

MCKENNA

PROPOSAL TO PREPARE

Commercial Design Guidelines

CITY OF BEXLEY, OHIO



APRIL 9, 2025

Communities for real life.



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April 9, 2025

Megan Meyer, Director
Administration and Development
City of Bexley
2242 E. Main Street
Bexley, Ohio

Subject: Commercial Design Guidelines Proposal

Dear Ms. Meyer:

The McKenna Team is pleased to submit our proposal to partner with the City of Bexley in the development of comprehensive Commercial Design Guidelines for the City's commercial core, as well as context-sensitive guidelines for East Main Street, North Cassady Avenue, and East Livingston Avenue. With over 46 years of experience providing communities throughout the Midwest with planning, design, and development services, we are confident in our ability to deliver thoughtful and easy-to-implement guidelines.

BEXLEY'S UNIQUE CHARACTER

We understand that this project is a vital opportunity to shape the future of Bexley's vibrant commercial core and distinctive corridors—ensuring they remain not only welcoming and walkable, but also sustainable, visually cohesive, and uniquely reflective of the community's identity. These areas are more than just places of commerce—they're the heartbeat of daily life in Bexley, where neighbors meet, small businesses thrive, and the City's charm shines through.

At McKenna, we're excited to build on the City's impressive foundation of existing plans and design work. Our approach will be grounded in honoring what already makes Bexley special, while thoughtfully evolving its public and private spaces to meet future needs. Through clear, implementable, and forward-thinking design guidelines, we'll help shape a holistic and inspiring vision—one that protects Bexley's unique character while enhancing its appeal for generations to come.

WHY OUR TEAM?

We are confident that the McKenna Team's blend of technical expertise, innovative problem-solving, and commitment to collaborative planning makes us the ideal partner for this critical project. Our team will approach this opportunity with enthusiasm, dedication, and a shared commitment to realizing the City and community's vision for an attractive, welcoming, and vibrant commercial district. We bring extensive expertise in urban design, placemaking, and stakeholder engagement, supported by a proven track record of fostering economic development through community-centered solutions.

The McKenna Team is uniquely equipped to meet and exceed the requirements outlined in the RFP:

- Create design guidelines and placemaking documents that are eye-catching and rich with material.
- Are experienced, certified public engagement specialists who conduct meaningful multi-pronged engagement programs, such as town halls, online engagement surveys, in-person open houses, charrettes, and other strategies tailored to the community.
- Create attractive, graphically rich reports, renderings, and materials that help tell the story of the community.

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- Offer local expertise and a history of collaboration with Ohio-based municipalities and Columbus area-based planners to develop solutions tailored to the region's economic and community landscapes.

We have prepared the following qualifications that address the requirements of the RFP, including all RFP appendices, and we attest that all information submitted is true and correct. This proposal shall remain valid for a period of 120 days from the date of submission.

We welcome the opportunity to discuss our submission further or answer any questions. **Abbie Emison, AICP** leads our Ohio office and will be the project manager and point person for this project. She can be reached at (888) 226-4326, extension 205 or aemison@mcka.com.

Thank you for considering our proposal. We are excited to collaborate with the City to craft forward-thinking design guidelines that not only preserve Bexley's distinctive charm but help it continue to grow in character and vibrancy.

Respectfully submitted,

McKENNA

John Jackson, AICP, NCI
President



Commercial Design Guidelines

CITY OF BEXLEY, OHIO

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Executive Summary



PROJECT TEAM

The McKenna Team brings a high-level of expertise to the City of Bexley's Commercial Design Guidelines project, including deep knowledge of streetscape and urban design, universal design concepts, corridor planning, and community engagement. The public engagement expertise of our professionals will ensure that the priorities of key stakeholders guide the preparation of the new Design Guidelines.

Proposed Project Manager **Abbie Emison, AICP** leads our Ohio office and has extensive experience in commercial corridor revitalization. She will be the main point of contact for the project and can be reached at 888-226-4326, extension 205 or aemison@mcka.com.

SCHEDULE

We propose to complete the Design Guidelines project within nine months of contract execution, or as otherwise mutually agreed.

FEE

Lump Sum Fee: \$62,000, which includes the services and end products in the enclosed Work Plan.

We can work with you to customize our proposed scope of work to eliminate, add, or modify elements, with our overall fee adjusted accordingly.

COMMUNITY ENGAGEMENT

Our Team understands the vital role community and stakeholder engagement plays in any planning process. This proposal outlines a range of activities designed to **inspire community participation, build momentum, and ensure a diverse array of voices are heard and valued.**

The McKenna Team scope includes the following engagement activities, guided by the City's Steering Committee and staff:

- Interactive Public Workshops (2)
- Steering Committee Meetings (5+)
- One-on-One Interviews (4)
- Board and Commission Presentations (4)

Firm Qualifications



McKenna's team of over 50 experts in planning, economic development, and market analysis have deep experience throughout the Midwest and are ready to partner with the City of Bexley on forward-thinking Commercial Design Guidelines.

McKenna's team of talented planning, design, and building professionals help municipal leaders develop and maintain communities for real life. From street festivals, neighborhood parks, and storefronts, to parking spots, coffee shops, and farmers' markets, we want your community to thrive. McKenna provides planning, zoning, building, landscape architecture, community and economic development, and urban design assistance to cities, villages, townships, counties, and regional agencies, as well as select private clients, based on skilled and effective public engagement. Our success can be measured by the built improvements to hundreds of McKenna client communities, and by our 47-year record of client satisfaction and on-time, on-budget delivery.

McKenna currently provides project services to more than 85 communities throughout 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 50-plus planners, building code experts, urban designers, and landscape architects formed under the laws of Michigan on May 2, 1978.

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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



Relevant Experience



The McKenna Team brings diverse expertise Bexley's Commercial Design Guidelines including urban design, deep economic development expertise, innovative development techniques, and corridor planning strategies. The public engagement expertise of our professionals will ensure that the priorities of the Steering Committee and community stakeholders guide the preparation of the guidelines.

