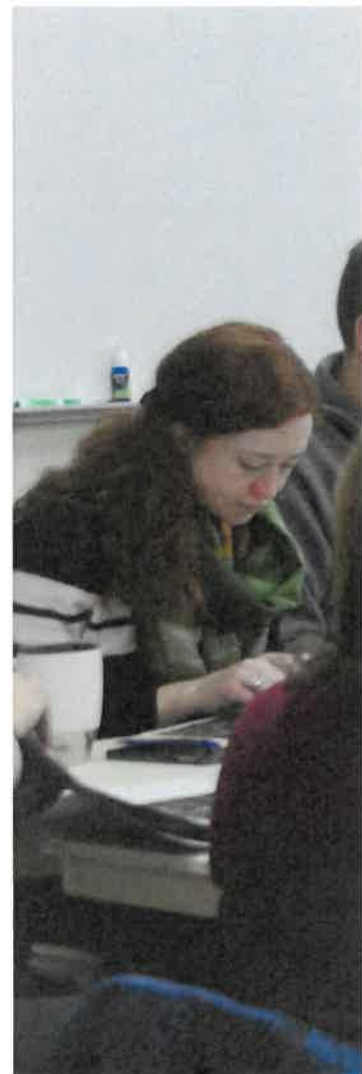
Plainfield Township, MI

Plainfield Avenue, also known as M-44, is an arterial in Kent County, Michigan, carrying nearly 36,000 cars per day. Once dubbed the “Motor Mile,” this post-World War II corridor has many tired and vacant buildings and parcels, with its commercial property taxes remaining stagnant for a decade. Plainfield Charter Township hired Progressive Companies to create a corridor plan to chart the next chapter in Plainfield Avenue’s history.

The Reimagine Plainfield Plan process included listening and learning about factors affecting the corridor and its people. In conjunction with Disability Advocates of Kent County (DAKC), Steering Committee members were able to experience the corridor from the perspective of someone who is restricted to a wheelchair or is sight impaired. Additionally, focus group sessions included meeting with the real estate and development community; MDOT, County Road Commission, and the Rapid (transit authority); the Lower Grand River Organization of Watersheds (LGROW) to discuss stormwater; and interacting with Planning staff on the development approval process. Community input was solicited through a series of surveys during Covid.

A series of development scenarios were developed for key locations. The scenarios informed modifications to the Township's Zoning Ordinance, which included a new mixed-use zone district that allows by-right development to create pedestrian-oriented mixed-use areas, design and landscape standards, and provisions that allow the corridor to transition over time through the use of flexible non-conforming standards and administrative departures.

The Reimagine Plainfield process led to a series of zoning ordinance amendments to actualize the vision of a mixed-use corridor along Plainfield Avenue. Later, Progressive Companies worked to update the entire Master Plan for Plainfield Township. Zoning Ordinance amendments to implement the Master Plan are currently underway.





PLAINFIELD CHARTER TOWNSHIP COMMUNITY MASTER PLAN



progressive|ae

2024
Update; inclusive of 2017 supplement.



Flint Zoning Analysis

Flint, MI

Progressive Companies led a comprehensive zoning analysis and pre-approved housing plan process for the Smith Village neighborhood in Flint, Michigan, aimed at unlocking the potential of vacant and underutilized land. The project focused on identifying regulatory barriers to redevelopment, testing fit solutions for attainable housing, and recommending zoning changes to facilitate growth.



Zoning

We conducted a detailed parcel analysis, segmenting lots into small, medium, and large categories to determine their development feasibility. The study focused on GN-1 (Green Neighborhood) and TN-2 (Traditional Neighborhood) zoning districts, which collectively cover 42% of Flint's land area. Over 6,338 GN-1 parcels and 3,277 TN-2 parcels are publicly owned, presenting a significant opportunity for reinvestment.

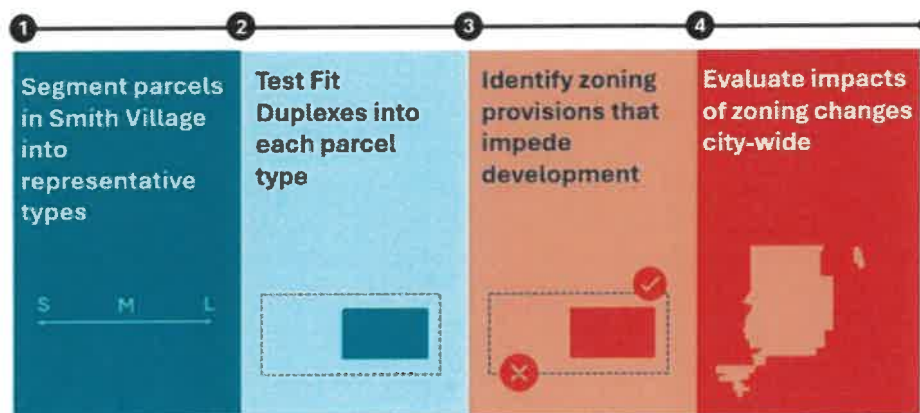
Using a test-fit methodology, we evaluated the placement of duplex housing on representative parcels, assessing how existing zoning regulations—such as excessive lot size minimums, restrictive setbacks, and parking mandates—hinder development. Key findings revealed that reducing minimum lot size requirements, revising impervious surface limitations, and allowing on-street parking could enable the development of over 700 acres of new housing.