Members of our Team are industry leaders in organizing an efficient and effective design projects that lead to compelling and targeted plans with a strong implementation focus.

Our professionals embrace:

- Highly effective public processes
- Walkability, bicycling facilities, greenways, trails, complete streets, healthy streets
- Active living, active transportation
- Placemaking
- Parks and open space
- Economic development
- Livable communities
- Environmental preservation
- Land use and conservation
- Traffic and intersection analysis, especially to determine minimum lane needs, circulation, and multi-modal mix
- 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 make course corrections for the future.

We customize our work to reflect local economies, environments, and politics, and our approach to all projects is sensitive to history, size, scale, population, demographics, and diversity of people and place.

Enclosed are a select number of examples of our most relevant experience demonstrating McKenna's innovative processes that yield actionable results. ***Our track record of success gives us the confidence that we are the best, most qualified firm to work with you on your Design Guidelines, and we hope that you will contact our references.***



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What we did:

DESIGN

Urban Design

PLANNING

Transportation Planning
Corridor Planning
Public Engagement

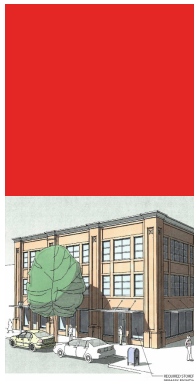
Realize Cedar: Urban Design Framework

DELHI CHARTER TOWNSHIP,
INGHAM COUNTY, MICHIGAN

McKenna worked with Delhi Charter Township on the award-winning Realize Cedar initiative to guide the design of a new downtown. The project included an innovative pop-up outreach events to reach residents where they were—local basketball games, riding the trails, shopping at the farmer's market, visiting the library, or watching music at Veterans' Memorial Park. Other outreach included digital display kiosks, online surveying and forums, local business presentations, and focus groups.

The project, which considered a roadway reconfiguration to reduce the number of lanes and create better biking, walking, and streetscape amenities, incorporated best practices for roadway operations and safety analysis. The transportation analysis followed the Federal Highway Administration process for the evaluation of Road Diets.

Ultimately, Realize Cedar is about facilitating the latent need for new housing and businesses. The Township now has a design framework to facilitate and evaluate new development at several key sites. The Urban Design Framework includes identity themes, materials standards, and signing guidelines for the entire corridor from Willoughby Road on the north and College Road on the south.



Fisher Road Streetscape

CITY OF GROSSE POINTE, MICHIGAN

The Fisher Road business district in Grosse Pointe is a neighborhood business district with a mix of retail, office, service, and residential uses. Buildings are located about 25 feet from the road and the area between the buildings and the road contained a wide range of paving, parking and landscaping.

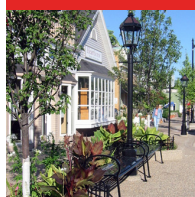
Recognizing the unique characteristics of this neighborhood business district, the City updated its master plan and zoning ordinance to create a mixed-use neighborhood business district with specific design and form-based standards.

The City of Grosse Pointe had scheduled the replacement of a watermain that ran the entire length of the Fisher Road business district presenting the opportunity to unify and enhance the image of the district, and better experience for pedestrians in the district. In addition, a significant private redevelopment project that represented approximately 33% of the frontage in the district was being contemplated.

McKenna facilitated a number of interactive design workshops with property owners to identify desirable features such as landscaping, decorative pavement treatments, bike racks, street trees, and street lights.

These workshops were also used to bring property owners together to form a special assessment district to pay for a portion of the preferred streetscape improvements.

Based on the results of the design workshops, McKenna developed a streetscape plan (currently under construction) for the Fisher Road business district that unified the image of this “front door” to the community and provided for improved pedestrian and bicyclist amenities.



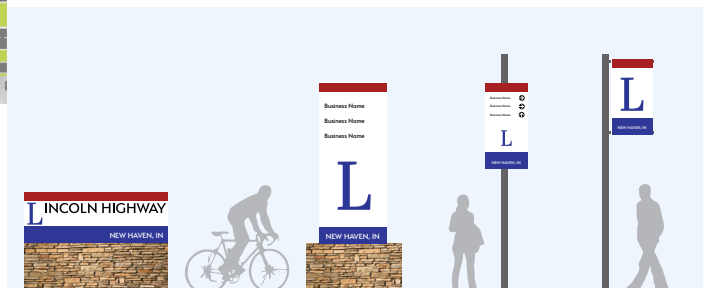
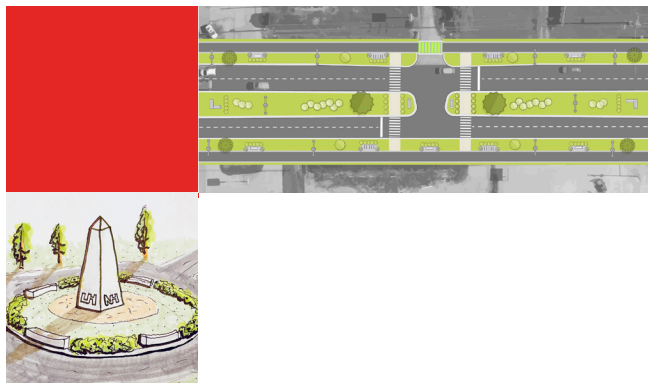
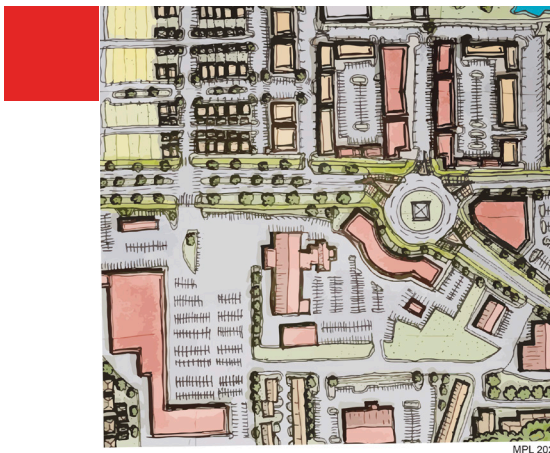
Lincoln Highway Corridor Plan

CITY OF NEW HAVEN, INDIANA

McKenna worked with the City of New Haven to create a plan rooted in a new vision for a vibrant commercial activity supported by a mix of uses and transportation options. The Lincoln Highway Corridor Plan identified concrete strategies to increase the sense of place along the corridor. The existing character of the Lincoln Highway has wild variation, from industrial trucking uses, to regional shopping, to neighborhood and community centers. From one precedent to the next, the City needed an approach that would unify the corridor's strengths and set the stage for redevelopment.