Pre-Approved Plans

Pre-approved plans encourage infill development, reduce construction costs, and accelerate housing production—especially for missing middle housing like duplexes and backyard cottages. They also promote context-sensitive design, ensuring new construction fits the existing

development pattern. By lowering regulatory barriers and reducing uncertainty, pre-approved plans make it easier to address housing shortages and revitalize underutilized land efficiently.

Working with the City's Building and Safety Inspections Department, we created a duplex plan set that could be pre-approved by the City, saving developers time and money, and streamlining the approval process for the City.



City of Dearborn Housing Study & Zoning Amendments

Dearborn, MI

Progressive Companies played a pivotal role in addressing the City of Dearborn's housing challenges through a multi-phase housing strategy. We conducted a comprehensive study to assess housing demand, demographic trends, absorption rates, and financial viability for a variety of housing types. This work also included detailed site concepts for potential housing development sites across Dearborn. The analysis provided critical, publicly accessible data that quantified the city's housing needs, offering a foundation for informed decisions by developers and policymakers.



One of the key findings from the market analysis was that Dearborn needed 1,500 new housing units over the next decade, but had averaged only 26 per year in the past decade. To build on the understanding of the housing market in Dearborn, Progressive Companies then focused on implementing City strategies that can boost housing availability citywide. Specifically, we worked on revising Dearborn's residential zoning districts and planned unit development ordinances. These updates were strategically timed to align with the City's Master Land Use Plan, ensuring a cohesive approach to housing development and urban planning. Additionally, Progressive created a site plan for one of the few vacant sites in the City, working alongside the city to provide an overview of available tax incentives—including Housing Tax Increment Financing—and creating RFQ packages to lure developers to the city.

The impact of Progressive's work on Dearborn's housing landscape will be significant. By streamlining housing ordinances and providing accurate data on housing needs, the initiative demonstrated housing demand and incentivized the construction of new housing units. This will not only address immediate housing shortages, but also set the stage for long-term, sustainable development in Dearborn.



Proposed Approach

Task 1 - Understand Local Experience and Plans

Our first task will be to interview Ada Township staff, local officials, and stakeholders to understand where the community struggles with the zoning ordinance today. We will also review relevant plans and documents that may guide updates.

Key Steps:

1. Kick-off meeting with staff to establish cadence of check-ins, milestones, desired community engagement strategy, and formulate Advisory Committee for Zoning Ordinance update.
2. Interview staff and Advisory Committee to identify current “pain points” and areas that are problematic from an administrative perspective.
3. Review recent variance requests to look for trends.
4. Review Master Plan future land use, goals & objectives, and zoning plan to identify necessary updates and changes.

Tentative Advisory Committee:

- Tom Korth, Township Supervisor
- Julius Suchy, Township Manager
- John Said, AICP, Planning Director
- Brent Bajdek, Planner
- Planning Commission Representative(s)
- Zoning Board of Appeals Representative(s)
- Township Board Representative(s)



Downtown Ada, MI

Task 2 - Complete Audit of the Zoning Ordinance

In this task, we will review the ordinance relative to local experience and plans, as well as best practices, to recommend high-level changes. Progressive Companies will work with the Ada Township Advisory Committee to complete an audit of the existing ordinance to identify portions that need to be completely rewritten, versus those that may need relatively minor updates. This audit will focus on the following items:

1. Review of the ordinance relative to the Michigan Association of Planning Zoning Reform Toolkit and Redevelopment Ready Communities Best Practices.
2. Implementation of Ada Township Master Plan strategies and recommendations.
3. Evaluation of the ordinance to support additional housing production. Our understanding is that the Ada Township received Housing Readiness Initiative funds, so we understand the importance of creating new opportunities to add housing in appropriate locations in this ordinance update to meet grant requirements.
4. Evaluation of existing ordinance structure and format with an emphasis on user-friendliness for both administrators and applicants.
5. Evaluation of options for publishing the final ordinance. For example, whether to maintain it in a separate PDF document or host via an online service such as eCode or Municode.

Progressive Companies will meet with the Advisory Committee regularly during the audit to discuss key points or issues to ensure alignment. At this stage, Progressive Companies will also conduct an online community engagement survey to assess community preferences regarding zoning and fold in findings into the Zoning Audit.