McKenna's approach was to build on our knowledge of the City, and its partnerships with INDOT and Allen County to develop an in-depth understanding of existing issues and opportunities. Through public engagement and technical expertise McKenna developed an urban design framework highlighting catalytic redevelopment opportunities, a partnership strategy for corridor reconstruction, identity elements, landscaping, and furnishing programs that increase aesthetic cohesion.

With an eye on results, the plan includes a Tax Increment Financing (TIF) analysis outlining annual capture and bond projections for 10, 20, and 30 year intervals. A six-step and three-year action plan details project phases, key steps, partners, and timeframes to keep the work on track and move toward meaningful change. With the Lincoln Highway Corridor Plan, New Haven leadership can work toward seeing this transformational vision realized.



Evans Street Corridor Plan

CITY OF TECUMSEH, MICHIGAN

The Tecumseh North Evans Corridor is undergoing significant redevelopment to revitalize the area and improve its functionality and aesthetic appeal. As part of the redevelopment efforts, a comprehensive plan has been devised that focuses on enhancing the physical character, land use, and overall connectivity of the corridor.

McKenna conducted comprehensive engagement, including focus groups, one-on-one interviews, an open house, and a survey, to inform the recommendations for corridor improvements. Additionally, McKenna consulted market research to determine the types of businesses the corridor could support.

In summary, the Tecumseh North Evans Corridor plan outlines a multifaceted approach to transforming the area into a more cohesive and appealing environment. By addressing the diverse needs of residential, commercial, and industrial zones, the plan aims to create a more integrated and attractive community space. The redevelopment efforts also emphasize improving pedestrian and bicycle connectivity, making it easier for residents to access commercial and recreational areas within the corridor.



KEY PERSONNEL

We have assembled an exceptionally well-qualified team of professionals to work with the City on your Design Guidelines. Each team member will play a critical role in development of your guidelines – consider this team an extension of your internal capacity. Detailed resumes are included at the end of the proposal.



Abbie Emison, AICP
Project Manager / Public Engagement

As the designated project manager, Abbie will be the day-to-day contact for the City and key stakeholders. She will ensure that project deliverables are on-time and on-budget. Abbie will also lead the public engagement portion of the project. She has extensive experience facilitating processes that build trust and buy-in for projects.



Brian Keeseey, AICP
Urban Design / Public Realm

Brian leads McKenna's urban design practice and specializes in creating vibrant, walkable environments with a strong emphasis on pedestrian-friendly design and accessible and thoughtful public spaces. With extensive experience in designing streetscapes, parks, and public places, he prioritizes connectivity, safety, and sustainability.



Paul Urbiel, AICP
Urban Design / Public Engagement

Paul has expertise in activating commercial districts and fostering economically vibrant urban spaces. He strategically designs environments that attract foot traffic, support local businesses, and enhance overall economic vitality. Through careful attention to street-level engagement, accessibility, and dynamic public spaces, Paul ensures commercial areas become thriving hubs for commerce, culture, and community interaction.



Carrie Leitner, Senior Art Director
Graphics and Publicity / Document Design

As McKenna's Senior Art Director, Carrie plays a pivotal role in visually communicating the vision, ideas, and goals connected with community planning ventures. She actively participates in collaborative endeavors while overseeing the creative direction of design and visual communication within community planning projects. With over twenty years of expertise in graphic design and an unwavering focus on detail, Carrie consistently raises the bar for visual communication, exceeding conventional standards.

REFERENCES

McKenna has a long working history in communities large and small throughout the Midwest. Our track record of success with communities across the Midwest speaks for itself. We encourage you to contact our references.

Lyon Charter Township, MI

Hon. Patti Carcone
Treasurer

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Cascade Charter Township, MI

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Project Understanding



We understand that the City of Bexley is seeking to develop comprehensive Commercial Design Guidelines to establish a cohesive look and feel of the downtown commercial core. Bexley holds a unique place in the region, offering a welcoming pedestrian experience and mix of architectural styles, as well local retail and dining opportunities. Our Team will ensure that the newly developed guidelines enhance Bexley's special character and reflect input from the City's key stakeholders and create a framework for development and redevelopment that will enhance Bexley's character and economic vitality.

COLLABORATIVE & ITERATIVE PROCESS

Throughout the design guideline development process the McKenna Team will use a highly collaborative approach, working closely with City staff, the Design Guidelines Steering Committee, and stakeholders. We will kick off the project by confirming goals and expectations, then maintain regular communication and checkpoints to ensure the guidelines align with Bexley's vision and needs. An iterative development methodology will be used – we will draft initial concepts, gather feedback, and refine the guidelines in cycles, allowing for continuous improvement based on stakeholder input.

LEVERAGING PAST PLANNING

Bexley has a long history of quality planning on which to build upon. At the project outset, the McKenna Team will conduct a thorough review of all relevant existing documents to ground the new guidelines in Bexley's established plans and policies. This includes analyzing the current Main Street Design Guidelines, relevant City streetscape and design review policies, zoning regulations, and active strategic plans. Our goal is to ensure the new Commercial Design Guidelines are aligned with existing policies and long-term plans, avoiding contradictions and leveraging previous planning efforts. Findings from this review will inform the development of the guidelines' framework and ensure continuity with Bexley's regulatory context.

STAKEHOLDER ENGAGEMENT

Public and stakeholder input is central to McKenna's methodology. We will implement a multi-faceted engagement strategy for this project:

Steering Committee Involvement. The Design Guidelines Steering Committee will be a key partner, providing input and guidance at every stage. We will facilitate on-going committee meetings (as detailed in the timeline) and the committee's feedback will shape the guideline content and ensure community values are reflected.

Interactive Public Workshops. We will hold two interactive public workshops (one early in the project to gather ideas and one later to review recommendations) to solicit broad community feedback. These workshops will be well-publicized and designed to encourage participation from business owners, residents, and other stakeholders. Techniques may include open house stations, facilitated discussions, and visual preference surveys to gather meaningful input on design priorities.

Additional Outreach. In addition to the public workshops, our Team will conduct targeted stakeholder interviews (up to four, one-on-one or small group interviews). This will allow McKenna to hear from key individuals (e.g., business leaders, property owners, civic group representatives) in a more detailed manner. Throughout the project, we will also provide updates via the City's preferred communication channels (e.g., project website or newsletters) to keep the public informed and engaged.



Work Plan



We have designed the following work plan that will craft quality Design Guidelines that are grounded in Bexley's unique character and environment. These guidelines will ensure that the heart of Bexley's commercial core will be visually appealing, protect its unique character, enhance the pedestrian experience, and ensure spaces are inclusive and accessible to all residents and visitors.

TASK 1. **KICK-OFF AND PROJECT STARTUP**

Project initiation will consist of a kick-off meeting and the associated tasks necessary to get the project up and running. These include:

KICK-OFF MEETING. We will meet with City staff to review the work plan and finalize a structure for review and management of the process to:

- Establish a working relationship;
- Reach an understanding of expectations;
- Answer questions;
- Make mutually agreed upon adjustments in the work plan;
- Finalize timeline and key milestones; and
- Identify preferred method(s) of communication (e.g., email, Zoom, Microsoft Teams, etc.).

DELIVERABLES.

- Schedule of regular check-in meetings (weekly/biweekly/monthly).
- Schedule of key project milestones.

TASK 2.

POLICY AND DOCUMENT REVIEW

The McKenna Team will conduct an in-depth background review of all relevant plans and policies. This includes studying the existing Main Street Design Guidelines, zoning and development standards, streetscape improvement plans, comprehensive plan elements, and recent strategic or corridor studies (such as the Joint Livingston Avenue Plan). This extensive review ensures that the new guidelines reflect the work the City and community have already done, building upon these recommendations.

DELIVERABLE.

- Policy and strategy review memo identifying key takeaways and alignment points for the new guidelines.

TASK 3.

PUBLIC OUTREACH AND COMMUNITY ENGAGEMENT

Quality stakeholder engagement is a foundation of McKenna's engaged planning approach. Throughout the process there will be multiple opportunities for the community to provide guidance, react to ideas, and ask questions. These opportunities will come at different times throughout the project and be in different formats so that community members can participate in the way they feel most comfortable. While stakeholder engagement is presented as a discrete task, these activities will take place throughout the entire project. The following outlines key engagement milestones.

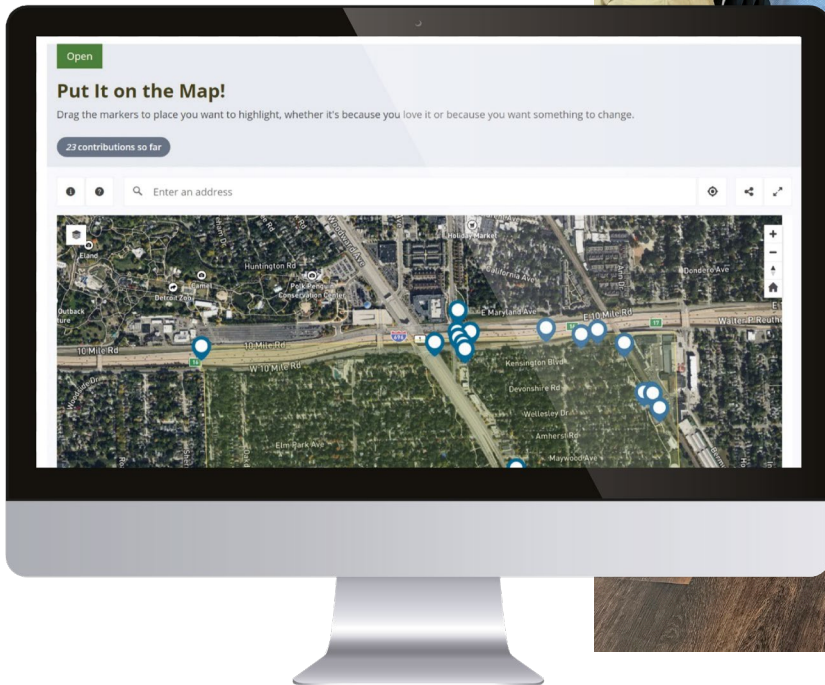
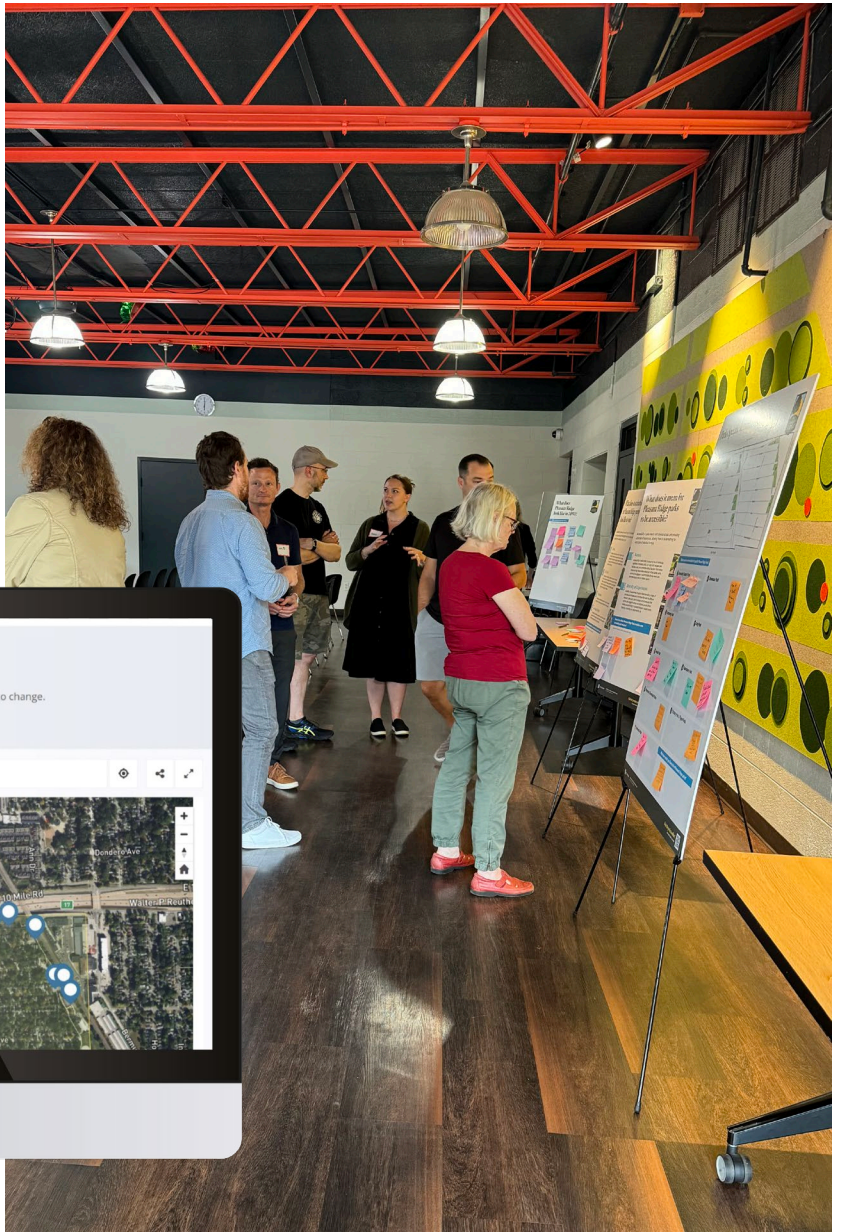
REGULAR STEERING COMMITTEE MEETINGS. McKenna will work closely with the Steering Committee to guide the design guidelines development process, holding regular meetings and empowering them to act as advocates for the guidelines within the broader community. We propose the following schedule for the Steering Committee meetings:

- **Meeting #1:** The McKenna Team will introduce ourselves, review the project scope and objectives, discuss findings from the initial policy review and gather the committee's vision for the project. We will also finalize the project timeline, including scheduling tentative dates for future Steering Committee meetings and public workshops.
- **Meeting #2:** The second meeting will focus on reviewing and refining the outcomes of the first public workshop and the initial concepts. McKenna will share a summary of the public input gathered to date and introduce preliminary design guideline elements.
- **Meeting #3:** In the third meeting McKenna will review detailed recommendations for design guidelines that have been developed from the refined concepts. This will likely include outlines of proposed universal design standards (applying to all Bexley MUC districts) and examples of corridor-specific standards for East Main, North Cassady, and East Livingston (addressing each area's distinctive character). We will present mock-ups or sample guideline pages with graphics to illustrate these ideas.
- **Meeting #4:** McKenna will present the near-final guidelines and recommendations, including any remaining questions or options for consideration. This meeting is important to confirm that the Steering Committee is comfortable with the draft guidelines before they are presented at the second public workshop.
- **Meeting #5:** The last planned Steering Committee meeting will be a crucial final review for the members, reviewing feedback from the second public workshop and finalize recommendations. Consensus is sought on all major points so that the committee fully supports the document moving into the approval phase.

ONE-ON-ONE INTERVIEWS. In order to gather initial perspectives on issues, goals and ideas for the guidelines, McKenna will conduct one-on-one interviews with up to four steering committee members (and/or other key stakeholders as determined by the City). These confidential interviews are intended to help surface candid insights about what is working or not working with the current standards.

PUBLIC WORKSHOPS. The McKenna Team will hold two public workshops during the project timeframe. Planning for these workshops will be a joint venture between McKenna, the City, and the Steering Committee.

Workshop #1: The first workshop will serve as an introduction to the project and actively solicit input on community values and priorities for the commercial area design. In order to engage the community, we recommend an interactive format that could include mapping exercises (identifying liked/disliked places), visual preference surveys on building and streetscape styles, and brief tours of the key corridors.



Workshop #2: The second workshop will present draft recommendations to the community and create a space to ask hard questions, as well as express support or concern for the draft guideline elements. We envision that the workshop will include:

- Presentation of process and Design Guideline elements.
- Display of key draft guideline elements (e.g., recommended building heights, architectural styles, streetscape standards for lighting/landscaping, etc., possibly shown with renderings or comparison images).
- Interactive stations or discussion groups for each corridor (East Main, North Cassady, East Livingston) where community members can review the corridor-specific ideas and provide feedback.
- Collection of new ideas or modifications.

DELIVERABLE.

- Public Input Summary highlighting key themes (e.g., desired architectural character, streetscape improvements, parking concerns, pedestrian amenities).



Using insights from the policy review and initial stakeholder feedback (one-on-one interviews, Steering Committee meetings, Workshop #1), the team will create a framework for the design guidelines and formulate preliminary design concepts and guiding principles for the Design Guidelines. This may involve sketching out universal guideline themes, as well as considerations unique to each corridor. We will also identify any quick “wins” or major challenges noted by the public. At this stage, concept development is high-level (outlining what the guidelines should address and potential strategies to explore in subsequent months).

DELIVERABLES.

- Design Guidelines Framework memo highlighting high-level themes and next steps.