Once the audit is complete, Progressive Companies may present recommendations to the Planning Commission according to direction from Township staff. The final deliverable of this task will be the Zoning Audit Memo, which provides a series of recommendations for updating the ordinance.



Ada Township Master Planning

Task 3 - Update the Ordinance Deliberately

Based on the results of the Audit, Progressive Companies will proceed with updating the Township's zoning ordinance. The Progressive Companies Team will update 2-3 related chapters at a time, and review draft changes with the Advisory Committee.

This will create an interactive process whereby the Committee can review drafts, make decisions, and see the implementation of their decisions in action. During the audit and review process, the Advisory Committee will identify key points to engage relevant local officials and stakeholders in decision-making. The timeline on the following page provides an example schedule for meetings and review of chapters.

Task 4 - Adoption

Once a draft zoning ordinance is approved by Township staff / the Advisory Committee and other relevant review bodies or stakeholders, Progressive Companies will work with the Township to complete the adoption process. This will include support for publishing necessary notices, attending meetings, and providing presentations summarizing the changes to the code.



Legacy Park, Ada, MI

Timeline

All four tasks will proceed according to the following tentative schedule. The July start date is an estimate, based upon the RFP deadline of June 13th.

Meeting	First Drafts	Second Drafts
Meeting #1 July	Kick-off Finalize schedule and work sessions	
Meeting #2 August	Zone Districts Dimensional Standards Zoning Map	
Meeting #3 September	Definitions Uses Design Standards	Zone Districts Dimensional Standards Zoning Map
Meeting #4 October	Development Review Processes (e.g., Site Plan Review, Special Land Use)	Definitions Uses Design Standards
Meeting #5 November	Parking Landscaping	Development Review Processes (e.g., Site Plan Review, Special Land Use)
Meeting #6 December	Administration and Enforcement Nonconformities	Parking Landscaping
Meeting #7 January	Review Final Draft Ordinance	
Planning Commission Meeting February	Public Hearing and Recommendation of Approval	
City Council Meeting March	Optional Public Hearing and Adoption	

Deliverables

The following deliverables will be produced throughout the course of the zoning ordinance update:

1. Zoning Audit Memo
2. 5 Planning Commission meetings, 2 Township Board meetings. 1 Joint meeting with Planning Commission, Township Board, and Zoning Board of Appeals
3. Summary Sheet of Zoning Amendments
4. Redline Zoning Ordinance
5. Revised Zoning Ordinance
6. Updated Zoning Map

All electronic files including GIS data, Word documents, and PDFs will be transferred to the Township at the end of the process.

Itemized Budget

Based upon the above identified scope of services, Progressive Companies proposes the following compensation for professional services: We propose to provide the work as delineated below for a stipulated sum of **\$45,000** (forty five thousand dollars). Progressive Companies has prepared this proposal for Ada Township and we request that it be treated as confidential and not copied or distributed for any reason other than evaluation for hire.

Task	Cost
Task 1. Understand Local Experience & Plans	\$7,125
Task 2. Zoning Audit & Community Engagement	\$9,950
Task 3. Update Ordinance & Maps	\$21,625
Task 4. Adoption	\$5,300
Subtotal	\$44,000
Reimbursables	\$1,000
Total	\$45,000

References

Progressive Companies has helped numerous communities to update their master plans and revise their zoning ordinances to encourage high-quality development, and create downtown plans and economic development plans to drive community prosperity. Below are references for similar projects and communities.

City of Marshall Master Plan/Non-Motorized Plan/Economic Development Plan

Derek Perry, City Manager, dperry@cityofmarshall.com, 269.558.0315

Village of Lawton Master Plan and Zoning Ordinance Update

Todd Hackenberg, Village Manager, thackenberg@lawtonmi.org, 269.624.6407

Plainfield Township Master Plan and Zoning Ordinance Update

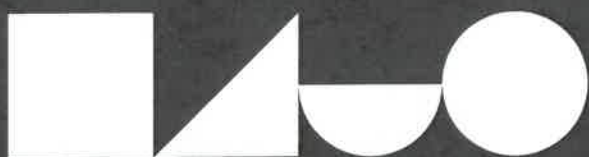
Jennifer M. DeHaan, MPA, Assistant Township Manager/Superintendent, Plainfield Township, 616.262.1343

Legal Clarifications

Progressive Companies prides itself on our long standing track record of completing projects successfully for our clients. We had one claim against our errors and omissions insurance policy in the last twenty years, and we are currently involved with a slip and fall case on a sidewalk that involves multiple parties. Progressive Companies has not failed to complete any work awarded, has not filed any lawsuits or requested arbitration with regard to contracts, and has not failed to complete a contract or been found in default of a contract.



Ada Township



weareprogressive.com

Progressive Companies Proposal - Ada Township 2025 Zoning Ordinance Update

Final Audit Report

2025-06-12

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