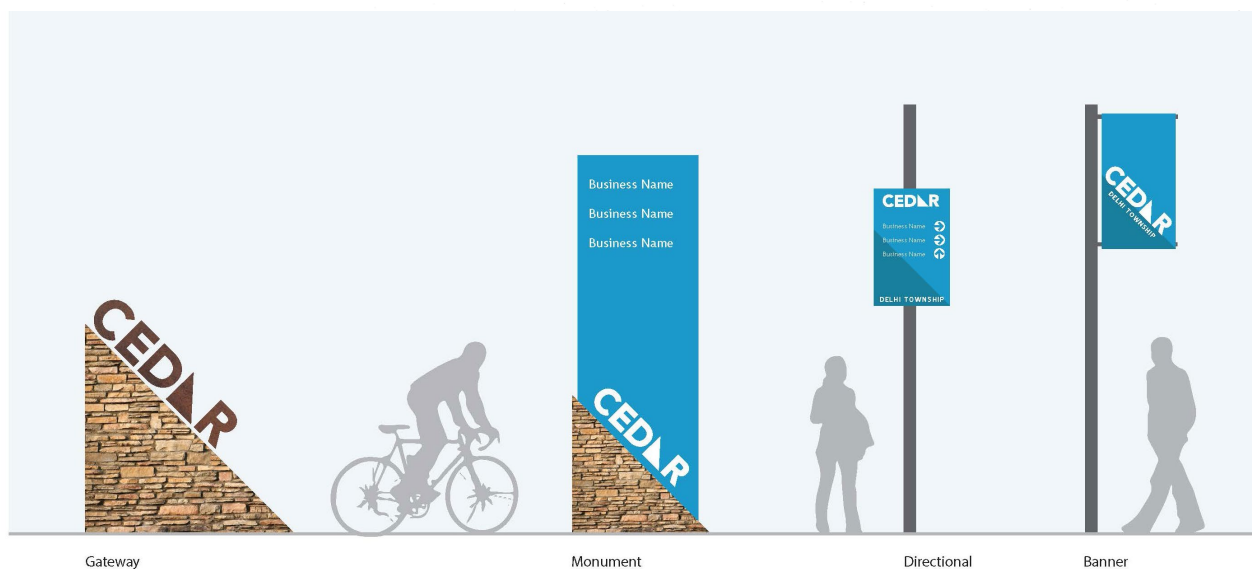
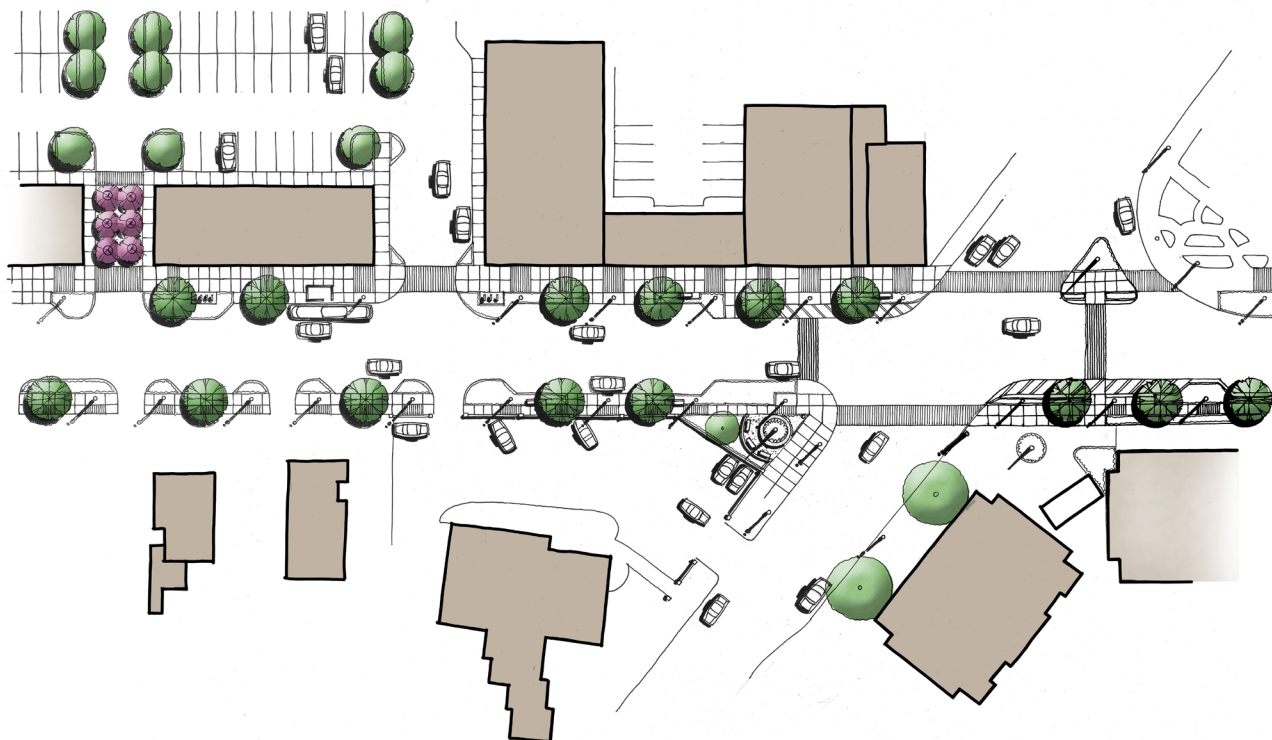


TASK 5. DRAFT DESIGN GUIDELINES

Working with the Steering Committee and City staff, our Team will refine the guideline concepts and emerging recommendations presented in the framework memo. This may involve eliminating concepts that are not resonating, merging ideas, or adding new ones. Once a core set of concepts are agreed upon, we will move forward with drafting the full design guidelines, including key design elements for the three specific corridors, as well as general guiding principles for the entire core commercial area.

DELIVERABLE.

- Draft Design Guidelines document.



TASK 6.

FINAL DESIGN GUIDELINES AND PRESENTATIONS

Leveraging the input gathered, we will finalize the design concepts, recommendations and key elements into a complete draft Commercial Design Guidelines document that is both highly visual and user-friendly.

Final Draft Design Guidelines. The team's urban design and planning experts will translate the concepts and recommendations into clear standards and illustrative graphics and provide a full Draft Design Guidelines document to the City for review. We will create both universal design standards applicable areawide and context-specific guidelines tailored to Bexley's three key corridors (East Main Street, North Cassady Avenue, and East Livingston Avenue). Best practices in urban design, walkability, and historic preservation will be incorporated, with attention to Bexley's unique character.

The McKenna Team envisions that the design guidelines document will include:

- All universal design standards for Mixed-Use Commercial districts (covering building design, site layout, streetscape elements, signage, landscaping, etc.).
- All corridor-specific guidelines for East Main, North Cassady, and East Livingston, each in its own section with context-specific illustrations.
- Introductory and background sections (project purpose, vision, existing conditions, inventory of significant features, etc.).
- Numerous photographs, diagrams, and rendering examples to ensure the document is highly illustrative and clear.
- Implementation guidance or recommendations for how the City might use these guidelines.

Boards and Commissions Presentations. McKenna will develop a “road show” which highlights key elements and recommendations of the Design Guidelines and present to key Bexley Boards and Commissions. These will include: the Architectural Review Board, Board of Zoning and Planning, Tree and Public Gardens Commission, and Bexley City Council.

Final Document Delivery. Upon conclusion of the draft review and board and commission presentations, McKenna will review all comments received and, if necessary, make one round of modifications to the draft. McKenna will finalize the plan and deliver it to City staff.

DELIVERABLES.

- Final Commercial Design Guidelines document.
- Road show presentation to key boards and commissions, including City Council.



Proposed Schedule



We will work out a mutually acceptable schedule for the Design Guidelines with the Steering Committee and the City. The following is our proposed timeline of tasks and meetings, estimated to take approximately nine months.

KEY TASKS		Month								
		1	2	3	4	5	6	7	8	9
1	Kick-off and Project Startup									
2	Policy and Document Review									
3	Public Outreach and Community Engagement	SC	W	SC	SC	SC / W	SC			
4	Design Guidelines Framework									
5	Draft Design Guidelines									
6	Final Design Guidelines and Presentations								P	P

- SC** Steering Committee Meetings (5 total)
W Public Workshops (2 total)
P Presentations (4 total)

Project Cost

FEE

McKenna proposes the following not-to-exceed lump sum professional fees for the City of Bexley Commercial Design Guidelines project, as described in this proposal.

We are happy to adjust our scope and fees to meet your specific needs.

SERVICE	FEE
City of Bexley Commercial Design Guidelines	\$62,000

MCKENNA PROFESSIONAL FEE SCHEDULE

Additional services beyond the scope can be provided, at the City's request based on McKenna's professional fee schedule (below) or a separate negotiated fee.

Professional Classification	Rate Per Hour*
President	\$220
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
Consultation, preparation for, and sitting as expert witness in legal matters.	\$220

* 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.

These rates do not include photography, outside reproduction, document or materials purchases, which are invoiced additionally. Rates also do not include reimbursable costs for travel, courier, overnight mail, etc. Mileage will be invoiced at the Federal mileage rate.

These hourly rates are valid through December 31, 2025, after which they may change per classification by a percentage equal to the increase in the Consumer Price Index for the prior 12 months per U.S. Department of Labor, Bureau of Labor Statistics.



Abbie Emison, AICP

PRINCIPAL PLANNER

EDUCATION

Master of City Planning

Environmental Policy and Planning
Massachusetts Institute of Technology

Bachelors of Arts

Economics and Political Science
Wellesley College

PROFESSIONAL EXPERIENCE

Economic Development Planning

Develops targeted strategies to promote long-term economic growth, strengthen local economies, and improve community well-being. Manages key relationships and projects to ensure quality development that drives innovation and job creation. Projects include: Gary, IN Lakefront District and Lorain, OH Harbor Area-Wide Planning Project.

Smart Growth Planning

Designs and implements sustainable, community-centered solutions that prioritize both development and environmental conservation. Creates data-driven strategies that promote efficient land use, upgrade transportation infrastructure, and improve residents' quality of life. Develops community-specific responsible growth practices that support green technologies and protect natural resources. Projects include: Indianapolis, IN Smart Growth Redevelopment District and National City, CA Autobody Design Guidelines and Zoning Code Revisions.

Brownfield Revitalization Planning

Transforms underutilized and contaminated sites into vibrant, sustainable community assets. Works with community stakeholders to identify redevelopment opportunities that foster economic growth while prioritizing public health and environmental stewardship. Navigates complex regulatory frameworks, assist in securing funding, and guide projects through the revitalization process. Projects include: Ogdensburg, NY Brownfields Opportunity Area and National City, CA Partnership for Sustainable Communities Pilot.

Economic and Market Analysis

Provided in-depth, data-driven analysis to support regional and local development decision-making and planning. Conducts market research and economic forecasting to identify trends, evaluate opportunities and assess complex market dynamics. Projects include: Toledo, OH Area-Wide Planning Project Strategy and Ogdensburg, NY Economic and Market Trends Analysis.

Public Engagement

Organizes events from large-scale town hall meetings to intimate one-on-one interviews, to facilitate discussions and build partnerships with and between stakeholders. Leverages a wide range of channels to promote open communication, addressing community concerns, and ensuring inclusive participation. Projects include: USEPA/USDA Cool and Connected Pilot Projects (Georgetown, DE and Toledo, WA).

MEMBERSHIPS

American Institute of Certified Planners
American Planning Association



Brian Keeseey, AICP

SENIOR PRINCIPAL PLANNER / GIS MANAGER

EDUCATION

Master of Urban & Regional Planning
Michigan State University

Bachelor of Landscape Architecture
Michigan State University

PROFESSIONAL EXPERIENCE

Project Direction and Management

Responsible for the oversight of large and small planning and zoning projects, leading teams of multi-disciplined professionals to the successful adoption of Master Plans, Zoning Ordinances and amendments, Capital Improvement Programs, Parks and Recreation Plans, Safety Audits, and grant administration. Leads an internal team of 6-8 planners and design professionals on career development and business-related tasks and objectives.

Land Use Planning and Zoning Administration

More than 15 years of experience providing support for citizens and developers with land use information and application procedures, reviewing small and large scale development proposals, site plans, and special use applications and recommending action to Planning Commissions and elected officials. Conducts agency review meetings, public hearings, and public input forums to ensure comprehensive analysis and sound planning and design principles. Provides land use and conceptual layout guidance for residents and landholders. Prepares annual planning reports, Capital Improvement Programs, and other State-required planning functions.

Zoning

Provides on-site administration of zoning regulations. Researches topics and drafts zoning ordinance amendments, including regulation of signs, mining operations, and wind energy conversion systems. Presents recommendations and provides guidance to Planning Commissions and elected officials.

Comprehensive Planning

Facilitates visioning and goal-setting sessions to guide master plan development. Provides demographic analysis, geographic analysis, and market studies highlighting community trends for the municipality to address. Guides the creation of policies to support municipal development goals. Utilizes data to address difficult land use, equity, housing, and environmental impacts of land use plans and development patterns, with the intent to align local goals and objectives with actionable tasks that can be assigned to stakeholders to encourage accountability and buy-in

Geographic Information System (GIS) Management, Analysis, and Modeling

McKenna GIS Manager responsible for the overall direction of company mapping product offerings, implementation, and design. Coordinates data analysis deliverables and information dissemination for clients and external agencies. Conducts U.S. Census, FEMA, USGS, and County-level data source analysis based on project needs to glean actionable insights for communities. Prepares map layouts and templates for cohesive and visually appealing deliverables to clients. Designs zoning and future land use maps for administration and comprehensive plans and develops online versions for public consumption using the ArcGIS Online platform. Administers databases of utility and infrastructure information. Drafts site plans, engineering details and design documents using AutoCAD.

MEMBERSHIPS

American Institute of Certified Planners
American Planning Association
Michigan Association of Planning



Paul Urbiel, AICP

SENIOR PRINCIPAL PLANNER

EDUCATION

Master of Urban Planning
Taubman College
University of Michigan

Bachelor of Science in Architecture
University of Michigan

PROFESSIONAL EXPERIENCE

Comprehensive and Neighborhood Planning

Manages multi-disciplinary planning processes for areas and neighborhoods, analyzing complex planning problems and developing recommendations to improve social, economic and cultural welfare for communities in six states, as well as Canada, Saudi Arabia, Malaysia, and Yemen.

Public Engagement

Leads community and stakeholder engagement for neighborhood, district and parks and recreation plans. Designs engagement plans and facilitates exercises that ensured broad community input. Interprets data about community desires and integrates into plan recommendations.

Urban Design and Site Design

Prepares design guideline documents and performs conceptual site planning activities for development feasibility of mixed-use, commercial, residential, and industrial projects.

Parks and Recreation / Open Space Planning

Develops parks and recreation master plans, per MDNR requirements, including facilities assessment, natural features inventory, deficiencies analysis, and action plan programming. Develops recreation plans that lead contributions to the realization of sustainability, equity and inclusion goals. Experience in Phase II of Parks and Recreation master planning, including successful MDNR grant applications. Recent 5-Year Recreation Plan projects include: City of Birmingham, City of Royal Oak, City of Fraser, and Village of Lexington.

Zoning

Conducts zoning and regulatory analysis to support conceptual design / development feasibility studies. Formulates recommendations for code and policy revisions to successfully create walkable, vibrant mixed-use districts. Administers zoning ordinances in multiple communities. Reviews permit applications; guides applicants through the review process. Educates the public about related codes and ordinances.

Development Review

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

Economic Development

On behalf of a planning/host committee of public, private and non-profit sector leaders, planned and implemented a multifaceted economic development initiative to improve the built environment and maximize visitor experiences in downtown Detroit leading up to Super Bowl XL and related events. Designed and managed stakeholder input processes to galvanize support and a vision for the Dequindre Cut rail-to-trail conversion, leading to the implementation of the 3-mile greenway that now connects the Eastern Market to the Detroit Riverfront, two of metropolitan Detroit's most vibrant and cherished places.



PROFESSIONAL EXPERIENCE

Funding and Grant Management

Managed diverse public, private and non-profit stakeholders to formulate a shared vision, then wrote a successful grant application for the first cohort of the BUILD Health Challenge. Collaborated on the writing and production of a Business Case for the Eastern Market Reinvestment Strategy to secure more than \$11 million in philanthropic commitments that transformed the management and the built environment of the market district.

Downtown Development Authority (DDA) / Tax Increment Financing (TIF)

Prepares downtown plans for community downtowns that focus on detailed projects to implement. Examples of recent Downtown TIF Plans include: City of Tecumseh, City of Garden City.

Data Analysis

Conducts research and analysis of existing physical, economic and social condition data including: demographic, land use, property, historic urban form, transportation systems and neighborhood assets. Performs GIS-based land use and property analysis for the creation of a transit-oriented improvement authority, conflicting land use mitigation, and development opportunity identification.

AFFILIATIONS

American Institute of Certified Planners
Urban Land Institute
Leadership Detroit Class 30
LEED AP

SPEAKING ENGAGEMENTS AND COMMUNITY INVOLVEMENT

Growing Sustainability, Accessibility and Community Building in Your Parks

Michigan Municipal Executives 2023 Summer Workshop

Non-Traditional Partnerships for Community Health

deBeaumont Foundation Board of Directors Guest Speaker Series, Bethesda MD

Guest Critic/Lecturer for Undergraduate Architectural Design and Graduate Physical Planning Studios

University of Michigan, Taubman College of Architecture and Urban Planning
University of Detroit Mercy School of Architecture

Guest Critic/Mentor

ACE Mentor Program, SE Michigan
Give Merit Park Student Design Project Detroit, MI



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).